# *2002 Organizational Climate Survey*

## Summary Report

conducted for

The City of Fort Lauderdale, Florida

by

ETC Institute
725 West Frontier
Olathe, Kansas 66061
(913) 829-1215

July 2002

# Executive Summary

*Findings and Recommendations*

## Methodology

ETC Institute administered an organizational climate survey for the City of Fort Lauderdale during May and June 2002. The purpose of the survey was to gather input from employees about a wide range of issues in order to identify opportunities to improve the organization. The results of the survey will provide a baseline for objectively assessing change in the attitudes and perceptions of City employees over time.

The major topics that were addressed in the survey included:

- Overall satisfaction with employment at the City
- Availability of work related resources
- Quality of the City's work environment
- Effectiveness of internal communication
- Opportunities for professional development
- Perceptions of managers and supervisors
- Understanding of the City's compensation and benefits programs
- Perceived adequacy of rewards and recognition for employees
- Employee knowledge of departmental goals and objectives

Although the survey was distributed to all employees, participation in the survey was voluntary. Employees were allowed to complete the survey during work hours or in the privacy of their home. In order to protect confidentiality, employees were given a postage-paid envelope so they could return their survey directly to ETC Institute.

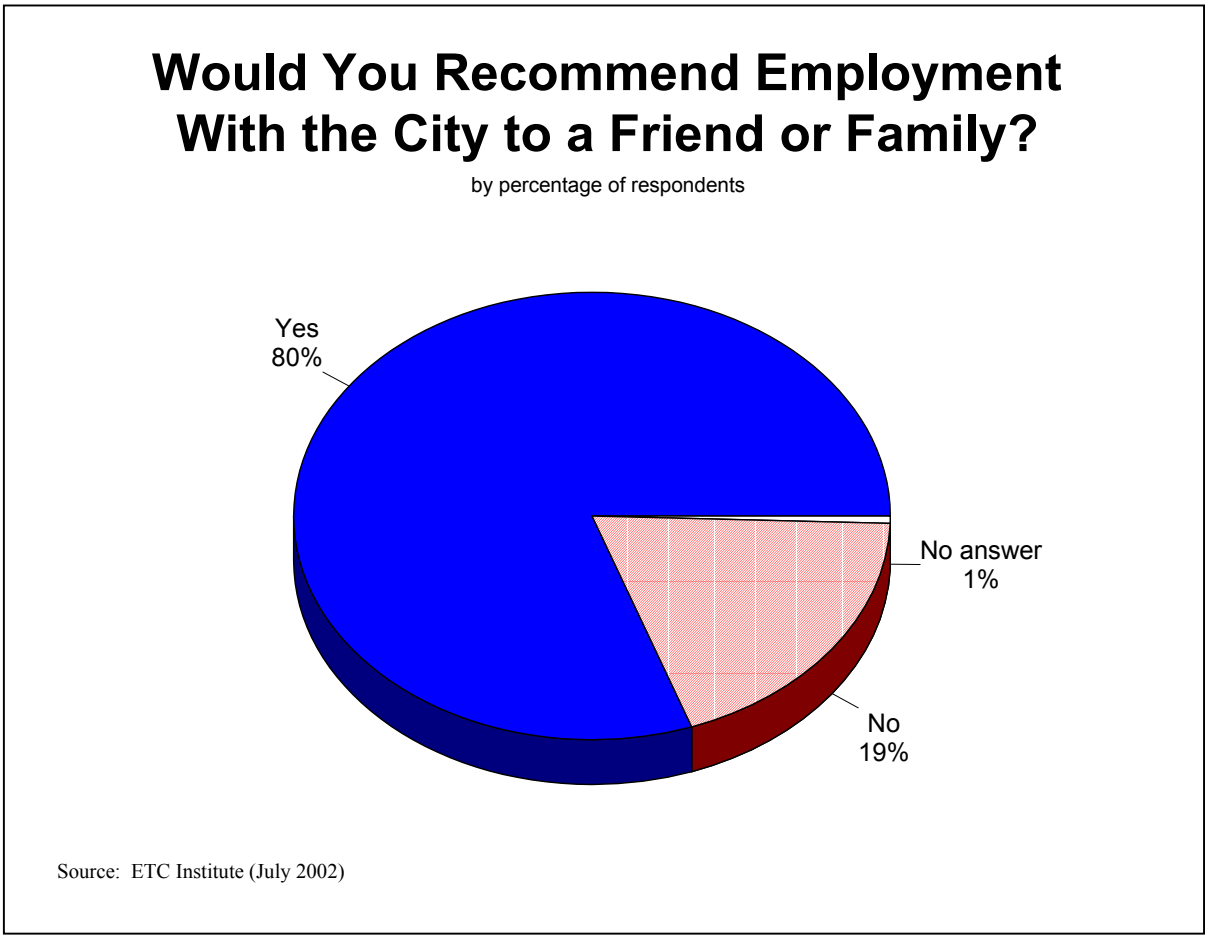
Even though the survey was 10 pages long and took an average of 25 minutes to complete, more than 1,000 of the City's employees completed the survey. The response rate far exceeded the original goal of obtaining 400 completed surveys. The sample was statistically valid for all major departments, and the overall results have a 95% level of confidence with a precision of at least +/- 2.4%.

The following pages contain a summary of the major findings and recommendations.

## Major Findings

***Overall Satisfaction Among City Employees***

- 85% of the employees surveyed thought the City is generally a good place to work.
- 80% of the employees surveyed indicated that they would recommend employment with the City to a friend or family member.
- Although nearly two-thirds (65%) of the employees surveyed were satisfied with their current employment, 34% thought that the overall quality of their employment had become worse during the past year.



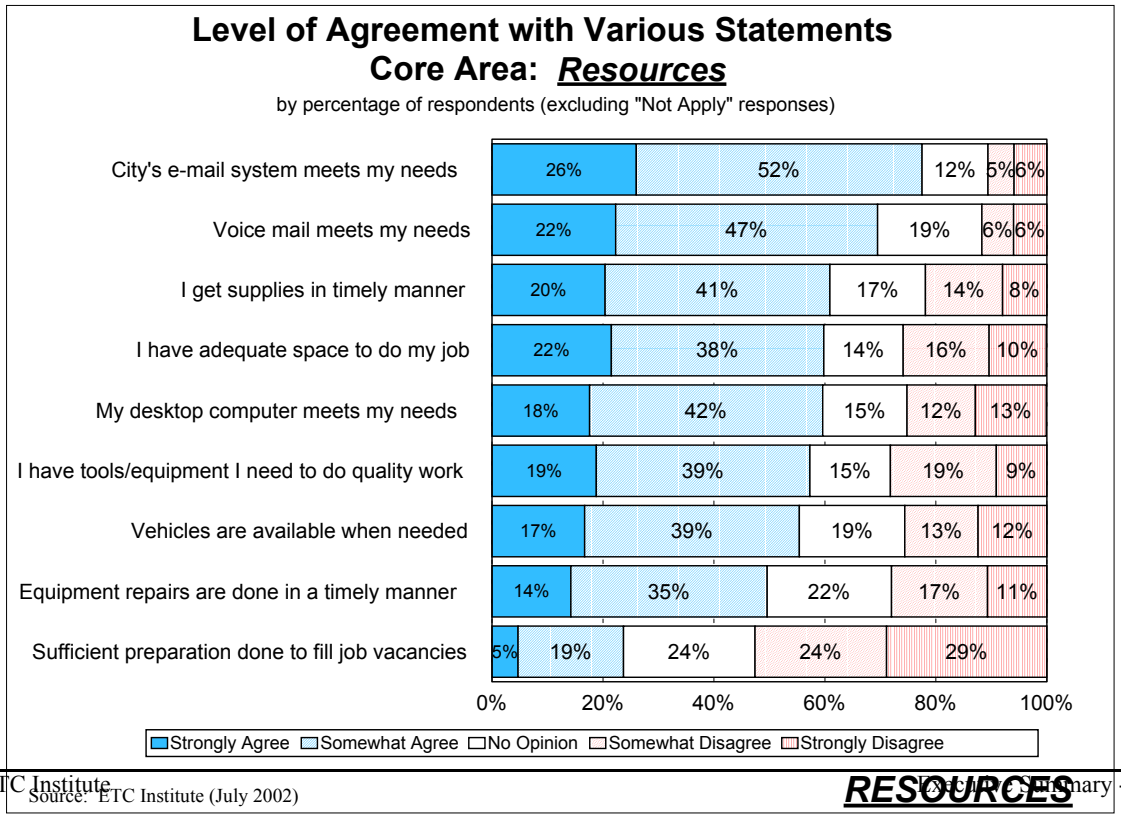
## *Resources*

- 54% of the employees surveyed were satisfied with the overall availability of resources in the department or division where they work; 25% were not satisfied, and 21% gave a neutral rating or did not have an opinion.

- When asked to rate their level of agreement with various statements about the availability of resources in their department or division, a majority of the employees surveyed gave positive ratings about the following:

  - How well the City's e-mail system meets their needs
  - Quality of the City's voice mail system
  - How timely supplies are delivered
  - Adequacy of space for employees to do their jobs
  - Quality of the City's desktop computer systems
  - Availability of tools and equipment
  - Availability of city vehicles

- 89% of the employees surveyed thought it was important for the City to do a better job of ensuring employees have the resources they need. Employees were most concerned about the amount of preparation that is currently being taken to fill job vacancies. Only 24% of the employees surveyed felt the City was doing a good job in this area.



Source: ETC Institute (July 2002)

**RESOURCES**

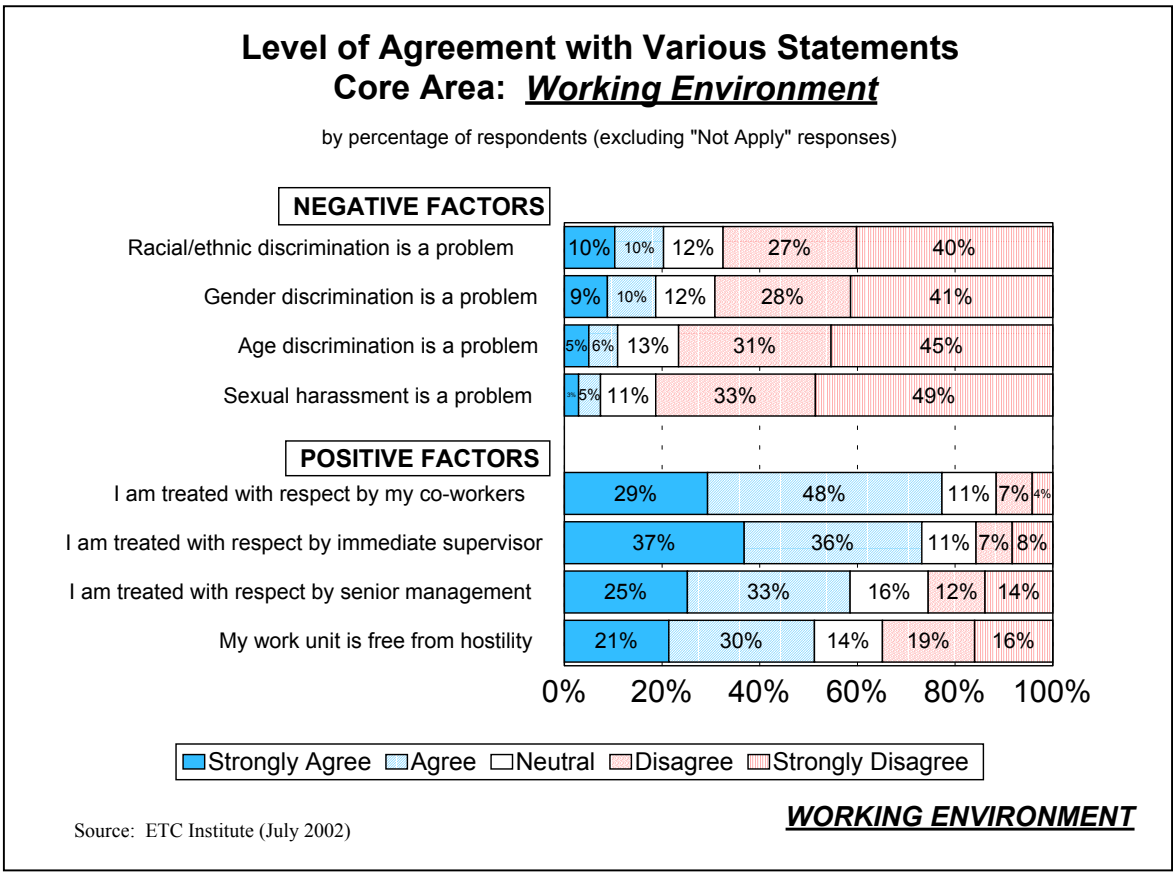
## *Work Environment*

- 58% of the employees surveyed were satisfied with the overall quality of the working environment in the department or division where they work; 27% were not satisfied, and 15% gave a neutral rating.

- When asked to rate their level of agreement with various statements about the working environment in their department or division, a majority of employees gave positive ratings in all areas. However, a significant percentage of employees had concerns about the following:

  - 35% of the employees surveyed thought hostility was a problem in their work unit.
  - 26% did not think they were treated with respect by senior management.
  - 20% thought that racial/ethnic discrimination was a problem in their work unit.
  - 19% thought gender discrimination was a problem in their work unit.

- 82% of the employees surveyed thought it was important for the City to foster a better work environment for employees. Employees generally thought it was most important for senior managers to show more respect to employees and for the City to reduce the amount of hostility in the organization.




Source: ETC Institute (July 2002)

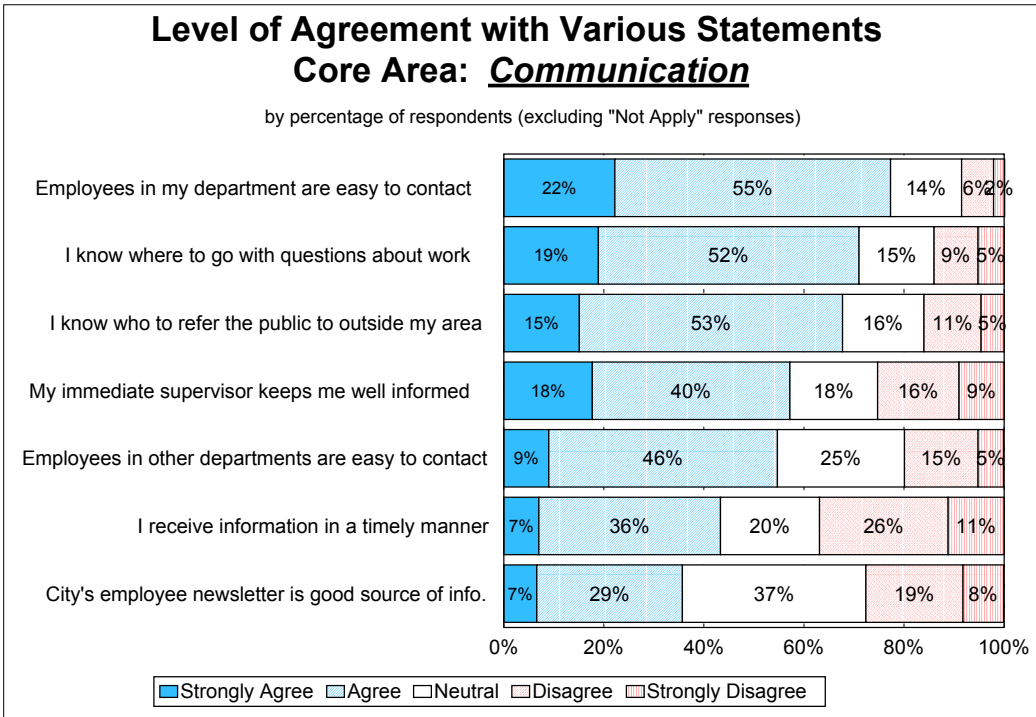
## *Communication*

- 50% of the employees surveyed were satisfied with the overall quality of internal city communication; 26% were not satisfied, and 24% gave a neutral rating or did not have an opinion.

- When asked to rate their level of agreement with various statements about internal city communication, a majority of the employees surveyed gave positive ratings about the following:

  - How easy it is to contact other employees in their work unit
  - Where to get information about job related issues
  - Their ability to refer the public to the right department when a resident has questions that the employee cannot answer
  - How well immediate supervisors keep employees informed
  - How easy it is to contact employees in other City departments

- 81% of the employees surveyed thought it was important for the City to improve internal communication. Employees were most concerned about the timeliness of information. 37% of the employees surveyed did not think they currently receive information in a timely manner.

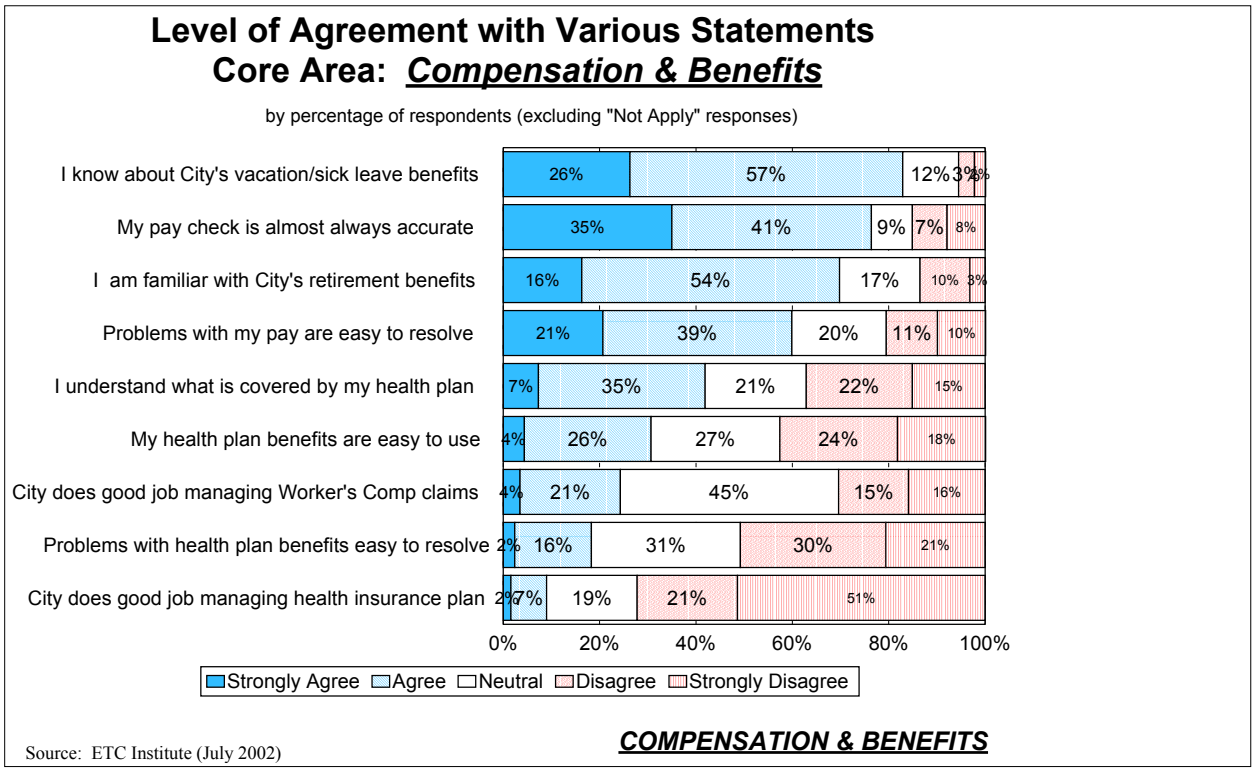



Source: ETC Institute (July 2002)

## *Compensation and Benefits*

- When asked to rate their level of agreement with various statements about compensation and benefits offered by the City, more than half of the employees surveyed gave positive ratings about the following:
  - Their knowledge of the City's vacation and sick leave programs
  - The accuracy of their pay check
  - Familiarity with the City's retirement benefits
  - How easy it is to resolve problems with their pay

- 74% of the employees surveyed thought it was important for the City to do a better job of managing the City's compensation and benefits programs. Employees were most concerned about the City's health plan; 72% of the employees surveyed did not think the City was doing a good job of managing the City's health plan; only 18% thought that problems with their health plan were easy to resolve.




Source: ETC Institute (July 2002)

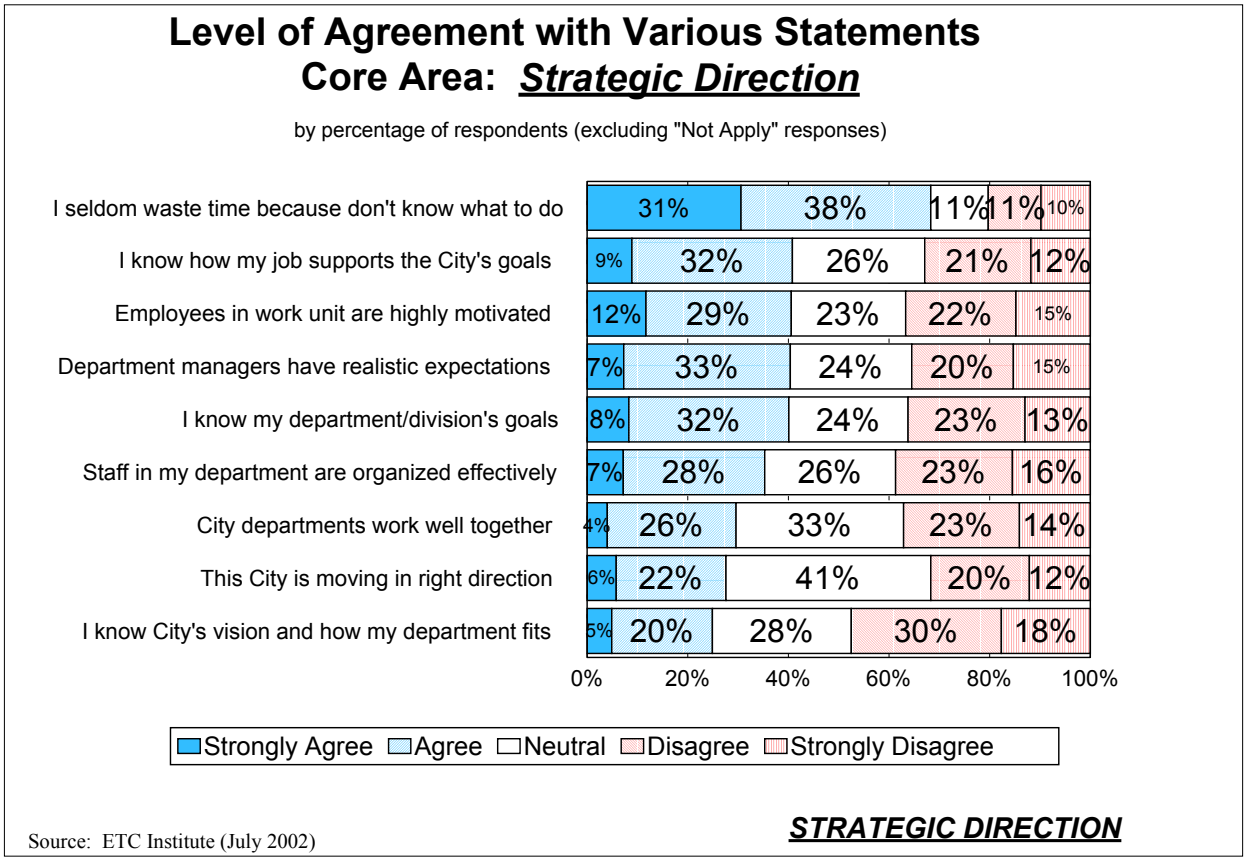
## *Strategic Direction*

- Only 24% of the employees surveyed were satisfied with the strategic direction provided by senior city leaders; 38% were not satisfied, and 38% gave a neutral rating or did not have an opinion.

- A majority of the employees surveyed indicated that they seldom waste time because they don't know what to do.

- 75% of the employees surveyed thought it was important to promote a strategic vision for the City. Employees generally thought the three most important areas to emphasize over the next two years regarding the strategic direction of the City were:

  - Ensuring that staff are organized effectively
  - Ensuring that managers have realistic expectations
  - Ensuring that employees understand the City's strategic vision and how their department supports that vision



Source: ETC Institute (July 2002)

## *Rewards and Recognition*

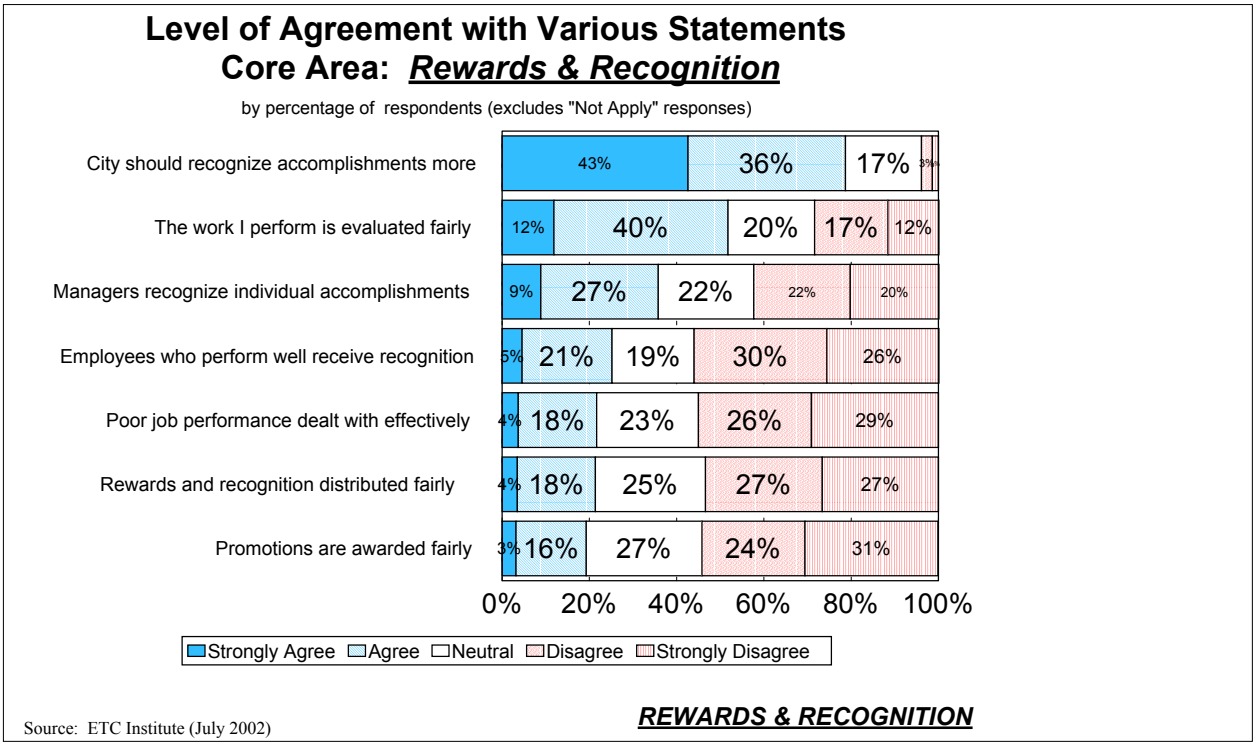
- Only 24% of the employees surveyed were satisfied with the level of rewards and recognition that are given to City employees; 47% were not satisfied, and 29% gave a neutral rating or did not have an opinion.

- A majority of the employees surveyed thought their work was evaluated fairly

- More than half of the employees surveyed did not agree with the following statements:

  - 56% did not think that employees who perform well receive adequate recognition.
  - 55% did not think promotions are awarded fairly.
  - 55% did not think managers deal with poor performance by employees effectively.
  - 54% did not think rewards and recognition are distributed fairly.

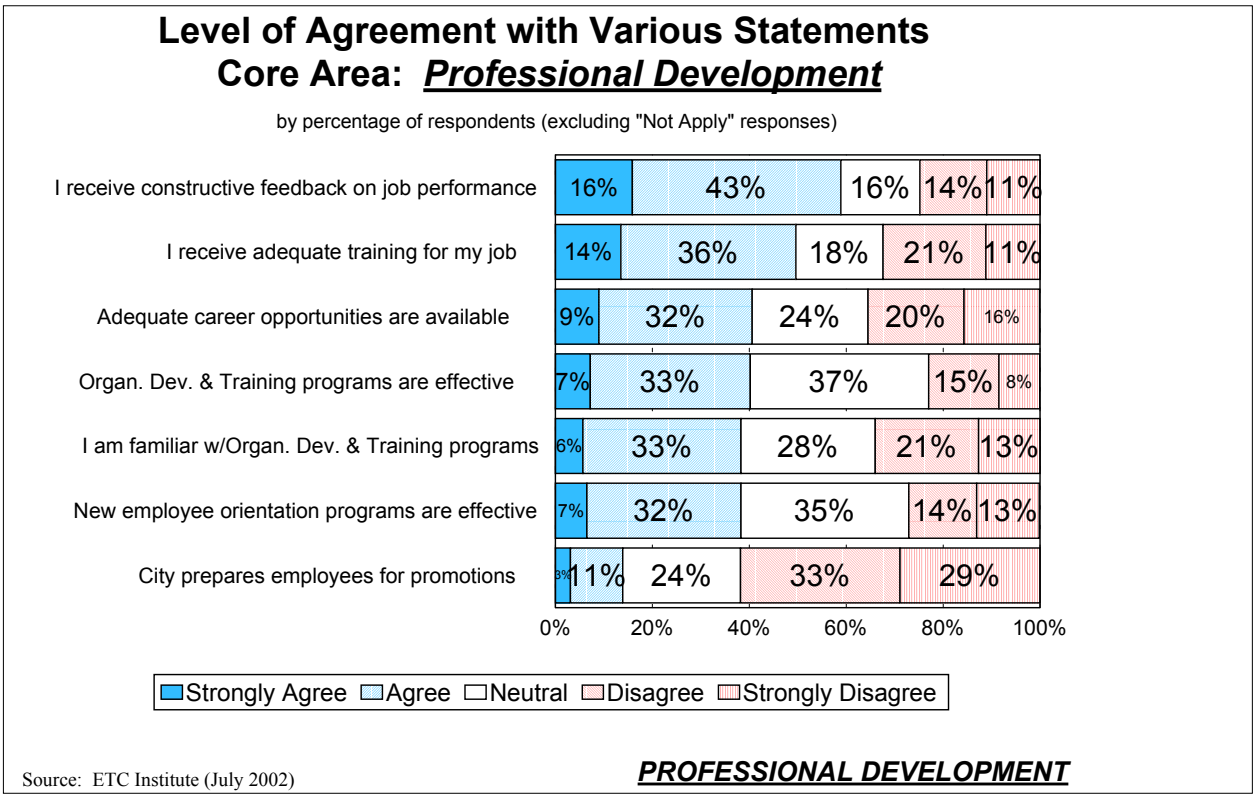
- 76% of the employees surveyed thought it was important for the City to do a better job of providing rewards and recognition to employees. Employees were most concerned about the way managers deal with poor performance and the way promotion decisions are made.



## *Professional Development*

- When asked to rate their level of agreement with various statements about professional development opportunities and programs in the City, at least half of the employees surveyed agreed with the following:
    - 50% of the employees surveyed thought they had received adequate training for their job.
    - 59% thought they usually receive constructive feedback on their job performance from their supervisor.

- Employees were most concerned about the way the City prepares employees for job promotions. Nearly two-thirds (62%) of the employees surveyed gave negative ratings in this area.



## Recommendations

Although the vast majority of City employees are satisfied with their current employment and most employees would recommend a City job to a friend or member of their family, the survey results identified several opportunities for improvement.

Based on a thorough review of the ratings and the relative importance that employees place on more that 70 factors that influence the organizational climate of the City, the City of Fort Lauderdale is strongly encouraged to establish the following items as priority actions over the next 12-18 months:

- Within 45 days, City leaders should openly share the survey results with employees.
- Management must "own" the survey results and make a serious commitment to reducing hostility in the work environment.
- The City must reinforce a "no tolerance" policy related to racial and gender discrimination.
- The City should work aggressively to improve the process that is currently used to fill job vacancies.
- The City needs to take immediate action to correct problems with health benefits provided to city employees.
- City leaders need to ensure that employees at all levels understand how they support the City's strategic vision for the future.
- The City needs to implement and enforce the use of objective criteria to ensure that decisions regarding promotions and penalties for poor performance are fair.
- The city should enhance employee awareness of existing programs that are designed to support career development within the City.

## Contents of the Full Report

In addition to the information provided in this executive summary, the complete report contains the following:

- The overall results to all questions on the survey for each major city department
- Benchmarking data that shows how the survey results compare to the average of other employee surveys administered by ETC Institute
- The Importance-Agreement Analysis that was used to develop the recommendations

# Overview/Purpose

- Gather input from employees in 8 core areas
  - Resources - Work Environment
  - Strategic Direction - Communication
  - Benefits - Rewards & Recognition
  - Views of Managers - Professional Development
- Identify priorities for organizational improvement
- Provide a mechanism for objectively evaluating organizational performance over time

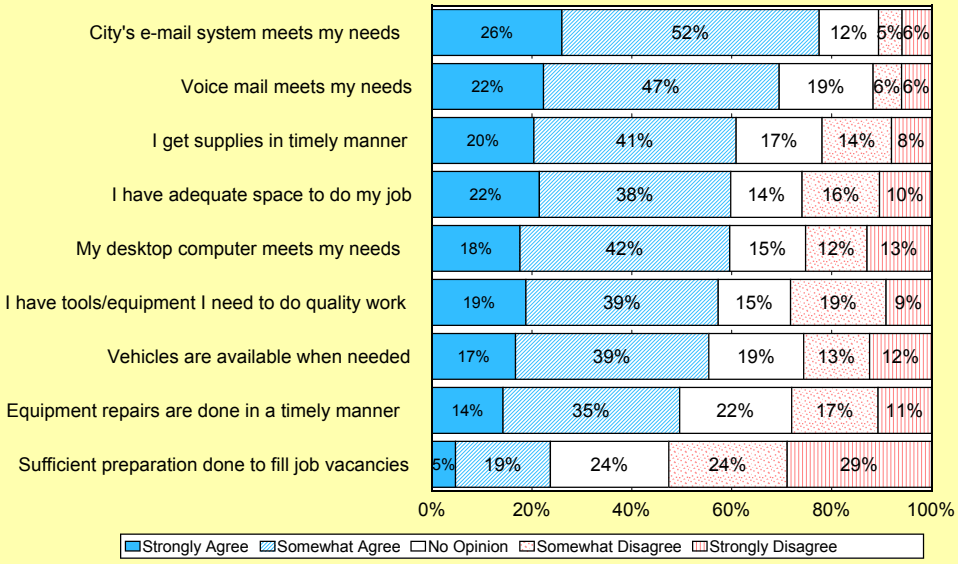
# Employee Survey Results

- Administered to all City employees
- more than 1,000 of the City's employees completed the survey
- 10 pages in length (about 20-25 minutes)
- precision of +/-2.4% at the 95% level of confidence

# Core Area #1: Resources

## Q1: Level of Agreement with Various Statements
## Core Area: ***Resources***

by percentage of respondents (excluding "Not Apply" responses)

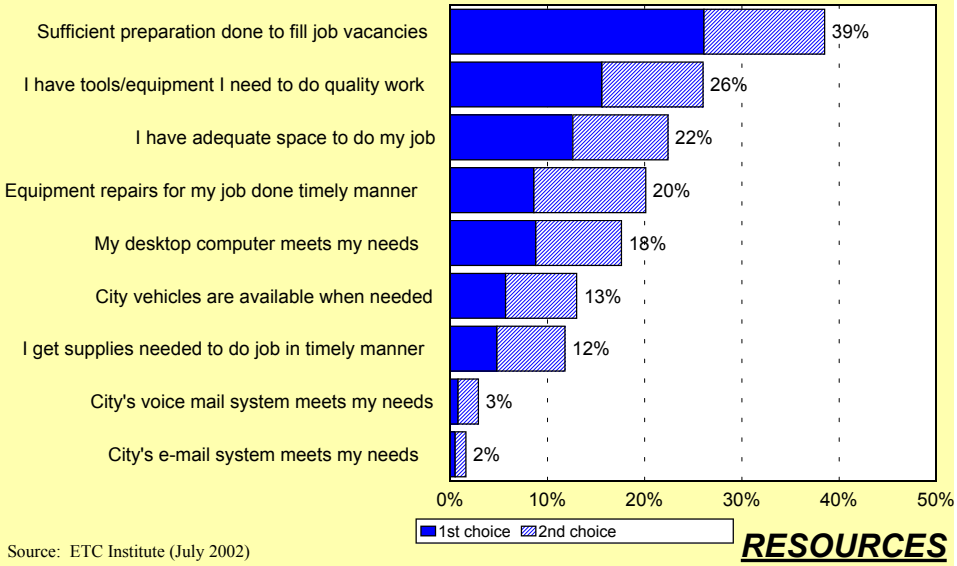



Source: ETC Institute (July 2002)

***RESOURCES***

## Q2: Areas that Employees Think the City Should Emphasize Most Over Next Two Years
## Core Area: ***Resources***

by percentage of respondents who selected the item as one of their top two choices

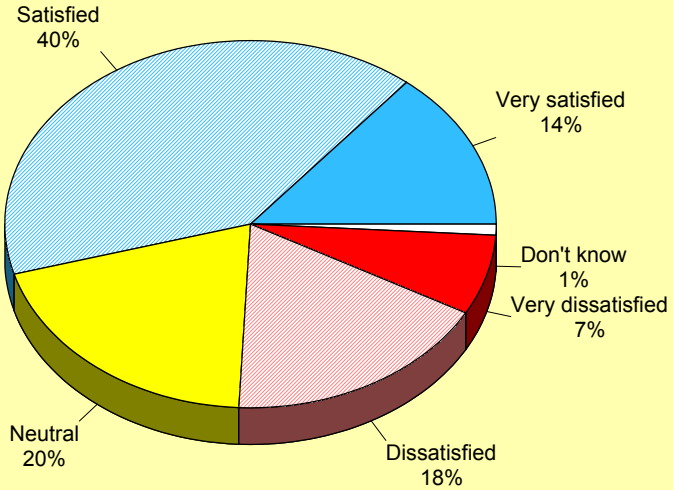



Source: ETC Institute (July 2002)

***RESOURCES***

## Q3: Overall Satisfaction with the Quality and Availability of Resources

by percentage of respondents



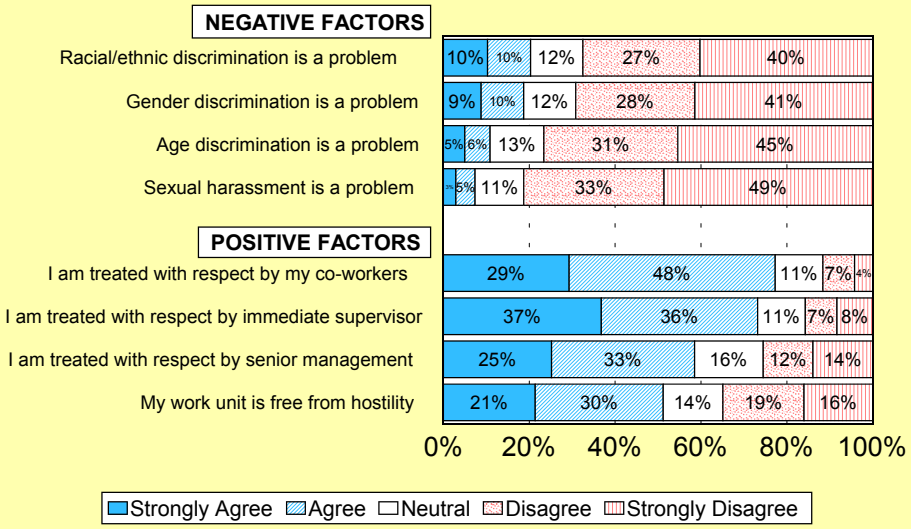

Source: ETC Institute (July 2002)

***RESOURCES***

# Core Area #2: Working Environment

## Q4: Level of Agreement with Various Statements
## Core Area: *Working Environment*

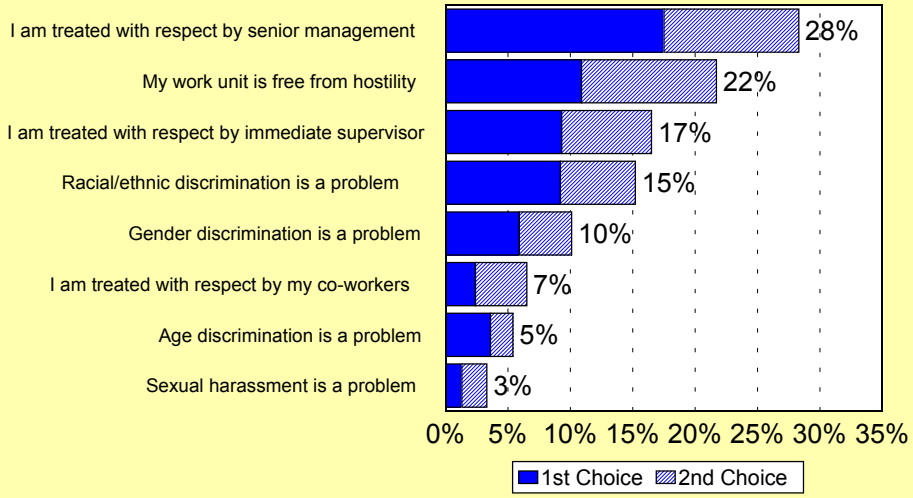
by percentage of respondents (excluding "Not Apply" responses)




Source: ETC Institute (July 2002)

## Q5: Areas that Employees Think the City Should Emphasize Most Over Next Two Years
## Core Area: ***Working Environment***

by percentage of respondents who selected the item as one of their top two choices

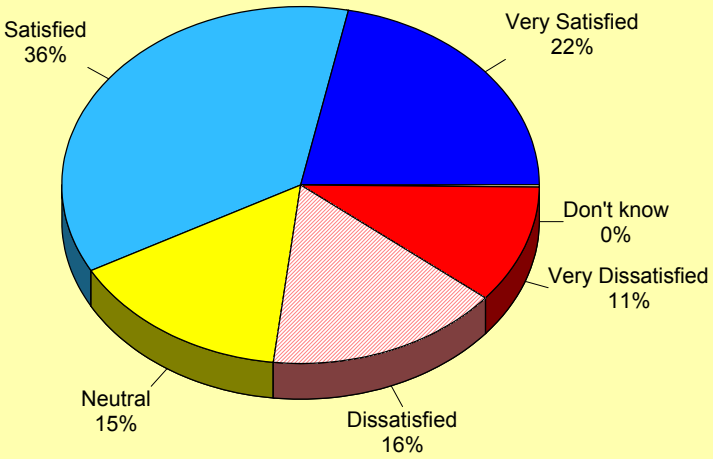



Source: ETC Institute (July 2002)

***WORKING ENVIRONMENT***

## Q6: Overall Satisfaction with the City's Working Environment

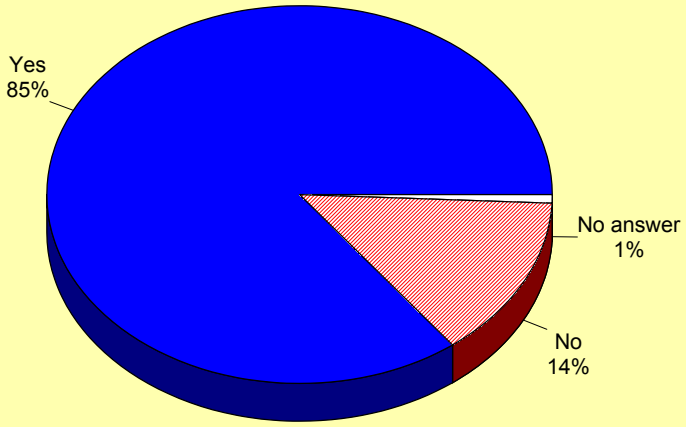
by percentage of respondents




Source: ETC Institute (July 2002)

# Q7: Is the City Generally a Good Place to Work?

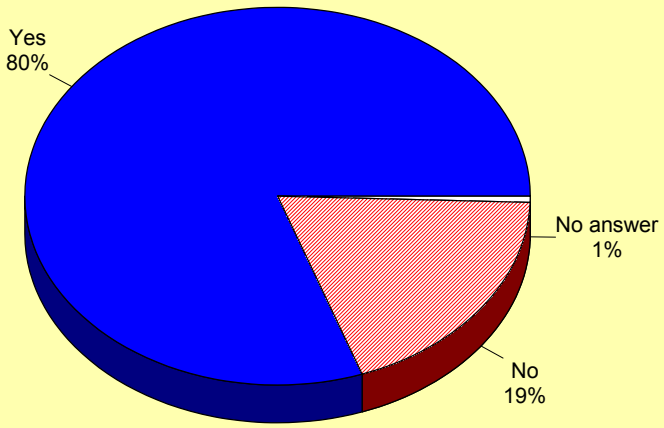
by percentage of respondents




Source: ETC Institute (July 2002)

# Q8: Would You Recommend Employment With the City to a Friend or Family?

by percentage of respondents

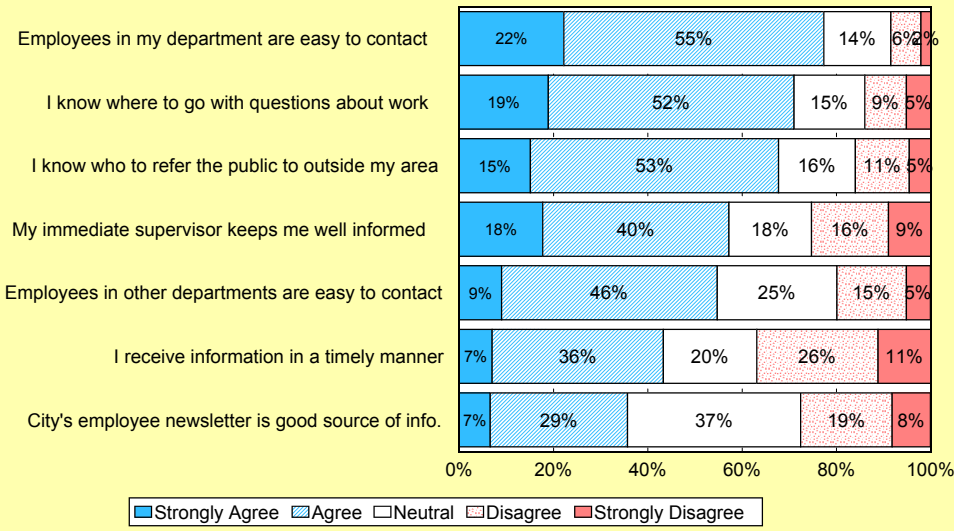



Source: ETC Institute (July 2002)

# Core Area #3: Communication

## Q9: Level of Agreement with Various Statements
## Core Area: *Communication*

by percentage of respondents (excluding "Not Apply" responses)

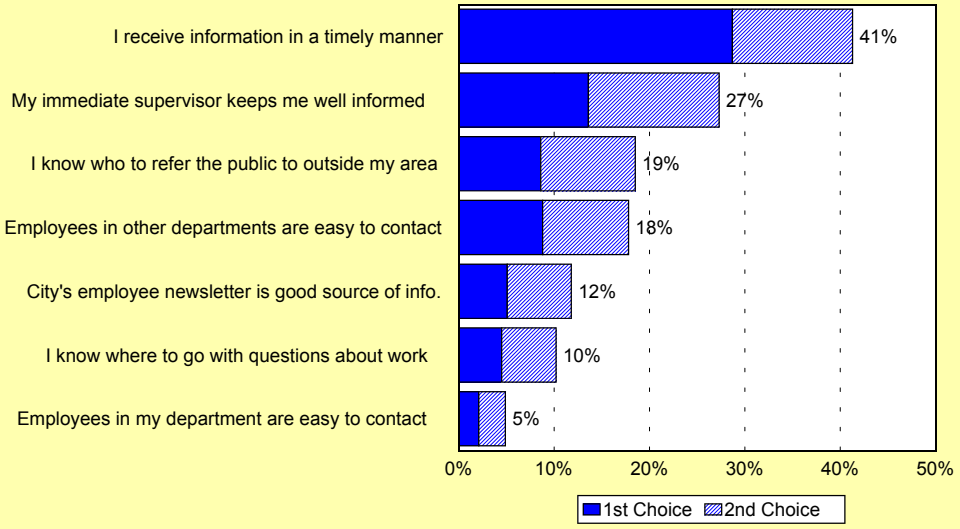



Source: ETC Institute (July 2002)

***COMMUNICATION***

## Q10: Areas that Employees Think the City Should Emphasize Most Over Next Two Years
## Core Area: ***Communication***

by percentage of respondents who selected the item as one of their top two choices

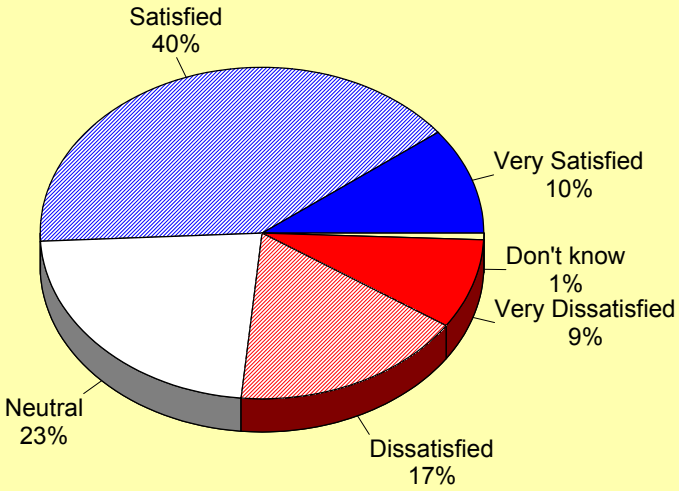



Source: ETC Institute (July 2002)

***COMMUNICATION***

## Q11: Overall Satisfaction with the Quality of Communication

by percentage of respondents

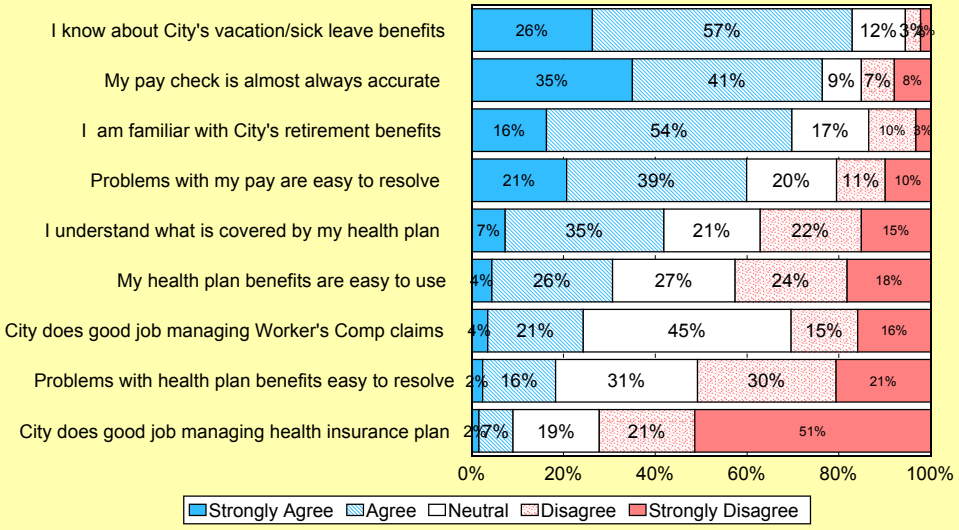



Source: ETC Institute (July 2002)

# Core Area #4: Compensation & Benefits

## Q12: Level of Agreement with Various Statements
## Core Area: *Compensation & Benefits*

by percentage of respondents (excluding "Not Apply" responses)

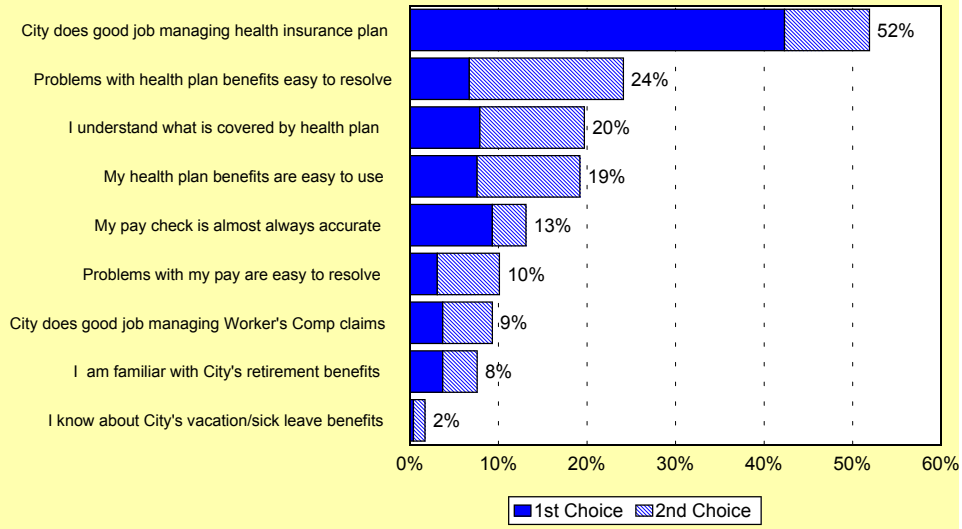



Source: ETC Institute (July 2002)

***COMPENSATION & BENEFITS***

## Q13: Areas that Employees Think the City Should Emphasize Most Over Next Two Years
## Core Area: ***Compensation & Benefits***

by percentage of respondents who selected the item as one of their top two choices



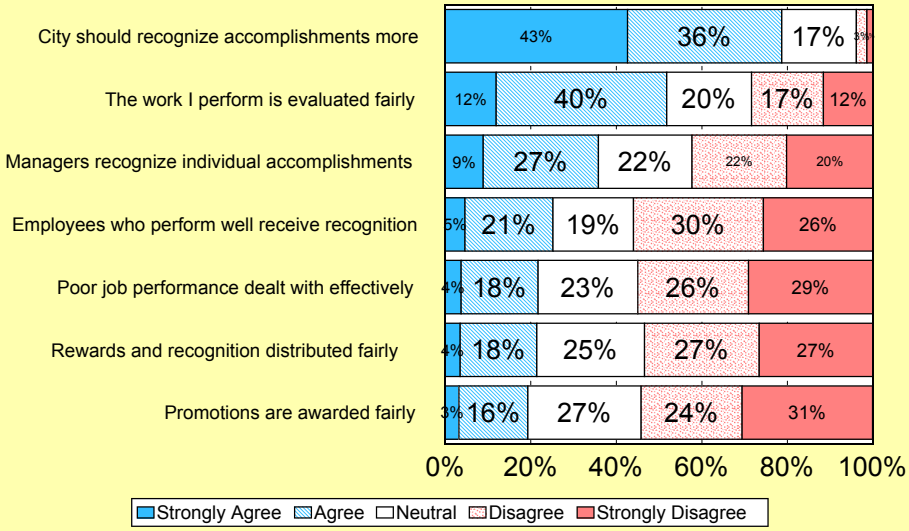

Source: ETC Institute (July 2002)

***COMPENSATION & BENEFITS***

# *Core Area #5: Rewards & Recognition*

## Q14: Level of Agreement with Various Statements
## Core Area: ***Rewards & Recognition***

by percentage of respondents (excludes "Not Apply" responses)

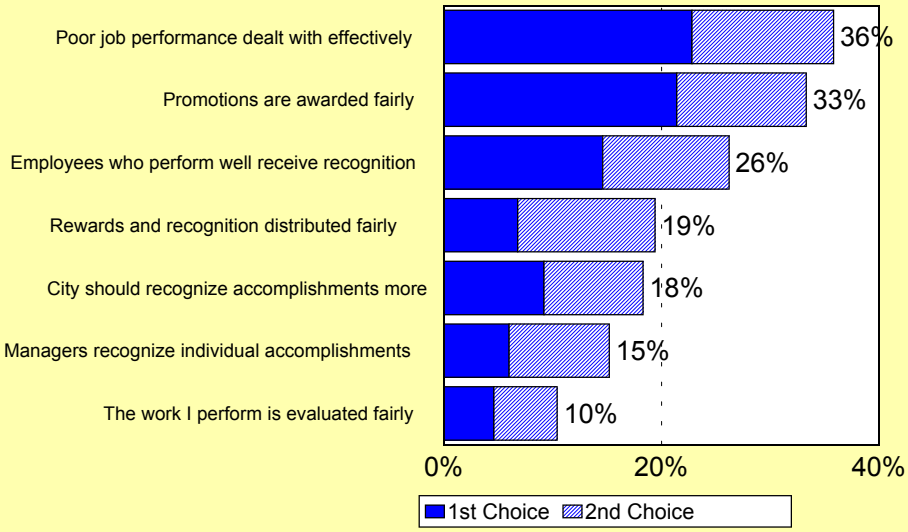



Source: ETC Institute (July 2002)

***REWARDS & RECOGNITION***

## Q15: Areas that Employees Think the City Should Emphasize Most Over Next Two Years
## Core Area: ***Rewards & Recognition***

by percentage of respondents who selected the item as one of their top two choices

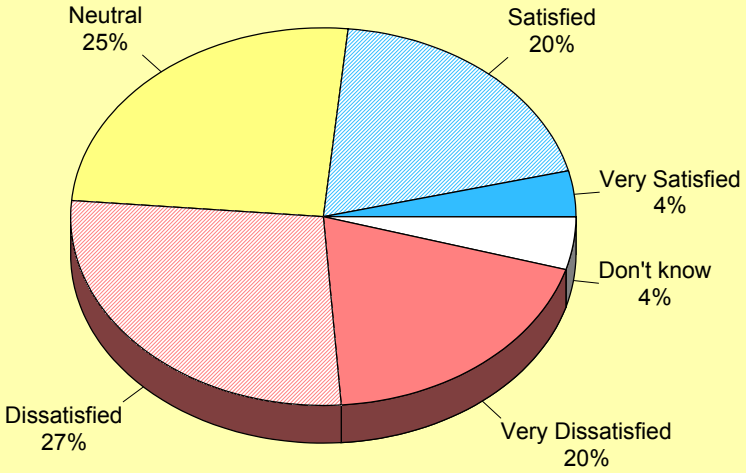



Source: ETC Institute (July 2002)

***REWARDS & RECOGNITION***

## Q16: Overall Satisfaction with the Level of Rewards & Recognition Given to Employees

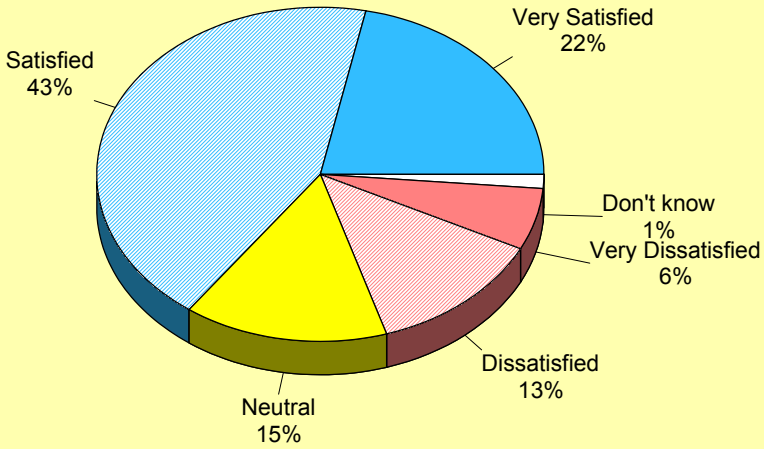
by percentage of respondents




Source: ETC Institute (July 2002)

## Q17: Overall Satisfaction with Current Employment at the City of Fort Lauderdale

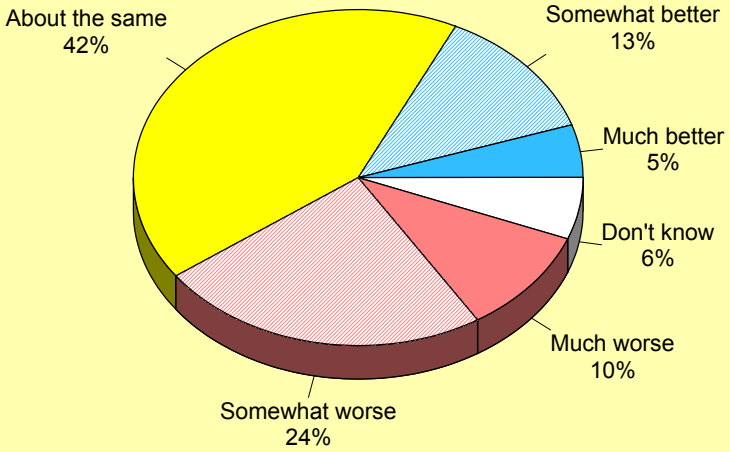
by percentage of respondents




Source: ETC Institute (July 2002)

## Q18: Compared to a Year Ago, How has the Quality of Employment at the City of Fort Lauderdale Changed

by percentage of respondents

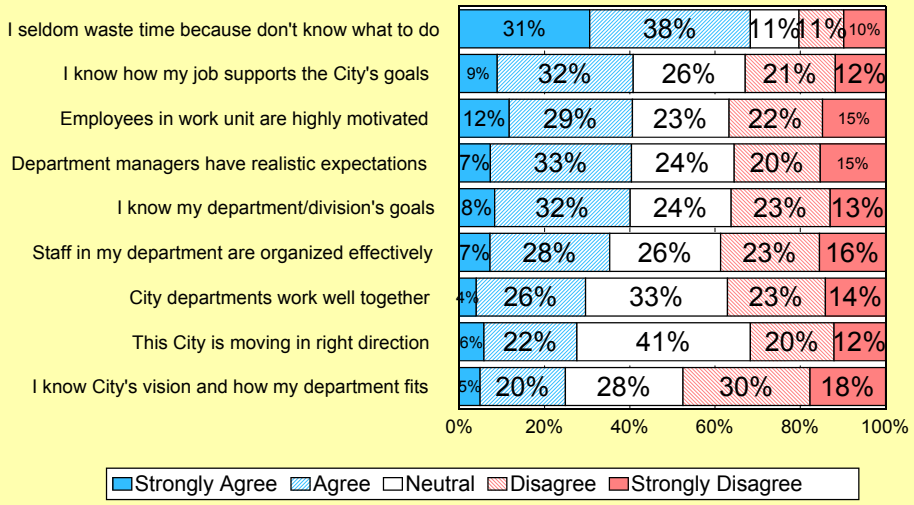



Source: ETC Institute (July 2002)

# *Core Area #6: Strategic Direction*

## Q19: Level of Agreement with Various Statements
## Core Area: *Strategic Direction*

by percentage of respondents (excluding "Not Apply" responses)

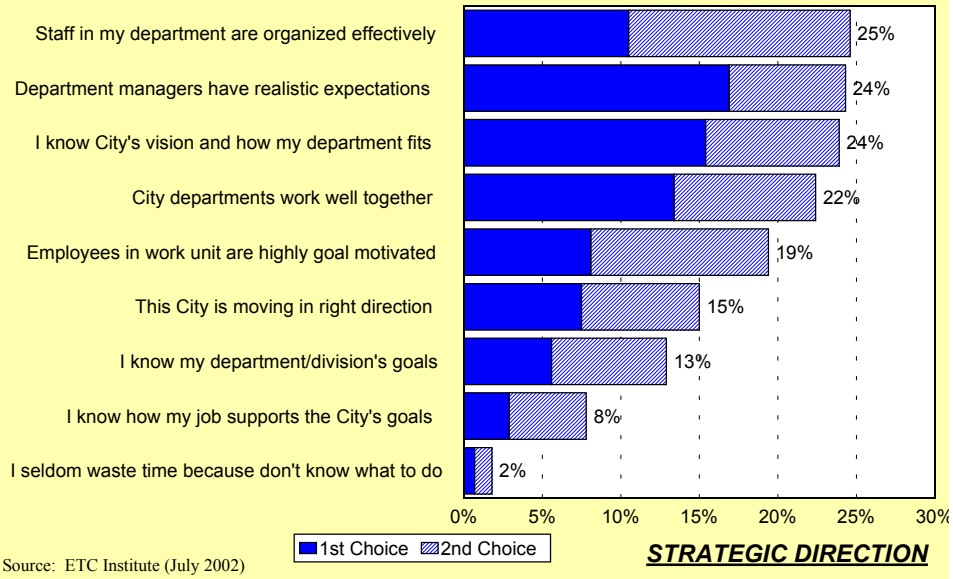



Source: ETC Institute (July 2002)

***STRATEGIC DIRECTION***

## Q20: Areas that Employees Think the City Should Emphasize Most Over Next Two Years
## Core Area: *Strategic Direction*

by percentage of respondents who selected the item as one of their top two choices

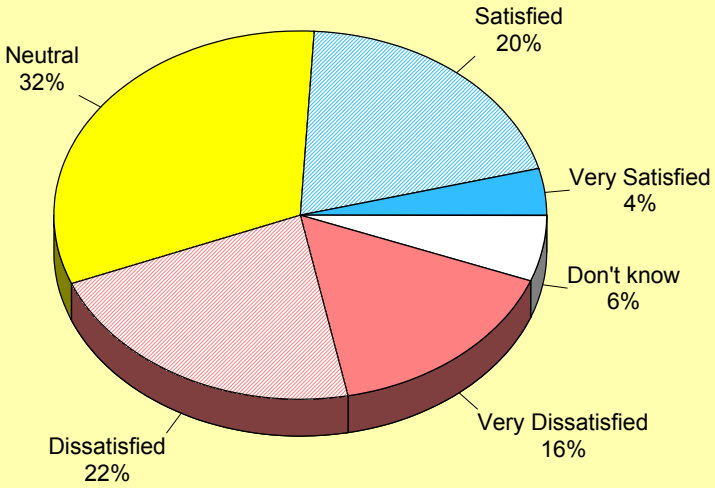



Source: ETC Institute (July 2002)

***STRATEGIC DIRECTION***

## Q21: Overall Satisfaction with the *Strategic Direction* Provided by Senior City Leaders

by percentage of respondents

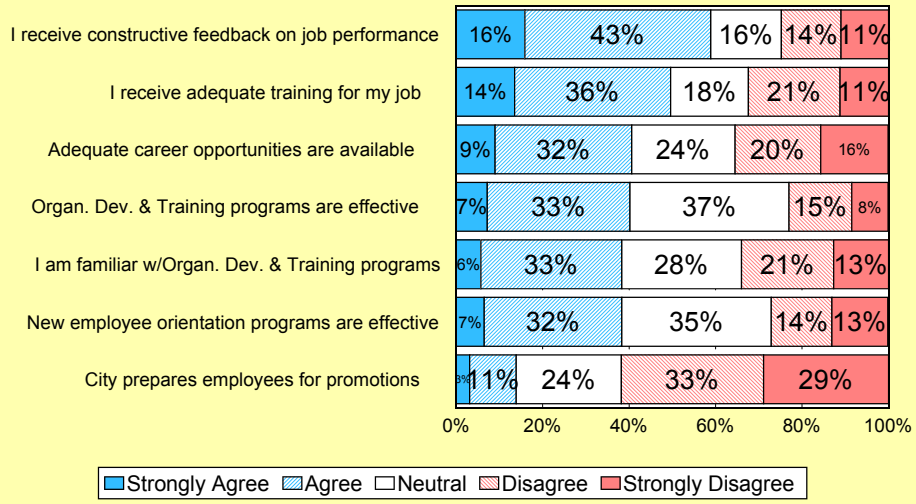



Source: ETC Institute (July 2002)

# *Core Area #7: Professional Development*

## Q22: Level of Agreement with Various Statements
## Core Area: ***Professional Development***

by percentage of respondents (excluding "Not Apply" responses)

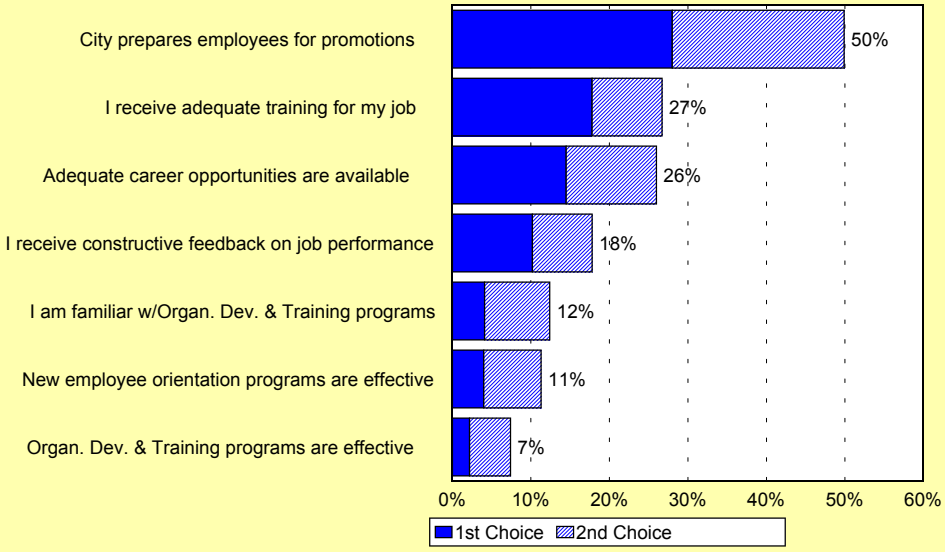



Source: ETC Institute (July 2002)

***PROFESSIONAL DEVELOPMENT***

## Q23: Areas that Employees Think the City Should Emphasize Most Over Next Two Years
## Core Area: ***Professional Development***

by percentage of respondents who selected the item as one of their top two choices



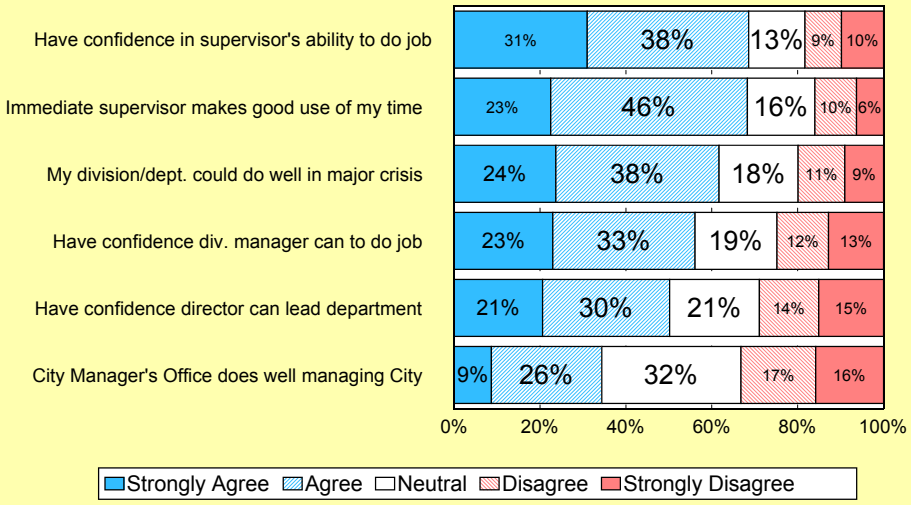

Source: ETC Institute (July 2002)

***PROFESSIONAL DEVELOPMENT***

# Core Area #8: Perceptions of Management

## Q24: Level of Agreement with Various Statements
## Core Area: *Perceptions of Management*

by percentage of respondents (excluding "Not Apply")

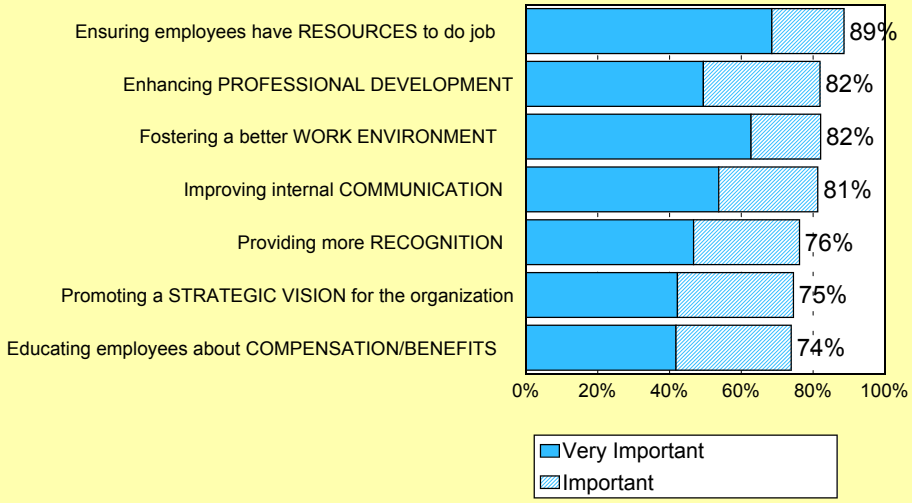



Source: ETC Institute (July 2002)

# *Top Priorities*

## Q25: Percentage of Employees Who Think It Is Important for the City to Place Increased Emphasis on Various Areas

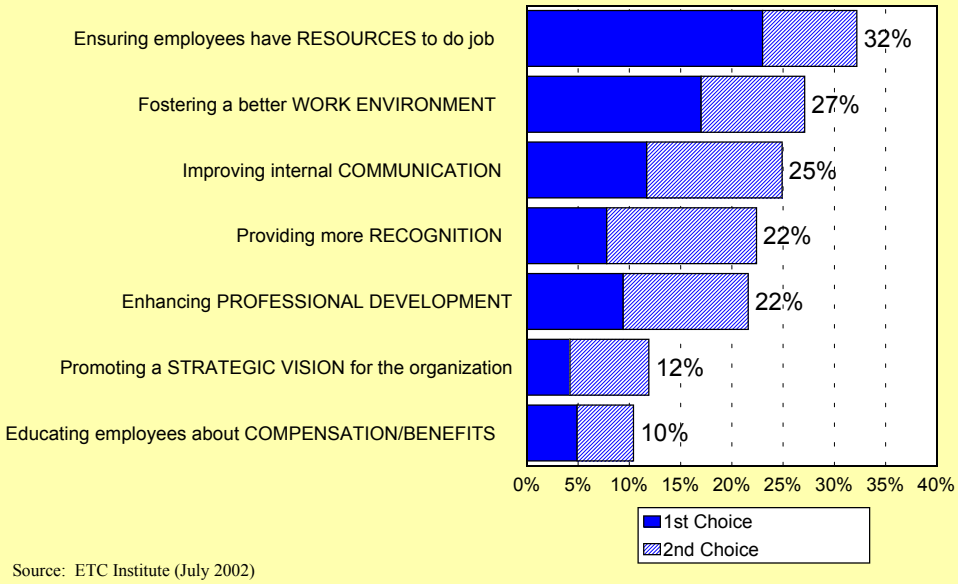
by percentage of respondents who rated the item as very important or important




Source: ETC Institute (July 2002)

## Q26: Areas that Employees Think Are Most Important to Emphasize Over the Next Two Years

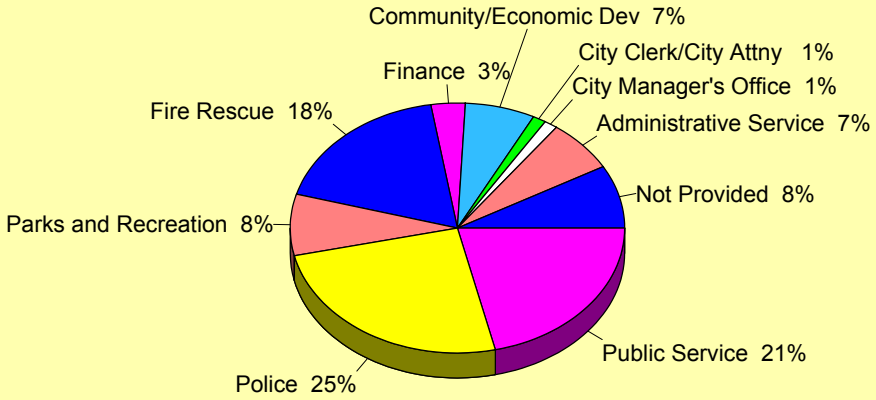
by percentage of respondents who selected the item as one of their top two choices




Source: ETC Institute (July 2002)

## Q27. Departmental Representation of Respondents

by percentage of respondents



# Recommendations

- **Within 45 days, City leaders should openly share the survey results with employees.**
- **Management must "own" the survey results and make a serious commitment to reducing hostility in the work environment.**
- **The City must reinforce a "no tolerance" policy related to racial and gender discrimination.**
- **The City should work aggressively to improve the process that is currently used to fill job vacancies.**
- **The City needs to take immediate action to correct problems with health benefits provided to city employees.**
- **City leaders need to ensure that employees at all levels understand how they support the City's strategic vision for the future.**
- **The city needs to implement and enforce the use of objective criteria to ensure that decisions regarding promotions and penalties for poor performance are fair.**
- **The city should enhance employee awareness of existing programs that are designed to support career development within the City.**

# Next Steps

- Share survey results with all employees
- NO penalties or repercussions from initial survey
- Managers should take ownership of the results
- Resurvey and hold managers and employees at all levels accountable for future performance

*Success Hinges on Input from and Action By Employees at All Levels*

# Importance-Agreement Analysis
## Fort Lauderdale, Florida

## Overview

Today, city officials have limited time and resources to address every need of every employee. In order to maximize the impact of organizational improvement initiatives, cities need to prioritize improvements in areas that will have the greatest overall benefit to their organization.

Two factors obtained from the survey data should be used to evaluate the priority of any organizational improvement. First, what percentage of employees think it is important for the city to make improvements in an area. Second, what percentage of employees think the city is currently performing well in an area.

The Importance-Agreement (IA) rating is a unique tool that allows public administrators to better understand both of these highly important decision making criteria. The Importance-Agreement rating is based on the concept that cities will maximize overall satisfaction and productivity among employees by emphasizing improvements in areas where the level of satisfaction is relatively low and the perceived importance is relatively high.

## Methodology

The IA rating was generated for seven of the eight core areas addressed in the survey. The rating was not calculated for "perceptions of management" because importance data was not collected in this area.

The rating was calculated by summing the percentage of respondents who selected an item as the first or second most important area for the City to emphasize over the next two years. This sum was then multiplied by 1 minus the percentage of respondents who agreed with positive statements about the City's current performance in an area. [The percentage that disagreed was used to calculate the IA rating for negative statements.] "Does Not Apply" responses were excluded from the calculation to ensure that the ratings among all areas were comparable. [IA=Importance% x (1-Agreement%)].

**Example of the Calculation**. Within each core area on the survey, respondents were asked to identify the two most important improvements for the City to make over the next two years. In the area of Resources, 3% of the employees *who had an opinion* selected improvements to the City's voice mail system as one of the their top two choices. The combined sum of 3% ranked improvements to the City's voice mail system as the eighth most important item to emphasize over the next two years.

With regard to agreement, *the current quality of the City's voice mail system* was ranked second among the nine items rated with 70% rating the quality of the City's voice mail system as a "4" or a "5" on a 5-point scale, excluding "Does Not Apply" responses.

The IA rating for *the City's voice mail system* was calculated by multiplying the sum of the most important percentages by 1 minus the sum of the agreement percentages. In this example, 3% was multiplied by 30% (1-0.70). This calculation yielded an IA rating of 0.0090, which was ranked eighth out of nine items.

The maximum IA rating is 1.00 and would be achieved when 100% of the respondents select an activity as one of their top two choices to emphasize over the next two years and 0% indicate that they think the City is doing a good job in the area.

The lowest rating is 0.00 and could be achieved under either one of the following two situations:

- if 100% of the respondents agreed that the City is doing a good job in an area
- if none (0%) of the respondents selected the item as one of the two most important items for the City to emphasize over the next two years.

# Interpreting the Ratings

- ***Very high priority:*** In general, ratings that are greater than 0.20 identify areas that should be very high priorities for the City. These issues probably effect employees in all city departments. In this range, the City should significantly increase the current level of emphasis.
- ***High priority:*** Ratings from 0.10 to 0.20 identify areas that are high priorities for the City. Although not the highest priority for the City as a whole, these items may be highest priorities for one or more departments within the City.
- ***Medium priority:*** Ratings that are between 0.05 and 0.10 generally identify areas that are of medium priority for the organization as a whole.
- ***Lower priority:*** Ratings that are 0.05 or less identify service areas that are perceived to be lower priorities over the next two years. ***The exception to this guideline involves issues related to discrimination. The City should take all steps necessary to minimize and/or eliminate racial, ethnic, and gender discrimination in the work place regardless of the IA rating.***

# Importance-Agreement Rating

## City of Fort Lauderdale

## Core Area : Resources

| AREA | Most Important % | Most Important Rank | Agreement % | Agreement Rank | Importance-Agreement Rating | I-A Rating Rank |
|---|---|---|---|---|---|---|
| ***Top Short-Term Priority*** | | | | | | |
| **Sufficient preparation is done to fill job vacancies** | 39% | 1 | 24% | 9 | 0.2964 | 1 |
| ***Other Areas*** | | | | | | |
| Employee has tools/equipment needed to do quality work | 26% | 2 | 57% | 6 | 0.1118 | 2 |
| Equipment repairs are done in a timely manner | 20% | 4 | 50% | 8 | 0.1000 | 3 |
| Employee has adequate space to do his/her job | 22% | 3 | 60% | 4 | 0.0880 | 4 |
| Desktop computer meets employee needs | 18% | 5 | 60% | 4 | 0.0720 | 5 |
| City vehicles are available when needed | 13% | 6 | 55% | 7 | 0.0585 | 6 |
| Employee gets supplies needed in timely manner | 12% | 7 | 61% | 3 | 0.0468 | 7 |
| City voice mail system meets employee needs | 3% | 8 | 70% | 2 | 0.0090 | 8 |
| City e-mail system meets employee needs | 2% | 9 | 78% | 1 | 0.0044 | 9 |

***Note: The I-A Rating is calculated by multiplying the "Most Important" % by (1-'Agreement' %)***

***Most Important %:*** The "Most Important" percentage represents the sum of the first and second most important responses for each item. Respondents were asked to identify the items they thought should receive the most emphasis over the next two years.

***Agreement %:*** The "Agreement" percentage represents the sum of the ratings "4" and "5" excluding 'not apply' ratings Respondents ranked their level of agreement with the each of the items on a scale of 1 to 5 with "5" being strongly agree and "1" being strongly disagree.

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# Importance-Agreement Rating

## City of Fort Lauderdale

## Core Area : Working Environment

| AREA | Most Important % | Most Important Rank | Agreement/ Disagree* % | Agreement/ (Disagree*) Rank | Importance-Agreement Rating | I-A Rating Rank |
|---|---|---|---|---|---|---|
| ***Top Short-Term Priorities*** | | | | | | |
| **Employee treated with respect by senior management** | 28% | 1 | 58% | 7 | 0.1176 | 1 |
| **Work unit is free from hostility** | 22% | 2 | 51% | 8 | 0.1078 | 2 |
| ***Other Areas*** | | | | | | |
| Racial/ethnic discrimination is a problem in work unit* | 15% | 4 | 67% | 6 | 0.0495 | 3 |
| Employee treated with respect by immediate supervisor | 17% | 3 | 73% | 4 | 0.0459 | 4 |
| Gender discrimination is a problem in work unity* | 10% | 5 | 69% | 5 | 0.0310 | 5 |
| Employee treated with respect by co-workers | 7% | 6 | 77% | 2 | 0.0161 | 6 |
| Age discrimination is a problem in work unit* | 5% | 7 | 76% | 3 | 0.0120 | 7 |
| Sexual harassment is a problem in work unit* | 3% | 8 | 82% | 1 | 0.0054 | 8 |

*The percentage of employees who DISAGREED with the statement (ratings of 1 or 2) was used for the determination of the IA Rating for NEGATIVE Work Environment Factors

***Note: The I-A Rating is calculated by multiplying the "Most Important" % by (1-'Agreement' %)***

***Most Important %:*** The "Most Important" percentage represents the sum of the first and second most important responses for each item. Respondents were asked to identify the items they thought should receive the most emphasis over the next two years.

***Agreement %:*** The "Agreement" percentage represents the sum of the ratings "4" and "5" excluding 'not apply' ratings Respondents ranked their level of agreement with the each of the items on a scale of 1 to 5 with "5" being strongly agree and "1" being strongly disagree.

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# Importance-Agreement Rating

## City of Fort Lauderdale

## Core Area : Communication

| AREA | Most Important % | Most Important Rank | Agreement % | Agreement Rank | Importance-Agreement Rating | I-A Rating Rank |
|---|---|---|---|---|---|---|
| ***Top Short-Term Priority*** | | | | | | |
| **Employee receives information about job in a timely manner** | 41% | 1 | 43% | 6 | 0.2337 | 1 |
| ***Other Areas*** | | | | | | |
| Immediate supervisor keeps employee well informed | 27% | 2 | 57% | 4 | 0.1161 | 2 |
| Employees in other departments are easy to contact | 18% | 4 | 55% | 5 | 0.0810 | 3 |
| City's employee newsletter is a good source of information | 12% | 5 | 36% | 7 | 0.0768 | 4 |
| Employee knows who to refer the public to outside of his/her area | 19% | 3 | 68% | 3 | 0.0608 | 5 |
| Employee knows where to go with questions about work | 10% | 6 | 71% | 2 | 0.0290 | 6 |
| Employees in their own department are easy to contact | 5% | 7 | 77% | 1 | 0.0115 | 7 |

***Note: The I-A Rating is calculated by multiplying the "Most Important" % by (1-'Agreement' %)***

***Most Important %:*** The "Most Important" percentage represents the sum of the first and second most important responses for each item. Respondents were asked to identify the items they thought should receive the most emphasis over the next two years.

***Agreement %:*** The "Agreement" percentage represents the sum of the ratings "4" and "5" excluding 'not apply' ratings of 1 to 5 with "5" being strongly agree and "1" being strongly disagree.

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# Importance-Agreement Rating

## City of Fort Lauderdale

## Core Area : Compensation & Benefits

| AREA | Most Important % | Most Important Rank | Agreement % | Agreement Rank | Importance-Agreement Rating | I-A Rating Rank |
|---|---|---|---|---|---|---|
| ***Top Short-Term Priority*** | | | | | | |
| **City does good job managing health insurance plan** | 52% | 1 | 9% | 9 | 0.4732 | 1 |
| ***Other Areas*** | | | | | | |
| Problems with health plan benefits are easy to resolve | 24% | 2 | 18% | 8 | 0.1968 | 2 |
| Employee health plan benefits are easy to use | 19% | 4 | 31% | 6 | 0.1311 | 3 |
| Employee understands what is covered by health plan | 20% | 3 | 42% | 5 | 0.1160 | 4 |
| City does good job managing worker's comp claims | 9% | 7 | 24% | 7 | 0.0684 | 5 |
| Problems with pay are easy to resolve | 10% | 6 | 60% | 4 | 0.0400 | 6 |
| Employee pay check is almost always accurate | 13% | 5 | 76% | 2 | 0.0312 | 7 |
| Employee is familiar with City's retirement benefits | 8% | 8 | 70% | 3 | 0.0240 | 8 |
| Employee knows about City's vacation/sick leave benefits | 2% | 9 | 83% | 1 | 0.0034 | 9 |

***Note: The I-A Rating is calculated by multiplying the "Most Important" % by (1-'Agreement' %)***

***Most Important %:***

***Agreement %:*** The "Agreement" percentage represents the sum of the ratings "4" and "5" excluding 'not a

of 1 to 5 with "5" being strongly agree and "1" being strongly disagree.

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# Importance-Agreement Rating

## City of Fort Lauderdale

## Core Area : Rewards & Recognition

| AREA | Most Important % | Most Important Rank | Agreement % | Agreement Rank | Importance-Agreement Rating | I-A Rating Rank |
|---|---|---|---|---|---|---|
| ***Top Short-Term Priorities*** | | | | | | |
| **Poor job performance is dealt with effectively** | 36% | 1 | 22% | 4 | 0.2808 | 1 |
| **Promotions are awarded fairly** | 33% | 2 | 19% | 6 | 0.2673 | 2 |
| ***Other Areas*** | | | | | | |
| Employees who perform well receive recognition | 26% | 3 | 25% | 3 | 0.1950 | 3 |
| City should recognize accomplishments more* | 18% | 5 | 4% | 7 | 0.1728 | 4 |
| Rewards and recognition are distributed fairly | 19% | 4 | 21% | 5 | 0.1501 | 5 |
| Managers recognize individual accomplishments | 15% | 6 | 36% | 2 | 0.0960 | 6 |
| Employee work is evaluated fairly | 10% | 7 | 52% | 1 | 0.0480 | 7 |

*The percentage of employees who DISAGREED with the statement (ratings of 1 or 2) was used for the determination of the IA Rating for this factor

***Note: The I-A Rating is calculated by multiplying the "Most Important" % by (1-'Agreement' %)***

***Most Important %:***

***Agreement %:*** The "Agreement" percentage represents the sum of the ratings "4" and "5" excluding 'not a

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# Importance-Agreement Rating
## City of Fort Lauderdale
## Core Area : Strategic Direction

| AREA | Most Important % | Most Important Rank | Agreement % | Agreement Rank | Importance-Agreement Rating | I-A Rating Rank |
|---|---|---|---|---|---|---|
| ***Top Short-Term Priority*** | | | | | | |
| **Employee knows the City's vision and how his/her department fits** | 24% | 2 | 25% | 9 | 0.1800 | 1 |
| ***Other Areas*** | | | | | | |
| Staff in employee departments are organized effectively | 25% | 1 | 35% | 6 | 0.1625 | 2 |
| City departments work well together | 22% | 4 | 30% | 7 | 0.1540 | 3 |
| Department managers have realistic expectations | 24% | 2 | 40% | 4 | 0.1440 | 4 |
| Employees in work unit are highly goal motivated | 19% | 5 | 41% | 2 | 0.1121 | 5 |
| The City is moving in the right direction | 15% | 6 | 28% | 8 | 0.1080 | 6 |
| Employee knows his/her department/division goals | 13% | 7 | 40% | 4 | 0.0780 | 7 |
| Employee knows how his/her job supports City's goals | 8% | 8 | 41% | 2 | 0.0472 | 8 |
| Employee seldom wastes time because he/she doesn't know what to do | 2% | 9 | 68% | 1 | 0.0064 | 9 |

***Note: The I-A Rating is calculated by multiplying the "Most Important" % by (1-'Agreement' %)***

***Most Important %:***

The "Most Important" percentage represents the sum of the first and second most important responses for each item. Respondents were asked to identify the items they thought should receive the most emphasis over the next two years.

***Agreement %:***

Respondents ranked their level of agreement with the each of the items on a scale of 1 to 5 with "5" being strongly agree and "1" being strongly disagree.

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# Importance-Agreement Rating

## City of Fort Lauderdale

## Core Area : Professional Development

| AREA | Most Important % | Most Important Rank | Agreement % | Agreement Rank | Importance-Agreement Rating | I-A Rating Rank |
|---|---|---|---|---|---|---|
| ***Top Short-Term Priority*** | | | | | | |
| **City prepares employees well for promotions** | 50% | 1 | 14% | 7 | 0.4300 | 1 |
| ***Other Areas*** | | | | | | |
| Adequate number of career opportunities are available | 26% | 3 | 41% | 3 | 0.1534 | 2 |
| Employees receive adequate training for job responsibilities | 27% | 2 | 50% | 2 | 0.1350 | 3 |
| Employees' familiarity with City's organizational development and training | 12% | 5 | 38% | 5 | 0.0744 | 4 |
| Employee receives constructive feedback on job performance | 18% | 4 | 59% | 1 | 0.0738 | 5 |
| Orientation programs are effective for new employees | 11% | 6 | 38% | 5 | 0.0682 | 6 |
| Organizational development and training programs are effective | 7% | 7 | 40% | 4 | 0.0420 | 7 |

***Note: The I-A Rating is calculated by multiplying the "Most Important" % by (1-'Agreement' %)***

***Most Important %:***

***Agreement %:*** The "Agreement" percentage represents the sum of the ratings "4" and "5" excluding 'not a

of 1 to 5 with "5" being strongly agree and "1" being strongly disagree.

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# *Organization Climate* Survey
## Benchmarking Data

### Overview

The charts on the following pages compare the City of Fort Lauderdale to the results of a national survey of city employees that was conducted by ETC Institute during the month of June 2002. The survey was administered by phone to a random sample of 538 city employees in the continental United States.

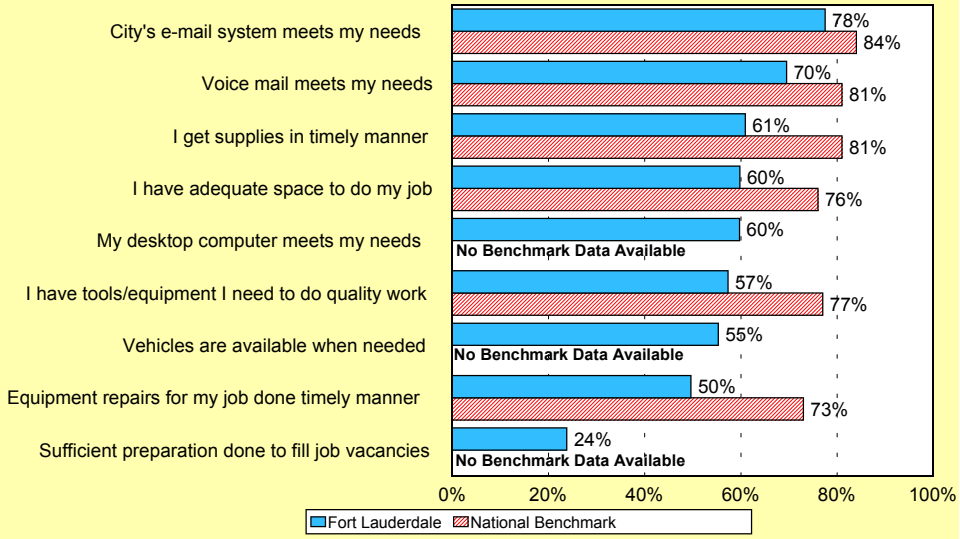
The sample was weighted to ensure that the distribution of the employees in the national sample was similar to the distribution of employees in the City of Fort Lauderdale with regard to the number of police officers, fire fighters, parks and recreation personnel, public service personnel, administrative and clerical personnel, and other professional employees.

The following charts show the percentage of respondents who agreed (ratings of 4 or 5 on a 5-point scale excluding "Does Not Apply" responses) with various statements that were asked on both surveys. The top bar shows the results for the City of Fort Lauderdale. The bottom bar shows the results of the national survey.

This data is provided for the sole purpose of giving the City of Fort Lauderdale a frame of reference for identifying realistic organizational performance goals and objectives. Since city employees tend to rate some items more positively than others regardless of how well their city is performing, it would be difficult for the City of Fort Lauderdale to set goals for future surveys without knowing what the City can realistically expect to achieve.

## Q1: Level of Agreement with Various Statements
## Core Area: *Resources* (Fort Lauderdale vs. National Average)

by percentage of respondents who rated the item as a "4" somewhat agree or "5" strongly agree on a 5-point scale (excluding "Not Apply")

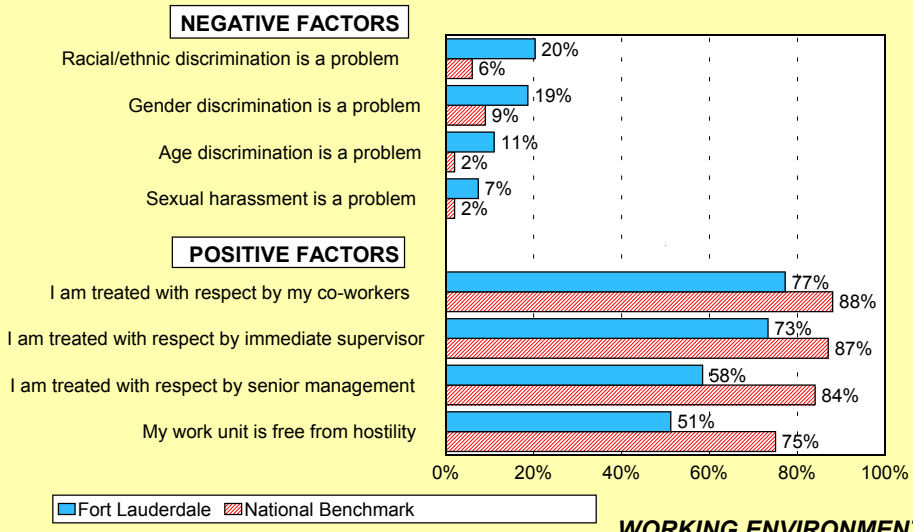



Source: ETC Institute (July 2002)

***RESOURCES***

## Q4: Level of Agreement with Various Statements
## Core Area: *Working Environment*
## (Fort Lauderdale vs. National Average)

by percentage of respondents who rated the item as a "4" somewhat agree or "5" strongly agree on a 5-point scale (excluding "Not Apply")

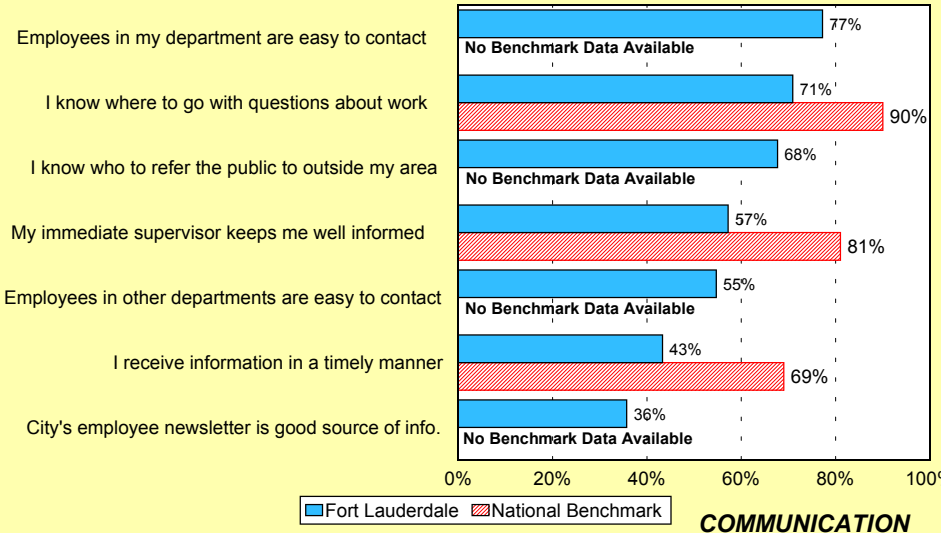



Source: ETC Institute (July 2002)

***WORKING ENVIRONMENT***

## Q9: Level of Agreement with Various Statements
## Core Area: *Communication*
## (Fort Lauderdale vs. National Average)

by percentage of respondents who rated the item as a "4" somewhat agree or "5" strongly agree on a 5-point scale (excluding "Not Apply")

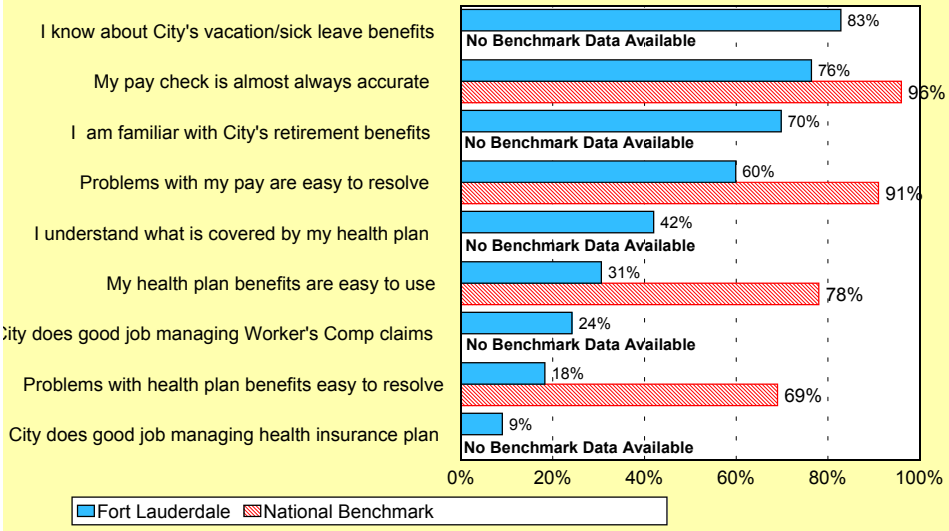



Source: ETC Institute (July 2002)

***COMMUNICATION***

## Q12: Level of Agreement with Various Statements
## Core Area: *Compensation & Benefits*
## (Fort Lauderdale vs. National Average)

by percentage of respondents who rated the item as a "4" somewhat agree or "5" strongly agree on a 5-point scale (excluding "Not Apply")

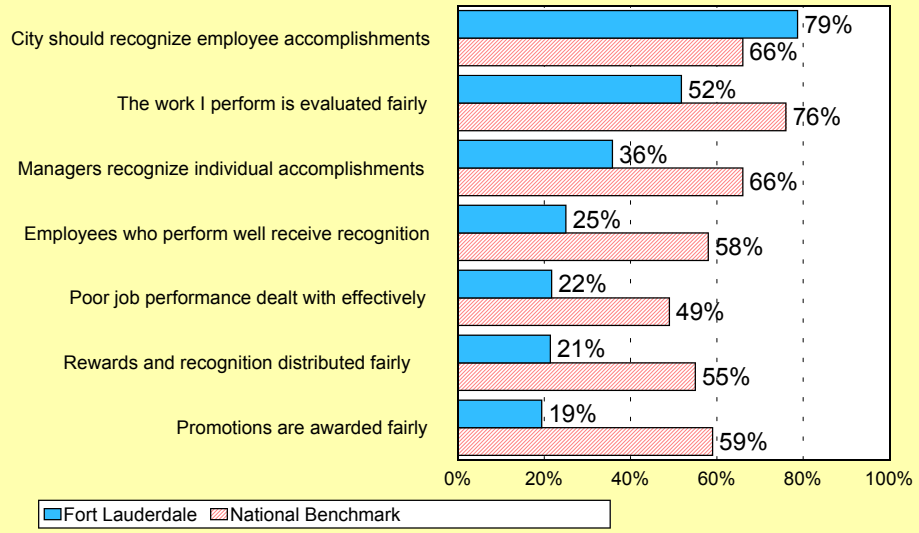



Source: ETC Institute (July 2002)

***COMPENSATION & BENEFITS***

## Q14: Level of Agreement with Various Statements
## Core Area: *Rewards & Recognition*
## (Fort Lauderdale vs. National Average)

by percentage of respondents who rated the item as a "4" somewhat agree or "5" strongly agree on a 5-point scale (excluding "Not Apply")

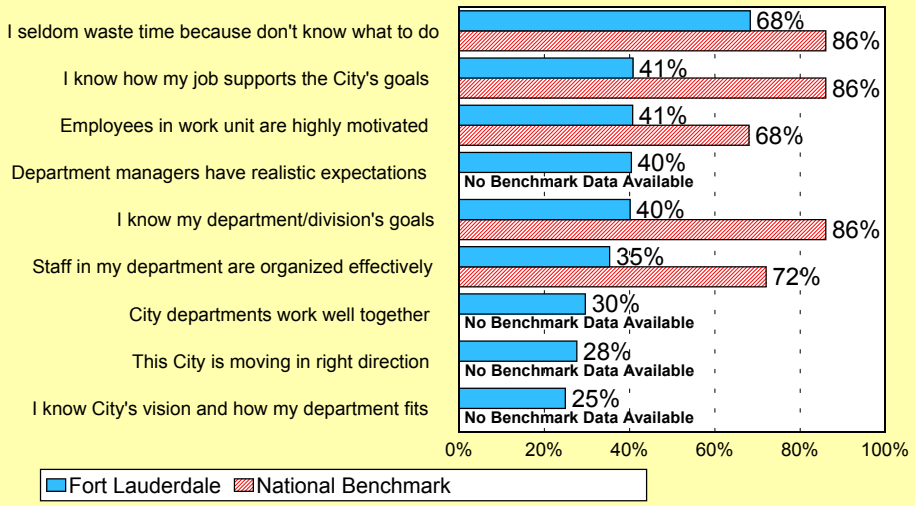



Source: ETC Institute (July 2002)

***REWARDS & RECOGNITION***

## Q19: Level of Agreement with Various Statements
## Core Area: *Strategic Direction*
## (Fort Lauderdale vs. National Average)

by percentage of respondents who rated the item as a "4" somewhat agree or "5" strongly agree on a 5-point scale (excluding "Not Apply")

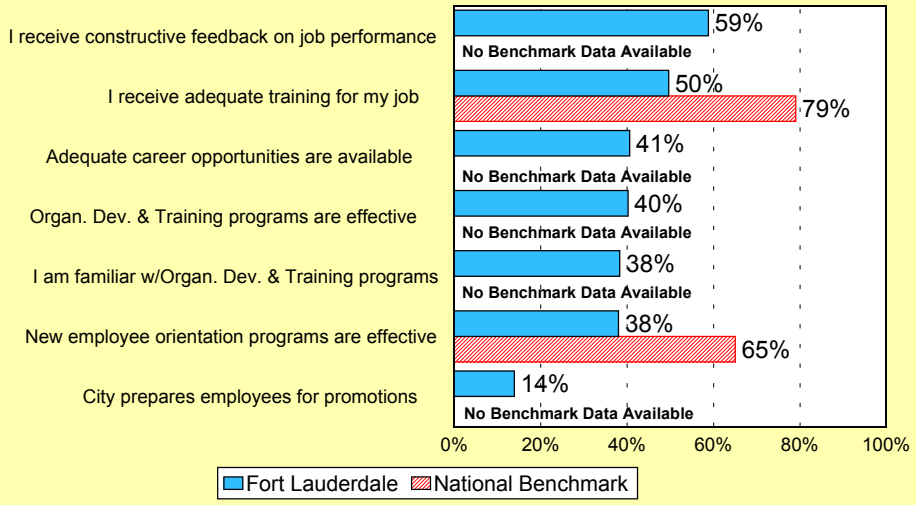



Source: ETC Institute (July 2002)

***STRATEGIC DIRECTION***

## Q22: Level of Agreement with Various Statements
## Core Area: *Professional Development*
## (Fort Lauderdale vs. National Average)

by percentage of respondents who rated the item as a "4" somewhat agree or "5" strongly agree on a 5-point scale (excluding "Not Apply")

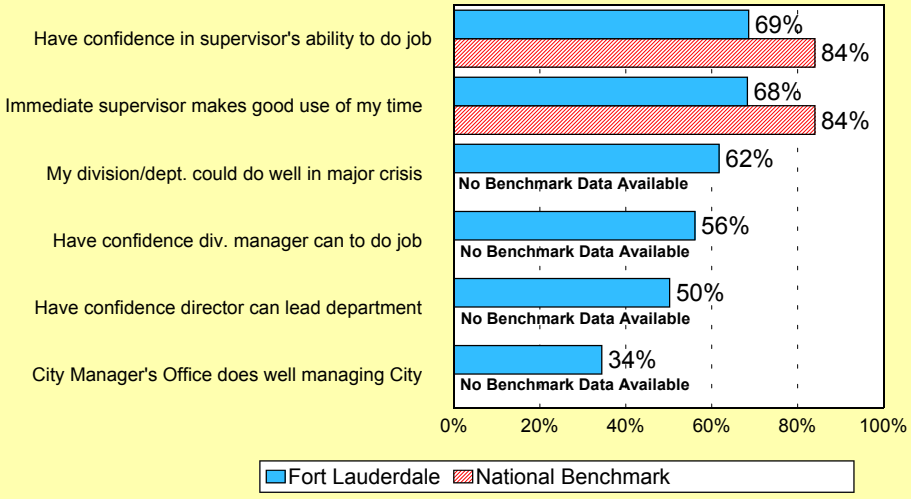



Source: ETC Institute (July 2002)

***PROFESSIONAL DEVELOPMENT***

## Q24: Level of Agreement with Various Statements
## Core Area: *Perceptions of Management*
## (Fort Lauderdale vs. National Average)

by percentage of respondents who rated the item as a "4" somewhat agree or "5" strongly agree on a 5-point scale (excluding "Not Apply")




Source: ETC Institute (July 2002)

***PERCEPTIONS OF MANAGEMENT***

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part I: Resources**

**Q1. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q1A Have all tools and equipment needed | | | | | | | | | | | |
| Strongly agree | 22.2% | 30.4% | 46.2% | 7.7% | 16.4% | 28.1% | 7.7% | 22.1% | 12.7% | 26.5% | 18.6% |
| Agree | 40.7% | 43.5% | 38.5% | 46.2% | 35.8% | 40.6% | 41.0% | 40.3% | 30.3% | 40.9% | 38.1% |
| Neutral | 13.6% | 5.8% | 0.0% | 7.7% | 11.9% | 9.4% | 16.4% | 10.4% | 17.9% | 15.3% | 14.3% |
| Disagree | 16.0% | 15.9% | 15.4% | 15.4% | 23.9% | 18.8% | 23.5% | 14.3% | 25.5% | 9.8% | 18.9% |
| Strongly disagree | 3.7% | 2.9% | 0.0% | 23.1% | 10.4% | 3.1% | 11.5% | 9.1% | 13.1% | 6.0% | 9.0% |
| Not apply | 3.7% | 1.4% | 0.0% | 0.0% | 1.5% | 0.0% | 0.0% | 3.9% | 0.4% | 1.4% | 1.2% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part I: Resources**

**Q1. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q1B Have adequate space to do my job | | | | | | | | | | | |
| Strongly agree | 22.2% | 37.7% | 38.5% | 15.4% | 19.4% | 28.1% | 7.1% | 32.5% | 15.9% | 27.4% | 21.0% |
| Agree | 45.7% | 34.8% | 38.5% | 7.7% | 14.9% | 37.5% | 45.9% | 32.5% | 34.7% | 41.9% | 37.5% |
| Neutral | 11.1% | 14.5% | 7.7% | 38.5% | 11.9% | 12.5% | 19.7% | 14.3% | 13.5% | 10.2% | 14.0% |
| Disagree | 14.8% | 7.2% | 15.4% | 23.1% | 25.4% | 12.5% | 15.3% | 7.8% | 21.1% | 10.2% | 15.2% |
| Strongly disagree | 6.2% | 5.8% | 0.0% | 15.4% | 26.9% | 9.4% | 10.4% | 3.9% | 12.0% | 7.9% | 10.1% |
| Na | 0.0% | 0.0% | 0.0% | 0.0% | 1.5% | 0.0% | 1.6% | 9.1% | 2.8% | 2.3% | 2.3% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part I: Resources**

**Q1. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q1C Get supplies needed to do my job in timely manner | | | | | | | | | | | |
| Strongly agree | 18.5% | 31.9% | 38.5% | 15.4% | 28.4% | 43.8% | 3.8% | 20.8% | 16.3% | 27.4% | 20.0% |
| Agree | 43.2% | 42.0% | 53.8% | 61.5% | 35.8% | 37.5% | 30.6% | 40.3% | 39.0% | 45.1% | 39.7% |
| Neutral | 16.0% | 11.6% | 0.0% | 0.0% | 14.9% | 9.4% | 29.0% | 13.0% | 16.7% | 14.0% | 16.9% |
| Disagree | 11.1% | 8.7% | 7.7% | 23.1% | 13.4% | 6.3% | 20.8% | 11.7% | 15.5% | 9.3% | 13.6% |
| Strongly disagree | 4.9% | 2.9% | 0.0% | 0.0% | 4.5% | 0.0% | 15.8% | 10.4% | 10.4% | 2.8% | 7.8% |
| Na | 6.2% | 2.9% | 0.0% | 0.0% | 3.0% | 3.1% | 0.0% | 3.9% | 2.0% | 1.4% | 2.1% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part I: Resources**

**Q1. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q1D Repairs to equipment are done timely | | | | | | | | | | | |
| Strongly agree | 17.3% | 20.3% | 30.8% | 15.4% | 20.9% | 25.0% | 3.8% | 14.3% | 10.0% | 18.6% | 13.9% |
| Agree | 39.5% | 39.1% | 46.2% | 38.5% | 40.3% | 46.9% | 19.1% | 36.4% | 33.9% | 40.0% | 34.6% |
| Neutral | 19.8% | 26.1% | 7.7% | 38.5% | 14.9% | 12.5% | 27.9% | 15.6% | 22.7% | 20.9% | 21.9% |
| Disagree | 16.0% | 10.1% | 15.4% | 0.0% | 17.9% | 12.5% | 31.1% | 14.3% | 16.7% | 9.8% | 16.9% |
| Strongly disagree | 4.9% | 2.9% | 0.0% | 7.7% | 3.0% | 3.1% | 17.5% | 15.6% | 13.9% | 7.4% | 10.5% |
| Na | 2.5% | 1.4% | 0.0% | 0.0% | 3.0% | 0.0% | 0.5% | 3.9% | 2.8% | 3.3% | 2.3% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part I: Resources**

**Q1. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q1E City voice mail system meets needs | | | | | | | | | | | |
| Strongly agree | 23.5% | 36.2% | 23.1% | 30.8% | 23.9% | 46.9% | 9.8% | 20.8% | 14.7% | 14.9% | 18.5% |
| Agree | 42.0% | 31.9% | 69.2% | 61.5% | 52.2% | 31.3% | 29.0% | 27.3% | 41.0% | 44.7% | 39.1% |
| Neutral | 25.9% | 10.1% | 0.0% | 0.0% | 13.4% | 12.5% | 19.1% | 11.7% | 18.7% | 11.2% | 15.6% |
| Disagree | 1.2% | 5.8% | 0.0% | 7.7% | 7.5% | 0.0% | 5.5% | 3.9% | 5.2% | 4.7% | 4.7% |
| Strongly disagree | 0.0% | 1.4% | 7.7% | 0.0% | 1.5% | 0.0% | 4.4% | 6.5% | 10.8% | 3.3% | 5.0% |
| Na | 7.4% | 14.5% | 0.0% | 0.0% | 1.5% | 9.4% | 32.2% | 29.9% | 9.6% | 21.4% | 17.2% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part I: Resources**

**Q1. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q1F City e-mail system meets my needs | | | | | | | | | | | |
| Strongly agree | 22.2% | 47.8% | 30.8% | 23.1% | 29.9% | 46.9% | 12.0% | 24.7% | 16.7% | 21.4% | 22.2% |
| Agree | 48.1% | 30.4% | 61.5% | 76.9% | 47.8% | 43.8% | 59.0% | 26.0% | 39.4% | 40.9% | 43.9% |
| Neutral | 9.9% | 4.3% | 0.0% | 0.0% | 16.4% | 0.0% | 15.8% | 10.4% | 9.2% | 9.3% | 10.2% |
| Disagree | 7.4% | 2.9% | 7.7% | 0.0% | 3.0% | 6.3% | 5.5% | 0.0% | 3.2% | 4.2% | 4.0% |
| Strongly disagree | 2.5% | 1.4% | 0.0% | 0.0% | 0.0% | 0.0% | 3.8% | 6.5% | 12.7% | 1.4% | 5.0% |
| Na | 9.9% | 13.0% | 0.0% | 0.0% | 3.0% | 3.1% | 3.8% | 32.5% | 18.7% | 22.8% | 14.8% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part I: Resources**

**Q1. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q1G Sufficient preparation to fill job vacancies | | | | | | | | | | | |
| Strongly agree | 11.1% | 8.7% | 15.4% | 0.0% | 3.0% | 0.0% | 0.5% | 3.9% | 4.4% | 4.2% | 4.3% |
| Agree | 12.3% | 24.6% | 15.4% | 15.4% | 29.9% | 31.3% | 18.6% | 24.7% | 12.4% | 13.0% | 17.3% |
| Neutral | 27.2% | 23.2% | 0.0% | 46.2% | 10.4% | 21.9% | 26.2% | 23.4% | 15.1% | 24.7% | 21.5% |
| Disagree | 19.8% | 13.0% | 30.8% | 15.4% | 20.9% | 15.6% | 24.0% | 15.6% | 23.9% | 22.8% | 21.5% |
| Strongly disagree | 24.7% | 17.4% | 23.1% | 23.1% | 25.4% | 21.9% | 24.6% | 18.2% | 35.9% | 24.2% | 26.3% |
| Na | 4.9% | 13.0% | 15.4% | 0.0% | 10.4% | 9.4% | 6.0% | 14.3% | 8.4% | 11.2% | 9.2% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part I: Resources**

**Q1. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q1H My desktop computer meets my needs | | | | | | | | | | | |
| Strongly agree | 12.3% | 31.9% | 38.5% | 15.4% | 20.9% | 43.8% | 3.3% | 18.2% | 9.6% | 14.9% | 14.3% |
| Agree | 29.6% | 37.7% | 53.8% | 30.8% | 34.3% | 31.3% | 50.8% | 20.8% | 27.9% | 31.6% | 34.1% |
| Neutral | 9.9% | 8.7% | 7.7% | 38.5% | 13.4% | 6.3% | 19.1% | 7.8% | 12.4% | 9.3% | 12.3% |
| Disagree | 13.6% | 2.9% | 0.0% | 15.4% | 16.4% | 18.8% | 15.3% | 2.6% | 10.4% | 5.6% | 10.0% |
| Strongly disagree | 12.3% | 2.9% | 0.0% | 0.0% | 13.4% | 0.0% | 9.8% | 3.9% | 19.1% | 6.5% | 10.4% |
| Na | 22.2% | 15.9% | 0.0% | 0.0% | 1.5% | 0.0% | 1.6% | 46.8% | 20.7% | 32.1% | 19.0% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part I: Resources**

**Q1. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q1I City vehicles are available when needed | | | | | | | | | | | |
| Strongly agree | 13.6% | 14.5% | 0.0% | 7.7% | 29.9% | 0.0% | 7.7% | 10.4% | 7.6% | 19.5% | 12.5% |
| Agree | 29.6% | 21.7% | 7.7% | 0.0% | 32.8% | 3.1% | 30.1% | 35.1% | 25.9% | 37.2% | 29.0% |
| Neutral | 8.6% | 11.6% | 7.7% | 15.4% | 11.9% | 12.5% | 24.6% | 18.2% | 11.6% | 11.6% | 14.3% |
| Disagree | 7.4% | 4.3% | 7.7% | 0.0% | 1.5% | 0.0% | 10.9% | 3.9% | 21.1% | 5.6% | 9.9% |
| Strongly disagree | 13.6% | 7.2% | 7.7% | 0.0% | 1.5% | 0.0% | 8.2% | 9.1% | 17.9% | 3.7% | 9.3% |
| Na | 27.2% | 40.6% | 69.2% | 76.9% | 22.4% | 84.4% | 18.6% | 23.4% | 15.9% | 22.3% | 25.1% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part I: Resources**

**Q2. If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q2 Most needed improvement | | | | | | | | | | | |
| Have tools I need | 8.6% | 11.6% | 0.0% | 15.4% | 14.9% | 18.8% | 26.2% | 22.1% | 14.7% | 9.8% | 15.6% |
| Have adequate space to do job | 13.6% | 10.1% | 15.4% | 38.5% | 26.9% | 21.9% | 7.1% | 7.8% | 11.5% | 13.0% | 12.6% |
| Get supplies needed in timely manner | 6.2% | 4.3% | 7.7% | 0.0% | 3.0% | 0.0% | 11.5% | 5.2% | 2.0% | 3.3% | 4.8% |
| Equipment repairs timely | 8.6% | 5.8% | 0.0% | 0.0% | 3.0% | 3.1% | 18.6% | 9.1% | 2.0% | 11.2% | 8.4% |
| City voice mail meets needs | 0.0% | 0.0% | 7.7% | 0.0% | 4.5% | 0.0% | 0.5% | 1.3% | 0.0% | 0.9% | 0.8% |
| City e-mail meets needs | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.5% | 1.3% | 0.0% | 1.4% | 0.5% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part I: Resources**

**Q2. If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q2 Most needed improvement (Cont.) | | | | | | | | | | | |
| Preparation to fill job vacancies | 29.6% | 31.9% | 23.1% | 30.8% | 17.9% | 28.1% | 15.8% | 16.9% | 32.5% | 29.8% | 26.1% |
| Desktop computer meets needs | 7.4% | 7.2% | 15.4% | 7.7% | 22.4% | 6.3% | 9.3% | 5.2% | 9.5% | 5.6% | 8.8% |
| City vehicles available | 7.4% | 1.4% | 7.7% | 0.0% | 0.0% | 0.0% | 4.9% | 1.3% | 14.3% | 1.4% | 5.7% |
| None needed | 18.5% | 27.5% | 23.1% | 7.7% | 7.5% | 21.9% | 5.5% | 29.9% | 13.5% | 23.7% | 16.8% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part I: Resources**

**Q2. If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q2 Second needed improvement | | | | | | | | | | | |
| Have tools I need | 9.9% | 5.8% | 7.7% | 23.1% | 14.9% | 6.3% | 7.1% | 7.8% | 15.9% | 7.9% | 10.4% |
| Have adequate space to do job | 7.4% | 4.3% | 7.7% | 23.1% | 22.4% | 18.8% | 9.8% | 3.9% | 9.9% | 8.4% | 9.8% |
| Get supplies needed in timely manner | 4.9% | 4.3% | 0.0% | 0.0% | 0.0% | 0.0% | 15.3% | 10.4% | 5.2% | 6.5% | 7.0% |
| Equipment repairs timely | 2.5% | 8.7% | 15.4% | 15.4% | 6.0% | 6.3% | 25.7% | 15.6% | 7.5% | 8.8% | 11.5% |
| City voice mail meets needs | 2.5% | 4.3% | 7.7% | 0.0% | 3.0% | 3.1% | 0.5% | 2.6% | 0.8% | 3.3% | 2.1% |
| City e-mail meets needs | 3.7% | 0.0% | 0.0% | 0.0% | 0.0% | 3.1% | 2.7% | 1.3% | 0.4% | 0.0% | 1.1% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part I: Resources**

**Q2. If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q2 Second needed improvement (Cont.) | | | | | | | | | | | |
| Preparation to fill job vacancies | 8.6% | 5.8% | 23.1% | 7.7% | 17.9% | 9.4% | 10.4% | 11.7% | 10.7% | 18.1% | 12.4% |
| Desktop computer meets needs | 14.8% | 4.3% | 7.7% | 7.7% | 7.5% | 12.5% | 7.7% | 2.6% | 11.5% | 7.9% | 8.8% |
| City vehicles available | 4.9% | 8.7% | 0.0% | 0.0% | 1.5% | 0.0% | 6.6% | 9.1% | 15.5% | 1.9% | 7.3% |
| None needed | 40.7% | 53.6% | 30.8% | 23.1% | 26.9% | 40.6% | 14.2% | 35.1% | 22.6% | 37.2% | 29.7% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part I: Resources**

**Q2. If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED. (both selections)**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q2 Most needed improvement | | | | | | | | | | | |
| Have tools I need | 18.5% | 17.4% | 7.7% | 38.5% | 29.9% | 25.0% | 33.3% | 29.9% | 30.6% | 17.7% | 25.9% |
| Have adequate space to do job | 21.0% | 14.5% | 23.1% | 61.5% | 49.3% | 40.6% | 16.9% | 11.7% | 21.4% | 21.4% | 22.4% |
| Get supplies needed in timely manner | 11.1% | 8.7% | 7.7% | 0.0% | 3.0% | 0.0% | 26.8% | 15.6% | 7.1% | 9.8% | 11.8% |
| Equipment repairs timely | 11.1% | 14.5% | 15.4% | 15.4% | 9.0% | 9.4% | 44.3% | 24.7% | 9.5% | 20.0% | 19.9% |
| City voice mail meets needs | 2.5% | 4.3% | 15.4% | 0.0% | 7.5% | 3.1% | 1.1% | 3.9% | 0.8% | 4.2% | 2.9% |
| City e-mail meets needs | 3.7% | 0.0% | 0.0% | 0.0% | 0.0% | 3.1% | 3.3% | 2.6% | 0.4% | 1.4% | 1.6% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part I: Resources**

**Q2. If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED. (both selections)**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q2 Most needed improvement (Cont.) | | | | | | | | | | | |
| Preparation to fill job vacancies | 38.3% | 37.7% | 46.2% | 38.5% | 35.8% | 37.5% | 26.2% | 28.6% | 43.3% | 47.9% | 38.5% |
| Desktop computer meets needs | 22.2% | 11.6% | 23.1% | 15.4% | 29.9% | 18.8% | 16.9% | 7.8% | 21.0% | 13.5% | 17.6% |
| City vehicles available | 12.3% | 10.1% | 7.7% | 0.0% | 1.5% | 0.0% | 11.5% | 10.4% | 29.8% | 3.3% | 13.0% |
| None needed | 18.5% | 27.5% | 23.1% | 7.7% | 7.5% | 21.9% | 5.5% | 29.9% | 13.5% | 23.7% | 16.8% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part I: Resources**

**Q3. Overall, how satisfied are you with the quality and availability of resources in the department or division where you work?**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q3 Quality & availability of resources | | | | | | | | | | | |
| Very satisfied | 11.1% | 26.1% | 38.5% | 7.7% | 17.9% | 28.1% | 2.7% | 14.3% | 13.1% | 20.0% | 14.6% |
| Satisfied | 45.7% | 50.7% | 38.5% | 38.5% | 32.8% | 40.6% | 40.4% | 42.9% | 35.1% | 40.9% | 40.0% |
| Neutral | 24.7% | 8.7% | 7.7% | 7.7% | 17.9% | 15.6% | 20.8% | 18.2% | 21.9% | 21.9% | 19.9% |
| Dissatisfied | 14.8% | 7.2% | 15.4% | 30.8% | 20.9% | 9.4% | 29.5% | 13.0% | 17.5% | 13.5% | 17.7% |
| Very dissatisfied | 3.7% | 2.9% | 0.0% | 7.7% | 9.0% | 3.1% | 6.6% | 9.1% | 12.4% | 3.3% | 7.0% |
| Don't know | 0.0% | 4.3% | 0.0% | 7.7% | 1.5% | 3.1% | 0.0% | 2.6% | 0.0% | 0.5% | 0.9% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part II: Work Environment**

**Q4. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below. Your WORK UNIT is the group of employees in your department or division with whom you interact and share a common supervisor.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q4A Gender discrimination is problem in work unit | | | | | | | | | | | |
| Strongly agree | 9.9% | 4.3% | 7.7% | 7.7% | 7.5% | 3.1% | 7.7% | 14.3% | 10.7% | 6.0% | 8.4% |
| Agree | 11.1% | 10.1% | 0.0% | 15.4% | 9.0% | 0.0% | 13.7% | 10.4% | 7.9% | 7.9% | 9.4% |
| Neutral | 12.3% | 11.6% | 23.1% | 0.0% | 16.4% | 6.3% | 10.9% | 15.6% | 9.9% | 11.2% | 11.5% |
| Disagree | 25.9% | 29.0% | 30.8% | 38.5% | 23.9% | 18.8% | 33.3% | 24.7% | 25.0% | 22.8% | 26.3% |
| Strongly disagree | 40.7% | 43.5% | 38.5% | 30.8% | 38.8% | 68.8% | 33.3% | 32.5% | 43.3% | 36.7% | 39.3% |
| Not apply | 0.0% | 1.4% | 0.0% | 7.7% | 4.5% | 3.1% | 1.1% | 2.6% | 3.2% | 15.3% | 5.1% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part II: Work Environment**

**Q4. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below. Your WORK UNIT is the group of employees in your department or division with whom you interact and share a common supervisor.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q4B Racial/ethnic discrimination is problem in work unit | | | | | | | | | | | |
| Strongly agree | 11.1% | 7.2% | 0.0% | 7.7% | 10.4% | 0.0% | 8.2% | 11.7% | 11.5% | 12.1% | 10.1% |
| Agree | 12.3% | 14.5% | 7.7% | 15.4% | 4.5% | 3.1% | 13.1% | 6.5% | 10.3% | 7.4% | 9.8% |
| Neutral | 9.9% | 7.2% | 23.1% | 15.4% | 11.9% | 9.4% | 11.5% | 24.7% | 10.3% | 11.6% | 12.0% |
| Disagree | 29.6% | 24.6% | 30.8% | 30.8% | 26.9% | 28.1% | 29.0% | 24.7% | 22.2% | 29.8% | 26.7% |
| Strongly disagree | 35.8% | 44.9% | 38.5% | 30.8% | 40.3% | 59.4% | 37.7% | 31.2% | 43.7% | 35.3% | 39.3% |
| Not apply | 1.2% | 1.4% | 0.0% | 0.0% | 6.0% | 0.0% | 0.5% | 1.3% | 2.0% | 3.7% | 2.1% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part II: Work Environment**

**Q4. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below. Your WORK UNIT is the group of employees in your department or division with whom you interact and share a common supervisor.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q4C Unwanted sexual remarks/sexual harassment-problem in work unit | | | | | | | | | | | |
| Strongly agree | 1.2% | 2.9% | 0.0% | 0.0% | 4.5% | 0.0% | 0.5% | 6.5% | 2.0% | 5.1% | 2.8% |
| Agree | 3.7% | 1.4% | 7.7% | 7.7% | 4.5% | 0.0% | 5.5% | 3.9% | 5.6% | 3.3% | 4.3% |
| Neutral | 13.6% | 13.0% | 15.4% | 7.7% | 11.9% | 6.3% | 12.0% | 10.4% | 9.9% | 9.3% | 10.8% |
| Disagree | 32.1% | 29.0% | 23.1% | 46.2% | 28.4% | 15.6% | 38.8% | 33.8% | 28.6% | 30.2% | 31.2% |
| Strongly disagree | 48.1% | 52.2% | 53.8% | 38.5% | 46.3% | 78.1% | 41.5% | 42.9% | 50.8% | 39.5% | 46.4% |
| Not apply | 1.2% | 1.4% | 0.0% | 0.0% | 4.5% | 0.0% | 1.6% | 2.6% | 3.2% | 12.6% | 4.5% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part II: Work Environment**

**Q4. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below. Your WORK UNIT is the group of employees in your department or division with whom you interact and share a common supervisor.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q4D Age discrimination is a problem in work unit | | | | | | | | | | | |
| Strongly agree | 7.4% | 0.0% | 0.0% | 7.7% | 6.0% | 0.0% | 8.2% | 5.2% | 3.2% | 5.1% | 4.9% |
| Agree | 7.4% | 8.7% | 0.0% | 7.7% | 3.0% | 3.1% | 7.7% | 5.2% | 5.6% | 4.7% | 5.8% |
| Neutral | 7.4% | 11.6% | 15.4% | 0.0% | 17.9% | 9.4% | 11.5% | 14.3% | 11.9% | 13.0% | 12.1% |
| Disagree | 34.6% | 26.1% | 38.5% | 53.8% | 29.9% | 21.9% | 31.7% | 32.5% | 25.4% | 33.5% | 30.3% |
| Strongly disagree | 39.5% | 53.6% | 46.2% | 30.8% | 41.8% | 65.6% | 39.3% | 40.3% | 51.6% | 38.1% | 44.2% |
| Not apply | 3.7% | 0.0% | 0.0% | 0.0% | 1.5% | 0.0% | 1.6% | 2.6% | 2.4% | 5.6% | 2.7% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part II: Work Environment**

**Q4. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below. Your WORK UNIT is the group of employees in your department or division with whom you interact and share a common supervisor.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q4E My work unit is free from hostility | | | | | | | | | | | |
| Strongly agree | 18.5% | 26.1% | 38.5% | 30.8% | 16.4% | 21.9% | 14.8% | 18.2% | 30.2% | 16.3% | 21.2% |
| Agree | 19.8% | 30.4% | 15.4% | 15.4% | 28.4% | 37.5% | 34.4% | 24.7% | 28.6% | 32.6% | 29.5% |
| Neutral | 19.8% | 8.7% | 15.4% | 7.7% | 13.4% | 18.8% | 14.8% | 19.5% | 10.7% | 13.5% | 13.8% |
| Disagree | 27.2% | 18.8% | 23.1% | 23.1% | 17.9% | 18.8% | 19.1% | 15.6% | 15.1% | 20.5% | 18.8% |
| Strongly disagree | 13.6% | 15.9% | 7.7% | 23.1% | 23.9% | 3.1% | 15.8% | 19.5% | 14.7% | 16.3% | 15.9% |
| Not apply | 1.2% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 1.1% | 2.6% | 0.8% | 0.9% | 0.9% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part II: Work Environment**

**Q4. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below. Your WORK UNIT is the group of employees in your department or division with whom you interact and share a common supervisor.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q4F Treated with respect by co-workers | | | | | | | | | | | |
| Strongly agree | 28.4% | 31.9% | 30.8% | 38.5% | 26.9% | 40.6% | 22.4% | 23.4% | 36.1% | 26.0% | 29.0% |
| Agree | 46.9% | 47.8% | 53.8% | 23.1% | 52.2% | 53.1% | 54.6% | 45.5% | 45.2% | 45.1% | 47.8% |
| Neutral | 13.6% | 8.7% | 7.7% | 15.4% | 7.5% | 0.0% | 14.2% | 14.3% | 7.5% | 14.0% | 11.1% |
| Disagree | 8.6% | 5.8% | 0.0% | 23.1% | 9.0% | 6.3% | 4.4% | 5.2% | 7.1% | 10.2% | 7.4% |
| Strongly disagree | 1.2% | 5.8% | 7.7% | 0.0% | 4.5% | 0.0% | 4.4% | 9.1% | 3.6% | 4.2% | 4.2% |
| Not apply | 1.2% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 2.6% | 0.4% | 0.5% | 0.5% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part II: Work Environment**

**Q4. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below. Your WORK UNIT is the group of employees in your department or division with whom you interact and share a common supervisor.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q4G Treated with respect by immediate supervisor | | | | | | | | | | | |
| Strongly agree | 25.9% | 40.6% | 69.2% | 38.5% | 28.4% | 37.5% | 33.3% | 33.8% | 42.5% | 37.2% | 36.7% |
| Agree | 37.0% | 34.8% | 15.4% | 15.4% | 34.3% | 53.1% | 43.2% | 33.8% | 30.6% | 39.1% | 36.3% |
| Neutral | 14.8% | 13.0% | 7.7% | 15.4% | 13.4% | 6.3% | 9.3% | 6.5% | 13.1% | 9.3% | 11.0% |
| Disagree | 12.3% | 5.8% | 7.7% | 7.7% | 7.5% | 3.1% | 8.7% | 9.1% | 6.3% | 6.0% | 7.4% |
| Strongly disagree | 8.6% | 5.8% | 0.0% | 23.1% | 16.4% | 0.0% | 5.5% | 14.3% | 7.5% | 8.4% | 8.3% |
| Not apply | 1.2% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 2.6% | 0.0% | 0.0% | 0.3% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part II: Work Environment**

**Q4. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below. Your WORK UNIT is the group of employees in your department or division with whom you interact and share a common supervisor.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q4H Treated with respect by senior management | | | | | | | | | | | |
| Strongly agree | 22.2% | 30.4% | 46.2% | 23.1% | 20.9% | 43.8% | 8.7% | 28.6% | 28.6% | 28.8% | 24.8% |
| Agree | 30.9% | 42.0% | 30.8% | 38.5% | 35.8% | 43.8% | 25.7% | 31.2% | 32.1% | 35.8% | 32.9% |
| Neutral | 22.2% | 11.6% | 7.7% | 7.7% | 10.4% | 6.3% | 19.7% | 16.9% | 15.1% | 15.8% | 15.8% |
| Disagree | 9.9% | 10.1% | 7.7% | 23.1% | 11.9% | 6.3% | 19.1% | 9.1% | 8.7% | 10.7% | 11.6% |
| Strongly disagree | 12.3% | 5.8% | 7.7% | 7.7% | 19.4% | 0.0% | 25.7% | 13.0% | 15.1% | 6.5% | 13.8% |
| Not apply | 2.5% | 0.0% | 0.0% | 0.0% | 1.5% | 0.0% | 1.1% | 1.3% | 0.4% | 2.3% | 1.2% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part II: Work Environment**

**Q5. If the City were to make improvements in the areas listed in Questions #4a-h above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q5 Most important improvement | | | | | | | | | | | |
| Gender discrimination | 7.4% | 5.8% | 7.7% | 23.1% | 4.5% | 6.3% | 4.9% | 14.3% | 4.8% | 3.7% | 5.9% |
| Race discrimination | 6.2% | 7.2% | 7.7% | 0.0% | 1.5% | 9.4% | 10.9% | 10.4% | 10.3% | 10.7% | 9.2% |
| Sexual remarks/harassment | 2.5% | 1.4% | 0.0% | 0.0% | 0.0% | 0.0% | 1.1% | 1.3% | 1.2% | 1.9% | 1.3% |
| Age discrimination | 7.4% | 1.4% | 0.0% | 0.0% | 1.5% | 6.3% | 4.9% | 3.9% | 2.4% | 3.7% | 3.6% |
| Non hostile work unit | 14.8% | 8.7% | 7.7% | 7.7% | 17.9% | 12.5% | 10.4% | 9.1% | 7.5% | 13.0% | 10.9% |
| Co-worker respect | 2.5% | 7.2% | 7.7% | 0.0% | 0.0% | 6.3% | 3.3% | 0.0% | 2.4% | 0.9% | 2.4% |
| Immediate supervisor respect | 12.3% | 10.1% | 15.4% | 7.7% | 16.4% | 12.5% | 7.7% | 15.6% | 5.2% | 8.8% | 9.3% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part II: Work Environment**

**Q5. If the City were to make improvements in the areas listed in Questions #4a-h above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q5 Most important improvement (Cont.) | | | | | | | | | | | |
| Management respect | 9.9% | 11.6% | 7.7% | 15.4% | 20.9% | 6.3% | 35.0% | 7.8% | 17.9% | 11.6% | 17.5% |
| None needed | 37.0% | 46.4% | 46.2% | 46.2% | 37.3% | 40.6% | 21.9% | 37.7% | 48.4% | 45.6% | 40.0% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part II: Work Environment**

**Q5. If the City were to make improvements in the areas listed in Questions #4a-h above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q5 Second important improvement | | | | | | | | | | | |
| Gender discrimination | 2.5% | 1.4% | 0.0% | 0.0% | 1.5% | 3.1% | 5.5% | 3.9% | 4.4% | 6.0% | 4.2% |
| Race discrimination | 11.1% | 10.1% | 7.7% | 7.7% | 4.5% | 6.3% | 5.5% | 5.2% | 3.6% | 6.5% | 6.0% |
| Sexual remarks/harassment | 2.5% | 2.9% | 0.0% | 7.7% | 0.0% | 0.0% | 2.7% | 2.6% | 1.2% | 2.3% | 2.0% |
| Age discrimination | 0.0% | 1.4% | 0.0% | 0.0% | 1.5% | 0.0% | 2.7% | 1.3% | 2.4% | 1.9% | 1.8% |
| Non hostile work unit | 6.2% | 10.1% | 0.0% | 0.0% | 19.4% | 9.4% | 15.8% | 13.0% | 7.9% | 9.8% | 10.8% |
| Co-worker respect | 4.9% | 4.3% | 15.4% | 7.7% | 4.5% | 6.3% | 2.2% | 2.6% | 1.6% | 7.4% | 4.1% |
| Immediate supervisor respect | 8.6% | 2.9% | 7.7% | 23.1% | 9.0% | 0.0% | 7.7% | 10.4% | 8.3% | 4.7% | 7.2% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part II: Work Environment**

**Q5. If the City were to make improvements in the areas listed in Questions #4a-h above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q5 Second important improvement (Cont.) | | | | | | | | | | | |
| Management respect | 18.5% | 5.8% | 15.4% | 7.7% | 13.4% | 9.4% | 16.9% | 11.7% | 7.5% | 7.0% | 10.8% |
| None needed | 45.7% | 60.9% | 53.8% | 46.2% | 46.3% | 65.6% | 41.0% | 49.4% | 63.1% | 54.4% | 53.2% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part II: Work Environment**

**Q5. If the City were to make improvements in the areas listed in Questions #4a-h above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED. (both selections)**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q5 Most important improvement | | | | | | | | | | | |
| Gender discrimination | 9.9% | 7.2% | 7.7% | 23.1% | 6.0% | 9.4% | 10.4% | 18.2% | 9.1% | 9.8% | 10.1% |
| Race discrimination | 17.3% | 17.4% | 15.4% | 7.7% | 6.0% | 15.6% | 16.4% | 15.6% | 13.9% | 17.2% | 15.2% |
| Sexual remarks/harassment | 4.9% | 4.3% | 0.0% | 7.7% | 0.0% | 0.0% | 3.8% | 3.9% | 2.4% | 4.2% | 3.3% |
| Age discrimination | 7.4% | 2.9% | 0.0% | 0.0% | 3.0% | 6.3% | 7.7% | 5.2% | 4.8% | 5.6% | 5.4% |
| Non hostile work unit | 21.0% | 18.8% | 7.7% | 7.7% | 37.3% | 21.9% | 26.2% | 22.1% | 15.5% | 22.8% | 21.7% |
| Co-worker respect | 7.4% | 11.6% | 23.1% | 7.7% | 4.5% | 12.5% | 5.5% | 2.6% | 4.0% | 8.4% | 6.5% |
| Immediate supervisor respect | 21.0% | 13.0% | 23.1% | 30.8% | 25.4% | 12.5% | 15.3% | 26.0% | 13.5% | 13.5% | 16.5% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part II: Work Environment**

**Q5. If the City were to make improvements in the areas listed in Questions #4a-h above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED. (both selections)**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q5 Most important improvement (Cont.) | | | | | | | | | | | |
| Management respect | 28.4% | 17.4% | 23.1% | 23.1% | 34.3% | 15.6% | 51.9% | 19.5% | 25.4% | 18.6% | 28.2% |
| None needed | 37.0% | 46.4% | 46.2% | 46.2% | 37.3% | 40.6% | 21.9% | 37.7% | 48.4% | 45.6% | 40.0% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part II: Work Environment**

**Q6. Overall, how satisfied are you with the work environment in the department or division where you work?**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q6 How satisfied with work environment in department | | | | | | | | | | | |
| Very satisfied | 24.7% | 30.4% | 23.1% | 15.4% | 14.9% | 19.4% | 4.9% | 27.3% | 27.4% | 27.0% | 21.9% |
| Satisfied | 30.9% | 33.3% | 53.8% | 38.5% | 35.8% | 41.9% | 36.6% | 31.2% | 37.3% | 36.3% | 36.0% |
| Neutral | 14.8% | 11.6% | 7.7% | 7.7% | 10.4% | 19.4% | 22.4% | 16.9% | 9.9% | 18.6% | 15.4% |
| Dissatisfied | 24.7% | 15.9% | 15.4% | 30.8% | 17.9% | 16.1% | 23.5% | 11.7% | 13.5% | 8.8% | 15.9% |
| Very dissatisfied | 4.9% | 8.7% | 0.0% | 7.7% | 20.9% | 3.2% | 12.6% | 13.0% | 11.5% | 8.8% | 10.7% |
| Don't know | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.4% | 0.5% | 0.2% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part II: Work Environment**

**Q7. Do you generally think the City is a good place to work?**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q7 Is the city a good place to work? | | | | | | | | | | | |
| Yes | 79.0% | 92.8% | 84.6% | 46.2% | 77.6% | 96.9% | 84.2% | 87.0% | 87.3% | 86.5% | 85.3% |
| No | 21.0% | 5.8% | 15.4% | 53.8% | 20.9% | 3.1% | 15.3% | 11.7% | 12.3% | 12.6% | 14.0% |
| No answer | 0.0% | 1.4% | 0.0% | 0.0% | 1.5% | 0.0% | 0.5% | 1.3% | 0.4% | 0.9% | 0.7% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part II: Work Environment**

**Q8. Would you recommend employment with the City to a friend or family?**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q8 Would recommend employment to friend | | | | | | | | | | | |
| Yes | 75.3% | 87.0% | 69.2% | 46.2% | 74.6% | 96.9% | 77.0% | 80.5% | 82.9% | 81.9% | 80.3% |
| No | 24.7% | 13.0% | 30.8% | 53.8% | 22.4% | 3.1% | 23.0% | 19.5% | 16.7% | 17.2% | 19.2% |
| No answer | 0.0% | 0.0% | 0.0% | 0.0% | 3.0% | 0.0% | 0.0% | 0.0% | 0.4% | 0.9% | 0.5% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part III: Communication**

**Q9. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q9a Timely information about things affecting me | | | | | | | | | | | |
| Strongly agree | 6.2% | 14.5% | 23.1% | 0.0% | 4.5% | 9.4% | 1.1% | 11.7% | 7.1% | 7.9% | 7.0% |
| Agree | 30.9% | 34.8% | 30.8% | 30.8% | 32.8% | 43.8% | 33.3% | 28.6% | 38.5% | 40.9% | 36.0% |
| Neutral | 25.9% | 14.5% | 7.7% | 7.7% | 10.4% | 15.6% | 21.9% | 19.5% | 20.2% | 21.4% | 19.7% |
| Disagree | 24.7% | 24.6% | 30.8% | 38.5% | 31.3% | 21.9% | 30.6% | 23.4% | 23.4% | 22.8% | 25.5% |
| Strongly disagree | 11.1% | 10.1% | 7.7% | 23.1% | 20.9% | 9.4% | 12.0% | 15.6% | 10.3% | 6.5% | 11.1% |
| Not apply | 1.2% | 1.4% | 0.0% | 0.0% | 0.0% | 0.0% | 1.1% | 1.3% | 0.4% | 0.5% | 0.7% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part III: Communication**

**Q9. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q9b Immediate supervisor keeps informed | | | | | | | | | | | |
| Strongly agree | 11.1% | 20.3% | 30.8% | 15.4% | 11.9% | 12.5% | 17.5% | 18.2% | 21.0% | 16.7% | 17.6% |
| Agree | 32.1% | 43.5% | 23.1% | 7.7% | 41.8% | 43.8% | 51.4% | 27.3% | 40.5% | 34.4% | 39.2% |
| Neutral | 23.5% | 14.5% | 23.1% | 15.4% | 11.9% | 21.9% | 14.2% | 13.0% | 14.7% | 24.2% | 17.4% |
| Disagree | 25.9% | 17.4% | 15.4% | 46.2% | 17.9% | 12.5% | 10.4% | 19.5% | 14.3% | 16.3% | 16.2% |
| Strongly disagree | 6.2% | 4.3% | 7.7% | 15.4% | 16.4% | 9.4% | 6.0% | 19.5% | 9.1% | 7.0% | 8.9% |
| Not apply | 1.2% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.5% | 2.6% | 0.4% | 1.4% | 0.8% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part III: Communication**

**Q9. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q9c Newsletter is good source of information | | | | | | | | | | | |
| Strongly agree | 6.2% | 4.3% | 7.7% | 7.7% | 1.5% | 3.1% | 1.1% | 19.5% | 8.3% | 6.5% | 6.4% |
| Agree | 29.6% | 31.9% | 23.1% | 23.1% | 26.9% | 37.5% | 26.2% | 27.3% | 25.8% | 31.2% | 28.2% |
| Neutral | 37.0% | 33.3% | 38.5% | 46.2% | 46.3% | 34.4% | 36.1% | 31.2% | 34.5% | 34.4% | 35.6% |
| Disagree | 16.0% | 24.6% | 15.4% | 15.4% | 19.4% | 21.9% | 22.4% | 14.3% | 17.1% | 18.6% | 18.9% |
| Strongly disagree | 11.1% | 4.3% | 15.4% | 7.7% | 6.0% | 3.1% | 7.7% | 6.5% | 10.3% | 6.5% | 7.9% |
| Not apply | 0.0% | 1.4% | 0.0% | 0.0% | 0.0% | 0.0% | 6.6% | 1.3% | 4.0% | 2.8% | 3.0% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part III: Communication**

**Q9. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q9d Know where to go when I have questions about work related issue | | | | | | | | | | | |
| Strongly agree | 17.3% | 23.2% | 38.5% | 7.7% | 11.9% | 28.1% | 9.3% | 26.0% | 22.2% | 19.5% | 18.8% |
| Agree | 56.8% | 46.4% | 23.1% | 61.5% | 46.3% | 53.1% | 58.5% | 40.3% | 49.2% | 55.8% | 51.8% |
| Neutral | 14.8% | 17.4% | 15.4% | 7.7% | 17.9% | 12.5% | 19.7% | 11.7% | 13.5% | 13.0% | 15.0% |
| Disagree | 7.4% | 5.8% | 15.4% | 15.4% | 11.9% | 6.3% | 7.7% | 13.0% | 8.7% | 8.4% | 8.8% |
| Strongly disagree | 3.7% | 7.2% | 7.7% | 7.7% | 11.9% | 0.0% | 4.4% | 9.1% | 5.2% | 2.8% | 5.2% |
| Not apply | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.5% | 0.0% | 1.2% | 0.5% | 0.5% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part III: Communication**

**Q9. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q9e Employees in my department are easy to contact | | | | | | | | | | | |
| Strongly agree | 24.7% | 30.4% | 53.8% | 15.4% | 23.9% | 37.5% | 13.7% | 18.2% | 23.8% | 19.5% | 21.9% |
| Agree | 49.4% | 40.6% | 46.2% | 76.9% | 52.2% | 53.1% | 63.4% | 41.6% | 56.7% | 54.4% | 54.3% |
| Neutral | 16.0% | 17.4% | 0.0% | 0.0% | 14.9% | 9.4% | 16.4% | 19.5% | 10.7% | 14.0% | 14.0% |
| Disagree | 8.6% | 7.2% | 0.0% | 7.7% | 7.5% | 0.0% | 2.2% | 13.0% | 6.0% | 7.4% | 6.3% |
| Strongly disagree | 0.0% | 4.3% | 0.0% | 0.0% | 1.5% | 0.0% | 3.3% | 5.2% | 1.2% | 2.3% | 2.2% |
| Not apply | 1.2% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 1.1% | 2.6% | 1.6% | 2.3% | 1.4% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part III: Communication**

**Q9. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q9f Employees in other departments easy contact | | | | | | | | | | | |
| Strongly agree | 6.2% | 2.9% | 38.5% | 7.7% | 9.0% | 12.5% | 6.6% | 9.1% | 9.9% | 8.8% | 8.6% |
| Agree | 48.1% | 52.2% | 30.8% | 15.4% | 37.3% | 46.9% | 39.3% | 41.6% | 48.4% | 40.9% | 43.4% |
| Neutral | 23.5% | 23.2% | 15.4% | 46.2% | 14.9% | 25.0% | 33.3% | 20.8% | 22.6% | 21.9% | 24.2% |
| Disagree | 13.6% | 8.7% | 15.4% | 30.8% | 29.9% | 12.5% | 10.4% | 15.6% | 9.1% | 18.1% | 14.0% |
| Strongly disagree | 3.7% | 5.8% | 0.0% | 0.0% | 7.5% | 3.1% | 4.9% | 7.8% | 4.0% | 5.1% | 4.9% |
| Not apply | 4.9% | 7.2% | 0.0% | 0.0% | 1.5% | 0.0% | 5.5% | 5.2% | 6.0% | 5.1% | 5.0% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part III: Communication**

**Q9. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q9g I know who to refer the public to when I receive information requests | | | | | | | | | | | |
| Strongly agree | 14.8% | 7.2% | 30.8% | 23.1% | 9.0% | 9.4% | 8.7% | 22.1% | 18.3% | 16.7% | 14.8% |
| Agree | 53.1% | 62.3% | 46.2% | 53.8% | 46.3% | 53.1% | 51.9% | 36.4% | 58.3% | 45.6% | 51.4% |
| Neutral | 14.8% | 10.1% | 15.4% | 7.7% | 16.4% | 12.5% | 21.9% | 22.1% | 12.3% | 16.3% | 16.0% |
| Disagree | 8.6% | 10.1% | 7.7% | 15.4% | 20.9% | 18.8% | 11.5% | 10.4% | 7.5% | 12.6% | 11.2% |
| Strongly disagree | 6.2% | 4.3% | 0.0% | 0.0% | 4.5% | 3.1% | 4.4% | 7.8% | 2.8% | 5.6% | 4.5% |
| Not apply | 2.5% | 5.8% | 0.0% | 0.0% | 3.0% | 3.1% | 1.6% | 1.3% | 0.8% | 3.3% | 2.2% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part III: Communication**

**Q10. If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q10 Most needed improvement | | | | | | | | | | | |
| Get information about things that affect me | 28.4% | 18.8% | 15.4% | 38.5% | 29.9% | 25.0% | 36.6% | 24.7% | 32.1% | 23.3% | 28.7% |
| Supervisor keeps me informed | 14.8% | 10.1% | 23.1% | 23.1% | 17.9% | 21.9% | 8.7% | 20.8% | 13.5% | 12.1% | 13.6% |
| Newsletter good source of information | 4.9% | 10.1% | 15.4% | 0.0% | 1.5% | 6.3% | 5.5% | 2.6% | 4.8% | 5.1% | 5.1% |
| Know where to ask questions | 3.7% | 5.8% | 7.7% | 0.0% | 6.0% | 0.0% | 6.6% | 1.3% | 2.8% | 6.0% | 4.5% |
| Employees in my dept easy contact | 0.0% | 4.3% | 0.0% | 0.0% | 3.0% | 0.0% | 1.6% | 2.6% | 2.0% | 2.8% | 2.1% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part III: Communication**

**Q10. If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q10 Most needed improvement (Cont.) | | | | | | | | | | | |
| Employees in other dept easy contact | 9.9% | 14.5% | 7.7% | 7.7% | 14.9% | 9.4% | 4.9% | 3.9% | 6.0% | 13.0% | 8.8% |
| Know who to refer public to for information requests | 8.6% | 14.5% | 0.0% | 0.0% | 6.0% | 18.8% | 6.6% | 11.7% | 7.1% | 9.3% | 8.6% |
| None needed | 29.6% | 21.7% | 30.8% | 30.8% | 20.9% | 18.8% | 29.5% | 32.5% | 31.7% | 28.4% | 28.6% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part III: Communication**

**Q10. If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q10 Second needed improvement | | | | | | | | | | | |
| Get information about things that affect me | 12.3% | 11.6% | 30.8% | 23.1% | 14.9% | 12.5% | 12.0% | 10.4% | 11.9% | 12.6% | 12.6% |
| Supervisor keeps me informed | 16.0% | 14.5% | 7.7% | 30.8% | 14.9% | 9.4% | 15.3% | 16.9% | 11.5% | 12.1% | 13.7% |
| Newsletter good source of information | 8.6% | 8.7% | 7.7% | 0.0% | 7.5% | 9.4% | 4.4% | 5.2% | 7.1% | 7.0% | 6.7% |
| Know where to ask questions | 4.9% | 2.9% | 7.7% | 7.7% | 6.0% | 3.1% | 8.7% | 10.4% | 4.4% | 4.2% | 5.7% |
| Employees in my dept easy contact | 2.5% | 2.9% | 0.0% | 0.0% | 3.0% | 3.1% | 2.2% | 1.3% | 2.4% | 4.7% | 2.8% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part III: Communication**

**Q10. If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q10 Second needed improvement (Cont.) | | | | | | | | | | | |
| Employees in other dept easy contact | 7.4% | 8.7% | 7.7% | 0.0% | 7.5% | 12.5% | 4.9% | 9.1% | 11.5% | 10.7% | 9.0% |
| Know who to refer public to for information requests | 8.6% | 13.0% | 7.7% | 0.0% | 19.4% | 9.4% | 10.9% | 6.5% | 7.5% | 10.2% | 9.9% |
| None needed | 39.5% | 37.7% | 30.8% | 38.5% | 26.9% | 40.6% | 41.5% | 40.3% | 43.7% | 38.6% | 39.7% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part III: Communication**

**Q10. If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED. (both selections)**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q10 Most needed improvement | | | | | | | | | | | |
| Get information about things that affect me | 40.7% | 30.4% | 46.2% | 61.5% | 44.8% | 37.5% | 48.6% | 35.1% | 44.0% | 35.8% | 41.3% |
| Supervisor keeps me informed | 30.9% | 24.6% | 30.8% | 53.8% | 32.8% | 31.3% | 24.0% | 37.7% | 25.0% | 24.2% | 27.2% |
| Newsletter good source of information | 13.6% | 18.8% | 23.1% | 0.0% | 9.0% | 15.6% | 9.8% | 7.8% | 11.9% | 12.1% | 11.8% |
| Know where to ask questions | 8.6% | 8.7% | 15.4% | 7.7% | 11.9% | 3.1% | 15.3% | 11.7% | 7.1% | 10.2% | 10.2% |
| Employees in my dept easy contact | 2.5% | 7.2% | 0.0% | 0.0% | 6.0% | 3.1% | 3.8% | 3.9% | 4.4% | 7.4% | 4.9% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part III: Communication**

**Q10. If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED. (both selections)**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q10 Most needed improvement (Cont.) | | | | | | | | | | | |
| Employees in other dept easy contact | 17.3% | 23.2% | 15.4% | 7.7% | 22.4% | 21.9% | 9.8% | 13.0% | 17.5% | 23.7% | 17.8% |
| Know who to refer public to for information requests | 17.3% | 27.5% | 7.7% | 0.0% | 25.4% | 28.1% | 17.5% | 18.2% | 14.7% | 19.5% | 18.5% |
| None needed | 29.6% | 21.7% | 30.8% | 30.8% | 20.9% | 18.8% | 29.5% | 32.5% | 31.7% | 28.4% | 28.6% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part III: Communication**

**Q11. Overall, how satisfied are you with the quality of communication in the department or division where you work?**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q11 Satisfaction with quality of communication | | | | | | | | | | | |
| Very satisfied | 9.9% | 23.5% | 15.4% | 15.4% | 9.0% | 15.6% | 2.7% | 6.5% | 11.9% | 11.2% | 10.3% |
| Satisfied | 34.6% | 30.9% | 53.8% | 23.1% | 31.3% | 46.9% | 38.3% | 33.8% | 46.4% | 43.7% | 40.2% |
| Neutral | 27.2% | 14.7% | 15.4% | 7.7% | 16.4% | 18.8% | 29.0% | 28.6% | 18.7% | 24.7% | 22.7% |
| Dissatisfied | 23.5% | 23.5% | 15.4% | 46.2% | 28.4% | 3.1% | 19.1% | 13.0% | 13.9% | 15.3% | 17.6% |
| Very dissatisfied | 3.7% | 7.4% | 0.0% | 7.7% | 14.9% | 12.5% | 9.8% | 18.2% | 9.1% | 4.2% | 8.7% |
| Don't know | 1.2% | 0.0% | 0.0% | 0.0% | 0.0% | 3.1% | 1.1% | 0.0% | 0.0% | 0.9% | 0.6% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part IV: Compensation & Benefits**

**Q12. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q12a Familiar with City's retirement benefits | | | | | | | | | | | |
| Strongly agree | 19.8% | 8.7% | 23.1% | 7.7% | 10.4% | 28.1% | 14.2% | 18.2% | 16.7% | 16.3% | 15.9% |
| Agree | 45.7% | 55.1% | 46.2% | 46.2% | 56.7% | 53.1% | 43.2% | 51.9% | 56.3% | 54.9% | 52.0% |
| Neutral | 19.8% | 21.7% | 7.7% | 23.1% | 14.9% | 12.5% | 18.0% | 19.5% | 13.1% | 15.3% | 16.3% |
| Disagree | 12.3% | 13.0% | 15.4% | 23.1% | 11.9% | 6.3% | 15.3% | 7.8% | 5.6% | 8.4% | 10.0% |
| Strongly disagree | 1.2% | 0.0% | 7.7% | 0.0% | 3.0% | 0.0% | 4.4% | 2.6% | 4.8% | 2.3% | 3.1% |
| Not apply | 1.2% | 1.4% | 0.0% | 0.0% | 3.0% | 0.0% | 4.9% | 0.0% | 3.6% | 2.8% | 2.8% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part IV: Compensation & Benefits**

**Q12. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q12b Understand what covered by health plan | | | | | | | | | | | |
| Strongly agree | 9.9% | 5.8% | 7.7% | 0.0% | 3.0% | 12.5% | 8.2% | 11.7% | 5.6% | 6.5% | 7.1% |
| Agree | 37.0% | 34.8% | 38.5% | 23.1% | 32.8% | 37.5% | 38.3% | 31.2% | 32.9% | 29.3% | 33.5% |
| Neutral | 13.6% | 15.9% | 15.4% | 30.8% | 22.4% | 31.3% | 19.7% | 20.8% | 22.2% | 20.0% | 20.4% |
| Disagree | 21.0% | 31.9% | 7.7% | 38.5% | 22.4% | 12.5% | 22.4% | 18.2% | 15.9% | 25.1% | 21.3% |
| Strongly disagree | 17.3% | 11.6% | 30.8% | 7.7% | 16.4% | 6.3% | 5.5% | 18.2% | 17.5% | 17.7% | 14.6% |
| Not apply | 1.2% | 0.0% | 0.0% | 0.0% | 3.0% | 0.0% | 6.0% | 0.0% | 6.0% | 1.4% | 3.2% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part IV: Compensation & Benefits**

**Q12. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q12c Health plan benefits easy to use | | | | | | | | | | | |
| Strongly agree | 8.6% | 1.4% | 7.7% | 0.0% | 1.5% | 6.3% | 6.0% | 5.2% | 3.6% | 2.8% | 4.2% |
| Agree | 24.7% | 21.7% | 30.8% | 38.5% | 23.9% | 25.0% | 28.4% | 22.1% | 27.0% | 21.9% | 25.1% |
| Neutral | 18.5% | 37.7% | 15.4% | 23.1% | 29.9% | 25.0% | 25.1% | 31.2% | 23.0% | 25.6% | 25.6% |
| Disagree | 22.2% | 21.7% | 7.7% | 23.1% | 26.9% | 37.5% | 24.0% | 26.0% | 19.0% | 26.0% | 23.5% |
| Strongly disagree | 24.7% | 15.9% | 30.8% | 15.4% | 14.9% | 6.3% | 11.5% | 14.3% | 20.6% | 20.0% | 17.6% |
| Not apply | 1.2% | 1.4% | 7.7% | 0.0% | 3.0% | 0.0% | 4.9% | 1.3% | 6.7% | 3.7% | 4.0% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part IV: Compensation & Benefits**

**Q12. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q12d Problems with health plan easy to resolve | | | | | | | | | | | |
| Strongly agree | 4.9% | 2.9% | 0.0% | 0.0% | 1.5% | 0.0% | 1.6% | 2.6% | 2.0% | 2.3% | 2.2% |
| Agree | 11.1% | 15.9% | 30.8% | 7.7% | 10.4% | 15.6% | 13.7% | 9.1% | 18.3% | 14.9% | 14.7% |
| Neutral | 35.8% | 27.5% | 15.4% | 30.8% | 26.9% | 28.1% | 31.7% | 33.8% | 27.8% | 23.3% | 28.4% |
| Disagree | 18.5% | 30.4% | 15.4% | 38.5% | 25.4% | 34.4% | 30.6% | 32.5% | 23.8% | 31.2% | 27.8% |
| Strongly disagree | 25.9% | 17.4% | 30.8% | 15.4% | 26.9% | 18.8% | 15.3% | 16.9% | 16.7% | 20.5% | 19.0% |
| Not apply | 3.7% | 5.8% | 7.7% | 7.7% | 9.0% | 3.1% | 7.1% | 5.2% | 11.5% | 7.9% | 7.9% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part IV: Compensation & Benefits**

**Q12. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q12e City does good job managing my health plan | | | | | | | | | | | |
| Strongly agree | 0.0% | 2.9% | 7.7% | 0.0% | 0.0% | 0.0% | 2.7% | 0.0% | 1.2% | 0.9% | 1.3% |
| Agree | 3.7% | 10.1% | 7.7% | 0.0% | 6.0% | 9.4% | 8.7% | 10.4% | 3.6% | 7.0% | 6.6% |
| Neutral | 18.5% | 11.6% | 15.4% | 23.1% | 7.5% | 25.0% | 27.3% | 15.6% | 16.3% | 8.8% | 16.3% |
| Disagree | 24.7% | 23.2% | 15.4% | 15.4% | 13.4% | 28.1% | 14.2% | 26.0% | 11.5% | 23.3% | 18.3% |
| Strongly disagree | 48.1% | 49.3% | 53.8% | 61.5% | 70.1% | 37.5% | 24.0% | 48.1% | 37.7% | 58.1% | 44.7% |
| Not apply | 4.9% | 2.9% | 0.0% | 0.0% | 3.0% | 0.0% | 23.0% | 0.0% | 29.8% | 1.9% | 12.9% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part IV: Compensation & Benefits**

**Q12. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q12f City does good job managing Workers Compensation | | | | | | | | | | | |
| Strongly agree | 2.5% | 0.0% | 0.0% | 0.0% | 0.0% | 9.4% | 1.6% | 6.5% | 2.4% | 1.9% | 2.3% |
| Agree | 12.3% | 11.6% | 7.7% | 0.0% | 6.0% | 9.4% | 15.8% | 22.1% | 16.7% | 10.7% | 13.7% |
| Neutral | 39.5% | 20.3% | 7.7% | 30.8% | 34.3% | 18.8% | 32.2% | 26.0% | 26.6% | 34.0% | 29.8% |
| Disagree | 7.4% | 8.7% | 7.7% | 7.7% | 6.0% | 0.0% | 15.3% | 10.4% | 9.1% | 8.8% | 9.6% |
| Strongly disagree | 6.2% | 5.8% | 7.7% | 7.7% | 9.0% | 3.1% | 11.5% | 11.7% | 13.9% | 10.2% | 10.5% |
| Not apply | 32.1% | 53.6% | 69.2% | 53.8% | 44.8% | 59.4% | 23.5% | 23.4% | 31.3% | 34.4% | 34.1% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part IV: Compensation & Benefits**

**Q12. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q12g I am knowledgeable about vacation/sick leave benefits | | | | | | | | | | | |
| Strongly agree | 25.9% | 33.3% | 23.1% | 15.4% | 26.9% | 53.1% | 19.7% | 28.6% | 25.0% | 25.6% | 25.9% |
| Agree | 55.6% | 50.7% | 69.2% | 46.2% | 53.7% | 40.6% | 50.3% | 58.4% | 58.3% | 61.9% | 56.0% |
| Neutral | 12.3% | 13.0% | 0.0% | 23.1% | 10.4% | 3.1% | 16.4% | 9.1% | 12.3% | 7.9% | 11.5% |
| Disagree | 4.9% | 0.0% | 0.0% | 7.7% | 3.0% | 3.1% | 7.7% | 0.0% | 2.0% | 2.8% | 3.3% |
| Strongly disagree | 1.2% | 2.9% | 7.7% | 7.7% | 3.0% | 0.0% | 3.8% | 3.9% | 1.2% | 1.4% | 2.3% |
| Not apply | 0.0% | 0.0% | 0.0% | 0.0% | 3.0% | 0.0% | 2.2% | 0.0% | 1.2% | 0.5% | 1.0% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part IV: Compensation & Benefits**

**Q12. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q12h Pay check almost always accurate | | | | | | | | | | | |
| Strongly agree | 33.3% | 55.1% | 46.2% | 30.8% | 46.3% | 75.0% | 6.6% | 50.6% | 28.6% | 44.7% | 34.8% |
| Agree | 46.9% | 39.1% | 53.8% | 53.8% | 49.3% | 25.0% | 20.8% | 42.9% | 50.0% | 44.7% | 41.2% |
| Neutral | 12.3% | 4.3% | 0.0% | 15.4% | 3.0% | 0.0% | 17.5% | 5.2% | 10.7% | 2.3% | 8.5% |
| Disagree | 1.2% | 1.4% | 0.0% | 0.0% | 1.5% | 0.0% | 19.1% | 1.3% | 8.3% | 5.6% | 7.2% |
| Strongly disagree | 6.2% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 35.0% | 0.0% | 2.4% | 1.9% | 7.9% |
| Not apply | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 1.1% | 0.0% | 0.0% | 0.9% | 0.4% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part IV: Compensation & Benefits**

**Q12. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q12i Problems with pay are easy to resolve | | | | | | | | | | | |
| Strongly agree | 14.8% | 23.2% | 23.1% | 15.4% | 17.9% | 28.1% | 4.4% | 32.5% | 16.7% | 20.9% | 17.4% |
| Agree | 45.7% | 27.5% | 38.5% | 30.8% | 25.4% | 18.8% | 13.7% | 33.8% | 41.3% | 40.5% | 32.9% |
| Neutral | 18.5% | 10.1% | 0.0% | 23.1% | 25.4% | 6.3% | 25.1% | 19.5% | 13.9% | 11.6% | 16.5% |
| Disagree | 3.7% | 4.3% | 0.0% | 7.7% | 3.0% | 0.0% | 20.8% | 3.9% | 9.9% | 6.5% | 8.9% |
| Strongly disagree | 6.2% | 1.4% | 0.0% | 0.0% | 0.0% | 0.0% | 30.6% | 1.3% | 4.4% | 4.7% | 8.4% |
| Not apply | 11.1% | 33.3% | 38.5% | 23.1% | 28.4% | 46.9% | 5.5% | 9.1% | 13.9% | 15.8% | 16.0% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part IV: Compensation & Benefits**

**Q13. If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q13 Most needed improvement | | | | | | | | | | | |
| Familiar with retirement benefits | 1.2% | 5.8% | 7.7% | 0.0% | 3.0% | 6.3% | 3.3% | 2.6% | 6.0% | 1.9% | 3.7% |
| Understand health plan | 6.2% | 11.6% | 15.4% | 0.0% | 9.0% | 6.3% | 2.2% | 6.5% | 12.3% | 7.4% | 7.9% |
| Health plan easy to use | 2.5% | 5.8% | 0.0% | 15.4% | 0.0% | 9.4% | 7.7% | 11.7% | 11.1% | 6.5% | 7.6% |
| Health plan problems easy to resolve | 7.4% | 8.7% | 7.7% | 15.4% | 7.5% | 3.1% | 5.5% | 3.9% | 7.5% | 6.5% | 6.7% |
| City management of health plan | 48.1% | 50.7% | 61.5% | 61.5% | 67.2% | 65.6% | 14.8% | 45.5% | 28.6% | 62.3% | 42.3% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part IV: Compensation & Benefits**

**Q13. If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q13 Most needed improvement (Cont.) | | | | | | | | | | | |
| City management of worker compensation claims | 1.2% | 1.4% | 7.7% | 0.0% | 1.5% | 0.0% | 6.0% | 1.3% | 7.1% | 1.4% | 3.7% |
| Knowledgeable vacation/ sick leave | 1.2% | 1.4% | 0.0% | 0.0% | 0.0% | 3.1% | 0.0% | 0.0% | 0.0% | 0.5% | 0.4% |
| Paycheck is accurate | 6.2% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 42.1% | 0.0% | 3.6% | 0.9% | 9.3% |
| Pay problems easy to resolve | 1.2% | 1.4% | 0.0% | 0.0% | 0.0% | 0.0% | 8.2% | 2.6% | 3.6% | 1.4% | 3.1% |
| None needed | 24.7% | 13.0% | 0.0% | 7.7% | 11.9% | 6.3% | 10.4% | 26.0% | 20.2% | 11.2% | 15.4% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part IV: Compensation & Benefits**

**Q13. If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q13 Second needed improvement | | | | | | | | | | | |
| Familiar with retirement benefits | 3.7% | 5.8% | 7.7% | 0.0% | 3.0% | 0.0% | 2.7% | 1.3% | 5.2% | 4.7% | 3.9% |
| Understand health plan | 11.1% | 20.3% | 23.1% | 30.8% | 17.9% | 6.3% | 5.5% | 19.5% | 10.7% | 10.2% | 11.8% |
| Health plan easy to use | 11.1% | 17.4% | 15.4% | 15.4% | 11.9% | 18.8% | 5.5% | 5.2% | 10.3% | 17.2% | 11.6% |
| Health plan problems easy to resolve | 16.0% | 20.3% | 0.0% | 23.1% | 28.4% | 37.5% | 8.7% | 15.6% | 15.5% | 21.4% | 17.4% |
| City management of health plan | 6.2% | 8.7% | 15.4% | 0.0% | 7.5% | 3.1% | 11.5% | 10.4% | 10.3% | 10.2% | 9.6% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part IV: Compensation & Benefits**

**Q13. If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q13 Second needed improvement (Cont.) | | | | | | | | | | | |
| City management of worker compensation claims | 2.5% | 4.3% | 0.0% | 0.0% | 7.5% | 0.0% | 6.6% | 7.8% | 5.6% | 6.5% | 5.6% |
| Knowledgeable vacation/ sick leave | 1.2% | 0.0% | 0.0% | 15.4% | 0.0% | 0.0% | 2.2% | 1.3% | 0.4% | 1.9% | 1.3% |
| Paycheck is accurate | 1.2% | 1.4% | 0.0% | 0.0% | 0.0% | 0.0% | 14.8% | 1.3% | 1.6% | 1.9% | 3.8% |
| Pay problems easy to resolve | 7.4% | 1.4% | 0.0% | 0.0% | 0.0% | 0.0% | 24.0% | 2.6% | 3.6% | 3.7% | 7.0% |
| None needed | 39.5% | 20.3% | 38.5% | 15.4% | 23.9% | 34.4% | 18.6% | 35.1% | 36.9% | 22.3% | 28.1% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part IV: Compensation & Benefits**

**Q13. If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED.(both selections)**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q13 Most needed improvement | | | | | | | | | | | |
| Familiar with retirement benefits | 4.9% | 11.6% | 15.4% | 0.0% | 6.0% | 6.3% | 6.0% | 3.9% | 11.1% | 6.5% | 7.6% |
| Understand health plan | 17.3% | 31.9% | 38.5% | 30.8% | 26.9% | 12.5% | 7.7% | 26.0% | 23.0% | 17.7% | 19.7% |
| Health plan easy to use | 13.6% | 23.2% | 15.4% | 30.8% | 11.9% | 28.1% | 13.1% | 16.9% | 21.4% | 23.7% | 19.2% |
| Health plan problems easy to resolve | 23.5% | 29.0% | 7.7% | 38.5% | 35.8% | 40.6% | 14.2% | 19.5% | 23.0% | 27.9% | 24.1% |
| City management of health plan | 54.3% | 59.4% | 76.9% | 61.5% | 74.6% | 68.8% | 26.2% | 55.8% | 38.9% | 72.6% | 51.9% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part IV: Compensation & Benefits**

**Q13. If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED.(both selections)**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q13 Most needed improvement (Cont.) | | | | | | | | | | | |
| City management of worker compensation claims | 3.7% | 5.8% | 7.7% | 0.0% | 9.0% | 0.0% | 12.6% | 9.1% | 12.7% | 7.9% | 9.3% |
| Knowledgeable vacation/ sick leave | 2.5% | 1.4% | 0.0% | 15.4% | 0.0% | 3.1% | 2.2% | 1.3% | 0.4% | 2.3% | 1.7% |
| Paycheck is accurate | 7.4% | 1.4% | 0.0% | 0.0% | 0.0% | 0.0% | 56.8% | 1.3% | 5.2% | 2.8% | 13.1% |
| Pay problems easy to resolve | 8.6% | 2.9% | 0.0% | 0.0% | 0.0% | 0.0% | 32.2% | 5.2% | 7.1% | 5.1% | 10.1% |
| None needed | 24.7% | 13.0% | 0.0% | 7.7% | 11.9% | 6.3% | 10.4% | 26.0% | 20.2% | 11.2% | 15.4% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part V: Rewards & Recognition**

**Q14. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q14a City employees who perform well receive adequate recognition | | | | | | | | | | | |
| Strongly agree | 3.7% | 5.8% | 0.0% | 7.7% | 6.0% | 3.1% | 1.1% | 6.5% | 4.4% | 6.5% | 4.5% |
| Agree | 19.8% | 24.6% | 15.4% | 30.8% | 20.9% | 46.9% | 13.7% | 18.2% | 22.2% | 18.7% | 20.3% |
| Neutral | 21.0% | 11.6% | 30.8% | 15.4% | 14.9% | 12.5% | 15.3% | 16.9% | 21.8% | 20.6% | 18.5% |
| Disagree | 27.2% | 36.2% | 38.5% | 23.1% | 28.4% | 15.6% | 33.3% | 28.6% | 25.4% | 34.1% | 29.9% |
| Strongly disagree | 23.5% | 18.8% | 7.7% | 15.4% | 29.9% | 21.9% | 34.4% | 29.9% | 25.0% | 19.6% | 25.3% |
| Not apply | 4.9% | 2.9% | 7.7% | 7.7% | 0.0% | 0.0% | 2.2% | 0.0% | 1.2% | 0.5% | 1.6% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part V: Rewards & Recognition**

**Q14. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q14b Work I perform is evaluated fairly | | | | | | | | | | | |
| Strongly agree | 8.6% | 15.9% | 0.0% | 7.7% | 17.9% | 18.8% | 6.6% | 15.6% | 11.1% | 13.0% | 11.7% |
| Agree | 35.8% | 40.6% | 53.8% | 53.8% | 31.3% | 53.1% | 37.7% | 29.9% | 42.9% | 39.5% | 39.3% |
| Neutral | 21.0% | 15.9% | 15.4% | 0.0% | 13.4% | 12.5% | 25.1% | 18.2% | 18.7% | 20.9% | 19.5% |
| Disagree | 22.2% | 13.0% | 7.7% | 23.1% | 22.4% | 6.3% | 16.4% | 20.8% | 16.3% | 14.4% | 16.6% |
| Strongly disagree | 11.1% | 11.6% | 7.7% | 7.7% | 14.9% | 6.3% | 13.1% | 15.6% | 10.3% | 10.2% | 11.5% |
| Not apply | 1.2% | 2.9% | 15.4% | 7.7% | 0.0% | 3.1% | 1.1% | 0.0% | 0.8% | 1.9% | 1.5% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part V: Rewards & Recognition**

**Q14. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q14c Rewards & recognitions are distributed fairly | | | | | | | | | | | |
| Strongly agree | 3.7% | 2.9% | 0.0% | 0.0% | 6.0% | 3.1% | 1.1% | 3.9% | 3.2% | 5.1% | 3.4% |
| Agree | 13.6% | 20.3% | 15.4% | 30.8% | 20.9% | 34.4% | 12.0% | 14.3% | 19.0% | 17.2% | 17.4% |
| Neutral | 24.7% | 29.0% | 30.8% | 30.8% | 11.9% | 28.1% | 25.7% | 20.8% | 23.4% | 27.0% | 24.5% |
| Disagree | 32.1% | 27.5% | 23.1% | 7.7% | 29.9% | 9.4% | 23.5% | 28.6% | 25.4% | 27.9% | 26.0% |
| Strongly disagree | 22.2% | 17.4% | 7.7% | 23.1% | 29.9% | 21.9% | 33.9% | 28.6% | 28.2% | 20.0% | 25.8% |
| Not apply | 3.7% | 2.9% | 23.1% | 7.7% | 1.5% | 3.1% | 3.8% | 3.9% | 0.8% | 2.8% | 2.9% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part V: Rewards & Recognition**

**Q14. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q14d Promotions are awarded fairly | | | | | | | | | | | |
| Strongly agree | 2.5% | 4.3% | 0.0% | 0.0% | 4.5% | 0.0% | 2.7% | 5.2% | 2.4% | 3.7% | 3.1% |
| Agree | 13.6% | 14.5% | 15.4% | 23.1% | 14.9% | 31.3% | 19.7% | 13.0% | 13.9% | 12.6% | 15.4% |
| Neutral | 24.7% | 27.5% | 30.8% | 30.8% | 23.9% | 25.0% | 19.7% | 28.6% | 25.4% | 27.9% | 25.2% |
| Disagree | 22.2% | 27.5% | 15.4% | 15.4% | 25.4% | 15.6% | 21.9% | 15.6% | 23.4% | 23.7% | 22.5% |
| Strongly disagree | 32.1% | 17.4% | 15.4% | 23.1% | 22.4% | 21.9% | 31.7% | 33.8% | 32.5% | 27.9% | 29.0% |
| Not apply | 4.9% | 8.7% | 23.1% | 7.7% | 9.0% | 6.3% | 4.4% | 3.9% | 2.4% | 4.2% | 4.8% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part V: Rewards & Recognition**

**Q14. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q14e Managers recognize individual accomplishments | | | | | | | | | | | |
| Strongly agree | 8.6% | 15.9% | 0.0% | 15.4% | 13.4% | 9.4% | 1.6% | 10.4% | 10.3% | 8.8% | 8.8% |
| Agree | 23.5% | 27.5% | 61.5% | 30.8% | 22.4% | 37.5% | 19.1% | 20.8% | 29.8% | 29.8% | 26.6% |
| Neutral | 21.0% | 21.7% | 15.4% | 7.7% | 25.4% | 28.1% | 22.4% | 22.1% | 17.1% | 25.6% | 21.7% |
| Disagree | 23.5% | 20.3% | 7.7% | 15.4% | 16.4% | 21.9% | 26.8% | 15.6% | 23.4% | 20.9% | 21.9% |
| Strongly disagree | 19.8% | 13.0% | 7.7% | 23.1% | 22.4% | 3.1% | 29.0% | 31.2% | 19.0% | 14.9% | 20.2% |
| Not apply | 3.7% | 1.4% | 7.7% | 7.7% | 0.0% | 0.0% | 1.1% | 0.0% | 0.4% | 0.0% | 0.9% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part V: Rewards & Recognition**

**Q14. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q14f Poor performance is dealt with effectively by managers in my work unit | | | | | | | | | | | |
| Strongly agree | 3.7% | 5.8% | 15.4% | 0.0% | 1.5% | 3.1% | 2.7% | 3.9% | 4.0% | 3.3% | 3.6% |
| Agree | 18.5% | 17.4% | 23.1% | 15.4% | 11.9% | 31.3% | 13.1% | 16.9% | 19.0% | 18.6% | 17.5% |
| Neutral | 23.5% | 27.5% | 7.7% | 30.8% | 20.9% | 18.8% | 19.1% | 26.0% | 23.4% | 22.8% | 22.6% |
| Disagree | 25.9% | 17.4% | 23.1% | 23.1% | 32.8% | 28.1% | 25.1% | 18.2% | 25.4% | 27.0% | 25.1% |
| Strongly disagree | 23.5% | 27.5% | 15.4% | 23.1% | 25.4% | 18.8% | 38.3% | 33.8% | 25.8% | 26.0% | 28.2% |
| Not apply | 4.9% | 4.3% | 15.4% | 7.7% | 7.5% | 0.0% | 1.6% | 1.3% | 2.4% | 2.3% | 3.0% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part V: Rewards & Recognition**

**Q14. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q14g City should recognize accomplishment more | | | | | | | | | | | |
| Strongly agree | 39.5% | 36.2% | 38.5% | 38.5% | 40.3% | 25.0% | 51.4% | 48.1% | 42.9% | 38.1% | 42.2% |
| Agree | 38.3% | 34.8% | 46.2% | 23.1% | 31.3% | 40.6% | 35.0% | 35.1% | 35.7% | 36.7% | 35.7% |
| Neutral | 18.5% | 20.3% | 7.7% | 23.1% | 23.9% | 25.0% | 9.8% | 13.0% | 17.5% | 20.5% | 17.3% |
| Disagree | 1.2% | 5.8% | 0.0% | 7.7% | 0.0% | 9.4% | 2.2% | 0.0% | 2.4% | 2.8% | 2.5% |
| Strongly disagree | 1.2% | 1.4% | 0.0% | 0.0% | 3.0% | 0.0% | 1.1% | 3.9% | 0.8% | 1.4% | 1.4% |
| Not apply | 1.2% | 1.4% | 7.7% | 7.7% | 1.5% | 0.0% | 0.5% | 0.0% | 0.8% | 0.5% | 0.9% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part V: Rewards & Recognition**

**Q15. If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q15 Most emphasis | | | | | | | | | | | |
| Adequate recognition | 7.4% | 13.0% | 15.4% | 7.7% | 17.9% | 15.6% | 15.8% | 15.6% | 14.7% | 15.3% | 14.6% |
| Evaluate fairly | 7.4% | 4.3% | 0.0% | 0.0% | 7.5% | 3.1% | 1.6% | 5.2% | 3.6% | 7.0% | 4.6% |
| Rewards and recognitions fairly distributed | 9.9% | 7.2% | 7.7% | 0.0% | 11.9% | 3.1% | 7.1% | 5.2% | 6.3% | 5.6% | 6.8% |
| Promotions awarded fairly | 23.5% | 13.0% | 7.7% | 23.1% | 6.0% | 28.1% | 24.6% | 18.2% | 25.8% | 20.9% | 21.4% |
| Managers recognize individual accomplishments | 4.9% | 5.8% | 0.0% | 7.7% | 10.4% | 3.1% | 10.9% | 6.5% | 4.0% | 3.7% | 6.0% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part V: Rewards & Recognition**

**Q15. If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q15 Most emphasis (Cont.) | | | | | | | | | | | |
| Poor performance dealt with by managers | 16.0% | 24.6% | 30.8% | 23.1% | 22.4% | 31.3% | 21.9% | 18.2% | 19.4% | 29.3% | 22.8% |
| Recognize accomplishments more | 6.2% | 15.9% | 7.7% | 23.1% | 7.5% | 6.3% | 9.8% | 10.4% | 11.5% | 4.7% | 9.2% |
| None needed | 24.7% | 15.9% | 30.8% | 15.4% | 16.4% | 9.4% | 8.2% | 20.8% | 14.7% | 13.5% | 14.8% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part V: Rewards & Recognition**

**Q15. If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q15 Second emphasis | | | | | | | | | | | |
| Adequate recognition | 7.4% | 13.0% | 15.4% | 0.0% | 9.0% | 3.1% | 16.9% | 10.4% | 11.5% | 11.2% | 11.6% |
| Evaluate fairly | 7.4% | 7.2% | 0.0% | 7.7% | 6.0% | 6.3% | 6.0% | 7.8% | 4.0% | 6.0% | 5.8% |
| Rewards and recognitions fairly distributed | 9.9% | 8.7% | 0.0% | 7.7% | 14.9% | 12.5% | 13.7% | 15.6% | 14.7% | 10.7% | 12.6% |
| Promotions awarded fairly | 13.6% | 8.7% | 7.7% | 7.7% | 19.4% | 6.3% | 9.8% | 10.4% | 11.1% | 14.4% | 11.9% |
| Managers recognize individual accomplishments | 7.4% | 10.1% | 15.4% | 0.0% | 7.5% | 12.5% | 12.0% | 11.7% | 8.3% | 7.4% | 9.2% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part V: Rewards & Recognition**

**Q15. If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q15 Second emphasis (Cont.) | | | | | | | | | | | |
| Poor performance dealt with by managers | 12.3% | 14.5% | 7.7% | 30.8% | 7.5% | 21.9% | 14.8% | 11.7% | 13.9% | 13.0% | 13.6% |
| Recognize accomplishments more | 11.1% | 7.2% | 7.7% | 7.7% | 6.0% | 12.5% | 10.9% | 3.9% | 11.1% | 7.9% | 9.2% |
| None needed | 30.9% | 30.4% | 46.2% | 38.5% | 29.9% | 25.0% | 15.8% | 28.6% | 25.4% | 29.3% | 26.2% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part V: Rewards & Recognition**

**Q15. If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED. (both selections)**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q15 Most emphasis | | | | | | | | | | | |
| Adequate recognition | 14.8% | 26.1% | 30.8% | 7.7% | 26.9% | 18.8% | 32.8% | 26.0% | 26.2% | 26.5% | 26.1% |
| Evaluate fairly | 14.8% | 11.6% | 0.0% | 7.7% | 13.4% | 9.4% | 7.7% | 13.0% | 7.5% | 13.0% | 10.4% |
| Rewards and recognitions fairly distributed | 19.8% | 15.9% | 7.7% | 7.7% | 26.9% | 15.6% | 20.8% | 20.8% | 21.0% | 16.3% | 19.4% |
| Promotions awarded fairly | 37.0% | 21.7% | 15.4% | 30.8% | 25.4% | 34.4% | 34.4% | 28.6% | 36.9% | 35.3% | 33.2% |
| Managers recognize individual accomplishments | 12.3% | 15.9% | 15.4% | 7.7% | 17.9% | 15.6% | 23.0% | 18.2% | 12.3% | 11.2% | 15.2% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part V: Rewards & Recognition**

**Q15. If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED. (both selections)**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q15 Most emphasis (Cont.) | | | | | | | | | | | |
| Poor performance dealt with by managers | 28.4% | 39.1% | 38.5% | 53.8% | 29.9% | 53.1% | 36.6% | 29.9% | 33.3% | 42.3% | 36.3% |
| Recognize accomplishments more | 17.3% | 23.2% | 15.4% | 30.8% | 13.4% | 18.8% | 20.8% | 14.3% | 22.6% | 12.6% | 18.4% |
| None needed | 24.7% | 15.9% | 30.8% | 15.4% | 16.4% | 9.4% | 8.2% | 20.8% | 14.7% | 13.5% | 14.8% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part V: Rewards & Recognition**

**Q16. Overall, how satisfied are you with the level of rewards and recognition that is currently given by the City to employees in your work unit?**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q16 Satisfaction with level of rewards & recognition | | | | | | | | | | | |
| Very satisfied | 0.0% | 4.3% | 0.0% | 7.7% | 3.0% | 6.3% | 0.5% | 3.9% | 5.2% | 6.0% | 3.8% |
| Satisfied | 19.8% | 15.9% | 15.4% | 23.1% | 20.9% | 31.3% | 11.5% | 16.9% | 25.4% | 20.0% | 19.7% |
| Neutral | 33.3% | 26.1% | 38.5% | 23.1% | 26.9% | 15.6% | 23.0% | 27.3% | 21.4% | 27.9% | 25.2% |
| Dissatisfied | 23.5% | 34.8% | 30.8% | 23.1% | 19.4% | 28.1% | 32.2% | 28.6% | 24.2% | 28.4% | 27.4% |
| Very dissatisfied | 14.8% | 10.1% | 0.0% | 15.4% | 28.4% | 12.5% | 30.1% | 20.8% | 20.6% | 13.0% | 19.5% |
| Don't know | 8.6% | 8.7% | 15.4% | 7.7% | 1.5% | 6.3% | 2.7% | 2.6% | 3.2% | 4.7% | 4.4% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part V: Rewards & Recognition**

**Q17. Overall, how satisfied are you with your current employment with the City of Fort Lauderdale?**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q17 Satisfaction with current employment | | | | | | | | | | | |
| Very satisfied | 22.2% | 27.5% | 23.1% | 23.1% | 13.4% | 18.8% | 10.9% | 26.0% | 25.8% | 27.0% | 22.1% |
| Satisfied | 33.3% | 34.8% | 53.8% | 15.4% | 43.3% | 50.0% | 51.4% | 35.1% | 46.0% | 41.4% | 43.0% |
| Neutral | 24.7% | 18.8% | 7.7% | 15.4% | 13.4% | 9.4% | 13.1% | 16.9% | 11.5% | 14.9% | 14.6% |
| Dissatisfied | 14.8% | 13.0% | 15.4% | 23.1% | 17.9% | 18.8% | 15.8% | 14.3% | 10.7% | 9.8% | 13.2% |
| Very dissatisfied | 4.9% | 2.9% | 0.0% | 15.4% | 10.4% | 0.0% | 7.7% | 5.2% | 5.2% | 6.5% | 6.0% |
| Don't know | 0.0% | 2.9% | 0.0% | 7.7% | 1.5% | 3.1% | 1.1% | 2.6% | 0.8% | 0.5% | 1.2% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part V: Rewards & Recognition**

**Q18. Compared to a year ago, how do you think the quality of your employment with the City of Fort Lauderdale has changed?**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q18 Compared to one year ago, quality of employment has changed | | | | | | | | | | | |
| Much better | 1.2% | 4.3% | 7.7% | 0.0% | 3.0% | 6.3% | 2.2% | 9.1% | 6.0% | 4.2% | 4.4% |
| Somewhat better | 16.0% | 13.0% | 7.7% | 0.0% | 9.0% | 3.1% | 9.8% | 14.3% | 17.5% | 13.0% | 13.1% |
| About the same | 45.7% | 46.4% | 46.2% | 53.8% | 40.3% | 40.6% | 34.4% | 39.0% | 42.5% | 47.0% | 42.2% |
| Somewhat worse | 18.5% | 23.2% | 15.4% | 15.4% | 28.4% | 31.3% | 35.5% | 22.1% | 19.0% | 21.9% | 24.1% |
| Much worse | 13.6% | 2.9% | 7.7% | 15.4% | 14.9% | 9.4% | 13.1% | 9.1% | 11.1% | 7.4% | 10.4% |
| Don't know | 4.9% | 10.1% | 15.4% | 15.4% | 4.5% | 9.4% | 4.9% | 6.5% | 4.0% | 6.5% | 5.9% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part VI: Strategic Direction**

**Q19. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q19a Know city's vision for the future & how my dept contributes | | | | | | | | | | | |
| Strongly agree | 4.9% | 2.9% | 7.7% | 15.4% | 1.5% | 3.1% | 1.6% | 1.3% | 5.2% | 9.3% | 4.8% |
| Agree | 12.3% | 14.5% | 30.8% | 15.4% | 16.4% | 25.0% | 15.3% | 20.8% | 21.8% | 23.7% | 19.5% |
| Neutral | 23.5% | 29.0% | 15.4% | 7.7% | 23.9% | 6.3% | 27.3% | 33.8% | 31.0% | 25.6% | 26.8% |
| Disagree | 34.6% | 18.8% | 30.8% | 15.4% | 31.3% | 43.8% | 36.1% | 18.2% | 29.0% | 26.0% | 29.0% |
| Strongly disagree | 21.0% | 29.0% | 15.4% | 30.8% | 23.9% | 18.8% | 18.6% | 22.1% | 11.1% | 13.5% | 17.3% |
| Not apply | 3.7% | 5.8% | 0.0% | 15.4% | 3.0% | 3.1% | 1.1% | 3.9% | 2.0% | 1.9% | 2.6% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part VI: Strategic Direction**

**Q19. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q19b Know department's performance goals | | | | | | | | | | | |
| Strongly agree | 7.4% | 13.0% | 15.4% | 15.4% | 9.0% | 15.6% | 3.8% | 3.9% | 10.3% | 7.4% | 8.2% |
| Agree | 24.7% | 34.8% | 46.2% | 15.4% | 23.9% | 37.5% | 26.2% | 26.0% | 34.9% | 36.3% | 31.3% |
| Neutral | 25.9% | 23.2% | 0.0% | 23.1% | 19.4% | 15.6% | 23.5% | 26.0% | 26.6% | 21.4% | 23.4% |
| Disagree | 30.9% | 17.4% | 23.1% | 15.4% | 32.8% | 18.8% | 27.3% | 18.2% | 19.4% | 21.4% | 22.9% |
| Strongly disagree | 8.6% | 10.1% | 15.4% | 23.1% | 13.4% | 12.5% | 18.6% | 22.1% | 7.5% | 12.1% | 12.8% |
| Not apply | 2.5% | 1.4% | 0.0% | 7.7% | 1.5% | 0.0% | 0.5% | 3.9% | 1.2% | 1.4% | 1.5% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part VI: Strategic Direction**

**Q19. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q19c Know how my job supports long range goals | | | | | | | | | | | |
| Strongly agree | 7.4% | 10.1% | 15.4% | 23.1% | 7.5% | 12.5% | 3.8% | 6.5% | 9.5% | 11.2% | 8.7% |
| Agree | 29.6% | 26.1% | 46.2% | 23.1% | 22.4% | 31.3% | 26.2% | 29.9% | 28.2% | 43.7% | 31.1% |
| Neutral | 22.2% | 20.3% | 15.4% | 7.7% | 28.4% | 31.3% | 29.5% | 26.0% | 31.0% | 19.1% | 25.6% |
| Disagree | 25.9% | 33.3% | 7.7% | 23.1% | 25.4% | 18.8% | 25.1% | 13.0% | 17.1% | 16.7% | 20.6% |
| Strongly disagree | 9.9% | 8.7% | 15.4% | 15.4% | 14.9% | 3.1% | 14.2% | 19.5% | 11.1% | 7.9% | 11.5% |
| Not apply | 4.9% | 1.4% | 0.0% | 7.7% | 1.5% | 3.1% | 1.1% | 5.2% | 3.2% | 1.4% | 2.5% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part VI: Strategic Direction**

**Q19. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q19d City departments work well together | | | | | | | | | | | |
| Strongly agree | 1.2% | 5.8% | 15.4% | 0.0% | 1.5% | 3.1% | 1.6% | 3.9% | 3.6% | 7.0% | 3.9% |
| Agree | 24.7% | 24.6% | 30.8% | 53.8% | 17.9% | 28.1% | 26.8% | 19.5% | 26.6% | 22.3% | 24.8% |
| Neutral | 28.4% | 30.4% | 15.4% | 15.4% | 29.9% | 18.8% | 36.1% | 40.3% | 37.3% | 27.0% | 32.2% |
| Disagree | 22.2% | 23.2% | 23.1% | 7.7% | 20.9% | 28.1% | 22.4% | 15.6% | 19.8% | 27.4% | 22.3% |
| Strongly disagree | 21.0% | 13.0% | 7.7% | 15.4% | 28.4% | 18.8% | 9.8% | 16.9% | 8.7% | 14.0% | 13.7% |
| Not apply | 2.5% | 2.9% | 7.7% | 7.7% | 1.5% | 3.1% | 3.3% | 3.9% | 4.0% | 2.3% | 3.2% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part VI: Strategic Direction**

**Q19. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q19e City is moving in right direction | | | | | | | | | | | |
| Strongly agree | 3.7% | 4.3% | 15.4% | 0.0% | 3.0% | 3.1% | 3.3% | 3.9% | 7.9% | 7.4% | 5.6% |
| Agree | 16.0% | 21.7% | 23.1% | 30.8% | 16.4% | 21.9% | 18.0% | 24.7% | 23.8% | 21.4% | 21.1% |
| Neutral | 39.5% | 42.0% | 30.8% | 23.1% | 37.3% | 43.8% | 37.7% | 36.4% | 41.7% | 39.1% | 39.2% |
| Disagree | 22.2% | 14.5% | 23.1% | 15.4% | 19.4% | 18.8% | 25.1% | 10.4% | 15.9% | 20.0% | 18.9% |
| Strongly disagree | 16.0% | 17.4% | 0.0% | 23.1% | 17.9% | 9.4% | 11.5% | 16.9% | 8.3% | 8.8% | 11.7% |
| Not apply | 2.5% | 0.0% | 7.7% | 7.7% | 6.0% | 3.1% | 4.4% | 7.8% | 2.4% | 3.3% | 3.6% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part VI: Strategic Direction**

**Q19. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q19f Managers realistic in expectations of employee performance | | | | | | | | | | | |
| Strongly agree | 7.4% | 14.5% | 7.7% | 7.7% | 6.0% | 15.6% | 1.6% | 9.1% | 8.3% | 6.5% | 7.2% |
| Agree | 23.5% | 24.6% | 38.5% | 15.4% | 29.9% | 56.3% | 25.1% | 33.8% | 36.5% | 37.7% | 32.5% |
| Neutral | 25.9% | 27.5% | 15.4% | 23.1% | 17.9% | 12.5% | 25.7% | 20.8% | 24.6% | 23.7% | 23.7% |
| Disagree | 27.2% | 18.8% | 15.4% | 23.1% | 23.9% | 12.5% | 24.0% | 16.9% | 16.7% | 18.6% | 19.9% |
| Strongly disagree | 14.8% | 13.0% | 23.1% | 15.4% | 22.4% | 3.1% | 20.8% | 19.5% | 12.7% | 11.2% | 15.1% |
| Not apply | 1.2% | 1.4% | 0.0% | 15.4% | 0.0% | 0.0% | 2.7% | 0.0% | 1.2% | 2.3% | 1.7% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part VI: Strategic Direction**

**Q19. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q19g Staff in my department are organized effectively | | | | | | | | | | | |
| Strongly agree | 6.2% | 7.2% | 15.4% | 7.7% | 7.5% | 12.5% | 2.2% | 2.6% | 9.5% | 8.8% | 7.1% |
| Agree | 25.9% | 34.8% | 23.1% | 7.7% | 28.4% | 40.6% | 21.9% | 26.0% | 31.0% | 26.5% | 27.5% |
| Neutral | 32.1% | 23.2% | 30.8% | 15.4% | 17.9% | 15.6% | 25.7% | 28.6% | 21.8% | 31.2% | 25.5% |
| Disagree | 25.9% | 18.8% | 7.7% | 30.8% | 26.9% | 21.9% | 27.9% | 23.4% | 20.6% | 20.0% | 22.8% |
| Strongly disagree | 9.9% | 14.5% | 15.4% | 30.8% | 17.9% | 9.4% | 20.8% | 18.2% | 14.7% | 11.2% | 15.2% |
| Not apply | 0.0% | 1.4% | 7.7% | 7.7% | 1.5% | 0.0% | 1.6% | 1.3% | 2.4% | 2.3% | 1.9% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part VI: Strategic Direction**

**Q19. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q19h Employees in work unit highly motivated about goal | | | | | | | | | | | |
| Strongly agree | 9.9% | 5.8% | 7.7% | 7.7% | 14.9% | 9.4% | 13.7% | 9.1% | 17.5% | 6.0% | 11.6% |
| Agree | 21.0% | 31.9% | 46.2% | 38.5% | 13.4% | 31.3% | 31.1% | 28.6% | 28.2% | 31.2% | 28.5% |
| Neutral | 25.9% | 20.3% | 15.4% | 7.7% | 23.9% | 21.9% | 23.5% | 19.5% | 17.9% | 27.9% | 22.4% |
| Disagree | 27.2% | 29.0% | 23.1% | 15.4% | 26.9% | 28.1% | 21.3% | 22.1% | 20.2% | 16.3% | 21.6% |
| Strongly disagree | 13.6% | 11.6% | 7.7% | 23.1% | 19.4% | 9.4% | 8.7% | 20.8% | 14.3% | 18.1% | 14.6% |
| Not apply | 2.5% | 1.4% | 0.0% | 7.7% | 1.5% | 0.0% | 1.6% | 0.0% | 2.0% | 0.5% | 1.4% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part VI: Strategic Direction**

**Q19. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q19i I seldom waste time because I don't know what to do | | | | | | | | | | | |
| Strongly agree | 22.2% | 40.6% | 38.5% | 61.5% | 29.9% | 50.0% | 26.2% | 23.4% | 29.4% | 26.0% | 29.0% |
| Agree | 35.8% | 27.5% | 30.8% | 15.4% | 35.8% | 34.4% | 32.8% | 23.4% | 38.5% | 44.2% | 35.8% |
| Neutral | 18.5% | 11.6% | 7.7% | 15.4% | 11.9% | 6.3% | 12.6% | 7.8% | 10.3% | 8.4% | 10.9% |
| Disagree | 6.2% | 5.8% | 7.7% | 0.0% | 6.0% | 3.1% | 13.1% | 16.9% | 10.3% | 10.2% | 10.0% |
| Strongly disagree | 9.9% | 11.6% | 0.0% | 0.0% | 9.0% | 0.0% | 8.7% | 22.1% | 7.9% | 8.4% | 9.3% |
| Not apply | 7.4% | 2.9% | 15.4% | 7.7% | 7.5% | 6.3% | 6.6% | 6.5% | 3.6% | 2.8% | 5.0% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part VI: Strategic Direction**

**Q20. If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q20 Most needed improvement | | | | | | | | | | | |
| Know City's vision | 16.0% | 18.8% | 15.4% | 23.1% | 16.4% | 12.5% | 9.8% | 19.5% | 14.7% | 17.7% | 15.4% |
| Know dept/division goals | 8.6% | 5.8% | 0.0% | 7.7% | 4.5% | 3.1% | 7.7% | 3.9% | 4.0% | 6.0% | 5.6% |
| Know how my job supports goal | 2.5% | 1.4% | 0.0% | 0.0% | 3.0% | 0.0% | 3.8% | 2.6% | 4.0% | 2.3% | 2.9% |
| Depts. work well together | 13.6% | 14.5% | 15.4% | 0.0% | 25.4% | 31.3% | 8.7% | 10.4% | 12.7% | 13.0% | 13.4% |
| City moving in right direction | 9.9% | 4.3% | 15.4% | 7.7% | 10.4% | 12.5% | 10.4% | 7.8% | 5.6% | 5.1% | 7.5% |
| Managers realistic in employee expectation | 16.0% | 20.3% | 23.1% | 23.1% | 14.9% | 3.1% | 26.2% | 16.9% | 13.9% | 13.5% | 16.9% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part VI: Strategic Direction**

**Q20. If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q20 Most needed improvement (Cont.) | | | | | | | | | | | |
| Staff in dept are organized effectively | 3.7% | 7.2% | 0.0% | 30.8% | 6.0% | 18.8% | 14.8% | 7.8% | 12.3% | 8.8% | 10.5% |
| Employees in my work unit are highly motivated about goals | 3.7% | 11.6% | 0.0% | 0.0% | 9.0% | 6.3% | 5.5% | 6.5% | 8.7% | 11.6% | 8.1% |
| I seldom waste time because I don't know what to do | 0.0% | 1.4% | 0.0% | 0.0% | 0.0% | 3.1% | 0.5% | 1.3% | 0.4% | 0.9% | 0.7% |
| None needed | 25.9% | 14.5% | 30.8% | 7.7% | 10.4% | 9.4% | 12.6% | 23.4% | 23.8% | 20.9% | 19.2% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part VI: Strategic Direction**

**Q20. If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q20 Second improvement | | | | | | | | | | | |
| Know City's vision | 3.7% | 4.3% | 15.4% | 0.0% | 7.5% | 18.8% | 14.2% | 6.5% | 7.9% | 7.0% | 8.5% |
| Know dept/division goals | 7.4% | 5.8% | 7.7% | 0.0% | 6.0% | 9.4% | 7.1% | 14.3% | 4.4% | 9.3% | 7.3% |
| Know how my job supports goal | 2.5% | 2.9% | 0.0% | 0.0% | 9.0% | 3.1% | 4.4% | 3.9% | 6.3% | 5.1% | 4.9% |
| Depts. work well together | 11.1% | 7.2% | 0.0% | 15.4% | 11.9% | 3.1% | 4.9% | 10.4% | 5.2% | 16.3% | 9.0% |
| City moving in right direction | 11.1% | 11.6% | 0.0% | 7.7% | 6.0% | 9.4% | 8.2% | 2.6% | 7.1% | 7.0% | 7.5% |
| Managers realistic in employee expectation | 6.2% | 14.5% | 15.4% | 7.7% | 10.4% | 0.0% | 6.6% | 6.5% | 8.7% | 4.7% | 7.4% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part VI: Strategic Direction**

**Q20. If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q20 Second improvement (Cont.) | | | | | | | | | | | |
| Staff in dept are organized effectively | 7.4% | 15.9% | 15.4% | 30.8% | 14.9% | 12.5% | 20.8% | 9.1% | 13.5% | 11.6% | 14.1% |
| Employees in my work unit are highly motivated about goals | 17.3% | 11.6% | 0.0% | 7.7% | 16.4% | 21.9% | 11.5% | 11.7% | 8.7% | 9.3% | 11.3% |
| I seldom waste time because I don't know what to do | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 3.1% | 0.5% | 2.6% | 1.2% | 1.9% | 1.1% |
| None needed | 33.3% | 26.1% | 46.2% | 30.8% | 17.9% | 18.8% | 21.9% | 32.5% | 36.9% | 27.9% | 29.0% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part VI: Strategic Direction**

**Q20. If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED. (both selections)**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q20 Most needed improvement | | | | | | | | | | | |
| Know City's vision | 19.8% | 23.2% | 30.8% | 23.1% | 23.9% | 31.3% | 24.0% | 26.0% | 22.6% | 24.7% | 23.9% |
| Know dept/division goals | 16.0% | 11.6% | 7.7% | 7.7% | 10.4% | 12.5% | 14.8% | 18.2% | 8.3% | 15.3% | 12.9% |
| Know how my job supports goal | 4.9% | 4.3% | 0.0% | 0.0% | 11.9% | 3.1% | 8.2% | 6.5% | 10.3% | 7.4% | 7.8% |
| Depts. work well together | 24.7% | 21.7% | 15.4% | 15.4% | 37.3% | 34.4% | 13.7% | 20.8% | 17.9% | 29.3% | 22.4% |
| City moving in right direction | 21.0% | 15.9% | 15.4% | 15.4% | 16.4% | 21.9% | 18.6% | 10.4% | 12.7% | 12.1% | 15.0% |
| Managers realistic in employee expectation | 22.2% | 34.8% | 38.5% | 30.8% | 25.4% | 3.1% | 32.8% | 23.4% | 22.6% | 18.1% | 24.3% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part VI: Strategic Direction**

**Q20. If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED. (both selections)**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q20 Most needed improvement (Cont.) | | | | | | | | | | | |
| Staff in dept are organized effectively | 11.1% | 23.2% | 15.4% | 61.5% | 20.9% | 31.3% | 35.5% | 16.9% | 25.8% | 20.5% | 24.6% |
| Employees in my work unit are highly motivated about goals | 21.0% | 23.2% | 0.0% | 7.7% | 25.4% | 28.1% | 16.9% | 18.2% | 17.5% | 20.9% | 19.4% |
| I seldom waste time because I don't know what to do | 0.0% | 1.4% | 0.0% | 0.0% | 0.0% | 6.3% | 1.1% | 3.9% | 1.6% | 2.8% | 1.8% |
| None needed | 25.9% | 14.5% | 30.8% | 7.7% | 10.4% | 9.4% | 12.6% | 23.4% | 23.8% | 20.9% | 19.2% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part VI: Strategic Direction**

**Q21. Overall, how satisfied are you with the strategic direction that is provided by senior City leaders?**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q21 Satisfaction with strategic direction provided by senior City leaders | | | | | | | | | | | |
| Very satisfied | 1.2% | 2.9% | 7.7% | 0.0% | 1.5% | 3.1% | 0.0% | 2.6% | 5.6% | 6.0% | 3.5% |
| Satisfied | 12.3% | 23.2% | 15.4% | 23.1% | 16.4% | 25.0% | 16.4% | 19.5% | 23.9% | 22.3% | 20.3% |
| Neutral | 40.7% | 23.2% | 30.8% | 30.8% | 29.9% | 28.1% | 36.1% | 35.1% | 31.9% | 28.4% | 32.0% |
| Dissatisfied | 21.0% | 26.1% | 30.8% | 0.0% | 25.4% | 31.3% | 21.9% | 22.1% | 17.5% | 25.6% | 22.2% |
| Very dissatisfied | 21.0% | 18.8% | 7.7% | 38.5% | 22.4% | 6.3% | 20.2% | 11.7% | 15.1% | 12.6% | 16.4% |
| Don't know | 3.7% | 5.8% | 7.7% | 7.7% | 4.5% | 6.3% | 5.5% | 9.1% | 6.0% | 5.1% | 5.7% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part VII: Professional Development**

**Q22. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q22a Receive adequate training to perform job responsibilities | | | | | | | | | | | |
| Strongly agree | 11.1% | 20.3% | 23.1% | 7.7% | 10.4% | 15.6% | 7.7% | 15.6% | 17.1% | 11.7% | 13.3% |
| Agree | 34.6% | 37.7% | 38.5% | 38.5% | 32.8% | 34.4% | 38.3% | 35.1% | 35.5% | 33.6% | 35.5% |
| Neutral | 27.2% | 17.4% | 7.7% | 0.0% | 20.9% | 25.0% | 15.8% | 20.8% | 12.0% | 21.0% | 17.7% |
| Disagree | 18.5% | 15.9% | 7.7% | 30.8% | 28.4% | 21.9% | 27.3% | 16.9% | 15.5% | 23.4% | 20.9% |
| Strongly disagree | 7.4% | 8.7% | 7.7% | 23.1% | 4.5% | 3.1% | 10.4% | 6.5% | 19.1% | 8.4% | 11.0% |
| Not apply | 1.2% | 0.0% | 15.4% | 0.0% | 3.0% | 0.0% | 0.5% | 5.2% | 0.8% | 1.9% | 1.6% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part VII: Professional Development**

**Q22. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q22b Receive constructive feedback from immediate supervisor | | | | | | | | | | | |
| Strongly agree | 13.6% | 20.3% | 23.1% | 7.7% | 17.9% | 21.9% | 10.9% | 18.2% | 18.3% | 14.0% | 15.8% |
| Agree | 30.9% | 40.6% | 38.5% | 61.5% | 41.8% | 50.0% | 53.0% | 27.3% | 46.8% | 38.1% | 42.7% |
| Neutral | 21.0% | 14.5% | 15.4% | 0.0% | 10.4% | 21.9% | 15.3% | 23.4% | 13.9% | 17.7% | 16.2% |
| Disagree | 22.2% | 14.5% | 7.7% | 15.4% | 14.9% | 6.3% | 10.9% | 15.6% | 8.7% | 18.6% | 13.7% |
| Strongly disagree | 9.9% | 10.1% | 15.4% | 15.4% | 14.9% | 0.0% | 9.8% | 15.6% | 11.5% | 10.7% | 11.1% |
| Not apply | 2.5% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.8% | 0.9% | 0.6% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part VII: Professional Development**

**Q22. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q22c Adequate career opportunities available for me at City | | | | | | | | | | | |
| Strongly agree | 6.2% | 4.3% | 23.1% | 7.7% | 6.0% | 6.3% | 4.9% | 13.0% | 14.3% | 7.0% | 8.8% |
| Agree | 28.4% | 20.3% | 15.4% | 7.7% | 14.9% | 18.8% | 45.9% | 29.9% | 38.1% | 22.3% | 30.6% |
| Neutral | 19.8% | 24.6% | 23.1% | 23.1% | 17.9% | 28.1% | 27.3% | 24.7% | 19.8% | 25.1% | 23.3% |
| Disagree | 25.9% | 20.3% | 15.4% | 30.8% | 29.9% | 12.5% | 11.5% | 20.8% | 12.3% | 27.9% | 19.3% |
| Strongly disagree | 17.3% | 27.5% | 15.4% | 23.1% | 29.9% | 25.0% | 8.2% | 11.7% | 13.5% | 13.0% | 15.2% |
| Not apply | 2.5% | 2.9% | 7.7% | 7.7% | 1.5% | 9.4% | 2.2% | 0.0% | 2.0% | 4.7% | 2.9% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part VII: Professional Development**

**Q22. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q22d City does good job preparing employees for promotions | | | | | | | | | | | |
| Strongly agree | 3.7% | 7.2% | 7.7% | 0.0% | 1.5% | 0.0% | 0.5% | 5.2% | 3.2% | 3.3% | 3.0% |
| Agree | 6.2% | 8.7% | 7.7% | 7.7% | 6.0% | 25.0% | 12.6% | 10.4% | 10.3% | 10.7% | 10.5% |
| Neutral | 27.2% | 17.4% | 30.8% | 15.4% | 28.4% | 28.1% | 21.3% | 27.3% | 26.2% | 19.1% | 23.5% |
| Disagree | 28.4% | 36.2% | 30.8% | 30.8% | 23.9% | 21.9% | 33.3% | 20.8% | 31.3% | 38.6% | 31.7% |
| Strongly disagree | 30.9% | 30.4% | 15.4% | 38.5% | 38.8% | 25.0% | 29.0% | 35.1% | 24.6% | 23.7% | 27.9% |
| Not apply | 3.7% | 0.0% | 7.7% | 7.7% | 1.5% | 0.0% | 3.3% | 1.3% | 4.4% | 4.7% | 3.4% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part VII: Professional Development**

**Q22. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q22e Orientation programs for new employees are effective | | | | | | | | | | | |
| Strongly agree | 3.7% | 4.3% | 7.7% | 15.4% | 4.5% | 9.4% | 5.5% | 10.4% | 4.4% | 7.0% | 5.9% |
| Agree | 27.2% | 27.5% | 30.8% | 7.7% | 22.4% | 25.0% | 41.0% | 22.1% | 28.6% | 26.0% | 28.8% |
| Neutral | 38.3% | 18.8% | 30.8% | 7.7% | 43.3% | 15.6% | 28.4% | 28.6% | 35.3% | 32.1% | 31.4% |
| Disagree | 22.2% | 21.7% | 0.0% | 30.8% | 13.4% | 15.6% | 7.7% | 14.3% | 9.9% | 13.5% | 13.0% |
| Strongly disagree | 6.2% | 14.5% | 23.1% | 38.5% | 10.4% | 21.9% | 13.1% | 15.6% | 9.1% | 9.8% | 11.7% |
| Not apply | 2.5% | 13.0% | 7.7% | 0.0% | 6.0% | 12.5% | 4.4% | 9.1% | 12.7% | 11.6% | 9.2% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part VII: Professional Development**

**Q22. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q22f I am familiar with Organizational Development & Training programs | | | | | | | | | | | |
| Strongly agree | 3.7% | 14.5% | 23.1% | 7.7% | 6.0% | 0.0% | 1.6% | 11.7% | 4.4% | 5.1% | 5.5% |
| Agree | 40.7% | 29.0% | 46.2% | 38.5% | 43.3% | 50.0% | 30.1% | 32.5% | 24.2% | 30.2% | 31.4% |
| Neutral | 24.7% | 18.8% | 7.7% | 0.0% | 20.9% | 34.4% | 32.2% | 16.9% | 31.7% | 26.5% | 26.7% |
| Disagree | 19.8% | 20.3% | 7.7% | 38.5% | 20.9% | 12.5% | 18.6% | 18.2% | 19.0% | 26.0% | 20.6% |
| Strongly disagree | 7.4% | 15.9% | 15.4% | 15.4% | 7.5% | 3.1% | 13.1% | 18.2% | 15.9% | 8.4% | 12.3% |
| Not apply | 3.7% | 1.4% | 0.0% | 0.0% | 1.5% | 0.0% | 4.4% | 2.6% | 4.8% | 3.7% | 3.5% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part VII: Professional Development**

**Q22. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q22g Organizational Development & Training programs I have attended are effective | | | | | | | | | | | |
| Strongly agree | 2.5% | 11.6% | 15.4% | 7.7% | 7.5% | 9.4% | 1.1% | 10.4% | 5.6% | 5.6% | 5.7% |
| Agree | 24.7% | 26.1% | 23.1% | 7.7% | 25.4% | 31.3% | 25.1% | 33.8% | 23.4% | 28.8% | 26.1% |
| Neutral | 38.3% | 23.2% | 30.8% | 23.1% | 34.3% | 31.3% | 29.0% | 24.7% | 29.4% | 27.4% | 29.1% |
| Disagree | 12.3% | 10.1% | 7.7% | 15.4% | 11.9% | 6.3% | 10.4% | 6.5% | 9.9% | 16.7% | 11.5% |
| Strongly disagree | 4.9% | 13.0% | 7.7% | 7.7% | 7.5% | 6.3% | 8.2% | 9.1% | 7.1% | 2.3% | 6.7% |
| Not apply | 17.3% | 15.9% | 15.4% | 38.5% | 13.4% | 15.6% | 26.2% | 15.6% | 24.6% | 19.1% | 20.9% |

***Note: Data May Not Match the Charts Because "Not Apply" Responses Are Included in the Data Shown in This Section***

**Part VII: Professional Development**

**Q23. If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q23 Most needed improvement | | | | | | | | | | | |
| Receive adequate training for job responsibilities | 12.3% | 11.6% | 7.7% | 7.7% | 16.4% | 15.6% | 21.3% | 13.0% | 21.8% | 17.7% | 17.8% |
| Constructive feedback from supervisor | 12.3% | 13.0% | 7.7% | 15.4% | 10.4% | 3.1% | 10.9% | 11.7% | 7.5% | 11.2% | 10.2% |
| Adequate career opportunities | 14.8% | 21.7% | 23.1% | 15.4% | 35.8% | 18.8% | 7.1% | 16.9% | 9.9% | 14.9% | 14.5% |
| Preparing for promotions | 29.6% | 20.3% | 23.1% | 38.5% | 16.4% | 28.1% | 37.7% | 27.3% | 25.0% | 28.8% | 28.0% |
| Orientation effective | 0.0% | 7.2% | 0.0% | 7.7% | 4.5% | 6.3% | 5.5% | 1.3% | 4.4% | 3.3% | 4.0% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part VII: Professional Development**

**Q23. If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q23 Most needed improvement (Cont.) | | | | | | | | | | | |
| Familiar with City's Organizational Development & Training programs | 4.9% | 1.4% | 7.7% | 7.7% | 4.5% | 3.1% | 2.7% | 6.5% | 5.6% | 2.8% | 4.1% |
| Development & Training programs I have attended are effective | 1.2% | 4.3% | 0.0% | 0.0% | 1.5% | 6.3% | 1.6% | 2.6% | 3.6% | 0.5% | 2.2% |
| None needed | 24.7% | 20.3% | 30.8% | 7.7% | 10.4% | 18.8% | 13.1% | 20.8% | 22.2% | 20.9% | 19.3% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part VII: Professional Development**

**Q23. If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q23 Second needed improvement | | | | | | | | | | | |
| Receive adequate training for job responsibilities | 8.6% | 5.8% | 0.0% | 15.4% | 9.0% | 12.5% | 13.7% | 3.9% | 7.1% | 9.3% | 8.9% |
| Constructive feedback from supervisor | 8.6% | 8.7% | 15.4% | 0.0% | 4.5% | 0.0% | 7.1% | 7.8% | 8.3% | 8.4% | 7.6% |
| Adequate career opportunities | 14.8% | 11.6% | 15.4% | 23.1% | 14.9% | 15.6% | 4.9% | 7.8% | 13.5% | 12.1% | 11.5% |
| Preparing for promotions | 21.0% | 27.5% | 7.7% | 7.7% | 31.3% | 28.1% | 20.8% | 27.3% | 16.7% | 23.3% | 21.9% |
| Orientation effective | 7.4% | 5.8% | 7.7% | 15.4% | 13.4% | 3.1% | 9.8% | 10.4% | 5.6% | 4.7% | 7.3% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part VII: Professional Development**

**Q23. If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q23 Second needed improvement (Cont.) | | | | | | | | | | | |
| Familiar with City's Organizational Development & Training programs | 1.2% | 7.2% | 7.7% | 7.7% | 4.5% | 6.3% | 8.7% | 6.5% | 9.1% | 12.1% | 8.3% |
| Development & Training programs I have attended are effective | 2.5% | 4.3% | 7.7% | 0.0% | 6.0% | 0.0% | 7.1% | 5.2% | 6.7% | 3.7% | 5.2% |
| None needed | 35.8% | 29.0% | 38.5% | 30.8% | 16.4% | 34.4% | 27.9% | 31.2% | 32.9% | 26.5% | 29.4% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part VII: Professional Development**

**Q23. If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED. (both selections)**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q23 Most needed improvement | | | | | | | | | | | |
| Receive adequate training for job responsibilities | 21.0% | 17.4% | 7.7% | 23.1% | 25.4% | 28.1% | 35.0% | 16.9% | 29.0% | 27.0% | 26.6% |
| Constructive feedback from supervisor | 21.0% | 21.7% | 23.1% | 15.4% | 14.9% | 3.1% | 18.0% | 19.5% | 15.9% | 19.5% | 17.8% |
| Adequate career opportunities | 29.6% | 33.3% | 38.5% | 38.5% | 50.7% | 34.4% | 12.0% | 24.7% | 23.4% | 27.0% | 25.9% |
| Preparing for promotions | 50.6% | 47.8% | 30.8% | 46.2% | 47.8% | 56.3% | 58.5% | 54.5% | 41.7% | 52.1% | 49.9% |
| Orientation effective | 7.4% | 13.0% | 7.7% | 23.1% | 17.9% | 9.4% | 15.3% | 11.7% | 9.9% | 7.9% | 11.3% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part VII: Professional Development**

**Q23. If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED. (both selections)**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q23 Most needed improvement (Cont.) | | | | | | | | | | | |
| Familiar with City's Organizational Development & Training programs | 6.2% | 8.7% | 15.4% | 15.4% | 9.0% | 9.4% | 11.5% | 13.0% | 14.7% | 14.9% | 12.4% |
| Development & Training programs I have attended are effective | 3.7% | 8.7% | 7.7% | 0.0% | 7.5% | 6.3% | 8.7% | 7.8% | 10.3% | 4.2% | 7.4% |
| None needed | 24.7% | 20.3% | 30.8% | 7.7% | 10.4% | 18.8% | 13.1% | 20.8% | 22.2% | 20.9% | 19.3% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part VIII: Perceptions of Management**

**Q24. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q24a Supervisor makes good use of my time | | | | | | | | | | | |
| Strongly agree | 16.0% | 23.2% | 46.2% | 0.0% | 16.4% | 21.9% | 23.0% | 18.2% | 24.6% | 22.8% | 22.0% |
| Agree | 37.0% | 39.1% | 30.8% | 53.8% | 37.3% | 46.9% | 53.6% | 42.9% | 44.0% | 45.1% | 44.6% |
| Neutral | 22.2% | 17.4% | 15.4% | 7.7% | 20.9% | 18.8% | 14.2% | 11.7% | 14.3% | 13.5% | 15.3% |
| Disagree | 13.6% | 11.6% | 0.0% | 15.4% | 9.0% | 12.5% | 5.5% | 10.4% | 9.5% | 10.2% | 9.5% |
| Strongly disagree | 4.9% | 7.2% | 7.7% | 23.1% | 9.0% | 0.0% | 2.7% | 14.3% | 6.0% | 5.6% | 6.2% |
| Not apply | 6.2% | 1.4% | 0.0% | 0.0% | 7.5% | 0.0% | 1.1% | 2.6% | 1.6% | 2.8% | 2.5% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part VIII: Perceptions of Management**

**Q24. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q24b Have confidence in immediate supervisor's ability to do his/her job | | | | | | | | | | | |
| Strongly agree | 21.0% | 27.5% | 46.2% | 15.4% | 23.9% | 37.5% | 30.1% | 29.9% | 34.1% | 33.0% | 30.6% |
| Agree | 34.6% | 42.0% | 30.8% | 61.5% | 28.4% | 37.5% | 43.7% | 33.8% | 37.7% | 33.5% | 37.2% |
| Neutral | 18.5% | 11.6% | 7.7% | 0.0% | 19.4% | 9.4% | 11.5% | 10.4% | 11.1% | 15.3% | 13.0% |
| Disagree | 12.3% | 4.3% | 0.0% | 15.4% | 16.4% | 6.3% | 8.7% | 5.2% | 7.1% | 8.4% | 8.4% |
| Strongly disagree | 8.6% | 14.5% | 7.7% | 7.7% | 11.9% | 9.4% | 6.0% | 18.2% | 9.5% | 8.4% | 9.7% |
| Not apply | 4.9% | 0.0% | 7.7% | 0.0% | 0.0% | 0.0% | 0.0% | 2.6% | 0.4% | 1.4% | 1.1% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part VIII: Perceptions of Management**

**Q24. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q24c Have confidence in division manager's ability to do his/her job | | | | | | | | | | | |
| Strongly agree | 9.9% | 20.3% | 30.8% | 7.7% | 16.4% | 40.6% | 13.7% | 27.3% | 28.2% | 24.2% | 22.0% |
| Agree | 33.3% | 33.3% | 30.8% | 30.8% | 28.4% | 31.3% | 27.9% | 31.2% | 32.1% | 34.4% | 31.6% |
| Neutral | 24.7% | 15.9% | 7.7% | 15.4% | 17.9% | 3.1% | 21.3% | 16.9% | 17.5% | 18.6% | 18.3% |
| Disagree | 14.8% | 15.9% | 0.0% | 15.4% | 14.9% | 6.3% | 15.3% | 5.2% | 8.7% | 11.2% | 11.5% |
| Strongly disagree | 8.6% | 11.6% | 7.7% | 0.0% | 19.4% | 12.5% | 17.5% | 18.2% | 11.1% | 7.4% | 12.3% |
| Not apply | 8.6% | 2.9% | 23.1% | 30.8% | 3.0% | 6.3% | 4.4% | 1.3% | 2.4% | 4.2% | 4.4% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part VIII: Perceptions of Management**

**Q24. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q24d Have confidence in department director's ability to lead my department | | | | | | | | | | | |
| Strongly agree | 16.0% | 27.5% | 38.5% | 15.4% | 13.4% | 34.4% | 3.8% | 28.6% | 27.0% | 20.9% | 20.1% |
| Agree | 37.0% | 29.0% | 23.1% | 23.1% | 22.4% | 25.0% | 15.3% | 27.3% | 37.3% | 31.2% | 28.8% |
| Neutral | 25.9% | 17.4% | 15.4% | 15.4% | 26.9% | 25.0% | 19.7% | 23.4% | 15.1% | 22.8% | 20.4% |
| Disagree | 12.3% | 11.6% | 0.0% | 15.4% | 14.9% | 12.5% | 23.5% | 7.8% | 8.7% | 14.0% | 13.5% |
| Strongly disagree | 4.9% | 13.0% | 15.4% | 15.4% | 22.4% | 3.1% | 35.0% | 13.0% | 9.1% | 7.9% | 14.7% |
| Not apply | 3.7% | 1.4% | 7.7% | 15.4% | 0.0% | 0.0% | 2.7% | 0.0% | 2.8% | 3.3% | 2.6% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part VIII: Perceptions of Management**

**Q24. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q24e City manager's office does good job managing the city | | | | | | | | | | | |
| Strongly agree | 7.4% | 14.5% | 38.5% | 7.7% | 6.0% | 12.5% | 4.4% | 5.2% | 9.1% | 9.3% | 8.5% |
| Agree | 17.3% | 27.5% | 23.1% | 30.8% | 23.9% | 34.4% | 23.5% | 27.3% | 25.0% | 26.0% | 25.0% |
| Neutral | 32.1% | 23.2% | 7.7% | 15.4% | 26.9% | 28.1% | 41.0% | 32.5% | 29.0% | 32.6% | 31.4% |
| Disagree | 22.2% | 17.4% | 7.7% | 30.8% | 22.4% | 12.5% | 18.0% | 13.0% | 13.9% | 17.2% | 16.9% |
| Strongly disagree | 18.5% | 15.9% | 15.4% | 15.4% | 20.9% | 12.5% | 8.7% | 19.5% | 19.4% | 12.1% | 15.4% |
| Not apply | 2.5% | 1.4% | 7.7% | 0.0% | 0.0% | 0.0% | 4.4% | 2.6% | 3.6% | 2.8% | 2.9% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part VIII: Perceptions of Management**

**Q24. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q24f My division/depart. could respond effectively to major crisis or disaster | | | | | | | | | | | |
| Strongly agree | 22.2% | 14.5% | 38.5% | 38.5% | 16.4% | 31.3% | 14.2% | 16.9% | 31.3% | 26.0% | 23.3% |
| Agree | 39.5% | 43.5% | 23.1% | 23.1% | 28.4% | 28.1% | 44.8% | 41.6% | 32.5% | 38.1% | 37.3% |
| Neutral | 25.9% | 18.8% | 7.7% | 15.4% | 20.9% | 12.5% | 16.4% | 26.0% | 12.3% | 20.9% | 18.1% |
| Disagree | 4.9% | 13.0% | 7.7% | 7.7% | 16.4% | 18.8% | 14.2% | 3.9% | 11.1% | 8.4% | 10.7% |
| Strongly disagree | 2.5% | 8.7% | 15.4% | 15.4% | 13.4% | 9.4% | 8.7% | 9.1% | 11.9% | 5.6% | 8.9% |
| Not apply | 4.9% | 1.4% | 7.7% | 0.0% | 4.5% | 0.0% | 1.6% | 2.6% | 0.8% | 0.9% | 1.8% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part IX: Overall Attitudes and Priorities**

**Q25. Using a 5-point scale, where "5" means "Very Important" and "1" means "NOT Important," please indicate how important you think it is for the City to make improvements in each of the following areas over the next two years by circling the number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q25a Ensure employees have resources to do job | | | | | | | | | | | |
| Very important | 66.7% | 52.2% | 53.8% | 69.2% | 70.1% | 53.1% | 79.2% | 62.3% | 75.7% | 57.7% | 67.6% |
| 4 | 21.0% | 26.1% | 15.4% | 15.4% | 22.4% | 28.1% | 13.7% | 24.7% | 14.7% | 25.6% | 19.9% |
| Somewhat important | 6.2% | 17.4% | 23.1% | 15.4% | 6.0% | 12.5% | 4.9% | 9.1% | 6.4% | 11.6% | 8.7% |
| 2 | 3.7% | 0.0% | 0.0% | 0.0% | 1.5% | 6.3% | 0.5% | 1.3% | 1.2% | 1.4% | 1.4% |
| Not important | 0.0% | 2.9% | 7.7% | 0.0% | 0.0% | 0.0% | 1.6% | 1.3% | 1.2% | 0.9% | 1.2% |
| Don't know | 2.5% | 1.4% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 1.3% | 0.8% | 2.8% | 1.2% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part IX: Overall Attitudes and Priorities**

**Q25. Using a 5-point scale, where "5" means "Very Important" and "1" means "NOT Important," please indicate how important you think it is for the City to make improvements in each of the following areas over the next two years by circling the number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q25b Improving internal communication | | | | | | | | | | | |
| Very important | 55.6% | 59.4% | 69.2% | 69.2% | 70.1% | 56.3% | 52.5% | 61.0% | 46.0% | 47.9% | 53.0% |
| 4 | 29.6% | 26.1% | 7.7% | 15.4% | 23.9% | 21.9% | 27.3% | 19.5% | 27.0% | 33.5% | 27.2% |
| Some important | 7.4% | 10.1% | 15.4% | 15.4% | 4.5% | 12.5% | 15.8% | 13.0% | 22.2% | 13.5% | 14.8% |
| 2 | 3.7% | 0.0% | 0.0% | 0.0% | 1.5% | 9.4% | 1.6% | 2.6% | 2.0% | 0.9% | 1.9% |
| Not important | 0.0% | 4.3% | 7.7% | 0.0% | 0.0% | 0.0% | 2.7% | 2.6% | 1.6% | 1.4% | 1.8% |
| Don't know | 3.7% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 1.3% | 1.2% | 2.8% | 1.3% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part IX: Overall Attitudes and Priorities**

**Q25. Using a 5-point scale, where "5" means "Very Important" and "1" means "NOT Important," please indicate how important you think it is for the City to make improvements in each of the following areas over the next two years by circling the number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q25c Fostering a work environment free of all forms of discrimination | | | | | | | | | | | |
| Very important | 71.6% | 59.4% | 69.2% | 76.9% | 74.6% | 65.6% | 58.5% | 67.5% | 58.3% | 57.7% | 61.8% |
| 4 | 11.1% | 23.2% | 15.4% | 23.1% | 19.4% | 9.4% | 19.7% | 20.8% | 18.3% | 21.9% | 19.1% |
| Some important | 9.9% | 11.6% | 0.0% | 0.0% | 1.5% | 15.6% | 13.7% | 5.2% | 15.1% | 11.6% | 11.4% |
| 2 | 2.5% | 1.4% | 0.0% | 0.0% | 1.5% | 6.3% | 4.4% | 3.9% | 4.0% | 3.7% | 3.5% |
| Not important | 2.5% | 2.9% | 15.4% | 0.0% | 3.0% | 3.1% | 2.7% | 2.6% | 2.4% | 2.8% | 2.8% |
| Don't know | 2.5% | 1.4% | 0.0% | 0.0% | 0.0% | 0.0% | 1.1% | 0.0% | 2.0% | 2.3% | 1.5% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part IX: Overall Attitudes and Priorities**

**Q25. Using a 5-point scale, where "5" means "Very Important" and "1" means "NOT Important," please indicate how important you think it is for the City to make improvements in each of the following areas over the next two years by circling the number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q25d Educating employees about compensation and benefits | | | | | | | | | | | |
| Very important | 46.9% | 40.6% | 53.8% | 53.8% | 44.8% | 40.6% | 37.2% | 45.5% | 42.5% | 37.7% | 41.3% |
| 4 | 29.6% | 31.9% | 23.1% | 23.1% | 38.8% | 31.3% | 33.3% | 33.8% | 29.4% | 32.1% | 31.7% |
| Some important | 18.5% | 21.7% | 7.7% | 23.1% | 14.9% | 15.6% | 20.2% | 16.9% | 20.2% | 22.3% | 19.8% |
| 2 | 2.5% | 1.4% | 7.7% | 0.0% | 1.5% | 3.1% | 6.6% | 2.6% | 5.6% | 2.8% | 4.0% |
| Not important | 1.2% | 4.3% | 7.7% | 0.0% | 0.0% | 3.1% | 2.2% | 1.3% | 1.2% | 2.8% | 2.0% |
| Don't know | 1.2% | 0.0% | 0.0% | 0.0% | 0.0% | 6.3% | 0.5% | 0.0% | 1.2% | 2.3% | 1.2% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part IX: Overall Attitudes and Priorities**

**Q25. Using a 5-point scale, where "5" means "Very Important" and "1" means "NOT Important," please indicate how important you think it is for the City to make improvements in each of the following areas over the next two years by circling the number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q25e Providing more recognition to employees | | | | | | | | | | | |
| Very important | 43.2% | 39.1% | 61.5% | 30.8% | 53.7% | 31.3% | 48.6% | 49.4% | 48.4% | 42.3% | 45.9% |
| 4 | 37.0% | 37.7% | 0.0% | 30.8% | 23.9% | 28.1% | 30.1% | 35.1% | 28.2% | 24.7% | 29.0% |
| Some important | 13.6% | 13.0% | 38.5% | 30.8% | 20.9% | 25.0% | 15.8% | 7.8% | 17.9% | 21.9% | 17.8% |
| 2 | 2.5% | 7.2% | 0.0% | 0.0% | 0.0% | 15.6% | 1.6% | 3.9% | 2.4% | 4.7% | 3.4% |
| Not important | 1.2% | 1.4% | 0.0% | 0.0% | 1.5% | 0.0% | 2.7% | 2.6% | 2.4% | 3.3% | 2.3% |
| Don't know | 2.5% | 1.4% | 0.0% | 7.7% | 0.0% | 0.0% | 1.1% | 1.3% | 0.8% | 3.3% | 1.6% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part IX: Overall Attitudes and Priorities**

**Q25. Using a 5-point scale, where "5" means "Very Important" and "1" means "NOT Important," please indicate how important you think it is for the City to make improvements in each of the following areas over the next two years by circling the number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q25f Enhancing professional development opportunities for employees | | | | | | | | | | | |
| Very important | 51.9% | 42.0% | 69.2% | 53.8% | 59.7% | 59.4% | 38.3% | 55.8% | 48.8% | 49.3% | 48.7% |
| 4 | 33.3% | 47.8% | 7.7% | 15.4% | 34.3% | 9.4% | 36.6% | 32.5% | 30.6% | 29.3% | 32.0% |
| Some important | 11.1% | 7.2% | 15.4% | 30.8% | 3.0% | 28.1% | 20.2% | 6.5% | 16.7% | 15.8% | 14.9% |
| 2 | 2.5% | 0.0% | 0.0% | 0.0% | 0.0% | 3.1% | 2.2% | 1.3% | 1.2% | 1.9% | 1.5% |
| Not important | 0.0% | 1.4% | 7.7% | 0.0% | 3.0% | 0.0% | 2.2% | 2.6% | 1.2% | 0.9% | 1.5% |
| Don't know | 1.2% | 1.4% | 0.0% | 0.0% | 0.0% | 0.0% | 0.5% | 1.3% | 1.6% | 2.8% | 1.4% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part IX: Overall Attitudes and Priorities**

**Q25. Using a 5-point scale, where "5" means "Very Important" and "1" means "NOT Important," please indicate how important you think it is for the City to make improvements in each of the following areas over the next two years by circling the number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q25g Promoting strategic vision for organization | | | | | | | | | | | |
| Very important | 50.6% | 37.7% | 69.2% | 61.5% | 46.3% | 37.5% | 39.9% | 49.4% | 35.3% | 40.0% | 41.2% |
| 4 | 30.9% | 42.0% | 15.4% | 15.4% | 35.8% | 37.5% | 32.2% | 27.3% | 30.2% | 30.7% | 31.5% |
| Some important | 12.3% | 11.6% | 15.4% | 0.0% | 10.4% | 18.8% | 21.9% | 15.6% | 27.4% | 19.1% | 19.5% |
| 2 | 2.5% | 2.9% | 0.0% | 7.7% | 4.5% | 6.3% | 2.7% | 2.6% | 4.0% | 3.7% | 3.5% |
| Not important | 0.0% | 1.4% | 0.0% | 15.4% | 3.0% | 0.0% | 2.2% | 2.6% | 2.0% | 1.9% | 2.0% |
| Don't know | 3.7% | 4.3% | 0.0% | 0.0% | 0.0% | 0.0% | 1.1% | 2.6% | 1.2% | 4.7% | 2.3% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part IX: Overall Attitudes and Priorities**

**Q26. If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q26 Most important emphasis | | | | | | | | | | | |
| Resources to do job | 9.9% | 18.8% | 0.0% | 23.1% | 25.4% | 12.5% | 31.7% | 24.7% | 33.3% | 11.2% | 23.0% |
| Internal communication | 13.6% | 23.2% | 7.7% | 23.1% | 17.9% | 15.6% | 7.7% | 14.3% | 7.9% | 11.2% | 11.7% |
| Free of discrimination | 19.8% | 15.9% | 15.4% | 23.1% | 22.4% | 15.6% | 20.8% | 6.5% | 16.3% | 15.8% | 17.0% |
| Educating about benefits | 4.9% | 2.9% | 0.0% | 0.0% | 7.5% | 0.0% | 3.3% | 5.2% | 4.8% | 7.4% | 4.9% |
| Recognition to employees | 7.4% | 1.4% | 0.0% | 0.0% | 4.5% | 9.4% | 13.7% | 6.5% | 4.8% | 10.7% | 7.8% |
| Professional development opportunities | 7.4% | 11.6% | 30.8% | 7.7% | 7.5% | 28.1% | 4.4% | 11.7% | 6.0% | 13.5% | 9.4% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part IX: Overall Attitudes and Priorities**

**Q26. If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q26 Most important emphasis (Cont.) | | | | | | | | | | | |
| Promote strategic vision | 6.2% | 8.7% | 23.1% | 15.4% | 3.0% | 6.3% | 1.6% | 3.9% | 2.4% | 4.7% | 4.2% |
| None needed | 30.9% | 17.4% | 23.1% | 7.7% | 11.9% | 12.5% | 16.9% | 27.3% | 24.6% | 25.6% | 22.2% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part IX: Overall Attitudes and Priorities**

**Q26. If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q26 Second emphasis | | | | | | | | | | | |
| Resources to do job | 7.4% | 8.7% | 0.0% | 15.4% | 11.9% | 15.6% | 12.6% | 3.9% | 8.3% | 8.4% | 9.2% |
| Internal communication | 9.9% | 5.8% | 7.7% | 15.4% | 14.9% | 15.6% | 16.4% | 18.2% | 10.7% | 14.4% | 13.2% |
| Free of discrimination | 8.6% | 11.6% | 15.4% | 23.1% | 13.4% | 15.6% | 6.6% | 13.0% | 9.5% | 9.8% | 10.1% |
| Educating about benefits | 6.2% | 7.2% | 7.7% | 7.7% | 0.0% | 9.4% | 6.0% | 3.9% | 7.1% | 3.7% | 5.5% |
| Recognition to employees | 8.6% | 14.5% | 23.1% | 0.0% | 16.4% | 6.3% | 17.5% | 13.0% | 17.9% | 12.1% | 14.6% |
| Professional development opportunities | 17.3% | 10.1% | 15.4% | 15.4% | 16.4% | 9.4% | 8.7% | 5.2% | 13.9% | 13.0% | 12.2% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part IX: Overall Attitudes and Priorities**

**Q26. If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q26 Second emphasis (Cont.) | | | | | | | | | | | |
| Promote strategic vision | 7.4% | 15.9% | 7.7% | 7.7% | 9.0% | 9.4% | 8.2% | 10.4% | 3.6% | 7.9% | 7.7% |
| None needed | 34.6% | 26.1% | 23.1% | 15.4% | 17.9% | 18.8% | 24.0% | 32.5% | 29.0% | 30.7% | 27.6% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part IX: Overall Attitudes and Priorities**

**Q26. If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED. (both selections)**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q26 Most important emphasis | | | | | | | | | | | |
| Resources to do job | 17.3% | 27.5% | 0.0% | 38.5% | 37.3% | 28.1% | 44.3% | 28.6% | 41.7% | 19.5% | 32.1% |
| Internal communication | 23.5% | 29.0% | 15.4% | 38.5% | 32.8% | 31.3% | 24.0% | 32.5% | 18.7% | 25.6% | 24.9% |
| Free of discrimination | 28.4% | 27.5% | 30.8% | 46.2% | 35.8% | 31.3% | 27.3% | 19.5% | 25.8% | 25.6% | 27.0% |
| Educating about benefits | 11.1% | 10.1% | 7.7% | 7.7% | 7.5% | 9.4% | 9.3% | 9.1% | 11.9% | 11.2% | 10.4% |
| Recognition to employees | 16.0% | 15.9% | 23.1% | 0.0% | 20.9% | 15.6% | 31.1% | 19.5% | 22.6% | 22.8% | 22.4% |
| Professional development opportunities | 24.7% | 21.7% | 46.2% | 23.1% | 23.9% | 37.5% | 13.1% | 16.9% | 19.8% | 26.5% | 21.6% |

***Note: The tabular data in this section may not match some of the charts because "Not Apply" responses were excluded from some charts.***

**Part IX: Overall Attitudes and Priorities**

**Q26. If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED. (both selections)**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q26 Most important emphasis (Cont.) | | | | | | | | | | | |
| Promote strategic vision | 13.6% | 24.6% | 30.8% | 23.1% | 11.9% | 15.6% | 9.8% | 14.3% | 6.0% | 12.6% | 11.9% |
| None needed | 30.9% | 17.4% | 23.1% | 7.7% | 11.9% | 12.5% | 16.9% | 27.3% | 24.6% | 25.6% | 22.2% |

**Part I: Resources (excluding not apply)**

**Q1. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q1A Have all tools and equipment needed | | | | | | | | | | | |
| Strongly agree | 23.1% | 30.9% | 46.2% | 7.7% | 16.7% | 28.1% | 7.7% | 23.0% | 12.8% | 26.9% | 18.8% |
| Agree | 42.3% | 44.1% | 38.5% | 46.2% | 36.4% | 40.6% | 41.0% | 41.9% | 30.4% | 41.5% | 38.5% |
| Neutral | 14.1% | 5.9% | 0.0% | 7.7% | 12.1% | 9.4% | 16.4% | 10.8% | 18.0% | 15.6% | 14.5% |
| Disagree | 16.7% | 16.2% | 15.4% | 15.4% | 24.2% | 18.8% | 23.5% | 14.9% | 25.6% | 9.9% | 19.1% |
| Strongly disagree | 3.8% | 2.9% | 0.0% | 23.1% | 10.6% | 3.1% | 11.5% | 9.5% | 13.2% | 6.1% | 9.1% |

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**Part I: Resources (excluding not apply)**

**Q1. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q1B Have adequate space to do my job | | | | | | | | | | | |
| Strongly agree | 22.2% | 37.7% | 38.5% | 15.4% | 19.7% | 28.1% | 7.2% | 35.7% | 16.4% | 28.1% | 21.5% |
| Agree | 45.7% | 34.8% | 38.5% | 7.7% | 15.2% | 37.5% | 46.7% | 35.7% | 35.7% | 42.9% | 38.3% |
| Neutral | 11.1% | 14.5% | 7.7% | 38.5% | 12.1% | 12.5% | 20.0% | 15.7% | 13.9% | 10.5% | 14.3% |
| Disagree | 14.8% | 7.2% | 15.4% | 23.1% | 25.8% | 12.5% | 15.6% | 8.6% | 21.7% | 10.5% | 15.5% |
| Strongly disagree | 6.2% | 5.8% | 0.0% | 15.4% | 27.3% | 9.4% | 10.6% | 4.3% | 12.3% | 8.1% | 10.3% |

**Part I: Resources (excluding not apply)**

**Q1. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q1C Get supplies needed to do my job in timely manner | | | | | | | | | | | |
| Strongly agree | 19.7% | 32.8% | 38.5% | 15.4% | 29.2% | 45.2% | 3.8% | 21.6% | 16.7% | 27.8% | 20.4% |
| Agree | 46.1% | 43.3% | 53.8% | 61.5% | 36.9% | 38.7% | 30.6% | 41.9% | 39.8% | 45.8% | 40.5% |
| Neutral | 17.1% | 11.9% | 0.0% | 0.0% | 15.4% | 9.7% | 29.0% | 13.5% | 17.1% | 14.2% | 17.2% |
| Disagree | 11.8% | 9.0% | 7.7% | 23.1% | 13.8% | 6.5% | 20.8% | 12.2% | 15.9% | 9.4% | 13.9% |
| Strongly disagree | 5.3% | 3.0% | 0.0% | 0.0% | 4.6% | 0.0% | 15.8% | 10.8% | 10.6% | 2.8% | 8.0% |

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**Part I: Resources (excluding not apply)**

**Q1. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q1D Repairs to equipment are done timely | | | | | | | | | | | |
| Strongly agree | 17.7% | 20.6% | 30.8% | 15.4% | 21.5% | 25.0% | 3.8% | 14.9% | 10.2% | 19.2% | 14.2% |
| Agree | 40.5% | 39.7% | 46.2% | 38.5% | 41.5% | 46.9% | 19.2% | 37.8% | 34.8% | 41.3% | 35.4% |
| Neutral | 20.3% | 26.5% | 7.7% | 38.5% | 15.4% | 12.5% | 28.0% | 16.2% | 23.4% | 21.6% | 22.4% |
| Disagree | 16.5% | 10.3% | 15.4% | 0.0% | 18.5% | 12.5% | 31.3% | 14.9% | 17.2% | 10.1% | 17.3% |
| Strongly disagree | 5.1% | 2.9% | 0.0% | 7.7% | 3.1% | 3.1% | 17.6% | 16.2% | 14.3% | 7.7% | 10.7% |

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**Part I: Resources (excluding not apply)**

**Q1. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q1E City voice mail system meets needs | | | | | | | | | | | |
| Strongly agree | 25.3% | 42.4% | 23.1% | 30.8% | 24.2% | 51.7% | 14.5% | 29.6% | 16.3% | 18.9% | 22.3% |
| Agree | 45.3% | 37.3% | 69.2% | 61.5% | 53.0% | 34.5% | 42.7% | 38.9% | 45.4% | 56.8% | 47.2% |
| Neutral | 28.0% | 11.9% | 0.0% | 0.0% | 13.6% | 13.8% | 28.2% | 16.7% | 20.7% | 14.2% | 18.8% |
| Disagree | 1.3% | 6.8% | 0.0% | 7.7% | 7.6% | 0.0% | 8.1% | 5.6% | 5.7% | 5.9% | 5.7% |
| Strongly disagree | 0.0% | 1.7% | 7.7% | 0.0% | 1.5% | 0.0% | 6.5% | 9.3% | 11.9% | 4.1% | 6.0% |

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**Part I: Resources (excluding not apply)**

**Q1. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q1F City e-mail system meets my needs | | | | | | | | | | | |
| Strongly agree | 24.7% | 55.0% | 30.8% | 23.1% | 30.8% | 48.4% | 12.5% | 36.5% | 20.6% | 27.7% | 26.0% |
| Agree | 53.4% | 35.0% | 61.5% | 76.9% | 49.2% | 45.2% | 61.4% | 38.5% | 48.5% | 53.0% | 51.5% |
| Neutral | 11.0% | 5.0% | 0.0% | 0.0% | 16.9% | 0.0% | 16.5% | 15.4% | 11.3% | 12.0% | 12.0% |
| Disagree | 8.2% | 3.3% | 7.7% | 0.0% | 3.1% | 6.5% | 5.7% | 0.0% | 3.9% | 5.4% | 4.7% |
| Strongly disagree | 2.7% | 1.7% | 0.0% | 0.0% | 0.0% | 0.0% | 4.0% | 9.6% | 15.7% | 1.8% | 5.9% |

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**Part I: Resources (excluding not apply)**

**Q1. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q1G Sufficient preparation to fill job vacancies | | | | | | | | | | | |
| Strongly agree | 11.7% | 10.0% | 18.2% | 0.0% | 3.3% | 0.0% | 0.6% | 4.5% | 4.8% | 4.7% | 4.7% |
| Agree | 13.0% | 28.3% | 18.2% | 15.4% | 33.3% | 34.5% | 19.8% | 28.8% | 13.5% | 14.7% | 19.0% |
| Neutral | 28.6% | 26.7% | 0.0% | 46.2% | 11.7% | 24.1% | 27.9% | 27.3% | 16.5% | 27.7% | 23.7% |
| Disagree | 20.8% | 15.0% | 36.4% | 15.4% | 23.3% | 17.2% | 25.6% | 18.2% | 26.1% | 25.7% | 23.7% |
| Strongly disagree | 26.0% | 20.0% | 27.3% | 23.1% | 28.3% | 24.1% | 26.2% | 21.2% | 39.1% | 27.2% | 28.9% |

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**Part I: Resources (excluding not apply)**

**Q1. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q1H My desktop computer meets my needs | | | | | | | | | | | |
| Strongly agree | 15.9% | 37.9% | 38.5% | 15.4% | 21.2% | 43.8% | 3.3% | 34.1% | 12.1% | 21.9% | 17.6% |
| Agree | 38.1% | 44.8% | 53.8% | 30.8% | 34.8% | 31.3% | 51.7% | 39.0% | 35.2% | 46.6% | 42.0% |
| Neutral | 12.7% | 10.3% | 7.7% | 38.5% | 13.6% | 6.3% | 19.4% | 14.6% | 15.6% | 13.7% | 15.2% |
| Disagree | 17.5% | 3.4% | 0.0% | 15.4% | 16.7% | 18.8% | 15.6% | 4.9% | 13.1% | 8.2% | 12.3% |
| Strongly disagree | 15.9% | 3.4% | 0.0% | 0.0% | 13.6% | 0.0% | 10.0% | 7.3% | 24.1% | 9.6% | 12.8% |

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**Part I: Resources (excluding not apply)**

**Q1. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q1I City vehicles are available when needed | | | | | | | | | | | |
| Strongly agree | 18.6% | 24.4% | 0.0% | 33.3% | 38.5% | 0.0% | 9.4% | 13.6% | 9.0% | 25.1% | 16.7% |
| Agree | 40.7% | 36.6% | 25.0% | 0.0% | 42.3% | 20.0% | 36.9% | 45.8% | 30.8% | 47.9% | 38.7% |
| Neutral | 11.9% | 19.5% | 25.0% | 66.7% | 15.4% | 80.0% | 30.2% | 23.7% | 13.7% | 15.0% | 19.1% |
| Disagree | 10.2% | 7.3% | 25.0% | 0.0% | 1.9% | 0.0% | 13.4% | 5.1% | 25.1% | 7.2% | 13.2% |
| Strongly disagree | 18.6% | 12.2% | 25.0% | 0.0% | 1.9% | 0.0% | 10.1% | 11.9% | 21.3% | 4.8% | 12.4% |

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**Part II: Work Environment (excluding not apply)**

**Q4. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below. Your WORK UNIT is the group of employees in your department or division with whom you interact and share a common supervisor.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q4A Gender discrimination is problem in work unit | | | | | | | | | | | |
| Strongly agree | 9.9% | 4.4% | 7.7% | 8.3% | 7.8% | 3.2% | 7.7% | 14.7% | 11.1% | 7.1% | 8.8% |
| Agree | 11.1% | 10.3% | 0.0% | 16.7% | 9.4% | 0.0% | 13.8% | 10.7% | 8.2% | 9.3% | 9.9% |
| Neutral | 12.3% | 11.8% | 23.1% | 0.0% | 17.2% | 6.5% | 11.0% | 16.0% | 10.2% | 13.2% | 12.1% |
| Disagree | 25.9% | 29.4% | 30.8% | 41.7% | 25.0% | 19.4% | 33.7% | 25.3% | 25.8% | 26.9% | 27.8% |
| Strongly disagree | 40.7% | 44.1% | 38.5% | 33.3% | 40.6% | 71.0% | 33.7% | 33.3% | 44.7% | 43.4% | 41.4% |

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**Part II: Work Environment (excluding not apply)**

**Q4. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below. Your WORK UNIT is the group of employees in your department or division with whom you interact and share a common supervisor.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q4B Racial/ethnic discrimination is problem in work unit | | | | | | | | | | | |
| Strongly agree | 11.3% | 7.4% | 0.0% | 7.7% | 11.1% | 0.0% | 8.2% | 11.8% | 11.7% | 12.6% | 10.3% |
| Agree | 12.5% | 14.7% | 7.7% | 15.4% | 4.8% | 3.1% | 13.2% | 6.6% | 10.5% | 7.7% | 10.0% |
| Neutral | 10.0% | 7.4% | 23.1% | 15.4% | 12.7% | 9.4% | 11.5% | 25.0% | 10.5% | 12.1% | 12.2% |
| Disagree | 30.0% | 25.0% | 30.8% | 30.8% | 28.6% | 28.1% | 29.1% | 25.0% | 22.7% | 30.9% | 27.3% |
| Strongly disagree | 36.3% | 45.6% | 38.5% | 30.8% | 42.9% | 59.4% | 37.9% | 31.6% | 44.5% | 36.7% | 40.2% |

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**Part II: Work Environment (excluding not apply)**

**Q4. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below. Your WORK UNIT is the group of employees in your department or division with whom you interact and share a common supervisor.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q4C Unwanted sexual remarks/sexual harassment-problem in work unit | | | | | | | | | | | |
| Strongly agree | 1.3% | 2.9% | 0.0% | 0.0% | 4.7% | 0.0% | 0.6% | 6.7% | 2.0% | 5.9% | 2.9% |
| Agree | 3.8% | 1.5% | 7.7% | 7.7% | 4.7% | 0.0% | 5.6% | 4.0% | 5.7% | 3.7% | 4.5% |
| Neutral | 13.8% | 13.2% | 15.4% | 7.7% | 12.5% | 6.3% | 12.2% | 10.7% | 10.2% | 10.6% | 11.3% |
| Disagree | 32.5% | 29.4% | 23.1% | 46.2% | 29.7% | 15.6% | 39.4% | 34.7% | 29.5% | 34.6% | 32.7% |
| Strongly disagree | 48.8% | 52.9% | 53.8% | 38.5% | 48.4% | 78.1% | 42.2% | 44.0% | 52.5% | 45.2% | 48.6% |

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**Part II: Work Environment (excluding not apply)**

**Q4. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below. Your WORK UNIT is the group of employees in your department or division with whom you interact and share a common supervisor.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q4D Age discrimination is a problem in work unit | | | | | | | | | | | |
| Strongly agree | 7.7% | 0.0% | 0.0% | 7.7% | 6.1% | 0.0% | 8.3% | 5.3% | 3.3% | 5.4% | 5.0% |
| Agree | 7.7% | 8.7% | 0.0% | 7.7% | 3.0% | 3.1% | 7.8% | 5.3% | 5.7% | 4.9% | 5.9% |
| Neutral | 7.7% | 11.6% | 15.4% | 0.0% | 18.2% | 9.4% | 11.7% | 14.7% | 12.2% | 13.8% | 12.4% |
| Disagree | 35.9% | 26.1% | 38.5% | 53.8% | 30.3% | 21.9% | 32.2% | 33.3% | 26.0% | 35.5% | 31.2% |
| Strongly disagree | 41.0% | 53.6% | 46.2% | 30.8% | 42.4% | 65.6% | 40.0% | 41.3% | 52.8% | 40.4% | 45.4% |

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**Part II: Work Environment (excluding not apply)**

**Q4. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below. Your WORK UNIT is the group of employees in your department or division with whom you interact and share a common supervisor.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q4E My work unit is free from hostility | | | | | | | | | | | |
| Strongly agree | 18.8% | 26.1% | 38.5% | 30.8% | 16.4% | 21.9% | 14.9% | 18.7% | 30.4% | 16.4% | 21.3% |
| Agree | 20.0% | 30.4% | 15.4% | 15.4% | 28.4% | 37.5% | 34.8% | 25.3% | 28.8% | 32.9% | 29.8% |
| Neutral | 20.0% | 8.7% | 15.4% | 7.7% | 13.4% | 18.8% | 14.9% | 20.0% | 10.8% | 13.6% | 13.9% |
| Disagree | 27.5% | 18.8% | 23.1% | 23.1% | 17.9% | 18.8% | 19.3% | 16.0% | 15.2% | 20.7% | 18.9% |
| Strongly disagree | 13.8% | 15.9% | 7.7% | 23.1% | 23.9% | 3.1% | 16.0% | 20.0% | 14.8% | 16.4% | 16.0% |

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**Part II: Work Environment (excluding not apply)**

**Q4. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below. Your WORK UNIT is the group of employees in your department or division with whom you interact and share a common supervisor.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q4F Treated with respect by co-workers | | | | | | | | | | | |
| Strongly agree | 28.8% | 31.9% | 30.8% | 38.5% | 26.9% | 40.6% | 22.4% | 24.0% | 36.3% | 26.2% | 29.2% |
| Agree | 47.5% | 47.8% | 53.8% | 23.1% | 52.2% | 53.1% | 54.6% | 46.7% | 45.4% | 45.3% | 48.0% |
| Neutral | 13.8% | 8.7% | 7.7% | 15.4% | 7.5% | 0.0% | 14.2% | 14.7% | 7.6% | 14.0% | 11.1% |
| Disagree | 8.8% | 5.8% | 0.0% | 23.1% | 9.0% | 6.3% | 4.4% | 5.3% | 7.2% | 10.3% | 7.4% |
| Strongly disagree | 1.3% | 5.8% | 7.7% | 0.0% | 4.5% | 0.0% | 4.4% | 9.3% | 3.6% | 4.2% | 4.2% |

**Part II: Work Environment (excluding not apply)**

**Q4. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below. Your WORK UNIT is the group of employees in your department or division with whom you interact and share a common supervisor.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q4G Treated with respect by immediate supervisor | | | | | | | | | | | |
| Strongly agree | 26.3% | 40.6% | 69.2% | 38.5% | 28.4% | 37.5% | 33.3% | 34.7% | 42.5% | 37.2% | 36.8% |
| Agree | 37.5% | 34.8% | 15.4% | 15.4% | 34.3% | 53.1% | 43.2% | 34.7% | 30.6% | 39.1% | 36.4% |
| Neutral | 15.0% | 13.0% | 7.7% | 15.4% | 13.4% | 6.3% | 9.3% | 6.7% | 13.1% | 9.3% | 11.0% |
| Disagree | 12.5% | 5.8% | 7.7% | 7.7% | 7.5% | 3.1% | 8.7% | 9.3% | 6.3% | 6.0% | 7.4% |
| Strongly disagree | 8.8% | 5.8% | 0.0% | 23.1% | 16.4% | 0.0% | 5.5% | 14.7% | 7.5% | 8.4% | 8.3% |

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**Part II: Work Environment (excluding not apply)**

**Q4. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below. Your WORK UNIT is the group of employees in your department or division with whom you interact and share a common supervisor.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q4H Treated with respect by senior management | | | | | | | | | | | |
| Strongly agree | 22.8% | 30.4% | 46.2% | 23.1% | 21.2% | 43.8% | 8.8% | 28.9% | 28.7% | 29.5% | 25.1% |
| Agree | 31.6% | 42.0% | 30.8% | 38.5% | 36.4% | 43.8% | 26.0% | 31.6% | 32.3% | 36.7% | 33.3% |
| Neutral | 22.8% | 11.6% | 7.7% | 7.7% | 10.6% | 6.3% | 19.9% | 17.1% | 15.1% | 16.2% | 16.0% |
| Disagree | 10.1% | 10.1% | 7.7% | 23.1% | 12.1% | 6.3% | 19.3% | 9.2% | 8.8% | 11.0% | 11.7% |
| Strongly disagree | 12.7% | 5.8% | 7.7% | 7.7% | 19.7% | 0.0% | 26.0% | 13.2% | 15.1% | 6.7% | 13.9% |

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**Part III: Communication (excluding not apply)**

**Q9. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q9a Timely information about things affecting me | | | | | | | | | | | |
| Strongly agree | 6.3% | 14.7% | 23.1% | 0.0% | 4.5% | 9.4% | 1.1% | 11.8% | 7.2% | 7.9% | 7.0% |
| Agree | 31.3% | 35.3% | 30.8% | 30.8% | 32.8% | 43.8% | 33.7% | 28.9% | 38.6% | 41.1% | 36.3% |
| Neutral | 26.3% | 14.7% | 7.7% | 7.7% | 10.4% | 15.6% | 22.1% | 19.7% | 20.3% | 21.5% | 19.8% |
| Disagree | 25.0% | 25.0% | 30.8% | 38.5% | 31.3% | 21.9% | 30.9% | 23.7% | 23.5% | 22.9% | 25.7% |
| Strongly disagree | 11.3% | 10.3% | 7.7% | 23.1% | 20.9% | 9.4% | 12.2% | 15.8% | 10.4% | 6.5% | 11.2% |

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**Part III: Communication (excluding not apply)**

**Q9. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q9b Immediate supervisor keeps informed | | | | | | | | | | | |
| Strongly agree | 11.3% | 20.3% | 30.8% | 15.4% | 11.9% | 12.5% | 17.6% | 18.7% | 21.1% | 17.0% | 17.7% |
| Agree | 32.5% | 43.5% | 23.1% | 7.7% | 41.8% | 43.8% | 51.6% | 28.0% | 40.6% | 34.9% | 39.5% |
| Neutral | 23.8% | 14.5% | 23.1% | 15.4% | 11.9% | 21.9% | 14.3% | 13.3% | 14.7% | 24.5% | 17.5% |
| Disagree | 26.3% | 17.4% | 15.4% | 46.2% | 17.9% | 12.5% | 10.4% | 20.0% | 14.3% | 16.5% | 16.3% |
| Strongly disagree | 6.3% | 4.3% | 7.7% | 15.4% | 16.4% | 9.4% | 6.0% | 20.0% | 9.2% | 7.1% | 9.0% |

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**Part III: Communication (excluding not apply)**

**Q9. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q9c Newsletter is good source of information | | | | | | | | | | | |
| Strongly agree | 6.2% | 4.4% | 7.7% | 7.7% | 1.5% | 3.1% | 1.2% | 19.7% | 8.7% | 6.7% | 6.6% |
| Agree | 29.6% | 32.4% | 23.1% | 23.1% | 26.9% | 37.5% | 28.1% | 27.6% | 26.9% | 32.1% | 29.1% |
| Neutral | 37.0% | 33.8% | 38.5% | 46.2% | 46.3% | 34.4% | 38.6% | 31.6% | 36.0% | 35.4% | 36.7% |
| Disagree | 16.0% | 25.0% | 15.4% | 15.4% | 19.4% | 21.9% | 24.0% | 14.5% | 17.8% | 19.1% | 19.4% |
| Strongly disagree | 11.1% | 4.4% | 15.4% | 7.7% | 6.0% | 3.1% | 8.2% | 6.6% | 10.7% | 6.7% | 8.1% |

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**Part III: Communication (excluding not apply)**

**Q9. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q9d Know where to go when I have questions about work related issue | | | | | | | | | | | |
| Strongly agree | 17.3% | 23.2% | 38.5% | 7.7% | 11.9% | 28.1% | 9.3% | 26.0% | 22.5% | 19.6% | 18.9% |
| Agree | 56.8% | 46.4% | 23.1% | 61.5% | 46.3% | 53.1% | 58.8% | 40.3% | 49.8% | 56.1% | 52.1% |
| Neutral | 14.8% | 17.4% | 15.4% | 7.7% | 17.9% | 12.5% | 19.8% | 11.7% | 13.7% | 13.1% | 15.0% |
| Disagree | 7.4% | 5.8% | 15.4% | 15.4% | 11.9% | 6.3% | 7.7% | 13.0% | 8.8% | 8.4% | 8.8% |
| Strongly disagree | 3.7% | 7.2% | 7.7% | 7.7% | 11.9% | 0.0% | 4.4% | 9.1% | 5.2% | 2.8% | 5.2% |

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**Part III: Communication (excluding not apply)**

**Q9. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q9e Employees in my department are easy to contact | | | | | | | | | | | |
| Strongly agree | 25.0% | 30.4% | 53.8% | 15.4% | 23.9% | 37.5% | 13.8% | 18.7% | 24.2% | 20.0% | 22.2% |
| Agree | 50.0% | 40.6% | 46.2% | 76.9% | 52.2% | 53.1% | 64.1% | 42.7% | 57.7% | 55.7% | 55.1% |
| Neutral | 16.3% | 17.4% | 0.0% | 0.0% | 14.9% | 9.4% | 16.6% | 20.0% | 10.9% | 14.3% | 14.2% |
| Disagree | 8.8% | 7.2% | 0.0% | 7.7% | 7.5% | 0.0% | 2.2% | 13.3% | 6.0% | 7.6% | 6.4% |
| Strongly disagree | 0.0% | 4.3% | 0.0% | 0.0% | 1.5% | 0.0% | 3.3% | 5.3% | 1.2% | 2.4% | 2.2% |

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**Part III: Communication (excluding not apply)**

**Q9. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q9f Employees in other departments easy contact | | | | | | | | | | | |
| Strongly agree | 6.5% | 3.1% | 38.5% | 7.7% | 9.1% | 12.5% | 6.9% | 9.6% | 10.5% | 9.3% | 9.0% |
| Agree | 50.6% | 56.3% | 30.8% | 15.4% | 37.9% | 46.9% | 41.6% | 43.8% | 51.5% | 43.1% | 45.7% |
| Neutral | 24.7% | 25.0% | 15.4% | 46.2% | 15.2% | 25.0% | 35.3% | 21.9% | 24.1% | 23.0% | 25.4% |
| Disagree | 14.3% | 9.4% | 15.4% | 30.8% | 30.3% | 12.5% | 11.0% | 16.4% | 9.7% | 19.1% | 14.7% |
| Strongly disagree | 3.9% | 6.3% | 0.0% | 0.0% | 7.6% | 3.1% | 5.2% | 8.2% | 4.2% | 5.4% | 5.1% |

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**Part III: Communication (excluding not apply)**

**Q9. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q9g I know who to refer the public to when I receive information requests | | | | | | | | | | | |
| Strongly agree | 15.2% | 7.7% | 30.8% | 23.1% | 9.2% | 9.7% | 8.9% | 22.4% | 18.4% | 17.3% | 15.1% |
| Agree | 54.4% | 66.2% | 46.2% | 53.8% | 47.7% | 54.8% | 52.8% | 36.8% | 58.8% | 47.1% | 52.6% |
| Neutral | 15.2% | 10.8% | 15.4% | 7.7% | 16.9% | 12.9% | 22.2% | 22.4% | 12.4% | 16.8% | 16.3% |
| Disagree | 8.9% | 10.8% | 7.7% | 15.4% | 21.5% | 19.4% | 11.7% | 10.5% | 7.6% | 13.0% | 11.4% |
| Strongly disagree | 6.3% | 4.6% | 0.0% | 0.0% | 4.6% | 3.2% | 4.4% | 7.9% | 2.8% | 5.8% | 4.6% |

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**Part IV: Compensation & Benefits (excluding not apply)**

**Q12. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q12a Familiar with City's retirement benefits | | | | | | | | | | | |
| Strongly agree | 20.0% | 8.8% | 23.1% | 7.7% | 10.8% | 28.1% | 14.9% | 18.2% | 17.3% | 16.7% | 16.3% |
| Agree | 46.3% | 55.9% | 46.2% | 46.2% | 58.5% | 53.1% | 45.4% | 51.9% | 58.4% | 56.5% | 53.5% |
| Neutral | 20.0% | 22.1% | 7.7% | 23.1% | 15.4% | 12.5% | 19.0% | 19.5% | 13.6% | 15.8% | 16.7% |
| Disagree | 12.5% | 13.2% | 15.4% | 23.1% | 12.3% | 6.3% | 16.1% | 7.8% | 5.8% | 8.6% | 10.3% |
| Strongly disagree | 1.3% | 0.0% | 7.7% | 0.0% | 3.1% | 0.0% | 4.6% | 2.6% | 4.9% | 2.4% | 3.2% |

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**Part IV: Compensation & Benefits (excluding not apply)**

**Q12. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q12b Understand what covered by health plan | | | | | | | | | | | |
| Strongly agree | 10.0% | 5.8% | 7.7% | 0.0% | 3.1% | 12.5% | 8.7% | 11.7% | 5.9% | 6.6% | 7.3% |
| Agree | 37.5% | 34.8% | 38.5% | 23.1% | 33.8% | 37.5% | 40.7% | 31.2% | 35.0% | 29.7% | 34.6% |
| Neutral | 13.8% | 15.9% | 15.4% | 30.8% | 23.1% | 31.3% | 20.9% | 20.8% | 23.6% | 20.3% | 21.0% |
| Disagree | 21.3% | 31.9% | 7.7% | 38.5% | 23.1% | 12.5% | 23.8% | 18.2% | 16.9% | 25.5% | 22.0% |
| Strongly disagree | 17.5% | 11.6% | 30.8% | 7.7% | 16.9% | 6.3% | 5.8% | 18.2% | 18.6% | 17.9% | 15.1% |

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**Part IV: Compensation & Benefits (excluding not apply)**

**Q12. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q12c Health plan benefits easy to use | | | | | | | | | | | |
| Strongly agree | 8.8% | 1.5% | 8.3% | 0.0% | 1.5% | 6.3% | 6.3% | 5.3% | 3.8% | 2.9% | 4.4% |
| Agree | 25.0% | 22.1% | 33.3% | 38.5% | 24.6% | 25.0% | 29.9% | 22.4% | 28.9% | 22.7% | 26.2% |
| Neutral | 18.8% | 38.2% | 16.7% | 23.1% | 30.8% | 25.0% | 26.4% | 31.6% | 24.7% | 26.6% | 26.7% |
| Disagree | 22.5% | 22.1% | 8.3% | 23.1% | 27.7% | 37.5% | 25.3% | 26.3% | 20.4% | 27.1% | 24.4% |
| Strongly disagree | 25.0% | 16.2% | 33.3% | 15.4% | 15.4% | 6.3% | 12.1% | 14.5% | 22.1% | 20.8% | 18.3% |

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**Part IV: Compensation & Benefits (excluding not apply)**

**Q12. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q12d Problems with health plan easy to resolve | | | | | | | | | | | |
| Strongly agree | 5.1% | 3.1% | 0.0% | 0.0% | 1.6% | 0.0% | 1.8% | 2.7% | 2.2% | 2.5% | 2.4% |
| Agree | 11.5% | 16.9% | 33.3% | 8.3% | 11.5% | 16.1% | 14.7% | 9.6% | 20.6% | 16.2% | 15.9% |
| Neutral | 37.2% | 29.2% | 16.7% | 33.3% | 29.5% | 29.0% | 34.1% | 35.6% | 31.4% | 25.3% | 30.9% |
| Disagree | 19.2% | 32.3% | 16.7% | 41.7% | 27.9% | 35.5% | 32.9% | 34.2% | 26.9% | 33.8% | 30.2% |
| Strongly disagree | 26.9% | 18.5% | 33.3% | 16.7% | 29.5% | 19.4% | 16.5% | 17.8% | 18.8% | 22.2% | 20.6% |

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**Part IV: Compensation & Benefits (excluding not apply)**

**Q12. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q12e City does good job managing my health plan | | | | | | | | | | | |
| Strongly agree | 0.0% | 3.0% | 7.7% | 0.0% | 0.0% | 0.0% | 3.5% | 0.0% | 1.7% | 0.9% | 1.5% |
| Agree | 3.9% | 10.4% | 7.7% | 0.0% | 6.2% | 9.4% | 11.3% | 10.4% | 5.1% | 7.1% | 7.6% |
| Neutral | 19.5% | 11.9% | 15.4% | 23.1% | 7.7% | 25.0% | 35.5% | 15.6% | 23.2% | 9.0% | 18.7% |
| Disagree | 26.0% | 23.9% | 15.4% | 15.4% | 13.8% | 28.1% | 18.4% | 26.0% | 16.4% | 23.7% | 21.0% |
| Strongly disagree | 50.6% | 50.7% | 53.8% | 61.5% | 72.3% | 37.5% | 31.2% | 48.1% | 53.7% | 59.2% | 51.3% |

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**Part IV: Compensation & Benefits (excluding not apply)**

**Q12. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q12f City does good job managing Workers Compensation | | | | | | | | | | | |
| Strongly agree | 3.6% | 0.0% | 0.0% | 0.0% | 0.0% | 23.1% | 2.1% | 8.5% | 3.5% | 2.8% | 3.5% |
| Agree | 18.2% | 25.0% | 25.0% | 0.0% | 10.8% | 23.1% | 20.7% | 28.8% | 24.3% | 16.3% | 20.8% |
| Neutral | 58.2% | 43.8% | 25.0% | 66.7% | 62.2% | 46.2% | 42.1% | 33.9% | 38.7% | 51.8% | 45.3% |
| Disagree | 10.9% | 18.8% | 25.0% | 16.7% | 10.8% | 0.0% | 20.0% | 13.6% | 13.3% | 13.5% | 14.5% |
| Strongly disagree | 9.1% | 12.5% | 25.0% | 16.7% | 16.2% | 7.7% | 15.0% | 15.3% | 20.2% | 15.6% | 15.9% |

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**Part IV: Compensation & Benefits (excluding not apply)**

**Q12. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q12g I am knowledgeable about vacation/sick leave benefits | | | | | | | | | | | |
| Strongly agree | 25.9% | 33.3% | 23.1% | 15.4% | 27.7% | 53.1% | 20.1% | 28.6% | 25.3% | 25.7% | 26.2% |
| Agree | 55.6% | 50.7% | 69.2% | 46.2% | 55.4% | 40.6% | 51.4% | 58.4% | 59.0% | 62.1% | 56.6% |
| Neutral | 12.3% | 13.0% | 0.0% | 23.1% | 10.8% | 3.1% | 16.8% | 9.1% | 12.4% | 7.9% | 11.6% |
| Disagree | 4.9% | 0.0% | 0.0% | 7.7% | 3.1% | 3.1% | 7.8% | 0.0% | 2.0% | 2.8% | 3.3% |
| Strongly disagree | 1.2% | 2.9% | 7.7% | 7.7% | 3.1% | 0.0% | 3.9% | 3.9% | 1.2% | 1.4% | 2.3% |

**Part IV: Compensation & Benefits (excluding not apply)**

**Q12. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q12h Pay check almost always accurate | | | | | | | | | | | |
| Strongly agree | 33.3% | 55.1% | 46.2% | 30.8% | 46.3% | 75.0% | 6.6% | 50.6% | 28.6% | 45.1% | 35.0% |
| Agree | 46.9% | 39.1% | 53.8% | 53.8% | 49.3% | 25.0% | 21.0% | 42.9% | 50.0% | 45.1% | 41.4% |
| Neutral | 12.3% | 4.3% | 0.0% | 15.4% | 3.0% | 0.0% | 17.7% | 5.2% | 10.7% | 2.3% | 8.5% |
| Disagree | 1.2% | 1.4% | 0.0% | 0.0% | 1.5% | 0.0% | 19.3% | 1.3% | 8.3% | 5.6% | 7.2% |
| Strongly disagree | 6.2% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 35.4% | 0.0% | 2.4% | 1.9% | 7.9% |

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**Part IV: Compensation & Benefits (excluding not apply)**

**Q12. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q12i Problems with pay are easy to resolve | | | | | | | | | | | |
| Strongly agree | 16.7% | 34.8% | 37.5% | 20.0% | 25.0% | 52.9% | 4.6% | 35.7% | 19.4% | 24.9% | 20.7% |
| Agree | 51.4% | 41.3% | 62.5% | 40.0% | 35.4% | 35.3% | 14.5% | 37.1% | 47.9% | 48.1% | 39.2% |
| Neutral | 20.8% | 15.2% | 0.0% | 30.0% | 35.4% | 11.8% | 26.6% | 21.4% | 16.1% | 13.8% | 19.6% |
| Disagree | 4.2% | 6.5% | 0.0% | 10.0% | 4.2% | 0.0% | 22.0% | 4.3% | 11.5% | 7.7% | 10.6% |
| Strongly disagree | 6.9% | 2.2% | 0.0% | 0.0% | 0.0% | 0.0% | 32.4% | 1.4% | 5.1% | 5.5% | 10.0% |

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**Part V: Rewards & Recognition (excluding not apply)**

**Q14. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q14a City employees who perform well receive adequate recognition | | | | | | | | | | | |
| Strongly agree | 3.9% | 6.0% | 0.0% | 8.3% | 6.0% | 3.1% | 1.1% | 6.5% | 4.4% | 6.6% | 4.6% |
| Agree | 20.8% | 25.4% | 16.7% | 33.3% | 20.9% | 46.9% | 14.0% | 18.2% | 22.5% | 18.8% | 20.6% |
| Neutral | 22.1% | 11.9% | 33.3% | 16.7% | 14.9% | 12.5% | 15.6% | 16.9% | 22.1% | 20.7% | 18.8% |
| Disagree | 28.6% | 37.3% | 41.7% | 25.0% | 28.4% | 15.6% | 34.1% | 28.6% | 25.7% | 34.3% | 30.4% |
| Strongly disagree | 24.7% | 19.4% | 8.3% | 16.7% | 29.9% | 21.9% | 35.2% | 29.9% | 25.3% | 19.7% | 25.7% |

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**Part V: Rewards & Recognition (excluding not apply)**

**Q14. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q14b Work I perform is evaluated fairly | | | | | | | | | | | |
| Strongly agree | 8.8% | 16.4% | 0.0% | 8.3% | 17.9% | 19.4% | 6.6% | 15.6% | 11.2% | 13.3% | 11.9% |
| Agree | 36.3% | 41.8% | 63.6% | 58.3% | 31.3% | 54.8% | 38.1% | 29.9% | 43.2% | 40.3% | 39.9% |
| Neutral | 21.3% | 16.4% | 18.2% | 0.0% | 13.4% | 12.9% | 25.4% | 18.2% | 18.8% | 21.3% | 19.8% |
| Disagree | 22.5% | 13.4% | 9.1% | 25.0% | 22.4% | 6.5% | 16.6% | 20.8% | 16.4% | 14.7% | 16.8% |
| Strongly disagree | 11.3% | 11.9% | 9.1% | 8.3% | 14.9% | 6.5% | 13.3% | 15.6% | 10.4% | 10.4% | 11.7% |

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**Part V: Rewards & Recognition (excluding not apply)**

**Q14. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q14c Rewards & recognitions are distributed fairly | | | | | | | | | | | |
| Strongly agree | 3.8% | 3.0% | 0.0% | 0.0% | 6.1% | 3.2% | 1.1% | 4.1% | 3.2% | 5.3% | 3.5% |
| Agree | 14.1% | 20.9% | 20.0% | 33.3% | 21.2% | 35.5% | 12.5% | 14.9% | 19.2% | 17.7% | 17.9% |
| Neutral | 25.6% | 29.9% | 40.0% | 33.3% | 12.1% | 29.0% | 26.7% | 21.6% | 23.6% | 27.8% | 25.2% |
| Disagree | 33.3% | 28.4% | 30.0% | 8.3% | 30.3% | 9.7% | 24.4% | 29.7% | 25.6% | 28.7% | 26.8% |
| Strongly disagree | 23.1% | 17.9% | 10.0% | 25.0% | 30.3% | 22.6% | 35.2% | 29.7% | 28.4% | 20.6% | 26.6% |

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**Part V: Rewards & Recognition (excluding not apply)**

**Q14. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q14d Promotions are awarded fairly | | | | | | | | | | | |
| Strongly agree | 2.6% | 4.8% | 0.0% | 0.0% | 4.9% | 0.0% | 2.9% | 5.4% | 2.4% | 3.9% | 3.2% |
| Agree | 14.3% | 15.9% | 20.0% | 25.0% | 16.4% | 33.3% | 20.6% | 13.5% | 14.2% | 13.1% | 16.1% |
| Neutral | 26.0% | 30.2% | 40.0% | 33.3% | 26.2% | 26.7% | 20.6% | 29.7% | 26.0% | 29.1% | 26.5% |
| Disagree | 23.4% | 30.2% | 20.0% | 16.7% | 27.9% | 16.7% | 22.9% | 16.2% | 24.0% | 24.8% | 23.6% |
| Strongly disagree | 33.8% | 19.0% | 20.0% | 25.0% | 24.6% | 23.3% | 33.1% | 35.1% | 33.3% | 29.1% | 30.5% |

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**Part V: Rewards & Recognition (excluding not apply)**

**Q14. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q14e Managers recognize individual accomplishments | | | | | | | | | | | |
| Strongly agree | 9.0% | 16.2% | 0.0% | 16.7% | 13.4% | 9.4% | 1.7% | 10.4% | 10.4% | 8.8% | 8.9% |
| Agree | 24.4% | 27.9% | 66.7% | 33.3% | 22.4% | 37.5% | 19.3% | 20.8% | 29.9% | 29.8% | 26.9% |
| Neutral | 21.8% | 22.1% | 16.7% | 8.3% | 25.4% | 28.1% | 22.7% | 22.1% | 17.1% | 25.6% | 21.9% |
| Disagree | 24.4% | 20.6% | 8.3% | 16.7% | 16.4% | 21.9% | 27.1% | 15.6% | 23.5% | 20.9% | 22.1% |
| Strongly disagree | 20.5% | 13.2% | 8.3% | 25.0% | 22.4% | 3.1% | 29.3% | 31.2% | 19.1% | 14.9% | 20.3% |

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**Part V: Rewards & Recognition (excluding not apply)**

**Q14. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q14f Poor performance is dealt with effectively by managers in my work unit | | | | | | | | | | | |
| Strongly agree | 3.9% | 6.1% | 18.2% | 0.0% | 1.6% | 3.1% | 2.8% | 3.9% | 4.1% | 3.3% | 3.7% |
| Agree | 19.5% | 18.2% | 27.3% | 16.7% | 12.9% | 31.3% | 13.3% | 17.1% | 19.5% | 19.0% | 18.0% |
| Neutral | 24.7% | 28.8% | 9.1% | 33.3% | 22.6% | 18.8% | 19.4% | 26.3% | 24.0% | 23.3% | 23.3% |
| Disagree | 27.3% | 18.2% | 27.3% | 25.0% | 35.5% | 28.1% | 25.6% | 18.4% | 26.0% | 27.6% | 25.9% |
| Strongly disagree | 24.7% | 28.8% | 18.2% | 25.0% | 27.4% | 18.8% | 38.9% | 34.2% | 26.4% | 26.7% | 29.1% |

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**Part V: Rewards & Recognition (excluding not apply)**

**Q14. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q14g City should recognize accomplishment more | | | | | | | | | | | |
| Strongly agree | 40.0% | 36.8% | 41.7% | 41.7% | 40.9% | 25.0% | 51.6% | 48.1% | 43.2% | 38.3% | 42.6% |
| Agree | 38.8% | 35.3% | 50.0% | 25.0% | 31.8% | 40.6% | 35.2% | 35.1% | 36.0% | 36.9% | 36.1% |
| Neutral | 18.8% | 20.6% | 8.3% | 25.0% | 24.2% | 25.0% | 9.9% | 13.0% | 17.6% | 20.6% | 17.4% |
| Disagree | 1.3% | 5.9% | 0.0% | 8.3% | 0.0% | 9.4% | 2.2% | 0.0% | 2.4% | 2.8% | 2.5% |
| Strongly disagree | 1.3% | 1.5% | 0.0% | 0.0% | 3.0% | 0.0% | 1.1% | 3.9% | 0.8% | 1.4% | 1.4% |

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**Part VI: Strategic Direction (excluding not apply)**

**Q19. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q19a Know city's vision for the future & how my dept contributes | | | | | | | | | | | |
| Strongly agree | 5.1% | 3.1% | 7.7% | 18.2% | 1.5% | 3.2% | 1.7% | 1.4% | 5.3% | 9.5% | 4.9% |
| Agree | 12.8% | 15.4% | 30.8% | 18.2% | 16.9% | 25.8% | 15.5% | 21.6% | 22.3% | 24.2% | 20.0% |
| Neutral | 24.4% | 30.8% | 15.4% | 9.1% | 24.6% | 6.5% | 27.6% | 35.1% | 31.6% | 26.1% | 27.6% |
| Disagree | 35.9% | 20.0% | 30.8% | 18.2% | 32.3% | 45.2% | 36.5% | 18.9% | 29.6% | 26.5% | 29.8% |
| Strongly disagree | 21.8% | 30.8% | 15.4% | 36.4% | 24.6% | 19.4% | 18.8% | 23.0% | 11.3% | 13.7% | 17.7% |

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**Part VI: Strategic Direction (excluding not apply)**

**Q19. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q19b Know department's performance goals | | | | | | | | | | | |
| Strongly agree | 7.6% | 13.2% | 15.4% | 16.7% | 9.1% | 15.6% | 3.8% | 4.1% | 10.4% | 7.5% | 8.3% |
| Agree | 25.3% | 35.3% | 46.2% | 16.7% | 24.2% | 37.5% | 26.4% | 27.0% | 35.3% | 36.8% | 31.8% |
| Neutral | 26.6% | 23.5% | 0.0% | 25.0% | 19.7% | 15.6% | 23.6% | 27.0% | 26.9% | 21.7% | 23.7% |
| Disagree | 31.6% | 17.6% | 23.1% | 16.7% | 33.3% | 18.8% | 27.5% | 18.9% | 19.7% | 21.7% | 23.2% |
| Strongly disagree | 8.9% | 10.3% | 15.4% | 25.0% | 13.6% | 12.5% | 18.7% | 23.0% | 7.6% | 12.3% | 13.0% |

**Part VI: Strategic Direction (excluding not apply)**

**Q19. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q19c Know how my job supports long range goals | | | | | | | | | | | |
| Strongly agree | 7.8% | 10.3% | 15.4% | 25.0% | 7.6% | 12.9% | 3.9% | 6.8% | 9.8% | 11.3% | 8.9% |
| Agree | 31.2% | 26.5% | 46.2% | 25.0% | 22.7% | 32.3% | 26.5% | 31.5% | 29.1% | 44.3% | 31.9% |
| Neutral | 23.4% | 20.6% | 15.4% | 8.3% | 28.8% | 32.3% | 29.8% | 27.4% | 32.0% | 19.3% | 26.3% |
| Disagree | 27.3% | 33.8% | 7.7% | 25.0% | 25.8% | 19.4% | 25.4% | 13.7% | 17.6% | 17.0% | 21.1% |
| Strongly disagree | 10.4% | 8.8% | 15.4% | 16.7% | 15.2% | 3.2% | 14.4% | 20.5% | 11.5% | 8.0% | 11.8% |

**Part VI: Strategic Direction (excluding not apply)**

**Q19. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q19d City departments work well together | | | | | | | | | | | |
| Strongly agree | 1.3% | 6.0% | 16.7% | 0.0% | 1.5% | 3.2% | 1.7% | 4.1% | 3.7% | 7.1% | 4.0% |
| Agree | 25.3% | 25.4% | 33.3% | 58.3% | 18.2% | 29.0% | 27.7% | 20.3% | 27.7% | 22.9% | 25.6% |
| Neutral | 29.1% | 31.3% | 16.7% | 16.7% | 30.3% | 19.4% | 37.3% | 41.9% | 38.8% | 27.6% | 33.3% |
| Disagree | 22.8% | 23.9% | 25.0% | 8.3% | 21.2% | 29.0% | 23.2% | 16.2% | 20.7% | 28.1% | 23.0% |
| Strongly disagree | 21.5% | 13.4% | 8.3% | 16.7% | 28.8% | 19.4% | 10.2% | 17.6% | 9.1% | 14.3% | 14.1% |

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**Part VI: Strategic Direction (excluding not apply)**

**Q19. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q19e City is moving in right direction | | | | | | | | | | | |
| Strongly agree | 3.8% | 4.3% | 16.7% | 0.0% | 3.2% | 3.2% | 3.4% | 4.2% | 8.1% | 7.7% | 5.8% |
| Agree | 16.5% | 21.7% | 25.0% | 33.3% | 17.5% | 22.6% | 18.9% | 26.8% | 24.4% | 22.1% | 21.8% |
| Neutral | 40.5% | 42.0% | 33.3% | 25.0% | 39.7% | 45.2% | 39.4% | 39.4% | 42.7% | 40.4% | 40.7% |
| Disagree | 22.8% | 14.5% | 25.0% | 16.7% | 20.6% | 19.4% | 26.3% | 11.3% | 16.3% | 20.7% | 19.6% |
| Strongly disagree | 16.5% | 17.4% | 0.0% | 25.0% | 19.0% | 9.7% | 12.0% | 18.3% | 8.5% | 9.1% | 12.1% |

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**Part VI: Strategic Direction (excluding not apply)**

**Q19. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q19f Managers realistic in expectations of employee performance | | | | | | | | | | | |
| Strongly agree | 7.5% | 14.7% | 7.7% | 9.1% | 6.0% | 15.6% | 1.7% | 9.1% | 8.4% | 6.7% | 7.3% |
| Agree | 23.8% | 25.0% | 38.5% | 18.2% | 29.9% | 56.3% | 25.8% | 33.8% | 36.9% | 38.6% | 33.1% |
| Neutral | 26.3% | 27.9% | 15.4% | 27.3% | 17.9% | 12.5% | 26.4% | 20.8% | 24.9% | 24.3% | 24.1% |
| Disagree | 27.5% | 19.1% | 15.4% | 27.3% | 23.9% | 12.5% | 24.7% | 16.9% | 16.9% | 19.0% | 20.2% |
| Strongly disagree | 15.0% | 13.2% | 23.1% | 18.2% | 22.4% | 3.1% | 21.3% | 19.5% | 12.9% | 11.4% | 15.3% |

**Part VI: Strategic Direction (excluding not apply)**

**Q19. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q19g Staff in my department are organized effectively | | | | | | | | | | | |
| Strongly agree | 6.2% | 7.4% | 16.7% | 8.3% | 7.6% | 12.5% | 2.2% | 2.6% | 9.8% | 9.0% | 7.2% |
| Agree | 25.9% | 35.3% | 25.0% | 8.3% | 28.8% | 40.6% | 22.2% | 26.3% | 31.7% | 27.1% | 28.1% |
| Neutral | 32.1% | 23.5% | 33.3% | 16.7% | 18.2% | 15.6% | 26.1% | 28.9% | 22.4% | 31.9% | 26.0% |
| Disagree | 25.9% | 19.1% | 8.3% | 33.3% | 27.3% | 21.9% | 28.3% | 23.7% | 21.1% | 20.5% | 23.2% |
| Strongly disagree | 9.9% | 14.7% | 16.7% | 33.3% | 18.2% | 9.4% | 21.1% | 18.4% | 15.0% | 11.4% | 15.5% |

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**Part VI: Strategic Direction (excluding not apply)**

**Q19. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q19h Employees in work unit highly motivated about goal | | | | | | | | | | | |
| Strongly agree | 10.1% | 5.9% | 7.7% | 8.3% | 15.2% | 9.4% | 13.9% | 9.1% | 17.8% | 6.1% | 11.7% |
| Agree | 21.5% | 32.4% | 46.2% | 41.7% | 13.6% | 31.3% | 31.7% | 28.6% | 28.7% | 31.3% | 28.9% |
| Neutral | 26.6% | 20.6% | 15.4% | 8.3% | 24.2% | 21.9% | 23.9% | 19.5% | 18.2% | 28.0% | 22.7% |
| Disagree | 27.8% | 29.4% | 23.1% | 16.7% | 27.3% | 28.1% | 21.7% | 22.1% | 20.6% | 16.4% | 21.9% |
| Strongly disagree | 13.9% | 11.8% | 7.7% | 25.0% | 19.7% | 9.4% | 8.9% | 20.8% | 14.6% | 18.2% | 14.8% |

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**Part VI: Strategic Direction (excluding not apply)**

**Q19. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q19i I seldom waste time because I don't know what to do | | | | | | | | | | | |
| Strongly agree | 24.0% | 41.8% | 45.5% | 66.7% | 32.3% | 53.3% | 28.1% | 25.0% | 30.5% | 26.8% | 30.6% |
| Agree | 38.7% | 28.4% | 36.4% | 16.7% | 38.7% | 36.7% | 35.1% | 25.0% | 39.9% | 45.5% | 37.7% |
| Neutral | 20.0% | 11.9% | 9.1% | 16.7% | 12.9% | 6.7% | 13.5% | 8.3% | 10.7% | 8.6% | 11.4% |
| Disagree | 6.7% | 6.0% | 9.1% | 0.0% | 6.5% | 3.3% | 14.0% | 18.1% | 10.7% | 10.5% | 10.5% |
| Strongly disagree | 10.7% | 11.9% | 0.0% | 0.0% | 9.7% | 0.0% | 9.4% | 23.6% | 8.2% | 8.6% | 9.8% |

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**Part VII: Professional Development (excluding not apply)**

**Q22. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q22a Receive adequate training to perform job responsibilities | | | | | | | | | | | |
| Strongly agree | 11.3% | 20.3% | 27.3% | 7.7% | 10.8% | 15.6% | 7.7% | 16.4% | 17.3% | 11.9% | 13.5% |
| Agree | 35.0% | 37.7% | 45.5% | 38.5% | 33.8% | 34.4% | 38.5% | 37.0% | 35.7% | 34.3% | 36.1% |
| Neutral | 27.5% | 17.4% | 9.1% | 0.0% | 21.5% | 25.0% | 15.9% | 21.9% | 12.0% | 21.4% | 18.0% |
| Disagree | 18.8% | 15.9% | 9.1% | 30.8% | 29.2% | 21.9% | 27.5% | 17.8% | 15.7% | 23.8% | 21.2% |
| Strongly disagree | 7.5% | 8.7% | 9.1% | 23.1% | 4.6% | 3.1% | 10.4% | 6.8% | 19.3% | 8.6% | 11.2% |

**Part VII: Professional Development (excluding not apply)**

**Q22. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q22b Receive constructive feedback from immediate supervisor | | | | | | | | | | | |
| Strongly agree | 13.9% | 20.3% | 23.1% | 7.7% | 17.9% | 21.9% | 10.9% | 18.2% | 18.4% | 14.1% | 15.9% |
| Agree | 31.6% | 40.6% | 38.5% | 61.5% | 41.8% | 50.0% | 53.0% | 27.3% | 47.2% | 38.5% | 43.0% |
| Neutral | 21.5% | 14.5% | 15.4% | 0.0% | 10.4% | 21.9% | 15.3% | 23.4% | 14.0% | 17.8% | 16.3% |
| Disagree | 22.8% | 14.5% | 7.7% | 15.4% | 14.9% | 6.3% | 10.9% | 15.6% | 8.8% | 18.8% | 13.8% |
| Strongly disagree | 10.1% | 10.1% | 15.4% | 15.4% | 14.9% | 0.0% | 9.8% | 15.6% | 11.6% | 10.8% | 11.1% |

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**Part VII: Professional Development (excluding not apply)**

**Q22. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q22c Adequate career opportunities available for me at City | | | | | | | | | | | |
| Strongly agree | 6.3% | 4.5% | 25.0% | 8.3% | 6.1% | 6.9% | 5.0% | 13.0% | 14.6% | 7.3% | 9.0% |
| Agree | 29.1% | 20.9% | 16.7% | 8.3% | 15.2% | 20.7% | 46.9% | 29.9% | 38.9% | 23.4% | 31.6% |
| Neutral | 20.3% | 25.4% | 25.0% | 25.0% | 18.2% | 31.0% | 27.9% | 24.7% | 20.2% | 26.3% | 23.9% |
| Disagree | 26.6% | 20.9% | 16.7% | 33.3% | 30.3% | 13.8% | 11.7% | 20.8% | 12.6% | 29.3% | 19.8% |
| Strongly disagree | 17.7% | 28.4% | 16.7% | 25.0% | 30.3% | 27.6% | 8.4% | 11.7% | 13.8% | 13.7% | 15.6% |

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**Part VII: Professional Development (excluding not apply)**

**Q22. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q22d City does good job preparing employees for promotions | | | | | | | | | | | |
| Strongly agree | 3.8% | 7.2% | 8.3% | 0.0% | 1.5% | 0.0% | 0.6% | 5.3% | 3.3% | 3.4% | 3.1% |
| Agree | 6.4% | 8.7% | 8.3% | 8.3% | 6.1% | 25.0% | 13.0% | 10.5% | 10.8% | 11.2% | 10.8% |
| Neutral | 28.2% | 17.4% | 33.3% | 16.7% | 28.8% | 28.1% | 22.0% | 27.6% | 27.4% | 20.0% | 24.3% |
| Disagree | 29.5% | 36.2% | 33.3% | 33.3% | 24.2% | 21.9% | 34.5% | 21.1% | 32.8% | 40.5% | 32.9% |
| Strongly disagree | 32.1% | 30.4% | 16.7% | 41.7% | 39.4% | 25.0% | 29.9% | 35.5% | 25.7% | 24.9% | 28.9% |

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**Part VII: Professional Development (excluding not apply)**

**Q22. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q22e Orientation programs for new employees are effective | | | | | | | | | | | |
| Strongly agree | 3.8% | 5.0% | 8.3% | 15.4% | 4.8% | 10.7% | 5.7% | 11.4% | 5.0% | 7.9% | 6.5% |
| Agree | 27.8% | 31.7% | 33.3% | 7.7% | 23.8% | 28.6% | 42.9% | 24.3% | 32.7% | 29.5% | 31.8% |
| Neutral | 39.2% | 21.7% | 33.3% | 7.7% | 46.0% | 17.9% | 29.7% | 31.4% | 40.5% | 36.3% | 34.6% |
| Disagree | 22.8% | 25.0% | 0.0% | 30.8% | 14.3% | 17.9% | 8.0% | 15.7% | 11.4% | 15.3% | 14.3% |
| Strongly disagree | 6.3% | 16.7% | 25.0% | 38.5% | 11.1% | 25.0% | 13.7% | 17.1% | 10.5% | 11.1% | 12.9% |

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**Part VII: Professional Development (excluding not apply)**

**Q22. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q22f I am familiar with Organizational Development & Training programs | | | | | | | | | | | |
| Strongly agree | 3.8% | 14.7% | 23.1% | 7.7% | 6.1% | 0.0% | 1.7% | 12.0% | 4.6% | 5.3% | 5.7% |
| Agree | 42.3% | 29.4% | 46.2% | 38.5% | 43.9% | 50.0% | 31.4% | 33.3% | 25.4% | 31.4% | 32.6% |
| Neutral | 25.6% | 19.1% | 7.7% | 0.0% | 21.2% | 34.4% | 33.7% | 17.3% | 33.3% | 27.5% | 27.7% |
| Disagree | 20.5% | 20.6% | 7.7% | 38.5% | 21.2% | 12.5% | 19.4% | 18.7% | 20.0% | 27.1% | 21.3% |
| Strongly disagree | 7.7% | 16.2% | 15.4% | 15.4% | 7.6% | 3.1% | 13.7% | 18.7% | 16.7% | 8.7% | 12.7% |

**Part VII: Professional Development (excluding not apply)**

**Q22. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q22g Organizational Development & Training programs I have attended are effective | | | | | | | | | | | |
| Strongly agree | 3.0% | 13.8% | 18.2% | 12.5% | 8.6% | 11.1% | 1.5% | 12.3% | 7.4% | 6.9% | 7.2% |
| Agree | 29.9% | 31.0% | 27.3% | 12.5% | 29.3% | 37.0% | 34.1% | 40.0% | 31.1% | 35.6% | 33.0% |
| Neutral | 46.3% | 27.6% | 36.4% | 37.5% | 39.7% | 37.0% | 39.3% | 29.2% | 38.9% | 33.9% | 36.8% |
| Disagree | 14.9% | 12.1% | 9.1% | 25.0% | 13.8% | 7.4% | 14.1% | 7.7% | 13.2% | 20.7% | 14.5% |
| Strongly disagree | 6.0% | 15.5% | 9.1% | 12.5% | 8.6% | 7.4% | 11.1% | 10.8% | 9.5% | 2.9% | 8.4% |

**Part VIII: Perceptions of Management (excluding not apply)**

**Q24. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q24a Supervisor makes good use of my time | | | | | | | | | | | |
| Strongly agree | 17.1% | 23.5% | 46.2% | 0.0% | 17.7% | 21.9% | 23.2% | 18.7% | 25.0% | 23.4% | 22.5% |
| Agree | 39.5% | 39.7% | 30.8% | 53.8% | 40.3% | 46.9% | 54.1% | 44.0% | 44.8% | 46.4% | 45.8% |
| Neutral | 23.7% | 17.6% | 15.4% | 7.7% | 22.6% | 18.8% | 14.4% | 12.0% | 14.5% | 13.9% | 15.7% |
| Disagree | 14.5% | 11.8% | 0.0% | 15.4% | 9.7% | 12.5% | 5.5% | 10.7% | 9.7% | 10.5% | 9.7% |
| Strongly disagree | 5.3% | 7.4% | 7.7% | 23.1% | 9.7% | 0.0% | 2.8% | 14.7% | 6.0% | 5.7% | 6.3% |

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**Part VIII: Perceptions of Management (excluding not apply)**

**Q24. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q24b Have confidence in immediate supervisor's ability to do his/her job | | | | | | | | | | | |
| Strongly agree | 22.1% | 27.5% | 50.0% | 15.4% | 23.9% | 37.5% | 30.1% | 30.7% | 34.3% | 33.5% | 31.0% |
| Agree | 36.4% | 42.0% | 33.3% | 61.5% | 28.4% | 37.5% | 43.7% | 34.7% | 37.8% | 34.0% | 37.6% |
| Neutral | 19.5% | 11.6% | 8.3% | 0.0% | 19.4% | 9.4% | 11.5% | 10.7% | 11.2% | 15.6% | 13.1% |
| Disagree | 13.0% | 4.3% | 0.0% | 15.4% | 16.4% | 6.3% | 8.7% | 5.3% | 7.2% | 8.5% | 8.5% |
| Strongly disagree | 9.1% | 14.5% | 8.3% | 7.7% | 11.9% | 9.4% | 6.0% | 18.7% | 9.6% | 8.5% | 9.8% |

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**Part VIII: Perceptions of Management (excluding not apply)**

**Q24. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q24c Have confidence in division manager's ability to do his/her job | | | | | | | | | | | |
| Strongly agree | 10.8% | 20.9% | 40.0% | 11.1% | 16.9% | 43.3% | 14.3% | 27.6% | 28.9% | 25.2% | 23.0% |
| Agree | 36.5% | 34.3% | 40.0% | 44.4% | 29.2% | 33.3% | 29.1% | 31.6% | 32.9% | 35.9% | 33.1% |
| Neutral | 27.0% | 16.4% | 10.0% | 22.2% | 18.5% | 3.3% | 22.3% | 17.1% | 17.9% | 19.4% | 19.1% |
| Disagree | 16.2% | 16.4% | 0.0% | 22.2% | 15.4% | 6.7% | 16.0% | 5.3% | 8.9% | 11.7% | 12.0% |
| Strongly disagree | 9.5% | 11.9% | 10.0% | 0.0% | 20.0% | 13.3% | 18.3% | 18.4% | 11.4% | 7.8% | 12.8% |

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**Part VIII: Perceptions of Management (excluding not apply)**

**Q24. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q24d Have confidence in department director's ability to lead my department | | | | | | | | | | | |
| Strongly agree | 16.7% | 27.9% | 41.7% | 18.2% | 13.4% | 34.4% | 3.9% | 28.6% | 27.8% | 21.6% | 20.6% |
| Agree | 38.5% | 29.4% | 25.0% | 27.3% | 22.4% | 25.0% | 15.7% | 27.3% | 38.4% | 32.2% | 29.6% |
| Neutral | 26.9% | 17.6% | 16.7% | 18.2% | 26.9% | 25.0% | 20.2% | 23.4% | 15.5% | 23.6% | 20.9% |
| Disagree | 12.8% | 11.8% | 0.0% | 18.2% | 14.9% | 12.5% | 24.2% | 7.8% | 9.0% | 14.4% | 13.8% |
| Strongly disagree | 5.1% | 13.2% | 16.7% | 18.2% | 22.4% | 3.1% | 36.0% | 13.0% | 9.4% | 8.2% | 15.1% |

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**Part VIII: Perceptions of Management (excluding not apply)**

**Q24. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q24e City manager's office does good job managing the city | | | | | | | | | | | |
| Strongly agree | 7.6% | 14.7% | 41.7% | 7.7% | 6.0% | 12.5% | 4.6% | 5.3% | 9.5% | 9.6% | 8.7% |
| Agree | 17.7% | 27.9% | 25.0% | 30.8% | 23.9% | 34.4% | 24.6% | 28.0% | 25.9% | 26.8% | 25.7% |
| Neutral | 32.9% | 23.5% | 8.3% | 15.4% | 26.9% | 28.1% | 42.9% | 33.3% | 30.0% | 33.5% | 32.4% |
| Disagree | 22.8% | 17.6% | 8.3% | 30.8% | 22.4% | 12.5% | 18.9% | 13.3% | 14.4% | 17.7% | 17.4% |
| Strongly disagree | 19.0% | 16.2% | 16.7% | 15.4% | 20.9% | 12.5% | 9.1% | 20.0% | 20.2% | 12.4% | 15.8% |

**Part VIII: Perceptions of Management (excluding not apply)**

**Q24. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q24f My division/depart could respond effectively to major crisis or disaster | | | | | | | | | | | |
| Strongly agree | 23.4% | 14.7% | 41.7% | 38.5% | 17.2% | 31.3% | 14.4% | 17.3% | 31.6% | 26.3% | 23.7% |
| Agree | 41.6% | 44.1% | 25.0% | 23.1% | 29.7% | 28.1% | 45.6% | 42.7% | 32.8% | 38.5% | 38.0% |
| Neutral | 27.3% | 19.1% | 8.3% | 15.4% | 21.9% | 12.5% | 16.7% | 26.7% | 12.4% | 21.1% | 18.4% |
| Disagree | 5.2% | 13.2% | 8.3% | 7.7% | 17.2% | 18.8% | 14.4% | 4.0% | 11.2% | 8.5% | 10.9% |
| Strongly disagree | 2.6% | 8.8% | 16.7% | 15.4% | 14.1% | 9.4% | 8.9% | 9.3% | 12.0% | 5.6% | 9.0% |

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**Part IX: Overall Attitudes and Priorities (excluding not apply)**

**Q25. Using a 5-point scale, where "5" means "Very Important" and "1" means "NOT Important," please indicate how important you think it is for the City to make improvements in each of the following areas over the next two years by circling the number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q25a Ensure employees have resources to do job | | | | | | | | | | | |
| Very important | 68.4% | 52.9% | 53.8% | 69.2% | 70.1% | 53.1% | 79.2% | 63.2% | 76.3% | 59.3% | 68.5% |
| 4 | 21.5% | 26.5% | 15.4% | 15.4% | 22.4% | 28.1% | 13.7% | 25.0% | 14.9% | 26.3% | 20.1% |
| Somewhat important | 6.3% | 17.6% | 23.1% | 15.4% | 6.0% | 12.5% | 4.9% | 9.2% | 6.4% | 12.0% | 8.8% |
| 2 | 3.8% | 0.0% | 0.0% | 0.0% | 1.5% | 6.3% | 0.5% | 1.3% | 1.2% | 1.4% | 1.4% |
| Not important | 0.0% | 2.9% | 7.7% | 0.0% | 0.0% | 0.0% | 1.6% | 1.3% | 1.2% | 1.0% | 1.2% |

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**Part IX: Overall Attitudes and Priorities (excluding not apply)**

**Q25. Using a 5-point scale, where "5" means "Very Important" and "1" means "NOT Important," please indicate how important you think it is for the City to make improvements in each of the following areas over the next two years by circling the number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q25b Improving internal communication | | | | | | | | | | | |
| Very important | 57.7% | 59.4% | 69.2% | 69.2% | 70.1% | 56.3% | 52.5% | 61.8% | 46.6% | 49.3% | 53.7% |
| 4 | 30.8% | 26.1% | 7.7% | 15.4% | 23.9% | 21.9% | 27.3% | 19.7% | 27.3% | 34.4% | 27.6% |
| Some important | 7.7% | 10.1% | 15.4% | 15.4% | 4.5% | 12.5% | 15.8% | 13.2% | 22.5% | 13.9% | 15.0% |
| 2 | 3.8% | 0.0% | 0.0% | 0.0% | 1.5% | 9.4% | 1.6% | 2.6% | 2.0% | 1.0% | 1.9% |
| Not important | 0.0% | 4.3% | 7.7% | 0.0% | 0.0% | 0.0% | 2.7% | 2.6% | 1.6% | 1.4% | 1.8% |

**Part IX: Overall Attitudes and Priorities (excluding not apply)**

**Q25. Using a 5-point scale, where "5" means "Very Important" and "1" means "NOT Important," please indicate how important you think it is for the City to make improvements in each of the following areas over the next two years by circling the number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q25c Fostering a work environment free of all forms of discrimination | | | | | | | | | | | |
| Very important | 73.4% | 60.3% | 69.2% | 76.9% | 74.6% | 65.6% | 59.1% | 67.5% | 59.5% | 59.0% | 62.7% |
| 4 | 11.4% | 23.5% | 15.4% | 23.1% | 19.4% | 9.4% | 19.9% | 20.8% | 18.6% | 22.4% | 19.4% |
| Some important | 10.1% | 11.8% | 0.0% | 0.0% | 1.5% | 15.6% | 13.8% | 5.2% | 15.4% | 11.9% | 11.6% |
| 2 | 2.5% | 1.5% | 0.0% | 0.0% | 1.5% | 6.3% | 4.4% | 3.9% | 4.0% | 3.8% | 3.5% |
| Not important | 2.5% | 2.9% | 15.4% | 0.0% | 3.0% | 3.1% | 2.8% | 2.6% | 2.4% | 2.9% | 2.8% |

**Part IX: Overall Attitudes and Priorities (excluding not apply)**

**Q25. Using a 5-point scale, where "5" means "Very Important" and "1" means "NOT Important," please indicate how important you think it is for the City to make improvements in each of the following areas over the next two years by circling the number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q25d Educating employees about compensation and benefits | | | | | | | | | | | |
| Very important | 47.5% | 40.6% | 53.8% | 53.8% | 44.8% | 43.3% | 37.4% | 45.5% | 43.0% | 38.6% | 41.8% |
| 4 | 30.0% | 31.9% | 23.1% | 23.1% | 38.8% | 33.3% | 33.5% | 33.8% | 29.7% | 32.9% | 32.1% |
| Some important | 18.8% | 21.7% | 7.7% | 23.1% | 14.9% | 16.7% | 20.3% | 16.9% | 20.5% | 22.9% | 20.0% |
| 2 | 2.5% | 1.4% | 7.7% | 0.0% | 1.5% | 3.3% | 6.6% | 2.6% | 5.6% | 2.9% | 4.0% |
| Not important | 1.3% | 4.3% | 7.7% | 0.0% | 0.0% | 3.3% | 2.2% | 1.3% | 1.2% | 2.9% | 2.0% |

**Part IX: Overall Attitudes and Priorities (excluding not apply)**

**Q25. Using a 5-point scale, where "5" means "Very Important" and "1" means "NOT Important," please indicate how important you think it is for the City to make improvements in each of the following areas over the next two years by circling the number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q25e Providing more recognition to employees | | | | | | | | | | | |
| Very important | 44.3% | 39.7% | 61.5% | 33.3% | 53.7% | 31.3% | 49.2% | 50.0% | 48.8% | 43.8% | 46.7% |
| 4 | 38.0% | 38.2% | 0.0% | 33.3% | 23.9% | 28.1% | 30.4% | 35.5% | 28.4% | 25.5% | 29.5% |
| Some important | 13.9% | 13.2% | 38.5% | 33.3% | 20.9% | 25.0% | 16.0% | 7.9% | 18.0% | 22.6% | 18.1% |
| 2 | 2.5% | 7.4% | 0.0% | 0.0% | 0.0% | 15.6% | 1.7% | 3.9% | 2.4% | 4.8% | 3.4% |
| Not important | 1.3% | 1.5% | 0.0% | 0.0% | 1.5% | 0.0% | 2.8% | 2.6% | 2.4% | 3.4% | 2.3% |

**Part IX: Overall Attitudes and Priorities (excluding not apply)**

**Q25. Using a 5-point scale, where "5" means "Very Important" and "1" means "NOT Important," please indicate how important you think it is for the City to make improvements in each of the following areas over the next two years by circling the number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Admin-istrative services | City man-ager office | City clerk/ city attorney | Comm & econ devel-opment | Finance | Fire Rescue | Parks and recrea-tion | Police | Public services | |
| Q25f Enhancing professional development opportunities for employees | | | | | | | | | | | |
| Very important | 52.5% | 42.6% | 69.2% | 53.8% | 59.7% | 59.4% | 38.5% | 56.6% | 49.6% | 50.7% | 49.4% |
| 4 | 33.8% | 48.5% | 7.7% | 15.4% | 34.3% | 9.4% | 36.8% | 32.9% | 31.0% | 30.1% | 32.5% |
| Some important | 11.3% | 7.4% | 15.4% | 30.8% | 3.0% | 28.1% | 20.3% | 6.6% | 16.9% | 16.3% | 15.1% |
| 2 | 2.5% | 0.0% | 0.0% | 0.0% | 0.0% | 3.1% | 2.2% | 1.3% | 1.2% | 1.9% | 1.5% |
| Not important | 0.0% | 1.5% | 7.7% | 0.0% | 3.0% | 0.0% | 2.2% | 2.6% | 1.2% | 1.0% | 1.5% |

**Part IX: Overall Attitudes and Priorities (excluding not apply)**

**Q25. Using a 5-point scale, where "5" means "Very Important" and "1" means "NOT Important," please indicate how important you think it is for the City to make improvements in each of the following areas over the next two years by circling the number below.**

| N=1002 | Q27 Department work in | | | | | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | No response | Administrative services | City manager office | City clerk/ city attorney | Comm & econ development | Finance | Fire Rescue | Parks and recreation | Police | Public services | |
| Q25g Promoting strategic vision for organization | | | | | | | | | | | |
| Very important | 52.6% | 39.4% | 69.2% | 61.5% | 46.3% | 37.5% | 40.3% | 50.7% | 35.7% | 42.0% | 42.2% |
| 4 | 32.1% | 43.9% | 15.4% | 15.4% | 35.8% | 37.5% | 32.6% | 28.0% | 30.5% | 32.2% | 32.3% |
| Some important | 12.8% | 12.1% | 15.4% | 0.0% | 10.4% | 18.8% | 22.1% | 16.0% | 27.7% | 20.0% | 19.9% |
| 2 | 2.6% | 3.0% | 0.0% | 7.7% | 4.5% | 6.3% | 2.8% | 2.7% | 4.0% | 3.9% | 3.6% |
| Not important | 0.0% | 1.5% | 0.0% | 15.4% | 3.0% | 0.0% | 2.2% | 2.7% | 2.0% | 2.0% | 2.0% |

## *Overview*

This section contains 151 pages of single-spaced, typed comments from more than 500 employees. Although the information is anecdotal and qualitative in nature, the comments provide a framework for understanding the statistical data that is contained in other sections of this report. The number preceding the comments is the record identification number that was assigned to each survey. The comments at the end of this section are preceded by the words "Not Numbered." This indicates that the comments were not accompanied by a survey.

## *Comments*

4-City management needs to look ahead and stop "management by crisis." The police dept. is lacking in adequate space & resources. Plans should have been made years ago to prepare for changes. Hopefully, city management will begin planning for the future & stop playing "catch up" whenever faced with a housing or personnel crisis.

5-I think it is terrible, the training provided to employees when new systems are brought into place. Also, old equipment being used in certain areas is so outdated. The payroll/personnel areas are very restrictive in who does what & timekeepers are not afforded adequate training.

12-Because we live in a society where violence, drug addiction, alcohol abuse, kidnapping, robbery, and pre-marital sex are just a few of the concerns parents face daily; perhaps attempts could be made to offer child care before-school, after school & during vacations/holidays from school. The city currently has numerous after school programs for residents of particular neighborhoods & schools. Perhaps if some of the programs could include eligibility based on city employment & not just residence. When an employee has been successfully performing the duties of a higher position due to retirement or termination of the previous incumbent; why should they have to compete for a job that they have been performing successfully for 6 months or more. In some cases because of rules that need to be revised. Most times that same employee trains the new hire.

15-Management's lack of a sense of urgency, coupled with a long standing parochial, patronizing population of middle and upper level managers deprives this city of any advance towards providing a professional environment. There is no education, a total lack of trust and poor work quality among staff or staff development. Having it to do over, I would have, and currently am, seeking employment opportunities elsewhere. My office lacks a professional demeanor yet is very high profile. Further, the job advertised and position description in no way reflect the work I do. Instead, I am paid over $50,000 (salary & benefits conservatively estimated) to function as a secretary. This was not the reason that I went to graduate school.

16-I feel very strongly about the discrimination that goes on in the city. It has now become a reverse discrimination based on a black/Hispanic issue. The blacks are being promoted based on color rather than merit or education just to fill a quota. Race should not be a factor but rather if the person can do the job.

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18-Adequate resources/realistic expectations-one or the other. The city can not continue adding more workload caused by annexations, mandations, etc. to existing managers and clerical support. Multiple focuses exceed the capability of dealing with any issue in a quality or meaningful way. Superficial problem solving perpetuates a broken process that continues to require inefficient attention and quick-fixes (i.e. repetitions diversity training while important work goes unfinished.) Perceptions of management are deteriorating due to the reality that problems are being "juggled" not fixed. A strategic vision would serve to justify existing problems or shed those that are ineffective; thereby reallocating resources to focus on those that have value. Coupled with an improved budget process, departments should be required to identify the resources needed to accomplish and maintain their programs. Too many programs have been initiated without adequate resources to finish or maintain them.

22-We need basic computer training in excel, word, and our records systems to better serve. In car computer aided dispatch is years behind. Despite promises it has little hope of catching up. When it does it will be obsolete. I recommend you prepare to trash what you have and come up with specialists who can put in a working and expandable system.
Line supervisors are so busy with chores that they can't "line supervise." Technology that is up to date and with adequate training will assist in supervisors working smarter to accomplish more in less time. The buddy system of the job goes to "my friend" because he/she is "my friend" is alive and well in too many areas of this police department. Such transfers and promotions can, do and continue to undermine one of the most talented group of officers I have ever known.

24-The city commission is much too involved in micromanaging the day-to day activities of the city rather than establishing goals and policies and leaving the day-to-day management to the city manager and his staff. As a result, high-level city staff spends far too much time reacting to routine "crisis" situations that in reality are not that important. This leaves top management with far too little time and resources to lead the organization and to engage in essential planning for the city's future needs. Out of necessity and/or inability to change, top management therefore is bogged down in the minutiae of tasks that could and should be handled lower down in the organization. As a result, major decisions and problems are often not given the attention they deserve. A prime example of this is the current health insurance benefit fiasco that was allowed to fester from a skinned knee into a diseased leg that needed immediate amputation at the hip. Additionally, pay levels for different employee groups are dealt with on a political level. Highly educated and experienced managers and professionals are compensated at only the 60$^{th}$ percentile level while union fire and police personnel are paid at or near the top of their professions.

26-Shady take home car program. Computers on police cars overdue for over 2 years. Employee shortage is critical.

29-I am very happy to have a job with the city. The benefits are good and the people in my department are very, very good and decent people. I encourage people I know who are looking for a job to apply to the city. However, there does seem to be a bit of favoritism that goes unchecked in regards to the opportunity to earn overtime. I personally "gave up" asking for overtime rather than "make waves." In my opinion, there is a fair amount of cronysmaud back stabbing. I just keep a low profile and mind my business. As a private citizen, I do think that a

lot of employees, especially ones that have been on board for a while are a little apathetic when it comes to the public we serve. Referring to part III, 9G with the advent of voice messaging, etc. it is difficult for the citizen to maneuver through the telecommunication "red tape." I've been there myself. Often, I don't know to whom to refer a caller, but before I let the citizen go I try to find out where to refer the caller and to contact a human being to whom to transfer the caller. You can often calm an irate citizen just by trying to be helpful. Most citizens don't want to leave a message; they want to speak to a human being. On a whole, I would like to see more co-operation and communication and information exchanged between the different divisions and departments. The city reminds me of how Lee Ioacoca described Ford Motor Company when he became CEO. The city is made up of a lot of little kingdoms with a lot of little kings who are either at war with each other for power and/or not co-operating at all. I would like to city the city as "one" with a positive attitude and the sole endeavor to provide the best interests of its citizens and its employees.

32-I really feel if this city would take time to inform their employees and keep them in the loop of the issues that go on, it would be a better place to work. I noticed since I have been here there is a separation between depts. There are some very genuine people here in the city. The key word here is "communication" and when employees have questions don't beat around the bush, give a straight answer.

34-Some of the questions you asked were very clear about whether you were asking about the city overall or just the employees dept/division. For some you were not clear. This made it difficult to answer. As for some topics, things work well within my work group but overall the city is very poor in these areas. For example: #4-5: I have noticed discrimination & harassment outside of our office & within our office by only managers & employees who do not work or report to our dept. Inappropriate remarks are made to our staff & by top managers as well as staff. #'s 7-8-depends on where you work. Some have found their niche and are happy. If you get stuck in a position where you're over-qualified or not challenged it is not a good place to work. Or if you are accustomed to a "professional" work environment-you won't be happy here. #12-13-The city is very weak here. Most municipalities have a space on their web-site for employees that clearly spells out their benefits, retirement plan, deferred comp, sick, vacation, direct deposit, credit union, etc. anything that an employee would need to know. (Along with who to contact for more info.) As for retirement-don't pay much attention, I don't want to work here long enough to retire from this place. #14-Here jump back & forth between the city overall and my department. My supervisors do well at this (commending for good work) but overall the city does not. #19 & #24-My office is somewhat better than the rest of city-but for us it changes periodically. The city overall has no plan at all that employees can see. You have a city manager that sticks his head in the sand & just chooses to ignore how poorly the city is managed. You have an ACM in Bud Bently who is the most arrogant individual I've ever had to deal with. Thank God I don't work for him & I feel for those who do. You have a mayor whose sole purpose is to just destroy the reputation of the staff & lies to do it. And you have employees who just don't know where to turn because there is no leadership in the city. Communication throughout the city are practically non-existent & what's worse is that employees are so used to it that they don't even care if they know what's happening. Once again use of web-site would help. The city should have a place on the web-site that list's employees & phone numbers along with who is responsible for what to help the public and other employees know whom to contact.

The city messages office does not need to control each office. They should allow all the departments to do their work. If the city manager is not concerned enough to be proactive rather than simply deal with problems as they come up perhaps he should move to a position where that's an effective style. He should take Mr. Bently with him. They don't belong in jobs where you need to realize it's 2002. And management styles from the past don't work here.

35-The City is a great place to work. However, I am disappointed in the city commission and how they appear not to care for management employees. They never demonstrate publicly their appreciation, especially the mayor. As to the mayor, he shows absolute contempt for management personnel on all issues concerning benefits, pay and work related projects. His general perception of management personnel is of disgust. I wish I knew why. It appears he has always been this way. It should be noted that the above remarks have nothing to do with the current health insurance issue and how it will affect management. My feelings as to how management is perceived has existed long before this insurance crisis. I am not alone in feeling the way I do, many of my management colleagues have expressed similar thoughts.

36-Treasury employees do not have sufficient space for them to do their jobs as well as they could be. The air quality is kept a secret from employees. I really believe it is below standards and is causing unnecessary discomfort to employees. In my 20+ years here I have not seen any discrimination. To the contrary-employees are given every chance to advance and are encouraged to do so. I am really tired of a few disgruntled employees getting all the press and embarrassing everyone in the process. If they are so unhappy-I wish they would go. They've made their point.

37-The supervisors and managers in my department have always been professional and caring individuals. This department and bureau is outstanding to work for. I get great support to do my job. My managers encourage diversity and treat all employees fairly. I see on a day to day basis why police officers all over the country envy us for working here. The integrity is the highest in all aspects of our environment. The city should learn from the police department.

40-As a public safety aid, a lot of times we don't get respect from police officers. The calls we do seem to be beneath them and they get bothered when they have to take a PSA call when the PSA's are already handling two reports at a time. I know they don't think we're important until an accident comes and they don't want to handle it. We may not be part of the arrests, but as PSA's have helped with cases (processing, etc.) A little respect from the officers would be nice. Other departments (city workers, bridge tenders, traffic engineering, parking enforcement, etc.) should be easier to reach and work with.

42-I believe the biggest deterrent to the success of the city are the few people in the organization who continue to spew false allegations and stir the pot. It detracts from all the very positive efforts of the vast majority of city employees.

49-Employee development and training should encompass all employees. The training should not only be directed towards the races or sexes, which would improve the city's current reputation of discrimination. Upper management should be more open to operational concerns

voiced by line level employees. The management should also be open to suggestions from line level employees.

50-With so many people moving into the county who don't speak English the city needs to teach those in customer service to speak Spanish, with emphasis on terminology for garbage problems, broken water lines and sewer stoppages. It's very embarrassing to have to put a customer on hold for 5 minutes while we try to locate the 2 people in the entire office building who can speak Spanish. Often nobody is available.

52-The City attorney's office is a black hole. Things go in but nothing comes out. Asst. city attorney's don't return phone calls in a timely manner. Their response time is absolutely pitiful. They arrive late. They leave early. There is presently a vacancy for an asst. city attorney. With all the discrimination complaints in the city, they should hire one with labor law experience. The savings on outside counsel would more than pay this person's salary. Union Representatives are needlessly confrontational. Apparently they subscribe to the philosophy that a union steward must be obnoxious to be effective. Because of the fact that people tend to respond in kind, a little diplomacy would go a long way towards them doing their part to improve working relations in the city. Supervisors need personnel issues training. Serious issues are overlooked because many supervisors don't know how to deal with them. Employees with bad attitudes are not disciplined. Employees with poor performance still get good evaluations. Most employees would be team players if they were permitted to be. It is disheartening to see the city constantly disparaged in the press by the same three reporters who are spoon fed by on employee and his attorney. We are kept in the press to negatively influence all prospective jurors of the attorney's many plaintiffs' upcoming trials. Soon the city will have to request another venue because they will not be able to get a fair trial in Broward County. One employee is creating a hostile work environment for all employees. Soon everybody will be afraid to talk to anybody without a witness. All humor will be removed from all work-place conversations because of fear that the other person will try to find an alternative way to interpret what was said to them so they can sue. We will need to be programmed rather than trained. This survey should have asked "Name one person whose departure would result in the city being a better place to work" because I would like to know how others feel about this issue. To me this is the major issue and in reality, the only reason for this survey. Yet the question was not asked. The city needs an upward mobility program to promote its own from within rather than hiring outsiders.
The city should implement a flexible program permitting a 7:00 am start time and a 6:00 p.m. quit. Many employers of this size have an "on campus" day care center at a slightly subsidized rate. This would be great for morale. The city should have a special unit to handle public record requests. The city manager is excellent and is the best CEO we have ever had. We should be thankful for the time that we had such great health insurance at an unrealistically low price rather than complain about how much we have to pay now.

58-Why are people treated different from the east side of town from the west side of town? In code enforcement why are the officers there told who to arrest and who not to arrest by a civilian employee? Too many fixes via city hall. Two teams "our team" and the other team. This is corrupt. Why is code enforcement told to stay off particular properties owned by friends of management? The police not city hall should manage this so-called code team and it's puppets.

59-More improvement needs to be done to the fire stations living spaces and the understaffing of fire department. Needs to be more training and better quality people at management. Health insurance needs to improve along with retirement benefits.

60-I would like to see all departments have the opportunity to work a 4-day workweek. Not just selective departments.

62-Most actions are taken for political expediency versus doing the right thing. The organization lacks leadership & integrity and this does not seem to be committed to anything or any principle. There is also the "good ole boy" network meaning that there is still a "glass ceiling" unless you know someone.

65-Several years ago the city did a similar survey. When the mayor received it, he publicly tossed it into a trashcan at a commission meeting. Today, the same mayor still serves. I have very serious doubts that anything other than liability issues will change.

67-First of all the police department needs more officers in key positions. Patrol and detective bureau-the positions that respond to crime and investigate crime. It is impossible to effectively handle the volume of crimes with a "skeleton crew." The police department needs to stop buying materials based on "lowest bid" and start using the most effective equipment. For example: the recent switch from auto track to Lexis-Nexis. For a savings of only a few thousand dollars you have impeded investigations. I truly hope I am never a victim in this city because there are not enough people to properly address these problems. Also comstat should be for problem solving not crime statistic regulation. The computer people need to be privatized. It is a shame that the money has been wasted and we are still in the dark ages. In the private sector if you waste several million $ you are fired not promoted.

68-The fire department has historically ignored requests for official information. Management has consistently refused to acknowledge or deny rumors officially. Management is content to lead by crisis rather than being foresighted and pro-active. Management is quick to take units out of service to participate in relatively unimportant activities simply to meet minimum standards. Management tries to lead by intimidation rather than co-operation and understanding. Current management is goal orientated only to their personal goals and desires.
Management's attitude toward personnel management has resulted in good, strong, employees leaving for other departments. Some senior level managers are completely in the dark about what is happening in the operations branch of the fire department. The attitude seems to be that Operations Division exists to support administration and logistics. If this is the case, the people of the city of Fort Lauderdale are being short-changed. Management's practice of issuing memoranda with threats of termination is unnecessary and demoralizing. These memoranda are simple changes to current procedures.

69-I think it's great that the city cares enough to have this survey.

71-It's beginning to feel like being a white male working for the city is a bad thing. It appears promotional opportunities in the future will be denied to white males. What next? Also,

surveys of this type in the past only made things worse for management. Give middle management the power to do their jobs again. By the way, the city of Fort Lauderdale is still a great place to work and please tell the mayor some management employees do perform well in their jobs.

74-Filling job vacancies and making immediate promotions when job available would have major impact on safety and moral of employees in high risk jobs. Concern throughout section that not enough personnel are available to handle a considerable dangerous situation.

76-While holding a college degree is commendable, it should not be a source for disqualifying employees with skills & experience from being promoted within city government.

79-As an employee to the city for the past five years overall the city is a good place to work. I think communication and better training for supervisors is needed. I have worked in various departments throughout the city and the patterns are similar. I have seen personnel who are very qualified not being promoted. I think training on test taking should be given. Some personnel have a hard time taking tests, but they are excellent employees. I will be leaving the city in June. I have enjoyed working here.

80-More parking at police department. Remove meters-public should not have to pay to park & make a police report when they have been victimized by a crime in our city.

82-The administration has no vision for the city and it's employees. Communication is extremely poor and there is a level of arrogance among senior managers, particularly at the ACM level, that is unacceptable. Private businesses that are successful have spent years following management trends, have flattened their hierarchies and have found ways to empower and include at all levels. "Self-management" is the new "buzz" word. I doubt many of our managers have ever been trained in any managerial technique. We're stuck in the "good ole boy" "glad-hand" 1950's. The women in my unit are treated like brainless dolls, especially by senior male managers, simply because they happen to be in administrative positions. It makes me mad and I do understand why we have all the complaints.

84-Promotions in the city are a joke.

85-I wish my police department would have a software which works. I wish we, the PSA's, could get laptops as the officers. I am very happy with the new vehicles. I am very satisfied with my job, and I love what I do.

86-The department is discriminatory in its transfer policies as well as having a promotional system that is manipulated, unfair and outdated. Quite often the gold old boy attitudes prevail and qualified applicants are turned away frequently by managers that are serving personal agendas. The department states that they have plans in place should a disaster occur, natural or otherwise, but no one in the department is informed of any changes and never supplied necessary equipment. Immediate supervisors often serve personal vendettas or grudges. Expectations by managers are often misguided. Moral is at an all time low due to these practices. City vehicles that should be supplied to perform ones job properly are often in poor

condition and dangerous. Employees have to often wait excessive amounts of time before beginning work, causing delays in response to citizens. Employees that complain about discriminatory practices or any injustice are subjected to retaliation in either transfers, promotions or discipline.

90-Parking division has a lot of problems-racism and favoritism.

91-I would like to see the city commission (especially the mayor's office) back up the police department and code enforcement department. More time should be spent defending our actions to the public instead of paying attention to some ridiculous complaints. Put more credence in the city employees.

92-Employees overworked. Department short of number needs to do job. Always behind on work load. Pushed to do more.

93-City commission & especially mayor do not appreciate the city employee's contribution to their constitutions. Mayor always down on employees-creates poor morale for entire work force.

94-I have been with the city since 1995, yes and I'm still there. Most days are tolerable and many aren't. I know most jobs really bite around the world. I'm fortunate to be employed and making good money. But my family is first and foremost and that's why I am still there. But the city is just typical of government. They do what they want any time and this will not change a thing and all the hate and mis-management will continue. I'm lucky I am a white male, it's much worse for most others.

95-I think disciplinary action should be taken against the risk management division. I just received a raise, which will now be cancelled out because of the cost of insurance I must now incur. So, all my hard work is for nothing now that the insurance is no longer free. The City of Fort Lauderdale promotes itself as a world class city and yet they can't even pay for employee's insurance. What is the incentive now to work for the city versus private companies?

97-Law enforcement (social pathology) is unlike any other work place in the city, because the goals are so subjective. Police officers are responsible for enforcing the laws of society, which are often times unpopular, in a fair and equitable manner. The general public has very little knowledge of the emotional struggles a police officer must face on a day to day basis in order to "make the world a better place." Working in the public sector where the "bottom line" is not as important as political necessity causes numerous personal conflicts and frustrations. Over the past 10-15 years I have seen a change from concerned citizens who love the city and want to improve it, to professional politicians who are interested in increasing their power base, regardless of the impact (good or bad) on the city. I have also seen a decline in morale and effectiveness of the police department with the politicization of the Chief of police. In my opinion, when the Chief of police is a contracted employee serving at the pleasure of the city manager, you have opened the door for potential corruption, and political interference with law enforcement. We should return to the position that a Chief of police holds the rank of major and can be demoted from Chief of police back to major but not summarily discharged (contract

canceled or not renewed) without full civil service review. We also need an additional layer of management between captain and sergeant. The sergeants are so busy doing the administrative duties once performed by lieutenants that there is little, or no supervision on the streets.

101-The staff/managers of FLPD are not concerned about the safety, morale, or welfare of the rank and file officers/detectives. Achieving what will advance their own individual careers solely motivates them. This is often done by earning political favor with city commissioners or homeowners groups at the expense of good police work. The former Chief, Bresfield, went years without speaking to his people and taking questions because he was so disinterested. FLPD does not provide sufficient training for officers to do their jobs safely and by extension, keep the citizens safe. The staff is aware of this problem but do not do anything because they gain no career benefit by implementing training. Many officers wonder whether the city has decided that it is cheaper to have a police officer killed than provide him/her the proper training & which will keep them safe. In order to overcome the city's reputation for work place discrimination FLPD has promoted less qualified minority officers over those that finished higher on promotional exams. It is widely believed that these minority officers are promoted solely for their minority status. Some minority officers, such as former Capt. Manning and Sgt. Salters, are allowed to discriminate against white officers without any fear of retribution. They know that the department will never discipline them for fear of claims of racism. This creates a hostile work environment with no way to fix it. The concept of "Leadership" not management needs to be cultivated at FLPD. Currently no one above the rank of Sgt. knows what the word means. Until this happens FLPD will be a bad place to work.

102-I would like to see the city finally solve all of its racial and bias discrimination lawsuit.

106-No comment due to fear of reprisal from management, as this is the way business is done at the City of Fort Lauderdale.

110-The problem oriented policing model or community oriented policing model is a tool, which allows us to target our resources more effectively. The idea, hopefully, is to look at the reduction of a problem or elimination without stressing numerical performance statistics. If this were true in Ft Lauderdale, then there wouldn't be such heavy emphasis on an officer's individual stats (i.e. citations, arrests, alarms) to show that they are working. If the problem is resolved or prevented from happening, there may be no stats to show as a whole. Lighten up on the officers & sergeants. Secondly, it appears that comstat is a tool that is being used negatively to accuse captains, sergeants, & officers of not doing their job. Nothing could be further from the truth. Some neighborhoods have been problematic for many, many years. Because we don't show a reduction in crime each & every month is not the LEO's fault, although we are made to feel that way. Crime exists in a community because the community allows it to exist. Increase manpower significantly. Especially in areas that have been recently incorporated. (Palm-aire Village & soon Melrose Park) Cops on days, eves & mids can't get a day off because no manpower was ever added to cover the new zones. Manpower actually declines this past shift change.

111-The management (battalion Chief, div. Chief, and deputy) are very inexperienced and the fire Chief director is too new to keep them under control, or give them the experience they so badly need. All of our fire management people have been promoted up through the ranks by covering up criminal, racial, disciplinary, and various other forms of discrimination. Furthermore, Chiefs that receive favors from subordinates in the form of construction, remodel and other home improvements are given many privileges, and are excused from disciplinary actions normally issued to non-favor employees. When the word of a Chief officer is more truthful because of his or her rank, even over the word of a group of firefighters, only proves that the city labor relations and the Chiefs of the department are involved in some conspiracy or pact/alliance to cover up each others mistakes and crimes. The city fire mechanics are incompetent, and/or lazy. Time is wasted daily with needless fire engine repairs and swapping for small items not repaired during normal maintenance and P.M. schedules. Chiefs rarely visit stations and never request feedback. Chiefs require use of command, but do not follow chain of command when they rarely reply back.

112-Reorganization seems to be a popular way to address issues. Even outside professionals have the impression that the city is not accomplishing things because we are always reorganizing. Communication and professionalism are very lacking between departments that work on the same type of issues. We seem to be spending more time curing or solving the latest crisis, rather than taking time to establish the right way to accomplish the task and ultimately fulfill our mission. Policy & management decisions aren't shared, unless asked for and employees don't have too much voice in their own work responsibilities.

114-I do enough paperwork already. #1 concern is proper training initially & updated. We need training related to our job to stay alive. No more of this human diversity stuff one time is enough for that. #2 concern-we are inadequately staffed. Hire some quality people by making them want to work for the city. #3-Get quality equipment, keeping our equipment working is like the TV show "Junkyard Wars."

116-I feel that there are several cases of racial discrimination on this department. Cases in which the department tries to avoid possible lawsuits they choose to brush incidents under the rug instead of handle them appropriately. Cases of opposite race were treated completely different than current racial mishaps. Upper management is quickly to reprimand but is absent in handing out commendations or just letting people know in general that they have done a good job.

120-This is a perfect opportunity to show why there are problems in recognition with our department where is water at in public service. $25.00 for working holidays, weekend and midnight shift. Very depressing. Maybe since there are a handful of operators we are not that important.

121-Part V #14-Evaluations need to be done in a more timely fashion. Shouldn't have to wait 2 ½ years for an evaluation.

123-For the past several years, most everyone that has been transferred "for the good of the department" actually transferred due to perceived performance problems. This allows the

department to sidestep grievances. Actually I am not aware of anyone transferred due to performance problems, in the past several years. This practice may work but it is unprofessional, deceptive, and breeds distrust. Also doesn't fix the performance problem for that employee. If there was one. (Never happened to me, but I've watched others.) Other than that this is a nice place to work.

124-Remove TU's from manager's offices & institute a program where that job is inspected so when assigned the workers have necessary tools & equipment & proper manpower to do the job. This would cut down greatly on time wasted at Home Depot, Lowe's, Ganngis, etc. This is the worst managed, unacceptable work force on earth. If it was a real business would be bankrupt in 6 months. 90% of opportunities for advancement are posted open to the public. Not promotional first-then open to the public.

125-Affirmative action in hiring & promotion are going to destroy the city.

126-Management is not supportive of their front-line employee. Respect or dignity. Management is condescending to us and tells us "it is not our job to think." Rarely are we spoken "to" and not "at."

128-I would be very helpful if the staff at city hall was more informed of how other departments work. No one seems to go out of their way to help anyone or at least be courteous. When calling over to city hall, it is so rare that you find a secretary answering a phone.

129-The mayor has no respect for city employees.

133-Preparation for disaster is extremely poor. It is not able to respond to a disaster as the infrastructure & plans are not in place.

135-The administration is very disorganized. No commission from the top. I feel the fire Chief & his deputies have no idea what's really going on in the streets. Promotions are a joke-favoritism is running wild. Changing testing procedure just to hire minorities in mid-process. Just because certain people fail testing. Being a black fire director I feel the white are not treated the same as blacks. No confidence in fire senior staff. Ft. Lauderdale is not trained or changed since 9-11-02 and is not ready for any type of incident. The administration deputy is a standing joke of the department, only hired because city wanted to look good hiring a woman. They send out rules and never enforce them. Hold management accountable.

136-New employees should be told about the health insurance problems the city is having before hiring new employees. New employees should also be told that the pension plan is mandatory and is deducted from their paycheck. I did not have this information before I accepted the job with the city. The benefits are advertised as a perk and should be a perk to the job. If I had known about the mandatory pension I would have negotiated a higher salary. I feel slightly deceived.

139-The only concern I have is regarding our health insurance plan. We went from a very good plan, being "insured" to a self-insured plan where we are in debt that has now risen to

8 million dollars. There is no consequence to decisions being made about issues that affect other people. The person deciding what our health plan is or is not does not seem to be knowledgeable enough and should not be making any decisions. Now we are being told the risk manager has hired numerous consultants to do the job he is supposed to be doing, and the city has allowed him to do so. So it seems what is being said about "bad" management is true and it continues.

140-More and more pressure and stress is placed on employees within my work unit to perform. I should not be working 65+ hours a week because budgetary reasons preclude additional hiring. Or, reward employees that are dedicated to their job in terms of promotions and salaries are deserved. In general, employees within my work unit are not appreciated throughout the city as we should be. In fact, we are repeatedly dumped on as a result of poor insight from other departments. At least, that is my perception at times. I suppose it comes with the territory.

144-We need more recognition that we are doing the job and doing it well instead of always hearing what we do wrong. Also, we need more support in re-training and adequate re-training in areas related to keep our skills up to help keep us giving quality care. Trying to get help from upper management with issues is difficult and sometimes intimidating, which makes you reluctant to want to voice any problems.

146-Officers need to be issued laptops with a user-friendly program. City needs to be more concerned with internal needs of employees to include retirees. Better retirement plan i.e. higher %.

148-Computers for officers and PSA's that have been paid for by federal monies that do not work after three or more years and have not been issued to all officers. The forte computer system that never fully worked and was retired and replaced by laptops that were not issued for several years and now are outdated and do not have programs that officers need. These are all being run by officers that are being promoted even after wasting millions of dollars. Changing crime states to make the city look safer and better. Changing crime classifications so that a stolen tag is a lost tag to make the city look safer and better. All done with the approval and encouragement of the management. Harassment by management and punishment by management in such a way that there is no recourse for the employee and no protection or way to fight the punishment. The management will secretly punish an officer or employee they dislike by refusing training or promotions to other units even when the officer is qualified and has experience. Racial discrimination-white officers being passed over even though they are qualified and have experience for less qualified minorities. The city has already settled numerous lawsuits on discrimination and the problem continues and is deeply set in the police department. Many specialty units are comprised of mostly minority employees even though they do not make up an equal percentage of the department.

149-Interesting survey. Nothing will change. At least your company made some money. Take care.

150-Get rid of the dead wood.

152-Lack of management both upper and midlevel to acknowledge employees for a job well done. Lack of management to manage employees in such a way that if the management (sergeants) are not happy with the employees performance they should tell the employee and advise him/her of ways to improve not just give the employee a bad evaluation at the end of the year without previously informing the employee that they are not performing up to the standards that are expected. This shows a lack of management by the sergeants. Management punishes employee's subvertly in such a way that the employee can do nothing to protect himself/herself and in such a way that places the employee under great stress. Once an employee has been targeted, management uses other managers to punish the employee in such a way the employee is being punished on many different levels. The lack of straightforward approach of discipline is not acceptable and is wrong. The city and management cause great stress on employees by using this technique which is far from professional in its approach and causes the employees not to want to produce. Promotions of officers that are not qualified or based on things that should not be considered. Computer problems-mainly they don't work.

153-Vacancies have existed in numbers of 25-40 officers every year for years with no effort to fill them. Overtime is at its highest rate with the fewest number of officers patrolling the street. Management will skew numbers by showing names assigned to patrol who really do not work the road. The computer problem is not being addressed. Road patrol officers have not had computers in their cars for at least 3 years bringing declined productivity. The computers that are available do not work. Every other city has a working system. The Broward sheriff's office dispatchers are poorly trained and place our city's officers at risk daily. The city hired them to save money while they place our lives at risk. Patrol officers commonly wait at least a half-hour to 45 minutes to get a vehicle prior to starting shift; not enough cars are available. Take home car program is too slow in implementation. Evaluation system is flawed with highly subjective categories allowing incompetent supervisors to write what they want, not job specific/task/skill orientated. Promotion system is flawed. The written test is good. However the oral interview is very subjective. Written responses to questions given would show knowledge and skill, plus could be reviewed later for fairness by everyone.

156-As you can tell I would like to see our fire stations made so that we don't feel sick at the end of our shifts. I think our stations need to be cleaned up.

158-Like this will make a difference.

159-I have experienced a great deal of satisfaction in several different units within the police department. I am proud of how the department is managed, especially the technological advances. I am concerned about the city's reluctance to hire police officers, ahead of the pending openings as a result of the DROP program. The staffing levels, as a result of this failure, is a major problem that affects morale and the level of service we are able to provide the citizens. I have a perception that there is a problem establishing a good working environment with other areas of the city. When I have worked with other departments in the city, I felt there was a problem with the level of courtesy and competency I experienced. There seems to be a specific problem with the police department. This concerns me. Overall I feel that the police department is an excellent place to work. Many of the improvements, in the direction of the department, should be mirrored in other parts of the city. The advancements of "people of

color" within the department have been excellent. However, more women and people of color need to be hired. Thank you.

161-We need a city manager that leads, not does what the city commission wants. The city needs to effectively manage the health care program, fire those not doing their job and hire competent staff familiar with self-managed health care. In the spirit of equal opportunity and non-discrimination; the city should follow Broward county's example and other domestic partnership benefits. There is a definite erosion of management benefits (i.e. paying for health insurance) and discussions of eliminating certain other benefits. This needs to be addressed and a plan developed to offer substitute benefits to offset this benefit loss (possibly additional time off.)

162-I have never been able to understand why we have 3 assistant city managers and yet no department director in Public Services. It boggles the mind that with all of the responsibilities that PBS has, there is no director. It is an invitation for the ACM who oversees that area to have to be more involved than he should normally be. If that's the case, why not leave him as the department director? I know that as this survey is being conducted, one of the ACM's is stepping down in September, but I have not heard if PBS is going to have a new director. Why not just send one of the ACM's back to PBS? And why can't we just operate with a CM and one ACM anyway? I continually hear from people who work in PBS that they are being asked to cut their budget. This is being said at the same time that upper management is screaming for work to be done and yet staff and resources are in short supply. Personnel are routinely taken off jobs and put on other "more important" tasks. More important generally turns out to be who is hollering the loudest or what is more visible. I personally know of two situations in which City work crews were allowed to bid on construction projects within the City and the projects dragged on for months. This delay was caused by the workers being pulled off these jobs, a couple of times for 5-6 weeks, to do other tasks. In the meantime, employees in the area being renovated are stepping around debris and trying to do their jobs. From a physical comfort and safety standpoint, the City workplace is too crowded. One only has to drive through the compound behind the Police Department in the early morning to see how much traffic is trying to maneuver around. Recently, there was a complaint from a homeowner's association about the parking of employee cars outside the compound. The snap decision was to move them inside, until someone finally realized there is no space inside to park cars. There are also too many diverse operations in the compound-Parks, Police, PBS, Administrative Services. There are 1200 pieces of equipment in the City. Ten years ago there were less than 900. We've had a 30% rise in equipment and a 0% rise in space. I suspect the number of employees is up as well. The space issue also extends to offices. The Police Department is cramped and has been for 8-10 years. Some units have had to move out and rent space elsewhere. There's talk of a new Police station in 5 years. Hope they make it. City Hall does not have all of its units operating within its halls. Thankfully, Fire/Rescue is finally getting a new administration building and station. Communication is often very poor. It is not surprising that this was asked about in the survey. When contract negotiations are going on with the union, nothing is put out to inform anyone and yet employees are asking questions left and right. If there is a strategic direction for the City, it's a mystery to most of us. The medical plan problem was handled very poorly. Negotiations were going on for months and employees weren't told about it until the eleventh hour and then they responded with appropriate hostility. For many months, the media and other activists were

slamming the City about the entire EEO mess. But no one from the City was stepping up and trying to rebut any of the commentary. At one point Mr. Johnson decided to fight back but how much damage was already done? The snails pace of appropriate solutions to these matters is also cause for concern. The recent training established for managers/supervisors should help in the future. I believe that overall, the past city managers and management people have been good. But it used to gall me when the mayor was openly contemptuous of staff in an apparent effort to denigrate George Hanbury. The mayor has apparently backed off somewhat since Floyd Johnson took over, but my confidence in him is about zero. I realize he's a politician but he's the head of a City with 2400 employees trying to do the right thing and the message he often sends to us by his words is not helping matters.

165-Some one needs to come in and help the employees. Need help please.

166-Overall, I have liked working for the city of Fort Lauderdale. However, recently I have witnessed several episodes of reverse discrimination, in particular against white males. In addition, certain ethnicities are receiving special treatment, benefits and promotions. This treatment is neither equal nor fair. I strongly feel the city needs to be more responsive to working environments. I've worked in an unsuitable office environment for several years. The city was made aware of the need for new office space, however the info fell on deaf ears.
I still enjoy my job. I think improvements to supervisor and employee training will be beneficial to the city and it's working environments. I believe this survey is a positive step to improving the city's workplace.

167-I know the testing method for employment with the City is a necessity, however, feel there should also be other points taken into consideration at the same time as the testing process. There have been cases where someone was working in a job doing and excellent job-but when the job became permanent the person couldn't do well enough on the test to get the position. Some people just do not test well. Another situation is when a promotional opportunity comes up and whoever happens to be there gets the job because it's "easier" than interviewing and going through the whole process. Although there are strict rules and regulations regarding how jobs are filled, promotions given, etc. there are always situations where no rules apply. It is inequitable.

168-I am a police officer (CSD division) who works under the Community Support/Code Enforcement Division/Code Team where our office is. My situation is unique in that my work unit is in the code offices, but my primary supervisor is across town at the "CSD" building. I have experienced most of my everyday problems at the Police Department regarding my computer & laptop and my programs etc. while trying to get the tools to do my job.

169-From time to time, I encountered city employees who have a disposition that gives government employees a bad name. Sometimes lazy, sometimes surly. I'm uncomfortable forwarding comments/observations to higher levels without some level of comfort with the result being improvements versus additional conflict.

171-The manpower shortage has become a safety issue that the city does not seem to care about. Problems brought to the attention of supervisors are not addressed either in a timely manner or at all. Training is almost impossible to get approved for due to money & the manpower shortage. There are officers who have not qualified in the range for several years & that is not being addressed. Equipment is cheap & outdated, especially vehicles. There are cars that have over 90,000 miles on them & are constantly sent in for repairs. Employee evaluations are unfair.

172-Let's forget this. We are equal garbage. Some are more qualified whether be through schooling, education or physical strength qualities. Let's put the best person in the job and then have someone following & learning in his footsteps.

173-I believe that when an employee is working in a temporary position and then through budget it is finally made a permanent position and you have an individual that has been doing the duties in that position for an extended length of time and one who doesn't pass within the top five in a test, which may not be even related to the job duties, then that person is "let go" out of that position. So here you have an individual that has been doing a job for sometimes years and just because they don't score high on a test they loose their position to another person that has to be trained to do the job. I think this is very unjust. Also, I am a person doing a very high volume of work in my position and I was in fact told that however, due to the position of my immediate supervisor Personnel Division staff can not classify me classified in a higher position. I am not doing tasks "out of my job classification" so I was told, yet there is a very thin line if my job were to be looked at by an outside individual. I don't want to change my working environment thus I have just let it go. But why penalize a person who's doing an outstanding performance in their duties because their immediate supervisor isn't a director or bureau Chief?
Too many, way too many items are put into the Hansen Item (Action Item) when in fact some of these items can be handled with just a phone call. I understand that if it's a complex item and there is tracking that needs to be done then sure use the Hansen but to use it for everything is not efficient and is costly. And some of the letters that come into this office have to be answered through the Hansen item when in fact some of those letters shouldn't even be acknowledged. Especially when you have the same person each year with the same complaint, which is unfound, but yet they have to be answered and entered into the Hansen Item. I think the money that went towards paying your Firm to do this survey should have gone toward our insurance deficit. Nothing personal but the City is continually complaining about we have any monies but yet continue to do surveys that don't actually amount to anything.

174-Our computer reporting system is not working in our department, to make it function the staff has been bombarded with constant changes. Each change adds work and wasted time. A new system is needed. The senior staff has several members that form the general opinion. It is us against them. Threats of discipline are in memos where we only needed information. Discipline and talking down to us is not a way to motivate. Workman's comp medworks is a substandard clinic. Poor treatment and misdiagnosis that caused a firefighter her life from cancer. A private doctor stated the x-ray was obvious, "How could they miss this." We need a new contracted workman's comp. Poor performance is handled differently depending on the race or sex. The city is weak and unable to get rid of bad employees if they are minorities. There is a different set of guidelines. They are scared of lawsuits. It is often a topic of

conversation. Not fair, but it is cheaper to fire a white than a minority. We have a good city overall, but the upper management needs to talk to us and get to know our job. They have been out of it too long. Several Chiefs between us and the top are causing a riff. Us against them. I hope this is not just to pacify us.

177-Why wasn't any employee assistance problems/concerns mentioned? Getting tired of promotions being based on race/sex/ethnic background, while more qualified white males are passed over. Let's treat everybody equal.

178-Vacation is given as a job benefit. Why can't we use it without hassle & headache? An ineffective testing process generally selects Road supervisors (sergeants with police department). Many are promoted who know less about their job than how to pass a promotional exam. After promotion, they themselves are not supervised by their supervisors (captains) because they don't know what goes on out on the road. They are only graded by their effectiveness to forward an e-mail, or return a call to somebody complaining. We have an abundance of road officers who do as little work as possible while others work hard. This trend never gets noticed or corrected. It in turn creates poor motivation for the people who do work.
We are short manpower and need bigger incentives to get qualified people to apply here. The trend seems to be that we are getting less qualified people than before.

179-I believe the City has a pervasive bias regarding employees with alternative sexual orientations. This has affected me personally with my co-workers and in the arena of advancement and promotion.

180-The City's upper management is failing to communicate to the engineering staff what services the City expects of this group and to prioritize those services. The Engineering Division lacks the structure and organization to efficiently provide engineering services. We operate in a "knee-jerk" mode and not a proactive mode. Our existing talent in the division needs to be more focused by having a well thought out program and set of priorities. Our cohesiveness in the division needs to be built up by increasing communication between management and the engineers and between the project engineers. We often are not aware of the other ongoing projects or major issues in the division. We have lost a great deal of engineering talent in the course of the past few months, which has affected our ability to perform tasks. We are below the "critical mass" threshold of staff needed to deliver adequate services. I feel some of the staff attrition could have been avoided if adequate action had been taken in time to address prioritization of projects, proper allocation of manpower and hiring qualified people. These comments are not meant to be a poor reflection on the City Engineer. The City Engineer has great demands on his time to respond to Commission and personnel issues and needs more assistance in managing and running the division. He is doing a superior job given the resources he has. Perhaps he could use an assistant City Engineer that could assist with the administration of the division. My final comment is that too much ground is being given to minority discrimination claims. We have an element in the City that is very counter-productive. They are using up valuable City time, resources and finances to deal with "issues" that don't exist or are blown way out of proportion. Their objective seems to be personal financial gain by going after a "deep pocket." They undermine our efforts to do a good job. It creates obstacles to those City employees (from upper management to the lowest ranking position in the organization) that work

hard every day to make the City a better place to live. In summary, I am proud to be a part of the City of Fort Lauderdale and am looking forward to some positive changes. I appreciate the efforts by the City to collect our input. To make the Engineering Department more effective and efficient, I believe two primary issues need immediate attention: (1) The City should define what services are expected of the Engineering Division and prioritize their goals and projects. (2) Give us tools to attract, hire and cultivate quality people to provide those services and allocate sufficient office space to accommodate our day-to-day operations.

183-Something that I feel needs most improvement is the new employee orientation. Rather than learning how to "think outside of the box's" color, we should be instructed on how to fill out OT cards, how vacation/sick time is done by the city, who to notify for questions responding to the above mentioned. I was very dissatisfied with the class I went to.

184-Personnel policies need to be rewritten and/or updated. Should be written in plain language requiring no interpretation. Define rule of 5 in hiring and ensure it is followed. (i.e. when one person is eliminated from list-does not mean #6 automatically moves into the mix.) Other four must be eliminated before #6 moves up. Procedures for filing complaints and appeals sucks and needs to be completely rewritten. Procedure should follow supervisor chain of command and not the current good old boy procedure currently in use. When filling a currently approved position-Pd13 should not be required audit of position. Should only be necessary if upgrade is being requested. Further, when an employee is being moved/promoted to another position process her position requesting at the same time. One creates the other and can be processed at the same time to keep position filled correct. Upper management in this City does not take care of loyal employees, only the good old boys.

187-I have worked for 3 departments within the city: with each department, I have noted that job qualifications (and required intelligence) being higher result in more contented employees. To put it bluntly, the dumber you are, the more likely you'll listen to the propaganda spewed by the malcontents. Therefore, I suggest the City should raise standards for all new employees, requiring a minimum of high school diploma for any position. Many job positions were upgraded as a result of the pay study; City employees (especially some of those complaining) are paid well above comparable Cities and private enterprise. (Check want ads). The union supports these malcontent employees, in pushing for promotions based solely on years of service or seniority, when the employee has done absolutely nothing to improve his skills, knowledge, or ability to perform the job in order to warrant a promotion. I guess the union does not and never has believed "the best person for the job". One high profile case everyone in Ft. Lauderdale has heard of concerns a man who scored high on the Engineering Inspector test, but did not (initially) get the job. This in itself does not show discrimination. The City has a rank of five rule, by which the best employee (including criteria in addition to the test itself) who finishes in the top five normally is selected for the position. A person could finish #1 in a test position, as I did in a field of 168 candidates, and not get the job. A person could apply for and take tests for job after job after job, always finishing in the top five, and never gain a promotion. Were they discriminated against? No. In every case, there was an applicant more suited for the job, whether in years of training, experience, education, better oral panel responses, etc. Perhaps a poor attitude could lose the job for themselves? Concerning the employees (notice I don't use the word workers, because most of them don't) who have filed discrimination/harassment

claims: the City must continue to vigorously challenge these lawsuits. The climate among especially inadequate, lazy, troublesome employees is now such that they all want to jump on the lawsuit wagon, and whether they win or lose, they know that the City will simply not be able to make them do their jobs satisfactorily. Instead, they travel from job site to job site, sowing their discontent to fellow "employees", all the while collecting their "promotional" pay rates, a fat bank account from the lawsuit, and know the City has no recourse to make them work, as they will shout "retaliation" to the high heavens. As a Supervisor, I have completed an evaluation each of two years for an employee under my direct supervision. I graded the employee honestly, giving either satisfactory and some marginal grades. Both times my supervisors, who had no direct day to day contact with the employee, had me change the evaluation to reflect better on the employee. A similar situation took place when I worked for Parks, and challenged my evaluation as only "satisfactory". My supervisor there told me "everyone gets only satisfactory". If these kinds of evaluations take place, what does that do to the morale of a excellent employee, and vice versa, it builds up the poor employee, who years later gets into trouble, then waves sheets of "satisfactory" or "above satisfactory" evaluations in the faces of supervisors who are attempting warranted discipline? Please note: I am not management. This survey is being conducted because of a very few, ignorant, untrained, and lazy employees (of all races and gender) creating a false impression of problems within the City, when in fact (for the most part) these employees themselves have created the situation. At the same time, I do believe that there may be a few management/supervisory personnel who do their jobs inadequately, and should be disciplined as well as the aforementioned rank & file members. Any real problems that exist are small in nature and very limited. However, once the union latches on (whether AFSME or FOP-A), watch out. In my 8 years with the City I see only negative forces coming from the union. They do their utmost to save/restore the jobs of people who should/deserve to be fired by any logical criteria, and the City has its hands tied. It is time to weed out these people; assemble a work force of trained, intelligent, co-operative employees; continue to pay them well; give them good benefits, and get "8 hours pay for 8 hours work". (Lest you think I am anti-union, these words are spoken by union leaders at my local union, of which I have been a member for 26 years). I took the time to put my thoughts on paper, because I am a very happy City of Ft. Lauderdale employee; proud of my City; proud to say I work for the City; proud of most of my fellow employees. I only hope the vast majority of contented City employees, who feel as I do, will fill out the questionnaire, and your results are not skewed by the vocal malcontents.

188-Question 19I is misleading & easy to misinterpret. Consider eliminating results. Very few career ladders and opportunities for promotion in smaller divisions/work units. This needs to be improved. Much more training needed for: better orientation, & more professional development. Employees should be required to attend one training course per quarter. More education needed on employee compensation and benefits. Employees left in the dark too long on health plan problems. Few employees understand retirement/vacation/sick leave & very hard to get answers. Management/confidential employees need more benefits. Few incentives to stay at city long term. City needs to accept universal family friendly procedures.

189-The division Chief needs to do more planning of time so you don't have to change out trucks at 9pm at night when you could have done it earlier in the day. There is so much more added on to the day's work you don't know when you're coming or going.

190-The department is more concerned with how the average person sees the police department rather than being effective for those with actual needs. They are too concerned with unjustified complaints. They don't feel that when a person is totally wrong he should be advised of this.

192-Many of our current employees do not take the initiative or the responsibility to learn how the city works and what they can do to make their employment more meaningful and productive. They worry too much about their own personal agenda.

193-More effort is needed for marine training. More equipment, especially for safety reasons is needed. All equipment should be accessible to all marine officers, not locked in supervisor's office. Overtime money is needed for scheduling purposes to allow for time off requested by officers-instead of being denied time or being asked why you need the time off.

194-Keep the equipment serviceable. Reduce the amount of noise generated by an excess of high priority alarms. Refer to item #1. There is little accountability for poor employee performance throughout the City. The term often heard is "I'm too busy to be able to do an effective job." Really?

195-Did you know that management gets paid stress days, a car allowance & a liberal benefits package? Blue-collar workers do not. Where I went to school, that is a double standard. Also known as discrimination. I'm talking about a right & wrong issue, not a black & white issue. City laborers of all race, gender, shape, size & color agree that opportunities for advancement are reserved for a select few that meet the ridiculous minimum requirements set forth by our personnel department. Fort Lauderdale has very deep pockets. Why not let its 1000+ strong backbone of a work force thrive, and not just survive? Thank you.

197-Black managers are treated differently along the lines of recognition for jobs well done, dress codes and communication. Oppression is alive and well when it comes down to black managers.

199-I would like some general improvements made to the overall living conditions of the fire stations. Also of the need of upgraded kitchens and baths. The a/c system needs to be cleaned. Some sort of monitoring of our air quality to check for molds, mildews, and dust. Also for being the biggest EMS provider in the county we should have some more upgraded equipment.

201-The city right now has no additional incentive program for a person to excel after he is topped out in his pay range. The only monetary reward is the 3% annual contract raise. There needs to be an incentive to achieve a high evaluation once you are topped out. I would like to see the retirement multiplier the same for all areas of the city, instead of the police & fire at 4 and the rest of the city at 3.

202-I would like to see our insurance program more stable and not be changed every year. That way we could keep our same doctors and wouldn't have to change doctors every year.

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206-#12-Despite recent problems in the health insurance area, the City has overall provided an excellent insurance coverage package for which I am very grateful. Although there is need for management/confidential employees to now contribute to the cost of the plan, the coverage remains superior for employees & their families. #14-I do not think the issue is as much "rewards" as it is the need for increased acknowledgement for the consistent dedication and strong work ethic exhibited by employees in their service to the City and to the citizens of Fort Lauderdale. Also, once the maximum pay step has been reached, there is no opportunity for performance raises. #23-Response is specific to the City as a whole rather than me personally. The relentless attacks on the City in the media by a very limited number of individuals have been disturbing and discouraging for the majority of employees to witness. Overall, the City provides an excellent employment opportunity and environment for it's employees and is very conscientious about promoting and safeguarding individual rights and the values of respect and fairness for all employees. That is the rule & the standard rather than the exception. It is difficult to see that positive aspect of employment in the city discredited unfairly on a constant basis.

210-With the eliminating of the fully paid health care benefit, opportunity for advancement within the department are critical & needed for employees who would like to stay with the city for their careers. There are no incentives to work more efficiently & produce the highest quality output. If position advancements were inserted for top performers, some positions could be eliminated provided employees were permitted to fully use their skills (delegated work from the top down). Two division heads are outstanding in this department & the other two are under qualified at best. This department is limited by the philosophy-let those two division heads fail on their own-since their shortcomings are not addressed. In doing so, we are not permitted to work together. This can't be good for the city & leads too bureaucratic cost increases. We could be a team, a shining star for this city. Instead, we are mocked by other departments (not the lower employees-just the two division heads). Those two are not even respected by their subordinates. So, with the first issue mentioned above, highly motivated & capable individuals gradually become disillusioned. The second issue tolerates mismanagement & fragmentation.

214-It seems like our department is going after single groups of people (blacks and Haitians) instead of just picking the most qualified applicant. When they recruit, they tend to go to mostly black colleges instead of going to Univ. of Fla., Fla. St., UCF, and USF. But God forbid if anybody says anything, they will be labeled a racist. We need more people-very unsafe conditions. More comradery-we are like a bunch of sub-contractors, we come, we work, and go home. No togetherness like years ago.

215-I feel very lucky to work for the City of Ft. Lauderdale for as many years as I have. I'm very disappointed to see how a small group of people are trying hard to discredit our city manager. I hope Mr. Johnson hangs in there. I really like working for him. At times, I'm sure his skin must be as thick as a wooden desk to weather all the bad press & misperceptions. I'm extremely satisfied with the overall leadership in the Police Department. Most frustrating part is educating the public & show how they can help to reduce crime. The public negligence is

causing way too much crime. They have to use their heads better. Much crime is opportunistic. Hope to raise the bar in the way of crime prevention.

218-Part I. Computer system, programs and equipment used by community inspections is antiquated and not user friendly. Suggested improvements are routinely rejected as "enhancements" and not done. Inspectors do not have the same accessibility to programs and equipment that lower and higher level management have and are constantly having to request information from immediate supervisor from their computers. Physical space in community inspections is cramped and dangerous including improperly stacked boxes and equipment, narrow passages, broken chairs, filthy rugs and employee restrooms, poor air circulation, no cleaning of desktops or community used equipment, dirt and insects on every surface and coming out of air vents. Mice run all over the floors and into files and boxes. Part II. The Director of Community Inspections is aloof, unfriendly and rarely even acknowledges employees when passing. She does not advise inspectors, when she becomes involved in certain cases or when making management decisions concerning open cases. Inspectors learn of her involvement and/or decisions after the fact by the citizens which is embarrassing. The Assistant Director of Community Inspections is dictatorial and self-interested. He applied a double standard when dealing with both the public and fellow employees and can be either rude or demeaning or overly solicitous and indulgent. He routinely concocts elaborate tasks without input from other supervisors as to their relevance or supplementation, and orders immediate supervisors to give these tasks to inspectors on short notice. All four immediate supervisors are doing their very best and are constantly forced to reactive mode due to lack of planning on the part of upper management. Part IV. The health plan is mismanaged. No one is being held accountable for allowing the self-insured system for AFCME/FOP members to go broke while the Police and Fire department systems remain intact. The insurance situation has caused an unbelievable amount of stress. Part V. Recognition throughout the city for years of service is at least a year behind. The Director of Community Inspections is very selective in who gets recognized within her department and everyone knows who her favorites are. Letters of commendation by the public to certain inspectors are routinely not acknowledged or answered. The immediate supervisors of support staff in community inspections is completely ineffective. She continues to ignore or refuse to take steps to reprimand a black female service clerk who is rude, nasty, combative and blatantly racist in her dealings with fellow employees and the general public. This one particular situation has caused the entire support staff to become bitter and reluctant to come forward. There is no unity and it is just getting worse. The immediate supervisor is treated with disdain by upper management and is kept out of the loop on most meetings and decisions.
Part VI. Community Inspections is held to a much higher standard of accountability than most other city divisions it interacts with. Requests for information and follow-up services by divisions such as engineering and zoning are either ignored or done only after literally begging.
Part VIII. Senior management in Community Inspections has allowed this division to become a dumping ground for City Hall officials who give credence to the most mundane, self serving complaints from influential citizens. Depending on where the complaint comes from, an overgrown vacant lot can have more urgency than raw sewage. Senior management constantly requests inspectors to cite over and beyond the scope of provided ordinances with the attitude that the City will withdraw if the cited party "catches on". The City Manager is not interested in the organizational climate of his employees. He is rarely seen in any city facility other than City

Hall. There is no management, only reactive damage control, which ends up consuming all employees, no matter what level.

221-The City of Fort Lauderdale needs more minority employees.

224-The City's dealing with health insurance has been less than desirable. A benefit that management/ confidential employees has had has been significantly reduced. The benefits package is a major component of the hiring package that lured me to take a position with the city. I believe if the City's Risk Management department effectively monitored the plan we would have little to no different and much happier staff as a whole.

225-When your immediate supervisor is the department head's best friend, you just have to learn to adjust to the situation. The city has to address their mistake with handling the health insurance and the deficit without it having any further negative impacts on employees. The City must address compression issues, the unfairness of compensation/salary for new managers vs. those employers covered by contracts, as soon as possible.

230-My personal belief, is that the City's major problems lie within the City's management. From the city managers office, city department heads, and city division managers, etc. There is a total lack of responsibility. None of these people appear to have the authority to make a decision, or won't make a decision, or can't make a decision. I was under the belief that management's job was to make decisions. I can only conclude the City of Fort Lauderdale managers have been infected with the "Pass the buck syndrome". Secondly, one of your questions was whether or not city departments work well together. In all my years of employment, I have never seen an organization that does it's utmost to keep departments from working with one another. I can only conclude that the city's present course of direction infest within it's employees a lack of respect, and esprit de corps.

234-The city needs to straighten out their act by retraining the employee. Don't think that employees are stupid and be fair in everything they do. Then it will be a nice place to work for but it starts at the top.

235-As the city's population increases, so do our responsibilities. Why don't our paychecks reflect these additional duties? Our small cost of living adjustment this year won't begin to cover our health care deduction. Our current medical plan is so confusing, I cancelled my last doctor appointment. I guess that's what they want.

238-Ileads is a big problem. Has never worked properly and does not meet our needs. The issue of laptops for the officers is a big problem. We've had the laptops so long that now they are already outdated and the officer's don't even have them yet. So getting a report in a timely manner is impossible since records is so far behind.

240-I think many of the city higher ups are out for themselves and forming clicks and relationships out of workplace is the only way for promotion. The foremen and supervisors don't do anything constructive but waste taxpayers money.

241-Having a suggestion box for our department might address issues that are simmering under the surface before they break through & are bigger to handle. Not everyone is willing to speak up at meetings or see a supervisor. Reducing noise in our office would help with work production, save hearing, and keep all clients a lot calmer. Like when an irate customer confuses/scares others. Maybe we could have closed space with big window to usher very vocal customers. Some of our forms & ways of doing business (still using carbon paper for some processes) are time-consuming & non-professional looking. Magazines or reading material for people who need to sit & wait? Around 3-4 PM almost every day our printers at the cashier stations stop working for 5-15 minutes or so. Please fix.

242-The City of Fort Lauderdale Police Department has been my employer for over twenty-two years. In the time I have worked here I have witnessed many changes throughout the city. There have been ups and downs, however it seems as though these are learning experiences. The city overall has adapted well to some changes, but has been slow in other areas. There is no doubt that management plays a big role as to how the city reacts to some of the issues that are spotlighted. The problem is that the city "reacts". We are a progressive, large city, and our managers should be more apt to staying ahead of the game instead of constantly having to react. We don't practice what we preach. Example, in the police department and as part of our mission statement, we say we are committed to a partnership with the community, and have even started a community-policing unit. The problem here is that the entire agency is not committed to this plan. There are only a select few (very few) that work this philosophy. Part of this plan is to work towards problem solving, however there is no commitment from the top down toward achieving this goal. Management is set up in such a hierarchy that messages from the top are very filtered by time they reach the bottom. If you analyze a Fortune 500 company today, you would see that a successful organization has modified their structure and flattened out their hierarchy in such a manner that they foster commitment and synergize their workers. The last topic of concern is within our promotional procedures. Although we use a system of testing to evaluate candidates, we are still promoting based on race (if you are ethnic you get promoted) and good ole boy system. Many good talented, educated, ranked candidates (in the top of the lists) are being skipped. This action has created a negative atmosphere, thus supervisors are demanding respect, instead of commanding respect.

244-I believe that there are many fire department employees that still believe that the fire department should be a white mans job. The fire department has now and will always have, until these employees are disciplined or terminated.

248-The problems within the City lie with first level supervisors who are not adequately trained to do their job. Instead of treating employees with respect, they belittle and criticize. Employees are not promoted on whether or not they are the best candidate for the job. The entire promotion process is a sham. The boss already knows prior to any tests or interviews, which they would like to see get promoted. Complaints about first level supervisors to department heads are not dealt with at all. People in first level supervisor positions do not work, instead they "delegate" it all out to other employees. It seems as though first level managers & department heads look the other way, because there is "nothing they can do about it". Problem employees do as little work as possible while other employees get "dumped on" and have to do the bulk of

the work. This city is fraught with "reverse discrimination" because so many supervisors are afraid of being slapped with "white on black" discrimination that they do just the opposite.

251-No accountability for management. If you have a complaint management "circles the wagons" to protect their own. When an employee is proven right his/her supervisor is not held responsible. If you have a disagreement with your supervisor, he/she is backed by his/her supervisor. The management of the health care plan by city administrator was outrageous with no one held responsible. If your supervisor is not performing there is the "trickle down" effect to lower employees. Some supervisors seem arrogant and feel they are above reproach. Problems brought to the attention of supervisors go unresolved for "years". There is fear of "rocking the boat" and being labeled as "disgruntle".

252-Overall working for Ft. Lauderdale has been a positive experience. It would be helpful to have a better concept of where the city is going for the future. I think more could be done to foster a "team concept" in the various units by the managers and supervisors. The medical benefits situation in this department scares me a lot. I have actually considered leaving for a different department based on my lack of faith in the current "self insured" situation. The plan has changed a number of times since I came here 14 months ago and it is difficult to know what is covered and what is not.

254-I would like to see a better communication between civilian and sworn personnel. Civilian personnel are often looked down upon where, as they should be treated equally. Office space definitely should be addressed. It is sometimes difficult to conduct your work especially if it requires telephone conversations with others cramped in a small office. I also feel your immediate supervisor should have his own office so he can carry out his conversations and work in private. I disagree with unit budgets being cut every year, due to the fact some years may require additional costly items then in other years. This should be taken under consideration so our department could be updated with the latest equipment so we are equal to that of other departments and our job could be done more efficiently. I also feel people should be recognized as a good employee in other ways then depending on written letters from citizens.

256-Promotions-In the police department the test for sergeant needs to be redone. It is too easy for someone with little or no road experience to BS their way to becoming a sergeant. (No leadership, any road experience needed.) We do not have access to the e-mail system. This unit lacks direction at the basic level goals? What goals? Training? What training? Both in this unit and the police department only a handful of people do the training for the police department in police related issues. We do not get firearms training, driving training or first aide.

260-It would help greatly if the supervisor actually wanted the position they were in.

262-We shouldn't have wife & husband work in the same facilities. Family member etc. it cause late of confusion for other. The city need to practice what they preach also. Treat everyone the same. We are first class workers it shouldn't be a second class worker.
Attitudes of the supervisor need to be better.

263-Favoritism for employees not capable of doing the job. A report system that works and is not just shoved down our throats and we are told to "make it work". Have administrators thoroughly test ideas before implementing them into operations. Have top administrators work in the field more before they are appointed. Go outside the department if needed. Take care of environmental problems of outdated station conditions/equipment. Get ideas from other departments to see if something works before we try to do it. Hold management to the same high standard that they want us to perform at, and discipline them as they do us. Reward employees with the same determination as we disciplined. I am very happy working for the city of Fort Lauderdale. I would just like to see moral improve and would like to see this department head in the right direction.

264-Training in this police department is way below average. We have to beg to get training on city time. They send captains to $2000-$3000 classes, yet we can't get approved for $100 classes. Training for our sergeants is a joke. Once an officer is promoted to sergeant they are given their stripes, and that's it, absolutely no training to prepare them how to be supervisors or leaders. The "good ole boy" system is still going strong.

265-I am fortunate to have three great managers. The city is a great place to work. The pay and benefits are super. I am content.

267-There should be a better system for promotions. The city does not have a "civil service" system as compared to U.S. government, etc. The leadership should be professional, experienced and involved. (At all levels.) The most basic directions for ensuring that all involved are using the same directions does not exist. Therefore, everyone is doing what they want, think, assume, etc. When I first started with the city my boss told me his feelings were "take care of the little guy" and everyone else will do fine. I don't know if there are problems with the U.S. Government civil service system regarding discrimination(s) but the city's personnel system has never been fair and is not there for the average employee. Where does an employee turn to, if the personnel department is strictly looking out for themselves? I have experienced many injustices while working for the city, even having to pay an attorney over $5000 just to clear my name and keep my job. Yet not one management co-worker stood up for me. I might also mention that the yearly "performance report" on each employee is a joke. I have had above satisfactory to outstanding for many years and that and $1.50, I can buy a cup of coffee, and also I have never advanced my career.

270-The City needs to continue funding for management's health care. They will be losing their better managers if they don't.

272-Envelope is too small for the survey.

273-Item 1G-With all the bureaucratic procedures and red-tape to fill positions, not only does work fall behind, but then department managers don't want to get rid of poor workers during the probation period because they feel it will take forever to re-fill the position again. Therefore we get stuck with the poor workers that start all the problems around here. The hiring and firing process needs to be streamlined in order to be able to keep good workers only.

Item 4b-This is a never-ending problem that will never change. As soon as a so-called minority is told something about their work performance or they don't qualify for a position, they immediately scream out discrimination. This trend is ridiculous and very unproductive. It has already led to the loss of various good people who get out just to avoid the issues. We need to put an end to this. Item 14F-Poor performance is rampant in the city. It is the managers and the higher ups that are the worst performers. We have great disparities between the workers and the managers. In terms of being at work on time, leaving early and abusing the lunch hours, it is the managers that abuse the system the most. The non-management employees are required to clock in, be here, and do the work; this keeps us here all day. Managers come and go as they please, with no accountability. If a worker should follow a good role model, that certainly is not a good one to follow. The abuse is incredible by some, but certainly not all. It is visibly noticeable and disgusting. Some of them even run private businesses from their city offices and phones, and spend city time on work not related to the city. And they think we don't notice? And let's not forget the mid-day golf and tennis they need to have. It's a crying shame. How are we to have any motivation to do good, when those above us don't? This is a serious problem here. And one that certainly needs to be looked into. The inequities between management and non-management is so great that in itself is a big problem. And the abuse just adds to the problems and the continuing troubles around here. With no manager around, those workers below then slack off and do as they please, many themselves running personal business from the city. It makes the good workers look bad. More accountability is required. What makes managers any better and deserving of more freedom, to the point that they abuse them to the ridiculous?
Item 19D-There seems to be an incredible animosity between departments. It seems that this whole concept of 'it's not in my job description, therefore I don't have to do it' stems way too far. People are not willing to go out of their way to get the jobs done. This leads to animosity and poor performance citywide. Item 24D-Associated with my item 14F comment above, it seems the upper managers completely overlook what the managers are up to while concentrating on the workers in the office at the time. This is a bad problem, which leads to more inequity and conflict. Items 25D & 25E-The current system of compensation and recognition is very bad. It lends itself to people not wanting to do more because there is no incentive for it. Once everyone is at their max and equal to others, it is very hard to want to do one's best because it seems everyone else is just at work for their 40 hours and then head home. There has to be better incentives for people who want to do their best to be better recognized. Even managers it seems get into the same routines and the system just keeps milking off itself instead of truly being the best it could be.

274-To begin with I don't think this survey will change anything in a positive way. However when you consider the fact that optimism is the only thing distinguish us from the dead I am convinced to participate. My comments are about my department: There are too many supervisors-work time is spent competing with each other and trying to find "programs and ideas" to please the department head that very little constructive is taking place. Communication-when we were given these surveys some had inspectors names on the envelopes and we were directed to return the completed surveys to out respective supervisors. When it was pointed out that there was a direct (obvious) contradiction with earlier directions (e-mail) and the enclosed instructions the management department head responded with "I'm responsible for 50 surveys and they all must be returned." Is there a problem?

276-Annual evaluation is never done on time in my time with the city it has been 3-6 months after the due date. It leaves me to feel that they don't care that much until you are topped out on the pay scale a raise comes with it. If they (city) want a report they want it on time, don't I get the same treatment?

278-Promotional system for management is not fair (citywide). Some positions are posted; applications must be submitted followed by interviews. But there are several cases where the position is never posted, a male employee is put in the position in an acting capacity, after a few months their job is "re-evaluated" and they are given a promotion. No one else is given option to compete for position. Management employees are not held accountable for their work performance. If there were no financial incentives, 99% of racial discrimination cases would be dropped.

279-Management on a routine basis uses intimidation to try and cause a hostile environment. Division Chief Sheehan treats people with little respect and uses tactics like retaliation to try to intimidate his subordinates. Paychecks are very vague and terribly difficult to understand or calculate if an employee is being compensated appropriately. Problems with my paychecks in the past were difficult to resolve. I was told once to never call payroll again with any questions until I speak to someone within the chain of command. After notifying the proper channels no one was able to answer my questions and requested I call payroll. Managers in my department seem to never recognize individual accomplishments due to being too overwhelmed with trivial responsibilities set forth by the Fire Chief. There seems to be a very consistent tendency to reprimand any employee, but very few get positive recognition and/or positive reinforcement. This department has no confidence in my department's director's ability to lead my department. He displays poor communication skills with his managers and has very little control or is aware of what his managers are doing on a day-to-day basis. He continuously displays a "I'm the one in control here" type attitude as if he has an insecurity about whether he does have control or not. I can say that I am pleased that the city is trying to make a better work environment for its employees. Which is evidently being displayed with this climate survey.

281-In all the years I have worked for the city my supervisor gives me job evaluations, but is unable to do my job. How can someone tell if you are doing well or not if they can't do the job? The City of Fort Lauderdale needs to make it easier to make a career change. It's like you must know someone high up or pay someone for a career opportunity. You're proof will be in the testing list. How many times the person #1 on the list is passed up. Please send us a real supervisor. Don't just place them in the job class because you have nowhere else to place them.

285-City management does a good job. I have not experienced nor witnessed any problems in my work area.

286-Promotions need to be based on job performance and knowledge as opposed to democracy. Actions for subordination need to be dealt with instead of swept under the rug to avoid a conflict with the employee.

287-Afraid of management getting this survey and taking reprisals on me so I do not want to comment here.

288-More training for immediate supervisors. Power crazed and disrespectful. Lately, things have improved.

294-Promotions-Many times we are called upon to work in a position that we cannot take a promotional test for, like Lt. to Chief. We may not have the education to take a test but the knowledge to do the job. This is a common and unfair procedure. Time on the job should be used more for promo. How can anyone tell you that you can do the job and pay for one day and then turn around and tell you "you are not qualified to do the job because you can't take the test." Totally unfair. Management-It seems our Chiefs, divisions and up don't want to work with us. First hand experience, deputy Chiefs look more for punishment than solving the problem/discrepancy. Discrimination-There seems to be a lot of reverse discrimination. Minorities are given many more chances that the rest of the workers don't get. Things are swept under the rug, that management knows about. Many people are aware but afraid to speak up. Pay-Our checks are hard to understand. Overtime is paid by being split up on workweeks. You never know if you are being paid the correct amount. Sometimes you are paid $40/hr overtime, then sometimes it is $23/hr. We should be paid the full amount on each check.

295-Generally my work environment is very traditional. I'm sure that not much has changed when it comes to people complaining, except that workers are more educated at how to get recognized for their comments. For example get a lawyer or go public. From what I can see there is nothing that can be done about it. It's just the progression of our society, and the governments, (cities) own laws have finally become antiquated due to the progression of public access to law and education about law. Also many people just don't know when to be quiet and keep their negative opinions to themselves. They do not realize that negativity and personal complaints are the things that tear down a positive workplace and cause others with a good attitude to become a possible problem for the city as well. People don't have to be accountable for their actions anymore. If a worker feels that they have been ridiculed by their supervisor then all they have to do is get a lawyer and sue. This puts supervisors in the defensive mode all of the time leaving the roles of a true supervisor behind due to fear of personal loss because of the city, who gave the supervisor authority in the first place cannot, or won't back the supervisor up. This leads to "The Trust Issue", but I won't go into that. In closing here is an answer that your company can give the city that may not be a perfect solution, but not a bad idea since the whole reason why the city is completing this climate survey is to figure a way to keep from getting sued for every little complaint that a person has. (1) Get poor, nobody sues the poor guy. (2) Get used to it. (3) Hire quality employees, not quota employees.

296-The building we work at is in poor condition and is a health hazard. It would be nice to be in a building in good condition, provided with an office and personal computer. Right now I have to share a computer with several people and sometimes it takes several days to be able to get on the computer to check my e-mail.

297-My department head manager is very hard to deal with on most issues. He is not fair in most cases, he is not very receptive to suggestions from the rank and file. He tries to be aggressive and intimidating when dealing with employees regarding complaints from the public.

Most of the problems in our department are a result of our department manager no knowing how to deal or work with his employees.

302-It is my belief that some employees are not held accountable to provide information requested from them. We need to work on better communications between divisions and with that better support. I do believe that this City does have a group of good people who work hard and try to make this the best city we can be. I think there is a lot of interaction with the public and a great effort to provide the services it requires.

305-We need to relocate the laboratories department to a more suitable location. The experience gained by working in the lab for 12 years should be of more benefit when I am applying for a job of a different nature with the city. The city needs to rid itself of all the dead weight at every level and department. Hire better people to do the job and make cross training mandatory. Eliminate the "refer principle" of promoting useless people to a higher position because they can't do their jobs. Provide the latest computer technologies to the people that use them. We need to rid our fair city of Hitler Bob Neilsen. He thinks he is the last word on who gets what computer. A majority of my results are reported via computer and my computer is little more than a colored abacus.

311-Racial discrimination has gone rampant in our department. Rather than giving the promotions to the employee most qualified give it to the one who yells discrimination. Take the easy way out.

317-It should be noted that the department suffers from discrimination, but not for females or ethnic groups other than white. Instead we seem to show favoritism to women and other ethnic groups, not included white. On a positive note, this department makes an astounding effort and providing us with the proper equipment. This alone should be amended as positive. An effort to continue the way this department is working should be continued.

318-I do not see the rampant racial and sexual discrimination problems that the news media and the few malcontents try to portray the city of Ft. Lauderdale having. Every large organization will have a few real problems and some employees that are chronically dissatisfied. This does not mean that the problems are widespread or that these few employees speak for the entire workforce of the City of Ft. Lauderdale. As a whole, the employees that I have come in contact with seem to work well with each other and their supervisors. Of course they all would like to make more money and receive more benefits. As far as complaints about discrimination and harassment being made by certain few individuals-I am sure that if you try hard enough you can twist anything into what you want it to look like. These are the people that are a detriment to the city, not the ones that they are accusing.

321-In the years I have been fire/rescue, I must say I have seen the morale decline. I believe there are many changes that we need to take care of our citizens. Management and supervisors should work together much better. They should listen to us in the field since we are the ones doing the job. We should be complimented for a job well done and not castrated for a simple mistake. We need to get back to the brotherhood that our department has always had.

322-Promotional process in police department is still based on "good ole boy" system. Remove rule of 5 or just publicize your intent to promote reachable minority & stop wasting time with test process.

323-There is a subtle system of inclusion at my job. Also harassment, verbal abuse, racial remarks, hostility, and sarcasm from a few supervisors and certain co-workers. I feel as though I'm not a member of the club and never will be. Retaliation is also subtle but it is present at the workplace. More needs to be done.

324-I believe education is the key. I am very proud to work for the City of Ft. Lauderdale, but I feel that with all things in life-some improvements can be made. The fact that this evaluation has been given to us is a good sign that the city does care.

328-I think all of the classes should be accountable for all of the employees and not be restricted for management only.

331-There does not appear to be a plan or direction from the policy makers like city commission. Seems like management is constantly addressing crisis. Management development has been nil for the last 8 years but managers are expected to handle management issues with little support and training. Many managers have taken it upon themselves to develop their skills in spite of the lack of emphasis or direction from the organization but it is hard when back in the workplace without a goal or direction.

332-Department is always short of supplies and how the management can delegate which employee will do the catalog ordering and work orders. Shouldn't this be their job? They have too much time to spend either talking on the phone, sleeping, or roaming other departments. Upper management is not aggressive enough to discipline their managers. The city is only interested in hiring enough Police Officers or Firemen. The other general employees have been working short and do not have a strong recruiting team. Employees are required to work too many hours and upper management does not know how to budget recruiting into their department to fill vacancies. Workspace in some areas is so confined that it makes it difficult to get the job done. Creating too much stress on employees. My department has too many employees that are creating a hostile work environment. The city fails to recognize this even when it is addressed. Managers in the hostile unit fail to take measure to address the employee when they speak unprofessional to co-workers. They just ignore the situation at hand instead of stepping in and preventing stress to all other employees in work areas. Employees do not perform work as an individual but as a group and excluding other co-workers in their group. Especially with gossiping and harassing employees that will not go with their goal/flow. Creating this type of click makes more stress on employees that are trying to be professional. Co-workers will only treat within click employees with respect. Supervisors tell too much information to some employees and not enough to others. Managers need to manage and not worry about building a friendship relationship with employees. All employees should be treated with the same, unfortunately they are not. Management does not delegate work evenly to all employees. They show too much favoritism to their friends. Because some employees are efficient and work, others are not accountable to perform their work the same as others, considered lazy and management allows it. The hard workers need to get recognized. This

creates low morale and hostile work environment. Department heads only send themselves to promotional classes and refuse the employee the right to attend, blaming it on staffing (what they fail to do). Employees find it very difficult to get any extra training during their work hours. They must take it on their own time if they want it. The city does not allow employees to take classes for promotion or question why they do not have fuller classes. Retirement benefits are terrible. It should be illegal what the city is doing to it's employees. Employers are penalizing over 2% per year if they leave their job before the required age or 30 years. They should just freeze it when the employee decides to leave after they are vested. Younger employees are discriminated against forcing them to stay in poor working conditions longer which affects their health. Management does not give work assignments equally to employees. I do not have respect or confidence in my managers. The trust is just not there. I have been an employee for the city for twenty years and I try to keep a positive attitude but, it is very hard when all the above is going on and no attempts are made to correct it. Selective discipline goes on way too much in my department. Only certain people are held accountable for their actions and the managers are afraid to address some of the others that violate. I see many lawsuits developing from this and hostile work environment. I would love to see this place have a change in the way managers manage. It is long overdue. Does anyone really care what the employee is saying in this survey or is the city out to lay us off. This is how we are forced to think from past practice.

333-It seems that sexual harassment/remarks are very sensitive with the city. Why do we sleep side by side with members of the opposite sex with no dividers? Sometimes employees do not wear the proper T-shirt and shorts required to bed. You have stated the sensitivity problems with this issue but no solution. Many employees need positive feedback for their actions. Where is it? Quickness to reprimand and point out faults is the mentality of this department. Do as I say, not as I do mentality. No accountability.

334-Upper management continually shows no continuity in management styles. Middle management are promoted with little or no regard for performance or intelligence. There are multiple sets of rules for different employees in the office, where rules and regs are applied or not applied without rhyme or reason. Upper management did not even provide a single activity for bring your kids to work day. Management takes numerous seminars while largely ignoring lower level employees. I believe morale is at an all time low since my employment with the city. I can honestly attest that this organization is the worst managed of any I have been affiliated with. If not for the pay I would have explored other employment opportunities.

335-Insurance-How can the city have the gall to raise the health & dental plan up 100%. A reason for this hike is the city owes $5 million in back charges that they claim they over spent. We were told 2 years ago in a union meeting that. The city would go in house to save money on insurance. That was a scam to take our monies. Job advancement/promotions-The city has a poor history of hiring a friend of a friend for a job instead for the most educated person for the job. The back draft is always a black and white issue. If the job is given to the most educated person we would eliminate all the job discrimination cases. All supervisors need to be drug tested. Employee crime should be based on the crime and not the color of the person.

336-I am generally satisfied with my job. However, I am aware of a growing riff between management and labor. Some of the problems seem to stem from management not consulting with labor to help solve the issues.

337-The police department has the potential to be an excellent department. However, it has a long way to go. The patrol division has a critical shortage of personnel. Part of the problem is all the specialized units that we have. Some of these are necessary but not at the expense of the departments primary and most important function; that of patrol and answering calls for service. The morale in patrol is pathetic. In no other unit of the police department is there a restriction or problems with being able to take vacation or get time off. However, due to the nature of patrol it is limited like no other unit. Another issue is that of safety. There are not enough officers on the streets in a patrol function. We are told that other units will help out on the "hot" calls, but who monitors this. There have been too many times when members of these units have been seen going the opposite way to avoid an involved call. No one is going to "rat out" another officer so the situation is not brought to the attention of supervisors who should do something about it. There is overtime, so much of it, which is no longer filled. We are expected to do more with less. Along with the primary patrol function, we are supposed to be working action plans. No one really cares about the action plans but they sure want to make it appear that we are doing the job. Action plans look good on paper but in reality it is not possible to work them as it appears on paper. Training is emphasized. But whenever there is training it takes away from the available manpower. We are killing ourselves with paperwork. Computers have made life harder. We still hand write reports. In this day and age they should be professionally typed. I could go on but it is getting more and more discouraging. If this survey is able to do anything to improve things it certainly would be a day brightener. One other thing, until a week ago I worked for one of the poorest supervisors I have ever seen. They have no people skills, can never say anything encouraging or helpful for improvement. It's just do more and more and more and what is done is never good enough. And the saddest part of this is that upper management knows it and does nothing to improve it. Thanks for listening.

340-All stations need 1 additional "paramedic" computer work station for sunpro reports primarily. Stations 2,46,3,8,13,35 & 54.BAtly dissatisfied with the way upper level management deals with infractions. They want to pursue the most minor of infractions in the most severe way. Dissatisfied with upper level management division Chiefs who are backstabbing to get further in their careers. Sick time policy needs to be changed. If you are given sick time then why when you take it must you have a doctor's note & management wants to discipline you? Now sick employees come to work and get everyone else sick because they are afraid to take sick days.

342-Many of the problems I feel strongly about are driven by the city commission either due to their tendencies to micro manage, lack of confidence in staff, politics, etc. The City Manager needs to be more sensitive to following competitive and fair recruitment practices. Has anyone wondered why all of the senior and mid level women in the organization get to call themselves "directors"?

343-This addendum is being added to provide more detailed information pertaining to the Fire Rescue Department and some of the management employees. It is not intended to openly

slander these managers. It is however, intended to shed some light on a tremendous problem in our workplace. Since the hiring of the Chief, the Fire Rescue Department has been in a downward spiral in terms of employee satisfaction and morale. The Chief immediately took the management approach of performance assurances through strong discipline. Several of his senior staff, specifically Division Chief and above, have subscribed to this philosophy and have created an "us versus them" mentality. Several individuals of management staff will be mentioned individually in this addendum. These individuals have contributed the most to creating the hostile work environment we are subjected to currently. Deputy Chief Keith Allen is currently the Deputy Chief of Operations. Throughout his career Chief Allen has held numerous positions in the Fire Department. Most of these positions were assignments on a 40-hour work schedule and were non-operational in nature. Chief Allen is too far removed from the day-to-day operations at the Company level. His lack of operational experience and lack of continued education in operational activities has been the cause of turmoil. He does not understand the workload, physical and emotional stresses, and tactical decisions that are present today. He operates under the same principles that were in effect prior to the implementation of Advanced Life Support Services. He has failed to keep abreast of modern changes in fire fighting tactics and technology. Chief Allen is leading the Operations Division of the Fire Department with the same philosophy as Chief Latin, which is strict performance through strong discipline. He accomplishes this through the sole direction of two Division Chiefs, Jim Sheehan and Dennis Sheehan. Very rarely does he complement, commend, or recognize the outstanding performance of the Operations personnel. Chief Allen refers back to the "old days" when considering performance of the Operations personnel. However, his lack of experience even in the old days leaves him at a loss when making these decisions. Decisions are based solely on the feedback he receives from Chief Dennis Sheehan and Chief Jim Sheehan who feel tactics and operational guidelines are not important. Chief Allen, Chief D. Sheehan, and Chief J. Sheehan feel that the administrative function and strong discipline are the two priorities for the Operations Division. Taking the last staff minutes distributed to the Department this theme is blatantly apparent. Almost every issue spoken about at the Senior Staff meeting was concluded with a mention of discipline for failure to perform. Nowhere was an attempt made to determine if Senior Staff could make these tasks easier, or more user friendly for the employees. Never was consideration given to recent stricter interpretation of contract items that are causing employee frustration. Lack of employee motivation and excessive workload scenarios are never considered. Then mentality is "they receive a healthy paycheck"; don't complain about the workload or lack of flexibility by management. Division Chief Dennis Sheehan is officially the Division Chief in charge of the Operation Division's "C" Shift. He has been temporarily assigned to a 40-hour workweek, which has caused many of our problems. Chief Dennis Sheehan has openly admitted to committing his time to making life miserable for the employees. He feels the non-management employees are over paid and complain too much. He also believes that employees on a wide scale abuse their accrued sick time. He fails to consider the emotional stresses, physical stresses, and psychological stresses that management has forced on the employees. Through the exponential rise in call volume and use of a poor fire rescue reporting system, employees are being worked to the brink of exhaustion. This causes the employee to be worn down physically and leads to higher incidents of illness. Chief Dennis Sheehan refuses to accept the fact that SunPro fire reporting, lack of rotation of Fire fighter/Paramedics off Rescue Companies, and more liberal exchange of duty policies are the main contributors to employee sick time use. He also fails to acknowledge that at one time he used over 300 hours of sick time

to deplete his sick time bank. This depletion assured that at retirement he would be paid a higher rate for his accrued sick time. He also openly admitted that the did not want to work under Chief Rhoda Kerr and therefore called in sick. Chief Dennis Sheehan is the biggest proponent of strong discipline and openly jokes about being hated by the employees. He never recognizes employees for a job well done. He was assigned to a 40-hour schedule to work with the SunPro fire reporting system and Telestaff, the computerized staffing management program. The SunPro system has single handedly doubled the workload of the employees, is unreliable, and constantly going down. The Telestaff, although very comprehensive, has taken the human element out of staffing and allows a computer to make, sometimes absurd, staffing decisions. It is Chief Sheehan's feeling that we must absolutely use all functions of both systems regardless of whether they are more time consuming or a detriment to the employee. Chief Dennis Sheehan has committed to working against the employees and the Union due to the Union refusing to use a computerized staffing program for overtime hiring. His assignment to a 40-hour schedule has left his shift in turmoil. Long term Acting Division Chiefs are assigned to cover his position yet are not given the authority to run the shift. Chief Dennis Sheehan must still approve all decisions of a critical nature, relating to "C" shift. He should either return to his Operations position or vacate the position and allow for the promotion of a permanent "C" Shift Division Chief. He clearly feels that Deputy Chief Kerr will be leaving soon and that by demonstrating his own management through intimidation style that he will be promoted to her position. Battalion Chief Jeff Justinak has created a new 40-hour work position for himself entitled Assistant to the Chief. He again has temporarily been assigned to a 40-hour schedule similar to Chief Dennis Sheehan leaving his assignment vacant on "C" shift. Since being assigned to his 40-hour schedule he has not produced any tangible work. Chief Justinak was tasked with implementing a Fire Department web site, which has yet to come to fruition. He has been assigned the grant coordinator for the Fire Rescue department and we have lost possibly millions in grant money that has been available especially since September 11. Chief Justinak has taken on the responsibility of investigating and disciplining employees. He started this responsibility by attempting to discipline numerous employees that he personally coerced into purchasing memorial CD's for the FDNY firefighters families of the victims of September 11th. When the organization selling the CD's was revealed to be a scam, many firefighters withdrew their support. Chief Justinak attempted to discipline them at his desire. If a Chief is going to be assigned solely to investigate and discipline employees then he or she should be tasked with a policy of accountability. This policy should dictate the discipline given to a manager that frivolously investigates or disciplines an employee that is later exonerated. Chief Justinak is another example of someone that feels an intimidating management style will assure future promotion. Fire Chief Otis Latin came to this department with a reactive rather than proactive approach. He admitted not wanting to revamp the department rather just coast along for the term of his contract. He has coasted well. To this day Chief Latin would be hard pressed to give the name, or even recognize out of uniform, most of his employees. He has never gotten to know his employees on a more personal level. All of the direction he receives comes from senior management. Most of the direction comes from Chief Keith Allen, Chief Dennis Sheehan, and Chief Jeff Justinak. Although he has visited stations from time to time and listened to the employees, he has failed to hear what they have said. Not one issue that employees have raised, to make the work environment friendlier, has been implemented. He openly threatens and intimidates his Battalion Chiefs, through fear of a poor work assignment, if they question or challenge his policies. The line of communication has been strictly one way from the top down.

Chief Latin has been led astray with regards to employees by his senior staff on numerous occasions. His public speaking leaves a lot to be desired and he often times embarrasses the Department when representing us in public. His lack of motivation is apparent in the fact that he has failed to become a State of Florida certified firefighter, which is a State requirement even for a Director. In the last management retreat several doctrines were printed in the booklet used by the managers. Chief Latin outlined his firm belief in management through strong discipline in this document. The fact is that this principle has evolved to a management through intimidation. It starts in Chief Latin's position and works it's way down. The work place has become more hostile than ever based on this management style. There is a prevalent feeling of "us versus them" that runs deep in the department. Chief Latin needs to come back to the employee level and not only listen but also hear what the members are asking for. He needs to get firm control of Chief Dennis Sheehan, Chief Jim Sheehan, and Chief Jeff Justinak and stop the harassment. Finally, the City manager needs to ensure that this Climate Survey is used in a productive matter. Committees of Assistant City Managers, Fire Department Managers, and Fire Department Labor members need to be formed. These committees need to be tasked with solutions to identify problems in accelerated time frames. Once solutions are in place an internal follow up climate survey must be conducted to assure the employees feel their problems have been addressed. These committees should reconvene on an annual basis to address further issues that may arise. The City Manager needs to show his commitment to the employees. Do not allow the Fire Department Managers to sweep this under the rug. Do not allow temporary solutions and a return to the original problems after the dust has settled. The non-management employees of the Fire Department lay their lives on the line day in and day out. September 11th demonstrated the commitment of firefighters. We deserve a work place that is free of management through intimidation. We deserve the right to enjoy coming to work every day. Our paycheck alone does not make that happen. Hold our management accountable for the hostile work environment they have created. Hold the Fire Chief responsible for the problems that have arisen and the solutions for the future.

345-Not worth my time or effort for this.

349-There is perception of race discrimination in the city. However, current management has over extended this perception by making white males the scapegoat. They have the pressure from top management promote based on gender and race. In some cases the department/top management division levels if is embarrassing to the extreme, where white males were not even considered. This is an insult and demoralizing that the city's promotion and filling of positions is so prejudiced. This practice should be evaluated and the city manager on down should be told to stop this evident and blatant practice of reverse discrimination. This lack of promoting the most qualified costs taxpayers great $$ in there incompetent miss-management and provide the atmosphere for hostilities to develop.

353-Fair evaluation for everyone.

355-Have management be proactive not reactive. Provide mission statement to employees so we know what we are striving towards. Increase employees in Training Division so that employees can get the appropriate training that we need to keep our certifications current. Possibly develop a mentoring program to assist employees in preparing for promotional tests &

placement. Advise employees that they are doing a good job. Survey supervisors to find out what their strengths & weaknesses are, and assist them in strengthening their weaknesses.

356-Management and city council need to respect labor. No longer civil service contracting out jobs has created an atmosphere of apathy to anger. All the good points of civil service have been eliminated. An explosive situation will surely arise if not remedied. Committees, studies, and even Unions can only delay the inevitable.

357-Due to the past history of management this employee is fearful of being punished if I answer this survey or make comments in this section.

358-I think the city is getting out of hand with it's racial appeasement. Promoting unqualified personnel to management positions merely to fill a quota is wrong. We are in the midst of a terrible pendulum swing. No amount of surveys can correct the direction the city is heading. It's not just in management either. Promotions of general employees are out of whack too. They should take test scores and employee numbers to grade them. Leave race and names out altogether and hire based on ability.

359-Managing through intimidation is the fire administration policy. D/C special projects day worker is vindictive. He manages through intimidation. He is always threatening the troops with discipline up to and including dismissal. The Deputy Chief Operations is vindictive also. He harasses us with sick use. Never do they have all the information before they go after someone. I have almost 20 years in the department. I have never seen morale so low. We will have a mass exit of paramedics due to the abuse they receive. The tower of terror is a nickname for administration. The fire Chief (director) is intimidated by the day crew that reports to him. Special assistant to the Chief Justinak took city money and bought CD's for FDNY. He made units go out of service to sell these CD's when it was discovered this was a scam. People cancelled their checks and sent $ to FDNY direct. Justinak now wants them fired. Why did the Chief use city $ to purchase these CD's without city commission approval? The 4-5 Chiefs on days are ruthless vindictive and prior to this survey were actually concerned about how this could effect their future. Director Chief Deputy Kerr, Deputy Allen, B/C Dennis Sheehan, B/C Jimmy Sheehan are all trouble for the city. Sick time is scrutinized. D/C Sheehan purposely used sick time to avoid working under a certain female Chief. How convenient. Bud did he get harassed over sick time? The whole problem starts with Dennis Sheehan who prompts Deputy Allen this has occurred since Sheehan worked under Allen coaching Allen. Now Allen's the Deputy. He owes Sheehan, which is where Sheehan gets off with the vindictive power surge. His brother Jimmy Sheehan D/C B shift also is vindictive, why you will get other's to give you that input. Morale down. Constant management through intimidation.

361-I suggest that employees who go above and beyond the call of duty should be recognized more. Morale should always be high for an effective work environment. Happy workers work better in the long run. Thank you.

365-I have concerns when the city sends recruiters to a third world country to try to recruit police officers. I believe that we have plenty of well-qualified people to recruit in the

USA. I, and I'm sure others also, would be willing to learn a second language (Creole) to help improve community relations.

366-Parking should get rid of the night shift lead for the parking enforcement officers. It is true he is the advocate of a lot of the problems among us. He also is the main reason why we really no longer have faith in the upper management of parking. Last but not least he is very unprofessional. Examples: Treats women like trash, often gets into it with co-workers, he often can be seen driving male workers around with him in the jeep, and I have seen him with my own eyes taking pictures of women on the beach.

369-The top administrators are not doing a professional job in managing the city. Therefore, the lack of leadership trickles down to lower management and causes breakdowns in good job performance. The city is not being managed administratively in a professional manner, but entirely politically, which changes the goals of the City without notice.

374-This City has let the number of police officers fall to a dangerously low level. To remedy this situation the person in charge of backgrounds (an assistant Chief, not the sergeant) has proposed lowering our standards. This is absolutely unacceptable, both to the officers in this department and the citizens of Fort Lauderdale. Somebody needs to remind upper management of what happened when we hired several officers from Boston, Ma. and Detroit PD many years ago-and what happened in the city of Miami. Re:"Miami River Cops" on up to the present.

375-I have mixed feelings about completing this form. I don't believe that the areas of improvement that I see as necessary will be accomplished because of this survey.

377-Too much micro-managing by Assistant City Manager Bud Bentley and the City Commissioners. Budget submission process is overly complex and fails to focus on what departments really need to operate. Too many employees have titles of "director". This is confusing to employees and the public. Job opportunities fail to recognize an employee's number of years performing the work-only recognize college degrees. Too many items are entered into the Hansen system when a simple phone call would be sufficient.

381-It would help if our Division Head did his job let alone be able to supervise the work output of the division. When you pay for incompetence you pay more than once.

382-Performance reviews are not done in a timely manner. Many employees have been waiting months for their reviews to be done. This is part of a supervisor's duties-if they are not done, he/she is not fulfilling the duties of their job.

383-Improvements that are needed in the city include better leadership by the commission. Each commission has their own agenda thereby dividing the city. Good decisions that could benefit the city as a whole are therefore not reached. This benefit is both for the employees as well as the citizens. This division is then continued throughout the city departments. The leaders of this city need to co-operate with each other more, leading by example. Also, long range goals are established but not carried out in a timely manner or not at all. Employees see this and morale is built on this. The conclusion is "all talk" and no results.

Aging infrastructure and cramped working conditions are examples. New building to minimize repair costs and larger work areas are needed. Yet the city sells available city owned property and aging buildings continue to deteriorate. The perception is the workers know nothing, just do as we say. And the decisions being made do not appear to be good ones. In addressing the racial problems in the city, I feel they are blown out of proportion. I feel some are hoping for financial gain from this. No work place is totally free of bias. That is human nature. Everyone in this city has the ability for promotion. Some feel it should be given due to seniority and not earned. Some are passed over due to the personality and problems they will bring to the work group. From my experiences, individuals are selected from the top 5 per policy. Sometimes #1 or #2 is not selected or passed over for the above reasons. This, in my opinion, is good managing. Being able to get along with others is one of the areas judged on a performance evaluation. When those creating the tension in this city are brought into a work group, those around him or her distance themselves for fear of saying or doing something "perceived" to be wrong. This, in my opinion, is not being able to get along with others. I believe, in all, the city is fair. I believe it has communication problems and co-operation problems. But I am happy here and feel the city is a good place to work.

384-Overall, I am very happy working here. The only big problem here is the discipline administered by some in the personnel-labor management area. I can see how it is sometimes mistaken as a racial or gender discrimination problem, but I feel it is more of a class problem. There are some people there that seem to take a perverse pleasure in harming or destroying the career of employees who may not meet their educational or economic levels. Instead of judging people on their service to the city, these few people seem to have the attitude that the blue-collar worker and their families are disposable. This is a problem that must be addressed. If an employer has always been a hardworking, loyal employee, that loyalty must be returned to him or her. The emphasis must be working with employees, not the current attitude they have of "screw them, let them hire an attorney". I do not feel that this is the attitude of Senior City Management, and I feel it can be rectified by the City Manager pointing out to these people in personnel that there are some very good people working here and they deserve the same respect that everyone else does. I also feel that any major discipline matters should be taken to the city manager for review with the employees before it is set in motion.

387-New equipment/methods and training are required to keep-up with our changing times. We are still doing things as they did 40 years ago. More cross training should be provided to allow people to learn each others jobs and help out if a fellow employee is unable to perform his or her job. This would also help in preparing people for promotions. Lastly, poor job performance is a serious problem; for if one person doesn't care or does not want to work it directly affects all those around him/her with poor attitudes. It is unfair that this person would be paid the same as another employee who cares and is burdened with covering the load for the worker who just doesn't give a shit.

389-The City of Fort Lauderdale is negligent in monitoring the abuses occurring in it's satellite facilities. Management personnel are not held accountable for poor management practices. When employees in these facilities start speaking up and filing grievances seeking fair treatment they are subjected to harassment, retaliation, and are repeatedly passed over for promotion in favor of marginally qualified people. When plant personnel observe that hard

working, dedicated, highly qualified individuals with seniority are repeatedly humiliated and penalized in this manner and have little recourse, resentment and poor morale become the order of the day. The present lack of morale, resentment, and dissatisfaction in this depressing work atmosphere is a strong message for management to correct these destructive practices. Sadly senior management would rather spend millions of taxpayer dollars insisting that there are only a few disgruntled employees than confront and discipline out of control personnel. I hope that this survey will help change present practices and make city employment something to be proud of.

391-Things that bother me are the Chief doesn't listen to those who do the job every day. He hasn't been on a rescue & doesn't understand what it's like anymore. We should bid a station * not a rescue. We all begged him to reconsider & he told us "that's the way it's going to be & that's about it". Sure, because he sits in his a/c while the boys on the PE46 run 26 calls a shift, every shift with no end in sight. Our station has 6 chairs in the living room. 5 have broken backs. We have requested new furniture & 4 months have passed & still nothing. Once again, the Chief doesn't care. I'm sure his plush leather chair works fine, because he's sitting in it. They just need to listen & take care of the people who are doing the job.

392-Need more career/professional opportunities for lower level management. City needs to find a method (compensation or career path) to ensure longevity of management staff. City pay levels are not equal to other similar positions in other municipalities.

393-Beach Patrol-unfair labor practice, age discrimination, unfair promotion practices, hostile environment, and retaliation.

395-The City commission should have much less involvement in the day-to-day operation of the city & let the city manager's office & other departments do our job.

397-Personnel Dept/Recruiting: This department has been corrupt for years. I was personally discriminated against. In the mid-80's I was not permitted to take the Lieutenant's exam preparation course offered by the City as it was only for women and minorities. White males were denied entry to the course. The attendees of the course were virtually spoon-fed the answers to the questions on the examination. All who attended the course placed high on the exam scores and were promoted. I also question the veracity of the scores themselves due to the City's over zealousness in promoting women and minorities to the exclusion of others who were just as qualified, however, were the wrong gender or weren't a minority. This was and still is reverse discrimination. Also, I know for a fact that women were permitted to pass the physical agility testing without completing the exam as required by males. The personnel department decides who should be chosen and then "assists" them in getting the promotion. These are only two examples of the type of corruption I have witnessed over the past years. Office of the Chief: The Chief of Fire goes to extremes to protect those of his race. His management decisions are questionable and not well founded. His contract should not be renewed and he should be fired.

398-The City bureaucracy by itself is in many instances self-defeating. Causing people to blindly follow rules without using any common sense. Promoting waste and inefficiency, low

morale, duplication, and a serious lack of communication, and no reason to excel or produce more. Since essentially each unit's personnel only know what is going on in their own unit not everyone knows who to call for various needs and services requested. I am concerned with a double standard between rank and file employees and management employees. Treating the rank and file employees as if they were less important to the organization. There is also a double standard with some customers getting preferential treatment often ignoring our own ideas and policies to make some egotistic maniac happy. I would like to see some real career counseling and tracking looking at a person's skills and potential and encouraging them to take the courses that would help them do a better job or advance to a better position.

402-People should be taught to work more as a team & not "that's not my job" type of attitude. More support meetings should be held in the lower ranks-to help solve problems, come up with suggestions, share information, and just plain brain storm as a team to better a department or division. We all work for the city & together is when we make a difference. Whether it is cleaning toilets or running a department-we are a team.

404-Information is the key for a successful operation. Confusion the result of no information. Problems with health insurance, bills from hospital and the purchase of medications at the drug store.

405-Part I: Resources. Which items do you feel the City should work to rectify: I do not agree with the City's policy of waiting until a position has been vacated before beginning the process for filling the vacancy. I feel that once an employee gives his/her notice (usually 2 weeks), the process should immediately begin. Especially in cases where a polygraph exam is required, putting off processing the vacancy leaves departments short-handed for too long a period of time, which decreases customer service and employee morale. The conditions of our building are deplorable; the staff has outgrown the facility. Part IV: Compensation and benefits. The fiasco of late surrounding our health insurance program is inexcusable. Clearly Scott Denham does not know how to plan and manage the employee insurance program and he should be terminated. Part V: Rewards & recognition. Promotions in the City are not awarded fairly, plain and simple. I know too many instances where employees are upgraded, based not on their level of performance, but rather who's buddies with the Employee Compensation Manager. The work I perform in my department is evaluated fairly. However, when it comes to promotions, the idea that a Pay Committee, made up of individuals who know nothing about an employee's job performance, work ethic, attitude, and day-to-day operations with the City, makes a determination on whether or not an employee deserves an upgrade is unfair. The PD13 system is a farce; the evaluation system is no better. AFSME employees were told three years ago that changes would be made to the evaluation process; as of yet, the FOPA has done nothing to enhance the program. (In fact, the FOPA has done nothing to enhance any aspect of our jobs.) Unfortunately, poor job performance and poor attitude are not dealt with effectively. Too many individuals feel they are afforded a "free ride" with the City and they do not give 100% to their jobs. Because of the recent climate of the City, and the bogus allegations made by a few, individuals who should be disciplined and/or dismissed because of poor job performance and work ethic are retrained. Part IV: Strategic direction. I frankly believe that due to current "climate" of the City-allegations of discrimination-and the irrationality of the City Commission(ers), the leaders of the City are not effectively dealing with other very important

issues: the City's vision; uniformity of City policies and procedures; City health insurance program and management thereof; laissez-faire attitude of City employees; employee morale; as well as the list of items offered in part IV of this survey. I do not believe the City Manager's Office has a vision; they are too engrossed in cow towing to the City Commissioners and fending of allegations of discrimination by a worthless few. I would say that employees within different departments generally work well together. However, it would appear that at times the right hand does not know what the left hand is doing, (department to department) which lends to confusion for employees and our customers. Part VII: Professional development. I have not seen an advertisement for employee training in months. The City odes not prepare employees for promotions, i.e., there is no training offered when an employee is promoted-you wing it. Part VIII: Perceptions of management. The City Manager's Office does not do a good job of managing the city-please see comments above in Part VI.

406-Poor maintenance and health conditions at Station 47. Example: broken plumbing the city has not correctly fixed, and bug infested station. Poor management skills by leadership, i.e. communication skills. Lack of respect by superior officers. The city needs to expand resources to the EMS Division like expired CPR cards and lack of continuing education. Need to change paychecks, so we can see exactly what we are getting paid for.

407-Off-site building not in best working conditions-full of rodents, insects, pigeons, roaches, etc. Hot water not accessible/available. Building air is foul, smells like urine or kitty litter most of the time.

411-I find it very frustrating trying to advance myself within the city. I have applied to approximately 3 positions that have peeked my interest and have scored within the top 3 rankings each time. I have had at least 8 oral interviews with no success. Every time I received a "thank you for your interest but we have made a selection" letter. I have called over to that department and asked what were my weaknesses in the interview process and what can I do to strengthen them so next time around I am selected. Each and every time the response was the same. "We liked you. You didn't have any weaknesses but we hired someone who had more experience." I am a technician in parking services and can no longer grow within this department. How can I grow within the city when the city makes it almost impossible to cross over to new departments whit more opportunities? P.S. My annual reviews have been above average and my attendance outstanding.

412-The staff needs to increase. Technology/equipment is a must improvement.

419-Work area is cramped and building is possibly a "sick" structure. Overall work environment is poor. City newsletter needs to be revamped. More advertisements than info. Useless as information source. Paychecks are rarely correct. Overtime calculations not accurate. New computer system is making paychecks and amounts incorrect. Old "paper" system worked better. This is a major problem and the biggest problem in the Fire-Rescue Department. City employees recognized are not necessarily the ones doing the bulk of the work. Those that "produce" are expected to do their work and rarely recognized. Those who do less are recognized when they finally complete something. Favoritism also a problem. Favorites get recognized. Poor performance not dealt with properly inefficient employees are not trained or

terminated-they are hidden where they are not seen. If you don't see them they must be doing okay is the philosophy. The department does very little to prepare employees for promotion. Nor do I think they care. Non-management supervisors are forced to attend management training that is not effective at their level. I believe there is an overall impression that upper management has a lack of respect for non-management personnel. However, lower management does not share those feelings. It is also a general consensus that upper management has lost sight of where they came from-they have forgotten that they were once firefighters. I do not know what the city's long term goals are and I can't ever remember being told what they are. Also, an interesting point should be made. The department came out with a "goal" statement last week-just in time for your survey. Do you think they knew that was going to be a question? Thank you for your time and consideration.

423-The City is a great place to work and I am proud to be a city employee. I am disgusted that there are a few "rotten apples" that are intent on portraying the city as a horrible place to work. Thank you for allowing me the opportunity to express my opinion.

424-Concerns and Comments: Lack of upgrading (management positions). Rules and SOP's do not apply to all employees. A small group of employees (whom have the least amount of responsibility) get all the recognition. The same small group are close friends of management. Seniority is only applied when it is convenient for management.

425-I found it somewhat difficult to honestly answer this survey and have it accurately convey my feelings. In the position I now hold I am relatively satisfied, however, it has been a long journey down a sometimes bumpy road to get to this point. The promotional process in the City of Fort Lauderdale is a very difficult path to traverse. Many promotions have been decided upon before the announcement has been posted. Management goes through the motions to make it appear as if they have followed the process, but the reality is that they promote whom they want when they want. If the person they are seeking to promote does not fall within the top five they will either wait until the list expires or until other promotions have allowed the person they want to move up into the top five. The attitude in the Personnel Department is one of total arrogance. This is the way we have always done it and who are you to question anything we do or say. It is almost as if the goal of the department is to make it as difficult as possible for an employee to advance. Sometimes the path to advancement is not a direct upward route. The City of Fort Lauderdale makes it very difficult to move laterally when an employee discovers the current path they are on appears to be a dead end. If one is unfortunate enough to have accepted a single incumbent position they may find themselves at a dead end with a brick wall in front of them. There is no transfer list available to them and they are not eligible to apply for positions that have been posted as promotional only. There are a few employees creating the perception that there is rampant racial/ethnic discrimination in the City of Fort Lauderdale. I believe these employees have a personal agenda to create this illusion and ultimately settle with the City of Fort Lauderdale for large sums of money. Management is so afraid of being charged with any sort of racial/ethnic discrimination that they ignore poor performance. This has created a situation of reverse discrimination. Health insurance-how in the world was this allowed to happen? Why has no one been held accountable? Management knew our health insurance was in dire straights and did nothing to alert the employees until it was too late. When the employees

were finally told, management blamed the employees for over using the plan. How do you think the employees feel?

426-Very concerned about the compression of management benefits vs. those provided to the union personnel. If this erosion of management benefits continues, it will be very difficult to attract good management candidates from either the outside or from the union ranks. The city needs to make sure they continue to pay annual LOLA's to management personnel and that they exceed the COLA provided to union personnel via their contracts.

427-This is simply a PR move by the city. Nothing has changed and nothing will change as long as our present upper management remains. Example: The city manager brought in Henry Lattimer to conduct a survey and when Henry's report didn't agree with the city manager his report was discounted. There is no will to change anything at city hall. General employees are fired on accusations and not facts. Management on the other hand can do everything short of murder and they get their hand slapped. I could go on but 50 pages might not be enough. I have lost all hope.

429-Too much paperwork-Needless and wasteful to supply stats for too many supervising answering to too many managers who answer action items from too many mindless individuals who don't know the whole picture. Stop the action items-curtail the paper work. Let the staff do the jobs they were hired for. Stop the meaningless meetings. We are accountable for our work.

430-The problems that have been around for years are still here. Today's bosses were victimized when they were the peons, and now they perpetuate the same problems. The "do as I say, not as I do" management style is rampant. You would think today's managers would change yesterday's shortcoming/shortsightedness instead of continuing the practices. But they do continue them. Furthermore, where does any manager get off that they can have the power of life and death of a career. What training does this or that manager have to do that he or she can decide who should get what transfer. They pick and choose who will or will not do what job. And all too often the same people get picked for different jobs that become available. Are those people better cops than those who do not get selected? Or is it that bosses self perpetuate? How do they know that someone can't do a job unless that job is made available? I understand that a boss wants people who manager can trust and work with. But while that is happening, morale is going down the tubes. Instead of giving others a chance some manager gets the power of life and death over a career. Those shunned people might very well be more than capable, but they are never given the chance.

432-The City is a good place to work. Communication, planning and employee development, are areas that need improvement.

433-The City Commission is trying to run a major city with a village mentality. No long term planning has resulted in inferior facilities that send a negative message to residents and visitors. Police Department is overcrowded and outdated, creating inefficiency. Management spends too much time in crisis management over issues that should be resolved by commission. Budget items that are much needed but regularly cut.

435-Good survey, however, I don't have any confidence that anything positive will be produced out of the survey. Good political move to show that the city wants to do something. I really don't believe that anything will be done about the problems occurring. Top management is good at telling us what to do and what not to do; yet they don't follow the same rules. Poor example to encourage others to do what is right. People are essential to carry out the mission; we need a proper balance between taking care of our workers and priority to carry out the mission. Encouragement & recognition by our supervisors is almost non-existent. Never underestimate the power of your words or actions. With one small gesture you can change a person's life, for better or for worse.

436-One stop shop. The building/work environment is not kept well. Restrooms are unsanitary, a/c ducts are filthy, and a/c & ventilation are poor. Rat droppings & ants. Carpet heavily stained-not cleaned. The employees I work with are great-supervisors included.

437-I believe the overall job and responsibility of the Fire Chief and the department is very sound, unfortunately our system, as in most, has become self centered and inconsiderate towards other employees within the department. I honestly believe that we have become a system of self-fulfillment regardless of the benefits it provides to the department or our citizenry. What's good for me must be good for everyone else.

440-The health insurance situation has been very demoralizing. Mistakes were made that have adversely affected thousands of employees. We should not have to pay because of managerial incompetence. The City is cutting our compensation, but expecting us to do the same work.

441-There is a logical, cost-effective way to do things in the City and then there is the City's way of doing things. The City's way is never logical and almost always end up costing more than if the logical thought process was followed. Additionally, we are often told that our opinions count; when in truth, if your immediate supervisor does not agree or it's not done his/her way, it won't be done or the next level or management will not have an opportunity to really hear what it is you have to say. The political climate within the City rules and decisions are made strictly on this basis even it could backfire. As professionals who do the work on a daily basis, we are in a position to advise them on specific issues, which may sometimes prevent problems or chaos. We should be allowed to say stop. That is not the appropriate action to take. It should be done this way and not fear retribution because we want to avoid embarrassment to Sr. management or the City Commission. Senior management though would rather just "go along to get along". This is not the best philosophy to follow.

442-The talk around the police department is that nothing will change after these surveys are calculated. Nothing changed after prior surveys and there is no reason to think it will after this one. The city is just "going through the motions". (I have 25 years with the City.)

443-The main factor that I believe needs improvement is our physical working conditions. Our building was built in the 1940's and has many problems such as a/c that malfunctions almost every month, toilets that take 2 flushes & pipes that are eaten by tree roots, dirty rugs, one conference room for 100 employees and small cubicles. A new building is

planned but there are reports that the soil is toxic. I feel the City does not care for it's employees based on how it treats our division. Another issue is our antiquated card file system, which also dates back to the 1940's. We need our files to be computerized to adequately serve customers given the volume of people who come in for building permits. The floors are not adequately cleaned and the outside parking lot is littered with tree leaves & branches. It reflects badly on the City's image. A TV was installed and some plants were placed in the lobby, but it is not large enough & there are few clerks to assist customers. Our salaries are good but we should increase our fees, which haven't increased since 1994. Morale is low in some sections, especially where employees are required to clock in and are reprimanded after being more than 7 minutes late more than twice. Some are required to bring a doctor's not each time they go to see a doctor. Employees don't feel trusted.

447-The bathrooms are dirty, walls & floors. Morale is low because of favoritism. We do not have a policy & procedure manual so that we all have the same knowledge on how to do our job. Information is not shared.

448-Lack of training. Computer system. Discrimination. Harassment by management. Altered crime statistics.

449-1d-Vendors not timely. 9f-Almost impossible to contact or have employees return phone calls. 14d. Reverse discrimination.

450-Promotions: The promotions in this department are a joke. The way they are tested is lame. You can see through all the lawsuits what great supervisors good test takers make. The promotion process does not take into account the following: (1) Job work ethic, hard-worker, etc., (2) Job knowledge, everyday experience, (3) Citizen contacts, how well the person works with the community. These are things that would make a better candidate. When a list is made of these test takers, "they" skip people for friends of the staff or ethnic quotas. The feeling is why test, just let "them" pick who they want. What ever happened to the best person for the job theory? When I came to this department 15 plus years ago, everyone was proud of their position, units and overall department. Now people are leaving this department with 5 years, 10 years, for other departments. This causes a high cost to the city, not only in retraining but in lost experience. The biggest reason is the type of supervision in place now. Hurry up Retirement!

452-I think that the single most important issue facing the city is the city manager's offices ability to lead the employees. Someone needs to address the problem of communications and cooperation between the different internal departments. The only ones with the ability to affect these type of changes is the city manager himself, by finding out where the problems really exist and finding satisfactory solutions, and then finally seeing to it that these solutions are implemented and followed up after.

453-Immediate supervisor: Tom Fogan-(see attached sheets)[Sent with this was a copy of the narratives from the county police department regarding an incident with Tom Fogan] When this guy applied for his position he was drunk and stoned (high), several days before his interview and ran his motorcycle into the back of a truck and broke his leg and missed his interview. Somehow he still got his job. He comes to work after his days off with his eyes

bloodshot and watery like he was drinking heavily on his days off. Sometimes he shows up at the office on his days off smelling like alcohol. Last year he was dismissed from work 8 ½ months because he had exposed himself outside Lowe's parking lot. (see attached) Somehow he got his job back. His first day back at work his eyes were bloodshot and watery again as though he had been drinking heavily. How can we in this department have any respect for someone like this? The city has given this person the responsibility of making judgment calls and mostly choosing promotions when he can't even make good judgment calls for himself. How well do you think this department will run with this person in control? He used to be a park ranger supervisor before. Talk with the employees he worked with over there, speak with the employees not his immediate supervisor. How did we end up with this guy? City wake up. Age Discrimination: I have a position that requires a physical test every six months. The test has been the same for all my 24+ years I've been here. Now the mood out here is the city wants to get rid of the older employees so the test is longer or has doubled within the last year. Now a run that used to have no time is 90 seconds. I completed the run last time in 135 seconds. What am I supposed to do? I'm not 22 years old anymore. I call my lawyer and speak with the union. If I loose my job over this you know where it will go. Alcohol use: One of t6he supervisors here continues to promote heavy alcohol use immediately after work. There's a lot of work programs he could be putting on the morning notices. Instead these drinking opportunities that lead to sick time, tardiness and reprimand. I've seen so many good employees loose their jobs because of poor personal choices. When you have management adding to it, it is a shame. I believe a lot of this is the immaturity of the managers that were hired in the last couple of years. I guess when your head supervisor has a problem it's trickling down into the division as a group. With these problems I don't enjoy my work or the environment I'm in. I continue to educate myself and try to influence the people around me in a positive manner. I've been looking for other positions within this city that promotes continues education and continued personal improvement with the possibility of promotion on your prepared accomplishments, not on who you drink with after work. I'm a little concerned when a group calls this survey an "organizational climate survey". It is too kind for what goes on here. Last week I did have an interview with another department. My interviewers were two females and one black male. The black gentleman was very professional and respectful with his questions and not racial oriented at all. One of the females, a department supervisor, was very gender oriented. Every question she asked was started with "If a female supervisor asked you to…". This makes me feel as though there's a lot of gender problems in this department. I asked myself, "Do I want to go over there and be involved in that?" Is she allowed to even ask me questions in that manner? The black gentleman could have been asking, "If a black supervisor…"

455-Deplorable working conditions with regard to the building.

456-There needs to be greater accountability of all employees/managers.

460-This survey was not easily written and could not be easily understood when answering the questions. I don't see or experience any discrimination but feel that there are too many employees in certain departments (example: city manager, city commission) and not enough support in departments like information technology or procurement. We spend money in areas such as PIO and not where it's truly needed.

461-When this survey was given out to the employees we were told to return it back to our supervisor per the department manager, instead of sending it to ETC Institute. This was clearly supposed to be a confidential survey. This is a good example of the poor management of this department and the lack of good faith/ethics. This department has an abundance of management per the total number of employees to the point we are being "micro-managed". Due to justifying their positions they are requiring an enormous amount of paperwork etc. You constantly feel that you are being harassed over something insignificant. You could easily eliminate several of the management positions. We cannot be informed on policies and procedures because they change on a daily basis to suit the different situations. There is no consistency. There are vast differences in employee's evaluations. The "chosen" few are given outstanding ratings and all the other employees have to practically argue with their direct supervisors to get a fair rating. The ratings could be given fairly by your immediate supervisor who is more in touch with the employee's work, but either the assistant director or the director, who has very little interaction with the employee, routinely changes this. These changes are not normally for the better and seem to be made on a more personal basis over a professional basis. There needs to be a better system for job promotions other than the PD-13 Equacomp system. An employee can be working outside their job classification and not be able to get a raise due to this system. There is a lack of trust, ethics, professionalism and morale in this city, and unfortunately it has gone on for such a long period of time that it will be hard to overcome these problems. Yet, I would not hesitate to recommend someone to apply for a job because I know that all departments are not this way and that hopefully one day the city will change their "good old boy" days. I hope that all employees will be honest and vocal about some of the ongoing problems in the City of Fort Lauderdale. But unfortunately, with what happened in my first paragraph is exactly why there are so many problems. But I can only hope that the results from this survey will bring some changes for the better. Thank you for your time.

462-Remove politics from professional decisions/work.

463-I feel that reverse discrimination is more prevalent than discrimination. There are people in this department that do next to nothing because they are black.

465-I feel that the fire Chief, deputy Chief, and division Chiefs have no idea how their decisions effect the working body. It seems that they change and make new rules just for the sake of doing it. They are out of touch and have no clue. Morale is at an all time low with no relief in sight. I used to love my job. Now, I just do what is asked of me and collect a paycheck. So many promises by those in upper management have been broken that I can't bring myself to trust what they say or do anymore. They have stolen ideas from firefighters and used them for their own gain. Chief McInerny did so with the "narc guards" and then tried to strong arm P. Scartozzi into doing nothing about it. I also feel that the fire Chief and the city manager are on their own mission to promote and hire unqualified minorities. If there is any discrimination in this department it is "reverse". We need more Chiefs like Simac and Haynes. They keep in touch with the body and don't forget where they came from. It's so coincidental that the City's Vision Statement for the future came out at the same time as this survey did.

466-My concerns are morale, work atmosphere & our working environment. I am a FF/PM on "B" Shift. I mention the shift due to the possibility of the readers forming opinions of

A and C shift. I can only comment on the shift that I work & the supervisors that are on B shift. I think our division Chief (J. Sheehan) creates a hostile work environment & brings morale to an all time low. His tactics of scaring people & strong-arming his firefighters is unacceptable. I personally have a 4-year degree & have taken numerous supervisory classes. In my experiences & studies I have never been taught to rule by fear. Where did Chief Sheehan get his ideas? Does management not know this? If they don't I hope they will understand after these evaluations are finished. On our shift (B) firefighters don't respect him, they fear him & dislike him. His attitude & tactics in managing our shift brings morale down which causes a poor work environment. Does Chief Sheehan get evaluations? Who holds him accountable? It is no secret that the Sheehans think Ft. Lauderdale is there personal fire department. Can Chief Sheehan do whatever he wants and no one holds him responsible? Please help.

467-The payroll system is not accurate for 40-hour employees who work overtime. City takes periods of time out for no reason. The vehicles that the city provides it's employees, Cavaliers, are rated as the worst vehicles by consumer reports. For about the same money, city could get safer vehicles. Reverse discrimination is a problem. Minority workers get things easier than more qualified employees.

468-I feel that upper management has no clue as to what goes on in the streets as to what we do. I'm talking about Chief division Chief. This department uses the good old boy system on promotions, it all depends on who you are or they will hold a position till another test. If there is any discrimination it is reverse. Senior management: some don't even know your name or position or if you do a good job or not. They just want to write you up if you screw up. I used to think this city was the best by their old slogan. Not anymore. I like how this survey comes out and all of a sudden the slogan for the city's future comes out from Chief Kerr. She's doing her job for once. Our Chief is on special projects and just wants to make rules as he sees fit. I guess he wants assistant Chief bad. The city managers office turns their head to the fire department. Their promotion of management was for gender only not the best choice for this department. They must not know how bad morale is. It is at an all time low. There are 2 sets of rules on this department. One for the union and another for management. I think that upper management should come ride 24-hour shifts on engines an rescues to come and get a reality check with us.

469-Overall, I think the police department is a good place. However, transfers and promotions have been based on color and gender probably as a result of problems in other divisions. We finally adopted the take home car program but one-year rookies get the cars before 20-year vets just because they live in the city. It's a plus that our new Chief is one of our own and things are improving. While we have computers in our report writing room not everyone has access to passwords and we don't have templates to write reports via the computer. One of the biggest blunders was buying new software but not discarding the old. The two have not meshed together, thus no laptops in our cars. Also, after 9-11 our department is not secure. Stragglers walk through our "secure" areas at all times, using our hose, etc. It's just a matter of time before bad people disable our cars, not to mention vandalizing our personal cars.

470-I feel that the management of the fire department is unaware or unconcerned as to the level of disappointment felt by the employees of the fire department. The department has

stated in memo form that they wish to become the "best department in the country". But it continues to be as reactive as possible by showing a complete unwillingness to change or evaluate new ideas. Upper management has proved themselves as opposed to doing what is right for the department. The fire Chief has no concept of how fire rescue service is provided at the street level and is unwilling to ask employees who provide these services for their opinions as to how the service can be improved. Department Chiefs are constantly putting out memos about new policies and strict disciplinary consequences to further reduce morale. Division Chiefs are in control of overall shift operations and are inconsistent in their delegation of power and disciplinary actions. Some have proved to the rank and file to be liars and cheats. Others have launched investigations purely to strike fear in multiple employees without the slightest proof of guilt or suspicion. I am a firefighter/paramedic on C shift. I am very dedicated to providing excellent service by continued education and training. I love my job and there is nothing else I would ever want as a career, yet I am becoming more and more dissatisfied as each day passes. I have no confidence in the management of this department. The EMS division is run by Chiefs with zero street experience or have not practiced paramedic skills for 15-20 years. These Chiefs try hard but are unqualified and understaffed to run a system as large as ours. EMS in our department is 5-10 years behind the level of service of other departments. Fire suppression I would describe as good based on the experience of the lieutenants and firefighters. Training is totally insufficient and deals only with what is required by the state. No training provided by the department is designed to enhance our ability to perform our jobs. The city as a whole is giving the impression that there is racial discrimination toward minorities. When in fact promotions are being held up in order to give certain minorities a chance to complete educational requirements of the position. Hiring procedures are being lowered or omitted in order to make incompetent minorities and females eligible for employment. These standard hiring procedures are not designed to eliminate applicants because of race or sex. They are the minimum standards required to perform the job. The procedures should not be compromised in order to make an applicant eligible for hire. This would only endanger the prospective employee but also hinder the department as a whole. It is the city's duty to provide the best-qualified personnel to serve the citizens of Fort Lauderdale, regardless of race and sex. When I look at articles in fire and EMS related magazines I can not help but notice the same name and same departments mentioned in these articles. It's not because these departments are perfect. It's because the management and staff work together in trust to learn from their mistakes and train on new ideas to make sure their mistakes are not repeated. Their managers realize that constructive criticism is far more beneficial than harsh disciplinary action. They have also discovered that firefighters are more than willing to work hard to support management with issues to improve the department. By expressing direction as to the goals of management and intern incorporating ideas or concerns with the troops, progressive procedures and solutions can be formed that are desirable to all. In closing I have little confidence that this survey will have any effect on the God like ego of the Fort Lauderdale fire rescue management. I do not believe for one second that this department cares about the morale of this department or the level of service that it provides. I believe this survey is being allowed to be performed in order to help reduce some liability of the city to litigation. I hope that I am wrong.

471-It is unacceptable that the City of Fort Lauderdale's police department does not issue take home cars to it's officers. Many other agencies in the county do this and most are not up to par with ours. Supervisors and administrators are quick to discipline when perceived infractions

have occurred but most are not willing to type out a quick "atta-boy" for a job well done. This department needs to hire more officers. The only way this will happen is if our department offers a better "package" than other departments in the area. (example: pay, retirement, and cars!)

472-Part I. Resources: (A)We do not have all the tools needed on our apparatus. For example, our fire engine apparatus inventory call for a distributor nozzle. We have that specific nozzle head, but not the pipe needed to properly operate the nozzle. If it was attached to a hose in its present form, it would wildly whip around with the end of the hose in an unsafe manner. Our rope bags are outdated. Much advancement in rope rescue makes it easier and safer to do a rescue with the use of carabiners. We do not have them and we rely on the firefighter to tie a rescue know, which honestly, most of us have forgotten. It is setting us up for a disaster. I feel that much of the basic supplies that are ordered for the fire station are not well delivered. After the item or items are requested and not received, there is no reply back to tell us if we will get them later, or maybe we will not get the item. (B) Many of the fire stations do not have adequate office space to complete paperwork. Keep in mind that fire stations are living quarters and this is an area that is lacking. Most of the bedroom spaces are small, dreary and confining. Some fire stations do not have comfortable seating or enough square footage in a day room to house all of the personnel that are assigned to that station. This is evident in stations 2, 8, 13, & 35. (C) As previously stated some supplies that are ordered never come and there is no explanation as to why. (D) Repairs are 50% completed quickly and 50% are done with a huge delay. Some items that are sent in for repair are never returned. (F) The system of e-mail is adequate. The hidden problem is that managers do not use it enough to keep personnel informed. (G) Sometimes job vacancies are left open for months or years. This hampers our job by putting under qualified personnel or no personnel in a vital position. (I) We have an apparatus ready for us when our vehicles are to be swapped out, but the conditions of the reserve vehicles are deficient. They greatly reduce the quality of service that we can provide to the citizens. Part II. Work environment: (A) The gender discrimination is that male firefighters are expected to do more than female firefighters. In the past, if a female had failed her probationary test, as in the case of Frances Dorry or Elizabeth O'Brien, they were given re-tests. This would not be allowed for a male. Most female firefighters lack the strength to pull heavy hoses in a sufficient time. A male firefighter can do this in 20 seconds but a female will take two minutes. This is an important difference when a victim is holding their breath. A male is ridiculed when he points this out to management. Or if not ridiculed, no action is taken. Our city has had an ongoing lawsuit with one black female employee, Ivette Spence. In the case of Spence, I feel that this is an incompetent person who was given multiple opportunities to perform her duties yet she falls short of minimum standards. She killed several animals parked in front of the bay when driving an apparatus to an emergency response. Her actions in this case and several others are deplorable. She remains in the employ of our department. I have been on an apparatus when she as an instructor, called in a vehicle accident with injuries. After she called in the accident, she left the scene, abandoning the injured person. When I complained about this abandonment, management brushed it under the rug as she has been a controversial figure and most managers prefer to stay away from her lawsuit even if it was such a gross violation. On the reverse of what I have stated, one particular male manager is fairly open about his discrimination toward females. This is battalion Chief Bill Findlan. He uses the phrase "I do not have a problem with females in the fire service, I have a problem with females who can not perform their duties. And

none of our fire department females are competent to perform their duties." He is very discriminatory. He harasses females and ethnic males. This is evident in the charges currently brought against him by female Shari Marshall and Latin male Arnaldo Piedrahita. Battalion Chief Findlan is very biased toward his subordinates. The inappropriate hostile, micro-managing that Battalion Chief Findlan uses has caused many to come to odds with Findlan. In one example, a leading Technical Rescue Team Lieutenant, Raymond Ferrara, had to make a choice of remaining on the team and to be stationed with Chief Findlan or he had to take a pay cut and move to another fire station. He chose to quit the team. This unfortunate incident lead to a decrease in the skill and service provided to our citizens as well the financial loss to Lt. Ferrara. I would do the same thing, should I be in that scenario. Chief Findlan has previously had charges of violence brought against him, but he is shielded by his connections in the fire department by blood relations, in particular his brother in law Division Chief Dennis Sheehan. Bill Findlan is one of the worst managers that the fire department has and he should be demoted or fired for his present and past violations. In the present climate, his actions will be "swept under the rug". (E) Very few managers are hostile. As stated above Bill Findlan is one of them. A second manager with this style of management is Dennis Sheehan. He is known to his Battalion Chiefs as "The Punisher" or "The Bear". He is quick to prejudge the message by who is making giving the message. Chief Sheehan looks at a situation with the paranoid view of "How can I get these guys?" He and Chief Findlan are quick to give the worst details to those who they oppose. For example: Firefighters enjoy helping by fighting a fire, but necessarily loading the wet fire hoses back onto the truck, or standing by while others fight the fire. These two managers will consistently give the clean up or standby assignments to crews with firefighters that they dislike. They continually give the "attack the fire" responsibilities to their favorites. Division Chief Jim Sheehan has a great skill in supervising the placement of apparatus, knowledge of his employee's vacation and Kelly days and station assignments. He is a good manager when looking at response issues. He is friendly to his employees until there is a conflict, then he is tenacious. He has his greatest fault in his dealings with employees. For example, he is quick to give reprimands for using a sick day when it is next to a kelly day or a vacation day. Yet, he has done the same thing several times himself. He has done it three times in the past year. Obviously he will not reprimand himself for this violation. A person can not predict when he/she will be sick and he is a perfect example of this issue. Chief Jim Sheehan and Chief Dennis Sheehan will create their own interpretation of Union Contract issues and when they are proven wrong, there is no counseling against them. On a few occasions, they have had assignments in the zone of downtown units, such as a public education detail or standpipe test. This is typically passed on to the downtown units, if it is in their zone. They have sent the downtown units to eat, or shop for food to cook for the Chief, while they sent other apparatus to the downtown detail. (H) I am not treated with respect by the above managers. I am treated with respect by my immediate manager, but he/she is not treated with respect by the above managers. I feel Chief Latin and his assistant Chief Justinak treat employees with respect. I feel there is a huge gap between Chief Latin's direction and the Deputy Chiefs. They are two incompetents who are out of touch with the daily operations. They never operated on an ALS apparatus and they never try to update their knowledge by doing a few shifts of ride time. (6) I enjoy my job and helping the citizens of Fort Lauderdale. I would chose no other career and I execute my duties to the best of my abilities. I do not let the incompetence of managers reflect on the service that I provide. I am dissatisfied with the harassing managers, which I have outlined above. (7) I generally think the City is a good place to work. I feel there a few poor managers. This is off set

by a great number of skilled employees who give 110%. Some of the quality managers who listen to employee concerns are Chiefs Bill Banks, Rick Brown, Manny Catani, Guy Gallo, Jim Heller, Robert Hoechert, Jeffrey Justinak, Richard Pearl, Robert Simac, and Bill Thixton. (8) I would recommend the city to others as I have hopes the hostile managers will be removed from duty. Part III. Communication. (A) I receive department wide rules in a timely manner. I do not receive personal requests in a timely manner. Often I send training request through proper channels, and I hear no reply at all. My immediate manager is told by other managers that it is being reviewed; yet no response positive or negative is given. One of the worst areas for a lack of communication is Tuition reimbursement. When a class is submitted for Tuition reimbursement, we are not told if the form was received, we are not told if it was approved by the department head, and when we submit a passing grade, it is weeks or months for us to receive reimbursement. All through this process, there is never any communication or status of our initial request. (B) My immediate supervisor keeps me informed, but I believe he/she is not informed by senior managers. (C) The fire department does not effectively use the employee newsletter. Often the fire department does not send in recognition for employee of the month. If they do submit a nominee, it is usually a non-sworn employee who senior staff see, thus forgetting about the many lives saved through operations. (11) I am satisfied with the e-mail system, yet I feel we need improvement in communication to the individuals. The communication to the department as a whole is satisfactory. Part IV. Compensation. (E) I believe the Union manage our health insurance plan. The city contributes financially. (H) Our paychecks are horrendous. They are extremely difficult to understand. Employees do not know what overtime is paid as it is not paid in full on each check. It is not clear if you received special detail, overtime, partial overtime, rescue assignment pay, or other compensation. Part V. Rewards and recognition. (A) Fire department employees are often saving lives of citizens. It is very rare that managers provide recognition and they state "It is your job to save lives, you're not doing something extraordinary". When a firefighter rushes into a burning building and drags out a victim, no recognition is given as it falls under the "Job Description". Amazing feats of courage are demonstrated daily in the 37,000 emergency responses that we respond. It is unfortunate that the many opportunities for recognition are forgotten. (B) Chief Findlan, Chief James Sheehan, Chief John Molenda, Chief Robert Simac (sometimes) and Chief Dennis Sheehan do not evaluate fairly. They have a predetermined answer based on the messenger rather than the message. As mentioned above, they do not offer recognition for the outstanding service that is provided to our citizens. (C) Stated above, rewards are usually not given. If given, the above managers will give praise to their buddies. (D) Promotions are given fairly. On the management level, there are few that register for the promotional test as the rampant distrust, unfair treatment among themselves, and recent lack of job satisfaction that is part of the manager's daily duties. This has been a change in the past five years. Prior to this, the management level was more enjoyable with a few exceptions. (E) No, as mentioned above. (F) Battalion Chief Findlan is a poor manager. He is hostile and he decreases morale in the ranks. He has not been dealt with by senior management. I have to blame Chief Latin as he fails to initiate steps to deal with him. Division Chief Dennis Sheehan and Division Chief Jim Sheehan are at such a high level, they have no effective supervisor to deal with them. Deputy Chiefs Allen and Kerr are completely out of touch with the operations level issues and they are oblivious to the problems with their Division Chiefs. The Deputy Chiefs have been a danger to the department due to their lack of involvement. This has been a problem for years. Some of the blame must fall on Chief Latin, as he may not be informed by his incompetent Deputy Chiefs.

The Division Chiefs are quick to punish offenders. They often rely on a previous incident rather than look at the present issue when dealing with an issue. They are negligent at providing a remedy for the problem. Part IV. (A) A clear vision was sent out the day I received my survey. Never before has there been a vision statement sent. This was an attempt to improve the survey ratings. (E) The fire department has taken steps in the right direction to better assist citizens through the initiation of ALS services. The support for these services is not as good as it could be. We often take units out of service for training and details and run our city short staffed. This is a good detriment to the service offered to the citizens. We need to offer training to firefighters, but it should be done with the firefighters being replaced by other workers through increased staffing or by hiring overtime. Not by decreasing the service to the city. Fire rescue is a life or death service when cost cutting is considered. Another way to offer training is to have more employees in the training bureau or in by having trainers in each district who can go to the stations to offer the training to units individually versus taking several trucks out of service and meeting at the training bureau. (F) Deputy Chiefs are out of touch with daily operations. They as well as division Chiefs do not ride rescue trucks to see how the memos they produce directly interfere with the daily operations. (G) We need more staff for training. We need less people who take the Punisher mentality of chasing the faults versus increasing the effectiveness of the operations. Part VII. Training. (A) The training we receive is given at a detriment to operations. When units are out of service, this greatly increases the workload of those in service. It is not a balanced system. (C) The career opportunities above the Lieutenant level are not adequate. They have a four-year degree requirement, which I believe it should be recommended, not required. I also believe that due to the hostile environment of management, not many employees want to enter these ranks. (D) The city does a decent job testing candidates, but they offer little if any preparation to those interested in becoming a driver or Lieutenant. (E) Orientation programs for new hires are very good. Unfortunately the same information is not filtered to existing employees. We often hear of changes in procedures from the short-staffed training bureau through new hires. Part VIII. Perceptions of management. (A) My immediate supervisor makes good use of my time, yet he/she is usually given last minute assignments without proper preparation for me to execute. (B) I have confidence in my immediate supervisor. (C ) I have no confidence in my division manager. He is a poor manager who creates a hostile, biased work environment. He offers no resolution and he lets this condition fester. He continues to break his own rules. He has a lack of supervision from his supervisor(s), which could greatly help the situation. (D) I think Chief Latin has set goals, which we are working toward. I feel the gap between himself and the Division managers is deplorable and the blame must rest on his shoulders. (F) The division/department can respond effectively to an external crisis. Yet it has failed to respond to the internal crisis of treating employees fairly. Part IX. Overall attitudes. (D) I feel the education of union contract benefits should fall upon the shoulders of union officers. Our department of about 400 has all but one employee who is not in the union. The city handles their responsibilities properly.

473-Police department hiring-Manpower and the hiring of new personnel should be a priority. We are annexing new areas and we have not increased the size of the department. We have a lot of openings that we can not fill with qualified people. I feel the city manager/commissioners should have approved the hiring of extra manpower to compensate for the drop-plan. The lack of manpower is an officer safety issue that should be a top priority. Direction-I have no problem going to homeowners association meetings and getting to know

people as well as their concerns. The problem I have is they, as well as city commissioners should not dictate what we do or how we do our jobs. Community policing is what good cops have always done. It should be brought back to the police department (1300 W Broward) and integrated with patrol. We should not have separate buildings, this is a team effort. You have some good people in community policing and they will be good people no matter where they work or what building. Another issue is our priorities. Management has to be realistic about what can be accomplished especially in patrol with limited manpower. We prioritize our calls and we should do the same with the overall goals of the police department. If we provide a positive working environment for our employees (I do not mean the guys who will never be happy) and keep morale high, more work will be accomplished. I believe we have to become statistically oriented. "Figures lie and liars figure." I would rather an officer do a lot of what he likes to do traffic, calls, drugs, etc. then worry about being overage across the board. Trust me things will balance out in the end and the guys will be happier and also work harder. Overall-FLPD is a good police department but that does not mean we can not make it better.

474-The health insurance issue has left the employees totally confused. They don't understand how it works. They were not given the proper documentation to know who the providers are or the details of the plan. The mismanagement has caused many employees to be put into collections for unpaid bills, or caused them to pay amounts that they were not responsible for. The new networks are not good if you go out of the area, where there are few providers, Especially for students & retirees out of the area. The negativity of the employee's attitude toward working here makes it a very unpleasant place to be.

476-Administration does not support their supervisors. There is no discipline in the agency and people can do whatever they want. Rules are changed to hire blacks. Blacks do not associate with whites. But if whites do that we are told we discriminate. It is very uncomfortable to walk down a hall and not one black in a group to look at you or talk to you. Why is this allowed? Why don't they promote the most qualified person and not skip all the whites to promote a black that did not do as well? Bottom line is you are screwed if you are white.

478-It seems when you do a good job you are rewarded with more work. Those employees that are lazy or inadequate are rewarded with time to "chit chat" and socialize. Managers need training on how to speak to employees. Verbally reprimanding someone in the presence of others and in an unprofessional tone should not be tolerated. It is my understanding that employees are recognized by their supervisors. If you have a supervisor who thinks you are doing a great job but is not motivated to put it in writing; you never get recognized. If you happen to be someone who doesn't "toot your own horn" then your work/you go unrecognized. Other employees should be able to recognize the performance/efforts of another. I've e-mailed a couple of managers to let them know of an employee's outstanding job while helping me with a project. Neither one of those employees were recognized by their supervisors. I was hired to do a job. Since that time, I have taken on numerous other tasks without monetary compensation nor recognition by the department. I love my job and I do whatever I can to make a difference but it is disheartening when others, who don't do as much, get recognized.

480-Somehow, when it comes to upgrades, promotions, PD13's, etc. the system manages to always work around the rules. They only apply sometimes. Watching what goes on can be very disheartening.

481-It would help to have everyone treated the same. Why some people have to take a test and others don't to be promoted? Why do they do what they want and disregard rules and procedures?

483-The city is a great career opportunity. Any environment of harassment, discrimination, or hostility is unacceptable. I have not experienced a negative environment but if one does exist it needs to be dealt with immediately. The promotion process needs to be accompanied by the training process for the position. Tasks change and responsibilities change and there is no training. The city can do better than "on the job" training. The issue of insurance is important to every person. The CM is doing a great job even though he was challenged with the insurance situation, which strikes at every employee. Thanks for the survey. It's another example the city is a great place to work.

484-Too many jobs being privatized, and the city always accepting the lowest bids, which makes the jobs of city employees much more difficult. Not enough emphasis on adhering to agreements in contracts and insufficient penalties for less than satisfactory work by contractors.

486-1c. Medical supplies are never on time. 4h. Division James Sheehan uses intimidation and retaliation to employees. He has been caught in many lies and never punished. But preaches if we lie we will be terminated. 12h. Paychecks are impossible to read. When you work overtime it is split between 2 checks. Very hard to trace if we get all our money. 12i. Dennis Sheehan acts like he is paying you out of his paycheck. He preaches for us not to contact payroll, but however he never gives an answer. Payroll even goes around his back to give us answers & tell us to keep an eye on our checks. 14a. Employees never receive recognition for good jobs. But if you make one mistake they make a point to punish you. Chief J. Sheehan turns his head for his friends but gets a pleasure out of burning everyone else. 14e. Never. Chief Sheehan makes you feel like you are killing him if you need time off to better the department or yourself. 14f. If you have a bad day or performance you better cover it up or you will be punished stronger. The Chiefs break down the morale in the department. 24d. How can you have confidence in someone you can't trust. (Chief Sheehan). 24e. Floyd Johnson seems to be an excellent city manager, he comes around and opens himself for questions. He seems to be very educated, and is concerned on what we say. The Chiefs do not understand how much we get beat down running 20 calls a shift. He doesn't believe we should rotate from trucks or add more units. He keeps trying to take over more areas of land, but doesn't want to add more units. We have promised cities we would add more units and never have. We stay away from media about it because it will make us the employees look bad. Thank you for taking time to read our responses.

487-I have a great concern for the lack of concern and consideration management has for shift employees. Despite our opinions oh how things can be done more effectively and with more improved equipment, we are shunned off and told management knows best even during

obvious situations. I see too much discipline placed upon employees by management. For example, transfer assignments and favoritism towards "buddies". Seniority is thrown out the window. I am also very concerned with the continuous unsafe conditions employees are placed in due to not getting new and/or repaired equipment or apparatus. Concerns are stated and orders put in for new equipment, but never addressed. It has become so bad that I have informed my spouse to look into safety issues if something were to happen to me.

488-My major complaint is in reference to promotions. I think it stinks when a person is skipped on a promotional list. The rule of 5 or 8 is a joke. Why even have a test if you're going to pull that crap? If a person wants that position bad enough he or she will study hard. If they make it to the top, great, they deserve it. Pick in order #1,2,3,4, etc. If you find they do a crummy job, get rid of them during probation periods. That's what they are there for. Don't skip. Don't bring the gender, racial/ethnic factors into the picture. High score wins. Whoever you are. I'm done, thanks.

491-I enjoy my position with the city of Fort Lauderdale. I love to come to work and have fun while I am there. A few things that I would like to see happen and would benefit the fire department are:

1) Hire all paramedic certified personnel or require that EMT's hired complete the paramedic program with 2-3 years of employment. Since the city took over ALS transport in 1996, it is a step backward to hire EMT's when an ALS system requires everyone to be trained as a paramedic. Every other fire department hires all paramedics or require an EMT that is hired to become a paramedic within an allotted time. I would rather see a fire truck staffed with 3 paramedics than one medic and two EMT's. The level and standard of care is affected. The citizens and families would greater benefit from the care of highly trained paramedics. Also, 3 paramedics on all rescue trucks would actually save the city money. Right now an engine company goes on almost every call with a rescue company. With 3 people on a rescue, calls can be priority dispatched as ALS and BLS and keep the engine in service for other emergencies.

2) A lot of people including myself enjoy going to school to further their education level. I would like to see the city pay a percentage, 2-5% for A.S. degrees and B.S. degrees. School is hard and time consuming. Right now, we get no money from the city for our degrees. We get $50 from the state. Wow! Most other departments have outstanding educational incentives. Look at Daria Beach. 5% for a AS in EMS degree, and so on. I believe, we are a young EMS department that needs to motivate its employees to learn more. Morale is low right now and the city stands a good chance of losing some good firemen to other municipalities. So here it is again:

A) Hire paramedics
B) Education money
C) Put a rescue at every station like #29 none there
D) 3 man rescues
E) Get a fire reporting system that is easier to use
F) More EMS training.

Thank you for your time.

493-(A) Division Chief James Sheehan is commonly referred to as Satan. He is a manipulative, two-faced liar. What he gets away with, no one can conceive. Lack of training hampers the department performance. (B) Division Thieves get slapped on the hand for embezzlement. Operations personnel are fired for lying. What this does for morale is obvious. (C) No recognition for a job well done. (D) Paychecks read like Chinese algebra. (E) Chief Latin has done everything in his means to make our job more difficult. His only accomplishments of note have been removal of pager system, banishing jump suits and crushing morale. His inability to articulate his thoughts make us all look inept. He needs to assign someone else to speak in public or better yet resign. (F) I feel Floyd Johnson our City Manager does a fantastic job.

494-Management (division Chief James Sheehan) uses intimidation, retaliation tactics and treats all other employees with no respect at all. Chief Sheehan has a habit of punishing people that use sick time. This (using sick time) is a habit he also has. He abuses his sick time more than any other employee. What is good for the troops should be good for management. Kerr, Kastner, and (oh, what a shock) James Sheehan (the division thieves) embezzled money from the city with no punishment. Upper management constantly change rules to fit their needs and think they are above the law. Our paychecks are a joke. You need to be a member of mensa to figure out if you got paid for overtime. There is no positive reinforcement in this department. Very seldom is someone recognized for a positive accomplishment. But it seems they go out of their way to punish employees to the fullest extent when given the chance. It seems that if a problem is found by a division Chief punishment is first and solving the problem never crosses their mind. Chief Latin states "he is in charge". This is hard to believe. I don't think he has an idea what each of his division Chiefs are up to on a daily basis. If he is, I have even less confidence in him. It's hard to have faith in a Chief who is more concerned with sick time, jump suits, and pagers when he should spend more time with issues such as safety, training, and employee morale. City manager is doing a great job. Thanks for the hard work Floyd.

495-I believe the city needs to settle all of the lawsuits. The city may have to take some of them to court, if they are winnable. I know it is often cheaper to settle, but there are principles that have to be re-established. If people are found guilty, get rid of them. No one should be excluded. A lot of the city's problems have been here for years. A housecleaning would do wonders for morale. Even if you buy a couple of people out. The city does a poor job in training supervisors. The city needs to stress the consequences of actions to supervisors, so they don't cross the line in the first place. I have been both non-management and management in Fort Lauderdale and there is no place to go to deal with supervisory issues with any degree of confidence that the issue will be addressed and resolved. The city should work in taking care of problems quickly. The city should support managers more, often managers hands are tied when having to deal with staff. I think the survey is weak. The only thing I see coming from it is a chart with a bunch of percentages. It is useless unless things are actually done. I think this is only being done to get the department of justice off our butts. We can then say "we asked employees how they felt." I believe most employees will be afraid to fill this out honestly.

497-Overall our department is considered one of the best. To maintain this status and even improve it I feel that we should work on a few areas. First our upper management, starting with the Chief. I am sure he is capable to do his job, but I have only seen him once and that was

when I was hired. He should make it a priority to visit the employees he is in charge of more often. Also to be more involved with us. As I said I'm sure he does his job, but I never hear of his involvement. Our department is lacking in management on the shift level. We are short on Chiefs and it seems we constantly have acting Chiefs. A problem with this is like a substitute teacher in school. They aren't in the position long enough to resolve some of the problems listed below. The most important issue I wanted to bring up is a lack of personnel and emergency vehicles. Some of our rescues and engines are overworked, mainly our downtown stations. Some of our stations should be staffed with 2 rescue trucks, due to the call volume, and we should have 3 personnel on all rescues. This would free up the engines on some of our calls and would better serve the city by keeping a unit available in that zone instead of dispatching units from other zones. This staffing would also lighten the workload and reduce the chance of employee burnout. Some of our promotions in the past have been questionable. I think that more emphasis should be placed on time and experience on the job. I feel that education is very important, but in this job the knowledge you can obtain working can far outweigh a college degree. Our recent contract (union) on retirement is age discriminative. To anyone older than 45 on their 20th year of employment, at that time they must choose to enter our 5 year drop plan or continue regular employment to max out their pension then drop for less than 5 years. When hiring new employees there should be certain criteria met during the probationary period. If these criteria are not met, there should be appropriate action taken, up to and including termination. I realize every situation is different, but it seems there are a few substandard employees who are allowed to continue on with no actions taken to correct them. Another concern is our leadership setting an example for us. For example, sick time usage. If we use more than 5 sick days in a year we are given a notice stating we must produce a doctor's note for any additional sick days. Some of our staff have exceeded these numbers in the past and did not receive any such notice. This is just an example, I realize that no one is perfect, but our management should set the example in all areas of our job. The health insurance provided for us is marginal; I have experienced problems with it in the past and found it difficult to resolve the problem. We should look into other companies, and I suggest that we remove our insurance consultant. I have contacted him in the past with problems and he passed me on to calling the insurance company directly. Others have experienced this same problem. I feel that he is not doing his job, and our money is wasted on him. Thank you for reading this survey. I hope it will help our city in making it a better place to work.

498-Our fire Chief allows his upper management to dictate bad info & decisions to him. Chief Allen and Chief Dennis Sheehan influence him with bad and wrong information. Lots of discipline and no recognition. Dennis Sheehan is extremely disrespectful and retaliates against any firefighter who disagrees or crosses him. And he intimidates all of us with threats and discipline. He is a bad manager and Chief. Our division Chief does not support his firefighters. (James Sheehan) He feels as if he is untouchable. He is allowed to break the rules with no repercussions, however he is the first to discipline us. He stole money from the city and used sick time when he allows no one else. He always lies and covers it up. He is a very bad manager, however his friend Chief Allen covers up for him. We have no training due to being understaffed. Our EMS training is terrible. We cannot get help understanding our paychecks. Management has caused morale to continue to drop fast.

503-The City's retirement plan should include medical coverage, at a very minimal cost, to all retirees until death. After working for a company for 15-25 years the least the city can do is to provide medical insurance coverage to those long-term employees, who upon retirement, will not be able to afford medication. What a blind spot in the city to not take care of it's retiree's medical needs.

505-I think it is unfair of one or two people in the city to bring the whole city as a group. Those couple of people are making the rest of us look bad. And the city managers and city attorney's offices can't do a thing or more lawsuits will be added. It's just not fair. It makes us all look bad. I wish those couple of people would be handled and gotten rid of from the city.

506-I, as a sanitation worker would like a hassle free environment in which to do a decent job for moderate pay. But when you have a superintendent like Greg Slagle harass city employees who are topped out in pay by bringing up petty charges, so he can employ lower paid people. Then there is the fact that he keeps Steve Anderson as one of his foremen, a man who gives no recognition to those who do a great job and pacifies those who kiss his shoes in order to do little work. Steve's decision-making abilities are in question because he doesn't make any; he leaves it to his subordinates so if anything goes wrong they take the blame. He loves to create friction among his employees so they can talk about each other to him. If we could just have this type of management style removed from our work environment we could be more productive and have more confidence in city hall.

511-Thank you for the opportunity to complete this survey.

512-I don't have confidence in my immediate supervisors ability to do his job. Employees are not highly motivated in my department.

513-Senior city leaders suck as commissioners have a micro vision with a thousand-dollar budget. This city is huge. It needs educated people with a macro vision and a million-dollar budget. They don't get the big picture. I am a citizen and employee of Fort Lauderdale and watch the meetings on TV. The panel doesn't have a clue. They cannot even manage the employee's health plan. They should all step down and to the city a favor so that we can elect some educated people who have a vision of the big picture, goals & objectives that will do the city some good. This is a great city & it needs educated, intelligent leadership.

514-Favoritism in promotions is still not being addressed, which eliminates the chance for everyone to have an equal and fair chance of being promoted. With the city's attempts to appease the black workers, the white worker's written test scores are nullified by low oral scores, while black workers are given higher oral scores which count for 60% of the final score to move them higher in the final ranking. Example's from promotion 226-3 black written 70.68 and oral 87.80, black written 70.00 oral 87.80, white written 83.64 oral 59.97, white written 85.00 oral 63.33. The EEOC finds nothing wrong with these numbers and they also lie about information to close cases without cause. With Elgin Jones preaching his racial hate, I feel the city is a very hazardous place to work if you are white, not to mention the beach massacre that was carried out by another racist black former employee which the city never addressed, except to blame the victims.

515-Please lower the monthly cost of our health insurance benefits. Thank you. And drug tests should be done in every department in the city.

520-This has been a "great" place to work, but I think the race issue has blown way out of proportion by a few select, vocal employees.

522-Increased work station (computers). Increase the number of personnel on rescue. New sick time policy. Improve the conditions of the stations. More training. Improve relationship between labor and management. Improve policies and discipline. Improve medical report writing program.

523-Recently two employees on probation were terminated apparently for being late occasionally and neglecting to comply with some office procedures. These employees were intelligent, computer experienced, helpful, positive people who are missed by their co-workers. I feel they could have been counseled and trained better so that they could have rectified their unacceptable behavior, which really wasn't sufficient grounds to fire good workers. Management has recently given written reprimands to employees who were late due to circumstances beyond their control such as a train, which was disabled on the railroad tracks. In my view this is not in the best interests of the employee morale and is not worth the loss of intelligent, well trained, good employees. It is counter productive to expend the large amount of time and money needed to train replacement employees. Also about a week after these two employees along with one other employee on another shift were terminated, management authorized unlimited overtime. They indicated this expensive overtime which pays employees one and a half times their salary for any time worked in excess of their forty hour work week was needed because of the great amount of backlog in entering reports. Needless to say, had these three employees been retained the city would have been paying them straight pay instead of paying overtime workers one and a half times their salary for the last 120 hours per week of work of these three terminated employees.

524-I am so tired of hearing about discrimination in the work place by City employees, the media, etc. The only discrimination I have witnessed during my employment with the City is reverse discrimination caused by management's hesitancy of appropriately disciplining an employee for fear they may play the "race card". This promotes double standards with productivity expectations and conformance to rules and policies in the work place. This was exemplified in the division I worked in previously, but is present throughout the City. I can empathize with management, as it is clear that the City does not want to deal with any additional bad publicity, which may be a result of disciplinary action taken against a minority employee. Management probably questions the support they will receive from Human Resources, higher officials, etc. should the disciplined employee follow in the footsteps of other minority employees who have sought retribution from the City for what they perceive as unfair labor practices. Unfortunately, the end result is discrimination against others of all races and genders that have high work ethics and give 100%.

525-Overall, I'm happy with my job in the parking division, but there are some things that happen in my opinion that are not fair. By this I mean that some supervisors have a

tendency to play favorites with people they like and go out of their way to cater to them. Some people can do things and get away with it and others can't. I feel that no matter which job you have, everyone should be treated the same and with the same respect. I am a very good employee who gets along with people and does my job very well, but never seem to get any credit for the good things I do, only jumped on for the mistakes. It would be nice to me if my immediate supervisor would say "nice job" or "thanks" once in a while for the good things I do. To me that will make all of us feel good and want to perform our jobs better. Also I believe that immediate supervisors are not trained to well, and do not have the "people skills" to coincide with employees. Also, I believe employee evaluations are not under enough of a microscope. They should be monitored more by top management instead of just giving the responsibility to supervisors. If some of these things I mentioned can change it will make a better place to work in my opinion. But overall I am happy to be employed by the city and am happy with their benefits and pension plans. Thank you.

526-There must be a higher level of accountability for senior management and leaders. There is no accountability when miss-management occurs at the highest levels. The atmosphere of cronyism and bias is pervasive. The same standards of discipline do not apply to all employees.

532-Part II. Discrimination-I feel discrimination is not a big problem & certainly not as big as a few very vocal discontents would have you believe. I think they believe they can make a "fast buck" off the city, & this is the way to do it. Part III. Communication-many times, information isn't distributed in a timely fashion. Rumor & speculation always travel faster than the real info. Example: information about all the insurance changes were not disbursed until a few days before they were voted on. So, of course rumors were rampant. Also, the information in the newsletter is almost always "after the fact". It needs to be published more often & have more current info in it. Part IV. It's no secret that our health plan is in crisis. This needs to be fixed. When I retire, I want to be able to have a health plan I can depend on. I would also like to see merit increases for long time employees. The employees that have been in the same job for years are at "top step" and have no hope of a raise, unless a cost of living adjustment is negotiated. In the private sector, an employee isn't penalized for being a loyal, long-term employee. Part V. Promotions are not given out fairly. Generally, there is a perception among managers that long time city employees have a "city mentality" and it is better to hire from the outside. However, if a position is posted as "promotional", they usually know who they want in the position before it is even posted. It's especially difficult for a long time employee to get an advanced position if they don't golf with, or have drinks with, upper management. Part VI. I don't know what the city's vision for the future is. It used to be that we had a motto, "best city of it's size by the year 1994." Haven't seen anything like that since 1994 (8 years ago!). Part VII. The training programs haven't changed much that I have seen, in years. And, it doesn't appear that the city tries to prepare employees for promotions, since they usually want someone from the outside, or they already have someone in mind to fill the position. It seems as if they won't even consider another city employee if someone is already earmarked to be promoted, so why spend the money to train someone that they don't want in the job anyway? Part VIII. I believe that the city manager's office is doing a pretty good job managing the city, despite pressure from a few vocal malcontents, who are trying to extort as much money from the city as they can. Part IX. I think the most important things to focus on are making sure employees have

more than adequate resources to do the job. They have to also feel that their job is important, that they will be recognized for that & receive more than adequate compensation for a job well done.

533-I feel upper management should take more time to listen & take suggestions from their personnel before purchasing equipment & that could help us to better our work ability. I feel upper management shouldn't forget where they came from. Try to work with us more instead of against us. Overall, I am proud to serve the city of Fort Lauderdale & want to do my very best to continue making our city one of the best. With every job there are problems, but nothing that can't be worked through. Just requesting that someone listens; we really do have great ideas.

534-I think it's really upsetting that this city is an "us vs. them" (general employees vs. management) and black vs. white. Not only is it pathetic that you can not reprimand or counsel an employee without fearing a lawsuit, but then there is no support from the upper management either, leaving people out to dry. The issue of "racism" really is not as bad as it is portrayed in the local media, however the city has been held hostage by one man who is only out for blood. The fact that he was compensated already means nothing so long as he can ruin as many lives as possible, including those he pretends to support. He rallies others into believing that they too can be compensated that they are "owed" this, further separating the city by race. The people screaming equality do their damnedest to create segregation, and it is truly a disservice that those in control in the city do not have the backbone to stand up against these individuals.

535-The biggest problem here for the county and state licensed plans examiners, is trying to work in an environment filled with interruptions, distractions, and certain managers who are concerned more with quantity than complying with relevant codes. There seems to be little regard by those managers of the fact that the building code is a state law, and the zoning code is a code of ordinance, and the examiners who approve plans are responsible for making certain that those plans comply with those codes. There seems to be more concern with keeping complaints from reaching city hall than complying with the law. It seems to be forgotten that the reason we have building departments is for the protection of the public, not to help contractors and designer skirt around the codes.

538-Training in the department is very poor. CPR certifications expire after tow years, meaning my CPR training is approx. 7 years expired. The computers in the department are outdated and don't even exist in some aspects. Since joining the department, computers are inoperable, broken or non-existent. Access to criminal histories are unavailable for patrolmen. General access is also extremely difficult. Such as getting times, dates, locations, etc., are stone age like. The typewriter I'm typing on has got to be over 10 years old, and after numerous attempts and suggestions to purchase new ones, there still here. Inoperable, they don't erase, and work properly. We've got 400-500 employees and only two ancient typewriters for our patrol division. Old, old, old. Need more training. Firearms (were one of I'm sure of a few) departments with a range, and never get to use it. Need hours when we can use our own ammunition/firearms. Need training. Vehicles. Need more vehicles. Both patrol and detective vehicles. Why are patrolmen working large areas alone with no back up at times? Why are two police officers working large areas with such short coverage and no manpower? Why are we,

and have been for 3-5 years short 30-40 officers? Pay pay pay need more pay. I'm (we) continuously sticking my neck out, time to get compensated.

539-Fire rescue upper management has no idea what it's like on the streets. Why don't we promote a few more Chiefs, or have a few more Chief assistants. Whey not a few more rescues on the streets were the money would be better spent. Management makes rules and follows them only when it's convenient for them. Common sense and good judgement-they have none. I don't see discrimination due to gender of race. But discrimination according to if you are a buddy of the Sheehan brothers. Overall, it's not bad. If everyone would just come to work and do their jobs and stop trying to go out of their way to screw somebody for something minor or for nothing at all. Especially Otis Latin, Chief Allen, Chief Justinak and Chief Sheehans.

540-City should spend monies on management, personnel benefits of the department/divisions that make the city work. City should spend monies on facilities owned by city to create an environment that employees are proud to enter. City should give equal pay for equal work. (Longevity, pay scale rank for rank) City should stop the new and improved look and open their eyes to areas that are not maintaining.

541-I am happy to see a new Chief with a good leadership quality. We need more officers. We are overworked. Burnout is imminent. Management wants us to give more and more. We take "call in sick" because it is difficult to take time off. We are too short on the road.

544-I have been with this department for about 20 years. FLPD is a great place to work, but it needs to look at it's transfer policy, when officers are trying to get into the detective bureau the interviews that are given are the least to be desired. I do believe there is no set structure on how an officer is picked and that favoritism comes into play more then the background of the officer who has all the perfect qualifications for the job. If a sergeant does not like you, you do not have a chance to get transferred to the bureau. A format should be designed so it is fair to everyone who applies. This is bottom line. There is a lot of talent in this department and a lot of it goes wasted. Also cops with 5-8 years on should not be allowed to transfer until after this time where their experience on the road proves them worthy of being a detective. The guidelines of being a detective should be strict. We are professionals and that's the way transfers should be treated. A lot of talent goes wasted because of the way transfers are being held right now.

548-The city's department should reflect the demographic area that they service. It has been years and years that have gone by and the city has not come up with the numbers for African Americans in this department. If the city wants to do the right thing they should pull their up. To say the least I have been employed by the city for 29 years. 18 with fire at the time it was about 25 African Americans and today the numbers are the same. I must say my time here with the city have been great, almost problem free. I would just love to see the number here for African Americans reflect our city's black population they service. Thank you.

549-The only thing that I could add to this survey is that we need new vehicles in engineering inspection. We need mini-vans with offices built into them. This concern has been made to management and they have disregarded it.

551-Employee performance rating reports need to be completed in a timely manner.

552-I believe the city could give the general employees a higher raise. Currently our ASCME union was dissolved and the FOPA took over-all employees were told that the contract with the city would not stand that we would not loose any of our raises. We lost a raise in April 2002. I also am extremely disappointed in the city's offer and mismanagement of our health insurance. Some of us were notified by e-mail that we would loose our insurance company. The others found out by word of mouth.

557-There needs to be an equal playing field for all employees. I feel the problem could be corrected by hiring more African American employees. Racist employees of any race should be singled out and disciplines. I do not like having to work with employees such as the ones who make comments about certain neighborhoods. Check our sistrunkexpress.com. I have watched this problem continuously be ignored for the entire length of my employment for the Fire Department.

558-I think the city is moving in the right direction in terms of business development and expansion. However, many of the people who contribute "sweat" and "tears" are not recognized for it. Those that don't contribute are not held accountable. Many employees feel frustrated with un-co-operative dealings with management and union issues. The union contributes to the hostile working environment as well. I would like to see a cooperative effort from both sides in resolving issues and problems. I would like to suggest more team building efforts. We need more appropriate training for supervisors and managers. Review old policies and practices to ensure they are not hurting but helping efforts toward a happy and healthy working environment. These commitments have to start from the mayor and city manager.

560-The organizational climate survey was initially passed to employees in my department by supervisors who had written the employees name on the envelope with the directive to "return this to me by May 24", in a clumsy and ill-advised effort to intimidate employees and control the survey response. The directive was rescinded, but the fear and intimidation remain. Many in my department remain convinced that these forms will eventually make their way back to management where supervisors will have little difficulty recognizing handwriting on the forms. Such is the prevailing climate in my department. This one act says it all. This scenario plays itself out time after time on a daily basis. Morale is at an all time low. Employees wonder why a personnel analyst who, in Federal Court, admitted altering scores on applicants test in an effort to deny him a promotion, is still employed with the City. Employees wonder why an Assistant City Manager, who has admitted making veiled threats to this same person, fuelling lawsuits that are certain to cause huge expenses to the City and it's taxpayers is still employed by the City. Employees wonder why an individual admittedly responsible for monumental health insurance fund mismanagement resulting in many millions of dollars lost or mis-spent, remains employed. It is yet undetermined how these millions will be recovered. Forcing employees to shoulder the burden seems the most likely solution as politicians are unwilling to pass it on to taxpayers. I feel my department is top heavy with management resulting in a feeling of being over-supervised, nit-picked and harassed. Years ago we operated

with a Director over two supervisors. It ran very well. At this time, we have four supervisors, with two additional employees and one Assistant Director. Only two of our management team have the field experience necessary to understand the stressful nature of the job itself. The "micro-management" in my department has resulted in constantly changing and contradictory memos, procedures, e-mails and other communications making it one confusing environment in which to try to do your job.

562-City needs to transfer all members of human resources. Stop discrimination.

563-Managers need to lead by example, not do as I say, do as I do. Non management personnel are expected to know how to do everything, from their job to the job of their managers. Managers on the other hand do not know how to do their subordinates jobs and in some cases their own jobs. Managers need to know the job they are managing. The city needs to hire replacement personnel while the person that has either retired or resigned is still employed so that the new person can be trained for the position. Probationary period should be used as intended, to evaluate new employees and let go if necessary. Troublesome employees are kept because of the lengthy hiring process and the idea that a person in a position is better than no person at all. Managers need to earn respect, not demand it. Issues need to be addressed and resolved in a timely manner. Job descriptions need to be updated, some are over 20 years old. City policy and standards manuals need to be updated and complete copies given to all employees.

564-Our department is required to work outside our job description. When we asked a PD13 we were told we could not change our job but we must continue with the added responsibilities outside our job description. I feel all jobs have a maturation or an evolution and these descriptions and pay scales need to be modified or changed more frequently (2-3 years) so that each employee knows his job and his future.

565-In our department I feel that morale is lower than it has ever been for some very unnecessary reasons. There is a lack of respect for an individual's integrity. Employees are treated in a manner that comes off as a cross between kindergarten pupils and inmates by department supervision (not our immediate supervisor). Staff meetings are not a sharing of information but a lecture session instead. Overall, employee relations could in no way be described as "human" resources.

567-With technology changing so rapidly the city does not keep up with it. Computers on desks throughout the city need to be replaced.

568-I am very concerned with management compression issues between the ranks. There are serious concerns that the sergeants are taken care of, but the city has forgotten about managers.

572-More employee assistance program services to help employees manage their family, health and financial problems off the job. Would lead to the elimination of personnel problems. Today, the city chooses to fire employees more readily than is appropriate, since it takes less time and effort than helping the employee. A) Reveal that there is a problem. B) Accept help

and C) seek a proper solution wherein both sides win. This is especially true for long-term employees who have served well. "Zero tolerance" is not what I hear preached in the local churches.

573-The department does not realize the correct amount of training needed. Training is either denied or cancelled on a regular basis.

578-Harassment of employees by union rep.

580-I see minorities jumping on the bandwagon where they have no business. There are times to punish certain individuals, but management chooses not to do so. They are afraid of repercussions, as certain individuals would go to the newspapers or lawyers. This adds to the frustrations of the City and undermines the integrity of the City. There are people in every ethnic group that do their jobs, but a certain few who would spend their time and energies proclaiming racial/ethnic discrimination. This is because they hate to work under City guidelines and management. Discrimination is a small problem as a whole. Too many people inflate the problem because of greed or lack of loyalty to their jobs. I think they are being promised better opportunities by outside interests, and they are too naïve to realize the opportunities they actually have in their jobs. It has gotten to the point where a certain few have caused much harm and disruption by their false accusations and spreading of lies.

581-I think that city employees should have say in what health insurance company is chosen. Have 2-3 companies come and present their benefits, then let the employees pick one. I feel that paychecks/stubs should be placed in individual sealed envelopes. I don't like my ssn & checking account # laying out for anyone to see before it gets delivered to me. The 3 main things are present for someone to steal your identity or mess with your credit. Replace molded carpet in some stations. Replace molded fixtures in bathrooms in some stations. This would improve some of the living conditions at the mentioned stations.

586-Doing my years with the city I see lots of things that the employees can do to make the work environment a better place. Some people just don't like to work. They are very complacent with their jobs, they are not motivated to go above and beyond to finish the project and start another (there's always tomorrow). This is not all the guys, just a few. There are no programs in place to help you get the jobs that are posted and the department that has the posting doesn't have the time to talk to you about the job. There are a lot of people there just collecting paychecks and have no desire to do anything better with their lives. Because of that it makes the city a very unhappy place to be some days. They need to open up to the people that really want to move up in life to make the city a better place; but as long as we have this kind of mentality in the work force, the City of Fort Lauderdale will not be on the list of college grads.

589-Too many cities and little Indians to follow and get the job done. My boss spends too much money on stupid things that we don't even need. The supervisors of my division should be investigated, because they rob a lot of money from the city. The only thing my supervisor does all day is play poker on the computer and does not do his job. Get rid of him, we do not need him. Save our money.

591-Overall, I'm satisfied with my job. The only complaint is that knowledge is not shared, only when something goes wrong that it's equally shared. Procedures are forever changing and there's not a manual available for reference. Comments that are offensive are not addressed or given thought. Disrespect over the airways or reprimands made in presence of others. Low morale due to favoritism or personnel off the job relationships therefore, partial treatment to that associate. Supervisors rarely acknowledge individual accomplishments and when person is insubordinate or fails to follow policy all are addressed instead of only addressing person at fault. Management & supervisors do not promote positive work environment as meetings never contain positive feedback and when asked for ways to improve relationships on environment are not sincere. When given constructive criticism they are unappreciative and employee fears retaliation and often refrain from making suggestions. I continue my employment with the City for it's benefits, salary, and most importantly because I love my job. I genuinely enjoy educating & offer my service to our public. Thank you.

592-By your own survey the jail isn't even recognized. Promotions are done by whomever they like at the given time. Recognition is done for only a few favorite employees. We are all treated like redheaded stepchildren. Staffing has been below the basic minimums for over 7 years. Line officers replace management so they can have time off. Line officials work all the overtime. Managers work none. In a 14-day work period there is 1108 hours of overtime to be filled by 23 officers. 1108 is a low estimation. This has been going on for over 7 years. Employees who work numerous hours of overtime are generally treated with disdain. If the overtime isn't filled it becomes mandatory. You get ordered to work regardless if you have worked 80 hours of overtime or none at all. The morale at the jail is lower than rats bailing off a sinking ship. The sad part is that nothing has been done & management refuses to do anything. Most important of all nobody cares. I doubt seriously that this survey will have any effect at all, rather it will just be some political placebo that only a few will see the results. Typically nothing will be done. Have a nice day-we won't.

597-Major concern, lack of staff. We operate the largest bureau in the county and have the smallest staff. To be effective, not just putting out the small fires, we should be able to establish goals and work towards them. We should not allow the politicians create an atmosphere where they are more concerned about their re-elections than the safety of the citizens and visitors to the city. Pay for the services not staff, equipment, etc. and reduce the liability to the city.

598-There are two extremely important resource programs in the police department that are essential to productive performance of officer duties; each of which are long overdue from being accomplished. These programs are the Personal Assigned Vehicle and the personal laptop computer assignment programs. Each officer should be assigned a patrol vehicle and a laptop computer. If an officer had both of these essential resources, it would dramatically increase service, such as faster dispatch/response time to calls and quicker report writing between calls. The department has been planning for both of these programs for years, therefore, there is no reason not to have them complete by the end of the year 2002. Complete implementation of these two programs alone would have an extraordinary positive impact on raising employee morale, satisfaction, performance, and competency in department administration. In addition, implementation of these programs is essential if we are to effectively compete for recruitment of

quality officers, as they are both quality of work environment issues that are weighed heavily in the consideration process of job seeking officers. The health insurance program provided by the FOP is confusing, hard to use, and not recognizable outside of Broward County. It should be revamped and a nationally recognized, large insurance carrier should be utilized. As costs are a concern, the City and the police union should work together to utilize the same insurance carrier. Equally important, vision insurance should be added to the police insurance plan. Discriminatory and prejudice comments, such as those against homosexuals and minorities, are commonplace in the police department (including supervisors) and in the law enforcement field in general. Effective sensitivity education should be implemented to combat this problem in our department, especially considering the very diverse community population we serve. Since such training would not be easily received and utilized by officers, it should be conducted by an outside expert in the specific discriminatory field and by someone who is effective and familiar with dealing with police officers. It should also be made very clear by administration and supervisors that the training is not only supported by administration, but that what is taught is expected to be adhered to by each employee of the department and that no form of discrimination against those we serve, or against our own co-workers, is acceptable. The police department should offer basic survival foreign language classes for officers, especially Spanish and Creole/French. In addition, an effort should be made to have at least one patrol officer per district/per shift who is fluent in both of these languages so they can respond to emergency scenes, criminal investigations, etc. when needed. Starting level pay should be increased for academy-level recruits and a moving cost reimbursement program should be offered to new employees to attract more out-of-area quality officers.

602-I believe upper management should do a better job on communicating the city's goals. And it should start at the top. The city has many divisions and I believe the divisions do not work well with one another. They are only worried about making their divisions the best. And this will eventually lead to sub-optimization and the breakdown of communication among divisions. This has happened because we have no leadership. We need someone to tackle these difficult issues that are in front of us. If we ignored these issues, it is only going to get worse. The city as a whole needs to work together for a better future on all it's employees.

605-I honestly believe this survey will never result in any improvement in the workplace. The workplace has a lot of areas that need immediate attention. The area covering work environment is most critical. We have gender discrimination. Keep in mind this has no effect on my gender. I feel I am treated better because of my sex (I am a male). We have managers that very rarely (if ever) write positive counseling slips. We have managers that never have anything nice to say about the employees, and are very negative most of the time. This has been brought to senior management's attention on numerous occasions over the years. This has also not helped to our already high turnover rate. The conditions we work in are terrible. Examples: we have mandatory overtime that doesn't allow us to go home upon the completion of duty on a regular basis. Sometimes just as we are departing, we are ordered (by management) to stay four more hours. This occurs after sometimes already working twelve hours. We have been extremely short staffed for about six years. We currently have twenty-three (or so) officers and at one time we had thirty-six. Also, because of computers we are doing more work than in years passed. We have over 400 hours of overtime (a week) and currently minimal staff. Immediate management does nothing to assist. They work no overtime and don't come up with suggestions

to improve conditions. We have a couple officers that come up with a lot of ideas/suggestions and are very rarely recognized. Our health insurance is terrible. How can a manager (Denham) come up with a suggestion, fail miserably, yet the union members are responsible for the loss in money. What about being accountable for your actions? In everyday business this would never be tolerated. A CEO for example, suggests this medical plan only to watch it blow up in his face would be terminated immediately. But, not in this city. Not only does he keep his job, but the union is responsible for the difference? You talk about not giving a damn about it's employees. I have been employed here many years, and loved my job until recently. I can't believe they allow this behavior to continue. You talk about fair. The employees get a 3-3 ½ raise each year over the past three years. The city then took a payroll deduction for dental, a short time later payroll deduction for medical and went from an HMO to PPO (that costs a lot of money out of my pocket). The first PPO was good, and I didn't mind paying out of pocket expenses, considering we had better coverage, but this new plan is a joke and the city should be embarrassed. Not only have my last three raises been absorbed, but my out of pocket expenses have easily cost me far more than my raises would have given me. Not only has the cost of living increased, but the city has taken each of my raises and applied them toward cost of medical/dental. In the past three years, I am worse off financially than I was three years earlier. The managers where I work have no accountability whatsoever. The city eventually will have to start holding the managers accountable, or the city will be even worse off down the road then it already is.

607-Part I. Supplies are hard to get and the quality is not good sometimes. It can take an act of God to get cleaning supplies or paperclips if the order is slow or it was missed on the supply request. Support Services is supposed to support fire/rescue, not make our job harder. The MLS staff is terrible, apparatus goes in with a list of 10 things to be fixed and only 2 are completed. The spare apparatus are in terrible shape, some to the point of safety being compromised and yet nothing is done. For example, EN8 had a water leak in the tank that required the tank to be filled 3-4 times in 24 hours, this was left for approx. 2 months before it was repaired. Fire/rescue was awarded almost all new apparatus starting in 1998, the only problem is the apparatus are not user friendly in the respect that their size and drivability make it difficult to operate in some parts of the city. The trucks are great on scene and have plenty of equipment, they are just too big an don't have the maneuverability needed in our streets. Part II. I don't feel there is discrimination on our job. We have women and minorities from the fire Chief down to firefighter. Melanie Snowhite is an excellent Lt., Batt. Chief Mager was also excellent at her job before she was injured. Charlie Barnes was an excellent Lt. before his recent retirement. Shelley Lozier and Truck Peavy are good DE's. That is not the problem. The problem seems to be when a person no matter gender or race is not adequate at their position the administration runs scared of making a decision and taking steps to relieve the problem or terminate the employee. FF Cockfield is a current employee and is the current problem. He has been evaluated by 2 shifts for paramedic skills and has been found not ready, meanwhile he is going on 2 years, how long are we going to take before a decision is made? The personnel on the floor love the job no matte how difficult the management makes it. Most of us love the job, the action, and making good things happen. We for the most part work as a team and work well together. The crew makes the shift. From the Fire Chief, Otis Latin down throughout the senior staff, the personnel on the floor/shift are given very little respect. Chief Latin does not know our names, he is not interested in us, and he has been on calls that I have responded to and he has not

even rolled down the window or waved at the crew. The first thing he looks for is a name tag so he can call you by name. BC Justinak tried to force or intimidate personnel into participating in a sales ploy that turned out to be shady and is now trying to discipline people who have voiced objections or disagree with him. I was an FTO until recently when the new EMS Chief (who has no street time as a paramedic) decided that because I was a driver (and 7 year paramedic) I was no longer able to be an FTO. In a short terse letter this status was taken away without even a handshake or thank you. They want the system to progress yet they give the people with 1 year experience the trainers job, is this progress? The management doesn't think that we know anything, they need to come back to the floor and see our job. How it was 10 or 20 years ago when they were on shift is very different from today. Every memo is threats of discipline if directions are not followed. The Chief bought a report writing system that is no where near compatible with what we need. The company has no experience in EMS reporting and no ideas of the requirements of Florida or our billing agency. Now it can take up to an hour to complete a report. Ask the crews that run 20+ calls how they like the reporting system. Instead of finding a better system our Chief keeps forcing this one on us and keeps hoping it will work. Part III. Things never trickle down the floor and everything is last minute. Everything is crisis management, when they find a problem they make a new rule and a threat instead of fixing the problem or finding out why the situation arises. You can't get answers to questions from management without numerous attempts. It can be difficult to interface with other departments because of the whole concept of the fire/rescue department is totally different. We don't work 9-5 and we live in the station it is not just an office to us. Things happen after hours and that can be where the problems begin. One major problem is with the police department. We can wait long periods of time for calls requiring police department because they are holding them because of shift change or for an available unit. Meanwhile there could be a person in serious trouble. The police department side seems to be indifferent to our issues and they have a different philosophy on running calls. Part IV. Workman's comp. is a joke, the staff at the medical facility is terrible and claims are minimized and persons with injuries have difficulty getting proper treatment. The girls I have dealt with at risk management are very patient and walked me through the process. They did a good job of taking care of my situation. Paychecks are a mess and have been an ongoing problem for the five years I have been here. I can't tell you how much I am supposed to make, or if I got all my incentive pay, or if my OT is there and which OT it is. I have requested through the union that an audit of payroll be made and it has been denied. Part V. My evaluation may be done by someone who hasn't worked with me in months. The sick leave is evaluated by a computer, what if there was a problem of some kind, then the threats and discipline and memos start flying. No manager seems to care you had a baby, your wife broke her leg or your mom got cancer, etc. People are skipped on promotional lists and people that should not even have a job get promoted, how right is that? Poor performance more often than not is swept under the rug, rather than dealt with. Part VI. Refer to the previous about the PD and FD as well as the conflict with support services, central stores, and getting emergency issues handled. Most other departments don't understand we have to live with any problem for 24 hours not just 9-5. Part VII. Training is not too good and generally treated with no interest by the crews. Progressive training for specialty teams as well as entry level classes are non-existent. The mentor program is good but is not spelled out clearly and has no documentation to show progress or need for improvement. This program has potential but needs a lot more input and organization. Part VIII. (A) Our Co. Officers and some Battalions are great and take good care of us and make sure our jobs are complete and that we have time for our daily assignments. (B, C)

I feel my Div. Chief McInerney is excellent on scene and will always keep us safe. BC Hanes is also very experienced and probably the best BC we have. BC Molenda is young, smart with no clue as to how to interact with his troops and what it takes to earn our respect. He has no interest in his crews except to discipline. He could go a long way by learning from BC Hanes who is very well liked and is excellent at utilizing his crews and keeping things running smoothly with no problems. (D) The fire Chief Otis Latin has slowly but surely dragged our once proud department down to a very average department. Our department is falling apart and he is mostly concerned with making sure class A uniforms are worn and that we have so many rules in place that we will need permission to go to the bathroom. All the while the stations not just the bathrooms are falling apart. His idea of improvements are a lot of doors, stairways and exit signs. Meanwhile, our stations are bug infested, sickness filled garbage pits that no matter how we clean them will never be fit for inhabitation. Roofs are rotting, plumbing is bad, a/c ducts are full of mold, and the list goes on. Day assignments for Chiefs to do special projects are more important than being on shift. No shift has a full complement of Batt. Chiefs, we have actors. Upstairs has no clue what goes on shift and doesn't think we know what is best for the department. The threats of reprisal for everything gets old. I again refer back to the fact that he has no interest in his personnel and doesn't have any idea of what we do. He needs to lead us, be interested in what we do, and what is best for our department, not what some bean counter thinks is good.

609-I'm in a position that makes it easy to look from the outside to the inside. I start my day in the office with fellow employees & then I get to leave and run my own crew, away from everyone else. By the end of the day you can cut the tension with a butter knife. And it is very noticeable, there's a fear of losing one's job for speaking out. There are racial issues everywhere. I don't have to deal with this because I'm away from it all day, but it is wrong and should be changed.

611-City is a great place to work, dedicated people make the difference. Commission is usually a hindrance-seems to be a lot of hostility from some commissioners to city employees in general.

614-I can only speak for my department at wastewater. I feel it has been overlooked too long, all of the problems that is. Maybe management does not see or aware because tasks are being resolved, but there is a lot of wrong going on that will never be resolved, and that is a pity only for the good employees out there. After time takes it's a toll you have no morals left. P.s. Writing sloppy so this can't be traced back to me.

615-I personally have no confidence in Chief Latin or those who serve to advise him. Chief Latin knows nothing of this department and the men and women who serve. Often his policies and judgments are based on his past assignments. This is to be expected when the city opts to hire outside of it's department. Chief Latin has terrible communication skills. He is a source of embarrassment whenever he speaks publicly. At the meetings with him that I have attended Chief Latin has been arrogant. Several times he will re-iterate that he is in charge. He's the boss. This is the first sign that he is not in control. His managers have little or no regard for the contract or the city's policy on hostile work environment/harassment. Although I have no complaints regarding management of "A" shift that is in part to the shifting of B/C's. Had this

survey been distributed last summer when B/C Findlan has B/C 13 that feeling would have been very negative indeed. B/C Banks is non assigned B/C 13 "A" shift. B/C Banks is a good supervisor. He is respected not only for his rank but for what he is as a person. B/C Findlan now "B" shift was abrasive and abusive both verbally and mentally. I for one rejoiced at his transfer. I do feel sorry for my brothers and sisters on "B" and "C" shifts that must deal with B/C Findlan and both D/C Sheehan bros. They have been subjected to verbal assaults and the blatant disregard for contractual items and policy. I do feel it is too late for Chief Latin to redeem his reputation. However, should he want to take a stab at redemption, he'd do well to reel in his renegade managers.

617-Paychecks are easier to read. Station 47 needs a lot of repairs. Upper management should not use scare tactics.

618-There is not enough space in the office to be the best we can be. Workspace is cramped. We are crammed in like a bunch of sardines. Work area is not safe. We have to run extension cords to get the electric needed because we are not given the funds by the Finance Director and City Treasurer to get adequate outlets. Work areas are old. We are just now being upgraded with desks that are brand new and not "throw outs" 3 times over. We are expected to do a high-tech, high class job with second and third class materials and equipment. Work area is not clean. We are again fighting rats, yes, rats in the office because whomever decided not to have a pest control contract on our floor. We have to set traps with peanut butter throughout the office & hope it gets caught. Also, the windows are plexi-glassed shut. There is no way for fresh air to get in. When one gets sick in the office, you can bet more will follow. And when you do get sick, it is held against you. No support from upper management. Since Nov. 2001 & Jan. 2002 when 2 old timers retired, the ones who have taken their places are doing a good job at trying to restore morale and fairness. But the upper management gives no support. No backbone. If they would have stood up for their people in the pay study several years ago, I can guarantee we would not have been downgraded. The City Treasurer keeps taking on more work for us (AR's, collections, etc.) from other departments but will not open new positions, fight for increases or talk with us, the very ones it effects, before promising the world. Certain positions are expected to come on as supervisors when we are not and should not come across to customers that we are. No respect or confidence in management, upper management, city manager, or city commission. They do what they want when they want. It is amazing that the "little people" the ones that do the work are the ones always getting the reviews and disciplinary action. We are the ones that have to fight for and prove ourselves. I wonder if the City of Fort Lauderdale would be in the mess it is in if all the "big wigs" had to go through the same accountability. They don't or quite a few would be long gone. (Example: Health insurance disaster, twice now in four years, lawsuits, and managers and supervisors that can't even spell, talk or put together a sentence, much less run or supervise others.) This city needs a great big house cleaning starting with the very top and working it's way down.

619-For the past 25 years I've been here, there is a general practice right up to the City Manager's office, and supervisors and especially managers are not disciplined and are certainly not held to a "higher standard". The manpower allocation is poorly distributed throughout the different divisions of the police department. The Chief relies too heavily on computer software to allocate manpower rather than common sense. The Chief and his Senior Staff have totally

disregarded the concerns of the officers assigned to the patrol division, in favor of other specialized units, for the sole purpose of showing off to community groups. The lack of training is pathetic, especially in the high liability areas of firearms, defensive and pursuit driving and building searches. We desperately need a comprehensive training program. Managers who continue to show their incompetence are not transferred out of those assignments. Too many specialty units are being created to circumvent the seniority system. The Chief and his staff are very slow to address the lack of hiring of new officers, given the large number of shortages. The City Manager and City Commission rely solely on the FOP to negotiate benefits that would greatly enhance hiring and recruiting efforts by the Police Department. Instead of doing what's necessary to recruit in today's market, the City makes the FOP "pay for everything". Detectives receive hand me down used cars while supervisors, managers, and specialty units always receive new cars.

620-These are the kind of surveys that make you feel that they are being done to try and make it appear that the city is attempting to change it's image but they are actually putting on a good face to appease the courts and public. At the last management re-organization we were all told of the new open door policy to complaints and suggestions. Nothing appears to have been acted upon. Management appears to have too buddy buddy with each other along the chain of command and have not been able to act upon any criticism.

622-Part I. Resources. 1a & 1c. Some of our medical equipment is out dated and is not replenished in a timely manner. Part II. Work environment. 4a & b. I believe certain employees receive special treatment due to gender and/or race. 4g. My lieutenant and Bat. Chief treat me with respect. 4h. Division Chief James Sheehan believes he is untouchable. I feel Chief James Sheehan has absolutely zero respect for any of his co-workers and subordinates. Division Chief James Sheehan tries to strike fear in his subordinates with intimidation. Part IV. Compensation & benefits. 12h. In all my past places of employment I have never had a more difficult time trying to figure out our department's paychecks. Part V. Rewards & recognition. 14. Counseling slips and letters of reprimand are handed out like "take out menus" compared to rewards and recognition. Such actions have provided our department to have an all time low in morale. 17 & 18. When I was initially employed with the City of Fort Lauderdale, I never imagined that my departments management (Division Chief James Sheehan, Deputy Chief Allen, & Fire Chief Otis Latin) could be so incompetent. Part VI. Strategic direction. 19. My departments future is not so bright in my eyes as long as our Fire Chief down to Division Chief James Sheehan are employed with the City of Fort Lauderdale. Part VII. Professional Development. 22. This department is too understaffed to receive any beneficial training to help me perform my job. Part VIII. Perceptions of management. I have no confidence in Division Chief James Sheehan to do his job. The only issues that James Sheehan seems to be concerned with is how to discipline sick time users or to refuse sick to vacation conversion, which he takes for himself when he feels it's appropriate, which causes overtime. Chief James Sheehan's actions are a direct reflect of deputy Chief Keith Allen who condones his job performance. I have a very difficult time trying to find any confidence in a so called leader Fire Chief Otis Latin who seems to have zero control of his division and deputy manager. He continues to make poor decisions, which effect this department. His communication skills are at a fourth grade level and his speaking skills are absurd. His direction is going to bring this department to it's all time low.

I do, however have confidence in the City Manager, Floyd Johnson. I believe he is well educated and is an excellent speaker. I feel he is concerned about our work environment by sending out this survey.

623-Promotions from patrol to sergeant are obviously issued to the candidate that has the most political pull or the mandate to promote a minority. Should there be a belief in the testing system and probation as it should be used, promotions would be made right down the list. If the employee was not fit for the position, then the 6 month probation period would weed out that person. This would eliminate most of the current favoritism practices. The most qualified candidates as of recent were not promoted and less than qualified and at the bottom of the rule of 5 were.

624-The employee reviews are chronically late throughout the city causing the employees to feel unappreciated.

627-City manager: I am very proud of city Manager Floyd T. Johnson who has proven to be a most efficient, supportive, and outstanding functional City Manager. He is unfairly singled out by some City Commissioners and a select few "racists" who want to capitalize on their ethnicity to reap additional monies by trumping up and clogging the EEOC with unclaimed and un-evidenced charges against their white and Hispanic counterparts. The City Manager has been unfairly accused for the "sins of the past" but, as a true leader, he takes accountability and continually strives to present solutions to solve those "sins". He is purely a great leader in my opinion. Mr. Johnson's reorganization of his Assistant City Managers will remove an individual whom has continually been a threat to the managers and employees who are or were under his charge over his 15-year tenure. His departure is a tremendous asset for the continued positive growth that this City is trying to head to. Mr. Johnson's vision is a true focus to reclaim Fort Lauderdale as a model City for all in this Nation to see. His support for City Employees is impressive at best and finds time to mingle in the mainstream to hear concerns or perhaps improvements to make the City run better and more efficient. I have tremendous faith in his leadership and the course he has charted to realize the vision. Fire Chief: Fire Chief Otis J. Latin Sr. is a well educated and an outstanding organization and community leader who is a well versed manager trying to mold a relatively young organization (50% of the veterans retired between 1998-2000 as part of the DROP and the implementation of a full service EMS system) into a proven fire service organization for all of us to be proud of. Currently, we enjoy a national reputation in the fire service community as being on the cutting edge of many technologies as well as having a mandate that all his Chief officers have a minimum education requirement of a bachelor degree. There are less than 7% of fire service organizations in the nation that mandate such a requirement. However, the Chief needs to address the following: When to say no to proposed non-priority projects, which can tax the resources beyond capability. Often times Chief officers are deluged with projects that may have little impact to overall operations and may be nothing more than a waste of time to pursue. Additionally trucks are at times needlessly taken out of service to attend community functions (i.e. home-owner association block parties, meetings, etc.) as other companies are attending classes. There have been instances where as much as a first alarm assignment remained in service due to all the non-emergency functions in need for personnel to attend. The problem occurs when a manager says it cannot be done because of other commitments, fiscal constraints, or no devotion of time to the project in which

the Chief does not want to accept this and orders that it shall be done anyway. He needs to listen to his subordinate managers of why sometimes it cannot be done and flex that liberty to the concerned manager. Sometimes certain non-priority projects it cannot be done at the time necessary with existing resources. The Chief and his assigned Deputy Chiefs must not react adversely to incoming complaints without hearing the other side of the story. This needs to cease as the notion of guilty until proven innocent hangs in the air of the rank and file, which causes negative posturing and an uphill effort to clear our reputation. Most complaints are brought forth against a City employee are unfounded 95% of the time. The Chief and Deputies need to remain neutral until all facts are presented fairly and without bias posturing against the affected employee(s). The Chief and his Deputies will need to stay in touch with the rank and file. At this point it is not happening and there is a wall built between IAFF labor personnel and fire managers. Most, if not all labor personnel believe the Chief and his appointed Deputies do not support them. Labor personnel do not fault the Division and Battalion level managers who try to maintain the relations and communication from the Fire Chief and Senior Level Fire Managers. The rank and file needs to physically communicate their concerns to the Chief. This can be most accomplished with reviving the station and bureau rounds on a quarterly basis at the very least. The Chief and Deputies should balance their time commending employees for their hard work instead of creating a mile high paper load in reprimands that are years old and counseling slips which are relatively meaningless in regard to positive development of an employee. Delivering a high volume of reprimands only serves as a managerial issue regarding the lack of effective communication from top to bottom causing such punishment to rain heavily on the productivity of senior level management. Quality time is wasted drafting reprimands when such time can be used in visiting personnel in the field and delivering such goals, objectives, and visions of what is expected in an employee and supervisor and advising them of caveats if those expectations are not met. The negative practice of a punishment driven leadership has driven morale down to the lowest point in many years. Granted some employees deserve this degree of discipline, however senior managers need to be seen more in the mainstream field and providing support and recognition to those putting their lives on the line every day 24/7. Affirmative action/cultural diversity: I believe and still continue to believe that the City of Fort Lauderdale is not a hostile place to work. Once again a handful of opportunistic bigots have used their race as a trump card to hold the City hostage on charges of racism, workplace hostility, and other forms of un-evidenced ethnic style charges as well as utilizing a local opportunistic attorney, the media and key minority leaders as a conduit to spread their false accusations. The term "opportunistic" refers to those few who want to line their pockets with quick cash settlements proposed by the City Commission from their supposed lawsuits instead of the City Attorney wasting countless hours of research and re-filings at a tremendous cost to the taxpayers defending these charges although without merit in most cases. Out of the 42 plus charges of such infractions, only 4 were viable charges enough to cause suspension or termination of those guilty of circumventing policy. For a long time, Fort Lauderdale Fire-Rescue Department has had a zero tolerance racist style slurs, sexual harassment, and other forms of workplace hostility and provides strict disciplinary action for those who circumvented the policy. To date, I am not aware of any member of the Fire-Rescue Department who has been charged with breaching this policy. We are constantly bombarded with mandated courses training each employee about the policy of sexual harassment and cultural and ethnic diversity. I would like to see those handful of bigots sent to this style of training in order for them to understand that we must all work together and in harmony and not trumping up charges and

more times than not, circumventing the chain of command and not advising their immediate supervisors of a possible problem only to find out the department and supervisor have been smeared on the local news. Management and confidential employees health plan: I will comment only to the fact it is not the fault of Medea Rudd and her staff regarding the implemented policy. They have done a tremendous job in working with us trying to cope with the new policies thwarted upon us in the 11th hour. I will comment that the new insurance plan at best stinks, is ineffective, not user friendly, and mismanaged to the nth degree. Now we have changed our third party provider causing chaos and confusion. Most of the employees under current care have been forced to pay out of pocket since USA benefits was discharged from service and has refused payment to care providers for services rendered. We now have been advised that Benefits management will not pay claims for 6-8 weeks while updating records. Hence the reason we must pay out of pocket to our care providers until this is straightened out. While we filled out claim forms for reimbursement I fear this will be an uphill battle getting reimbursed for our 100% our of pocket expenses. I am very disappointed with our Finance and Risk Managers for their failure to effectively control the health care plan before they pulled the rug from under all affected employees.

628-Race has always been an issue with the City, at least as long as I have been there. My current location is not any different. However, it is 100% better than where I was before. It's a shame white city employees feel they are the minority & feel they don't have the same rights as other employees. 8 hour days consist of maybe 6 hours of work then granted weekend overtime because they can't get their work done during the week. No one questions as why they can't get done, just grant the overtime. Not all employees are treated equally. I understand in some cases it can't be. But surely it can be better. Workspaces in departments are horrific in some cases. Computer equipment so out dated work can't be done efficiently. Why not upgrade? It's a very important area because low man on totem pole. Action to be taken for problem employees-never. Not in my area again. The race card factor and it makes for an unhappy unit.

629-The city paychecks should be easier to read. Should include regular pay with hours and hourly rate with a breakdown of each additional item listed. Examples are overtime, rescue up-grade, crew Chief up-grade, medical designation pay, each specialty pay, education pay, etc. Currently the checks only list the total amount for regular pay and total amount for all assignment pay and overtime. This makes it difficult to read. If you are able to read and interpret the check and locate an error no one in payroll knows how to solve the problem. Currently the department uses a computer program SUNPRO to document all calls. This program is a complete waste of time and is too time consuming for the amount of calls we run in a shift. The department invested too much money in this program and refuses to admit that we should trash it. The department installs new features to the program on a regular basis because they want desperately for the program to work, but they give little if any advance notice of the change and expect for us to figure out the changes without proper training. Each new feature or requirement only extends the amount of time it takes to properly document each call. Personnel have provided numerous solutions or alternatives, but certain Chiefs refuse to even consider these alternatives. I do not know the current staffing issues with Fort Lauderdale Police Department, but know that on numerous occasions we have had to wait for PD when either our safety or the safety of the citizens have been in danger. Dispatch will advise us that PD has no units available and is waiting for first available. I have no doubt this is in fact the case, but the

city should be able to provide enough personnel to protect both its employees and its citizens. On occasion when PD does arrive, after several attempts for an immediate response, the officers will be unprofessional and disrespectful to our personnel because they feel we were rushing them. Many of the city mechanics give me the impression that they are not adequately trained to work on our fire apparatus. Many of the apparatus are always being sent back to the garage for the same problems that were not correctly fixed the first time. Depending on who you talk with, different mechanics give you different answers to the possible problem, but no one can fix it. When the apparatus are sent in for preventative maintenance they are returned with new problems. Our fire stations are falling apart. Many of the stations need new plumbing, carpet or tile, roof repairs. The city is aware of this, but this has been an issue for several years. One of our stations, station 47, leaks with every heavy rain, has a major ant and insect problem and the men's restroom has no plumbing. Out of two urinals, two toilets, and three showers only one toilet and one shower is operational. This restroom always has a strong odor of urine because the septic tank backs up. Beginning in October the staffing at this station will increase from 5 to 8 personnel and these problems need to be addressed.

630-A major concern of mine is the way (perception) "certain employees" are allowed to treat others. Management allows and perpetuates the atmosphere of a "hostile work environment". It appears that certain individuals are allowed to "get away" with this behavior due to gender, race, rank, and alliance with management. There is a belief that due to past inappropriate sexual relations, certain individuals are treated differently as far as discipline is concerned. There is a tone of hostility coming down through the chain of command that threatens discipline if paperwork is not completed correctly. (Computer reports) The problem is there are ongoing changes with paperwork & computer reports. There seems to be a lack of tolerance, poor communication skills, and poor interpersonal skills. Promotional exams have improved but there are still inconsistencies in scoring due to the scoring of the oral portion of the exam. For the first time, a promotional list for lieutenant has been changed from 2 year to 1 year. This action allows certain individuals (minority & non-minority) another chance to take the exam before the requirements change. This decision benefits a "select few" but "takes away" a promotion from individuals whom would have been promoted if the list had remained for the full 2 years. All other lieutenants currently on the job were promoted from a 2 year list (unless a list was exhausted; everyone promoted). I feel management is inconsistent due to individual personalities and behavior.

632-I work in a very dirty environment. Would like the building to be cleaner and to breathe cleaner air. Have the place painted & floors cleaned. The ultimate would be to relocate to a better environment. Also need more space to better organize the work areas and to perform work tasks.

636-Provide recognition to employees with good attendance. Train employees for promotions, have information for employees to seek training in all departments. Who is my division manager? What and who is the chain of command, changes are made but employees are the last to know. Overall attitudes and priorities are very important.

637-Job morale at the fire department is at an all time low due in part to the fire Chief refusing to implement suggestions by his employees. Management has a poor grasp of the day to

day operations of the fire rescue department evidenced by the decisions they make. Such as was the case when they stuffed the sun-pro computer system down our throats. No matter how non-functional we told them the program was their response was "we bought it, you're stuck with it, deal with it." Another case in point was the station bid system. The fire Chief came to the stations to get our input, but the final thing he said before leaving was "I'm the fire Chief and we are going to do things my way." Now 6 months into it most of the rescue crews are disgruntled talking about going to a different department, not caring about their jobs anymore and it shows in their patient care. It's kind of like this survey. If I spend an hour of my time filling this out and no results come from it, what do you think the odds of me filling another survey out during my career are going to be?

639-Wouldn't it be nice if it was as easy as getting the supplies needed to do our jobs in a timely manner or having repairs to equipment completed in a timely manner. On paper Fort Lauderdale looks like it has everything good to offer. Retirement benefits, a health insurance plan, vacation and sick leave benefits, monthly recognition of "outstanding" employees, training programs, career advancement opportunities. The list goes on. With all that going on for us why are there so many unhappy people? It's simple-senior management does not know how to manage. A mayor who publicly criticizes employees at every turn. A City manager and a Commissioner who only wants to recognize those employees who "look just like me" (a direct quote). An Assistant City manager who views employees in terms of how much could be saved if they weren't there anymore. Fiscal responsibility? An interesting concept, but too difficult to implement. It's easier to leave positions vacant so you can realize salary savings. The arrogance started at the top and is working it's way down. Rank and file employees come and go as they please, run their businesses on city time and the apathy continues to spread. A recent report on our activities was right. They're not nice to anybody.

642-The biggest problem I have seen in our department is reverse discrimination. The black personnel in our department are given special treatment. I feel everyone should be treated fairly.

643-The fire/rescue management believes in leading and teaching through threats & discipline. The management does not seem concerned with the problems that face the department's future. They do seem concerned with new ways and reasons in disciplining the personnel. Management is not willing to help personnel with problems that arise in work and outside. When my wife gave birth to our first child, I was given a below average rating for attendance on my evaluation. When trying to correct the problem, I met with Division Chief Findlan. During the meeting he told me, "Tell your wife not to get pregnant again and you won't have this problem again." I brought it to the attention of my union representatives but decided to drop it in fear of the repercussions. When I was hired, it was the best department to be associated with. In the time I have been here, morale has steadily decreased. The workplace has a high level of tension that has been created by the management. I would not recommend this department to anyone. The management has not corrected the problems that need to be corrected, but concentrate on ideas to keep the personnel in fear and intimidation.

644-Tools and resources: Staff who have been with the city for an extended period of time have a wealth of knowledge however, when they leave, the knowledge goes with them.

Either maintain a policy and procedure book for those items not covered in the PSM or cross train staff to spread the knowledge. My computer has 64 mg ram and a Pentium II processor. Five years ago 64 was plenty to run 1996 and 1997 applications. 2002 applications do not operate at optimum levels with 64 mg ram and a Pentium II processor. Work environment: I am concerned about the lack of security in the parking lot. One of my co-workers was threatened last week and fortunately had a cellular phone to ward off the "would be thieves." There is a need for more conference room/meeting space. Communication: Do away with the newsletter and encourage staff to go on line to obtain that information. Open the computer training room as a lab for staff without computers. Use the savings on reward and recognition programs. Maybe use the savings to purchase computer based training courses to create a library of courses for staff to use on their own time in the training room/lab (example: typing tests). Email is a great tool for contacting other departments, however, it should be a citywide policy to use the Calendar feature properly to allow ease in scheduling meetings and checking conference room availability. The citywide phone book should list all City phone numbers (example: 828-500=City hall, 828-5191=Const. Svcs.). The citywide phone book should list the names of Secretarial/Administrative support staff with the person(s) they support. This will enable managerial staff to focus on their work and not field incoming calls from other city staff. Compensation: Since the benefit and retirement packages are not as great as they were in the past and are not as competitive as private industry, why not increase salaries to attract strong candidates. (See Exhibit 1 for additional benefit suggestions.) Rewards and recognition: Require all staff (whether capped out or not) receive annual reviews. Hold staff accountable for their actions and the actions of their subordinates. A company is only as strong as it's weakest link. Encourage managers to develop a rewards and recognition program. The criteria they measure will be a useful tool in evaluating staff on a monthly basis. This information could then be used in the employee's annual review, which would mean the review process would be easier since detailed data would be readily available. Strategic direction: The vision is clear. Some staff are definitely more motivated at achieving the vision than others. Professional development: Basic training, of items transferable within the City, are not taught but learned. If someone cares enough to learn it's a win/win situation. If someone doesn't care enough the employee may think they win, but both the City and the employee loose tremendously. Provide more in-depth orientation training to all employees. (See exhibit 2 for suggestions.) Perceptions of management: I am concerned about the lack of visibility of a disaster recovery plan. If one exists, inform staff of their role. If one does not exist, create one. Attitudes and priorities: I know the vision but I do not see professional development courses being utilized by non-managerial staff. Each non-manager employee should be allowed to attend two training courses/seminars each year (either sponsored by the City or an independent provider). Encourage them to research courses on their own and submit a request for the course and summarize the course/seminar upon completion. If the employee does not research and apply for courses, they will loose the benefit. If the employee is terminated within 1 year of completion of the course, they must repay the City for the cost of the course(s) or have it taken out of their last paycheck. EXHIBIT 1: Suggestions for additional corporate benefits: Home computer purchase program. Two ways this can be done. Through Dell a corporate account can be created and employees can configure computers on line, buy them on line, paying with their personal credit card or check and obtain corporate discounts (negotiated with Dell). Or a city IT staff member could configure the computer with the employee (to offer much needed guidance for first time computer buyers). The City will pay Dell for the computer and the employee,

through payroll deductions, will repay the city in a period of one year. Give the staff the tools to advance personally and professionally. Offer the Florida pre-paid college tuition program payable via payroll deductions. Consider subsidizing a portion of it to encourage employees to participate. Offer pre-paid legal fees. Much like insurance, this option allows employees to pay a premium for legal fees, which they can use for any litigation issues that arise (example: Last will and testament, divorce). Change the tuition reimbursement benefit to include books and lab fees. Almost all corporations offer this in their benefit packages. Computer Lab for staff to utilize (as mentioned earlier): Provide a wide array of computer based training courses for staff to use, on site that will allow them to achieve personal growth and development. EXHIBIT 2: Corporate Orientation: Items currently discussed: Coloring project-to encourage new staff to share resources (crayons) and recognize the importance of diversity. Brief overview of benefits. Annual review of process and review of merit increases (2%, 5% or 7 ½%). Internal training program (Leadership/Mgt. Development courses-supervisor approval required). Tuition reimbursement. Credit union-no representatives or forms given out, just the main phone number. Location of job interest forms and books listing position requirements. Distribution of a few policies and procedures, including discrimination in the work place, violence in the work place and a few others. Meet Floyd Johnson. Suggested additions: Distribute organizational charts (or at least give overview of various departments in the organization for basic understanding of the "chain of command"). Discuss our forms of government and provide an overview of advisory boards and their role. Provide handouts for the credit union. Hold the training in the computer lab so the new hires can access the city's web site and see the types of information it contains. City phone mail system training, or at a minimum, handouts. Discuss benefits in more detail. Do not have managerial new hires and non-managerial new hires go through orientation at the same time (this causes confusion when benefit questions arise).

645-Great place to work, good people.

646-Answer to Resource question #1: The fire department reporting system for EMS is the worst system in the country. Rescue personnel are spending more time behind a computer screen than attending to their patients. When and if the city is going to purchase another reporting system they should speak to the personnel who are going to use it. Don't let management purchase a program that has not been evaluated by the rescue crews. (Example: sun-pro, telestaff, and two wasted programs that the city spent thousands of dollars on and are worthless.) The computer system at many of the stations are very slow, as rescue crew personnel we have many reports to enter into the system, sometimes we must wait a long period of time for these computers to be able to accept our input. Part 2 Work environment: I feel that the only discrimination that I have seen since I have been employed with the City is the Lieutenant's test. This test has always been given every two years, now the Chief changes it so the Black FF/EMT can take the test and be promoted to LT. You would think the Chief would want the most qualified personnel in those positions rather than just black firefighters promoted. There are many educated firefighters in this department that will have to wait 5 years to take a promotional exam. When these people should have been able to take the Lieutenants test within 3-4 years. Part 3 Communications: There are too many classes offered in the fire community. These classes are never posted or are only posted to a few individuals. There is also the problem with asking to take a class, be it local or at the National Fire Academy. Your division Chiefs sit on the request and you never get the chance to take the class. Part 4 Compensation and benefits: The pay stubs

for the fire department should be against the wage and hour. There are probably only 5% of the fire department that understand how much money they make and what dollar figure they receive when they are on the rescue, or the crew Chief. This figure is never consistent. And the City could be shortchanging the personnel. There are many computer programs out there for the fire service that are easily understood. Why does a person with a family end up paying $110 biweekly for PPO health insurance when the other guy who has a family and chooses HMO only pays $55? The PPO person also has to pay for his medications and has a $20 co-payment. When the HMO does not have to prepay his prescriptions and has a smaller co-payment. Overall I see the city as a good place to work, the biggest challenge with the fire department is the turnover rate. There have been a lot of people retire and many that leave for different departments due to more money and benefits and better working conditions. The city has hired many qualified and educated personnel from other cities. We as a department should look towards these people to lead. The city must have had a reason to hire so many career firefighters from other departments. We have LT and Chief officers that should not be in those positions just because they passed a test. They need to be taught to be leaders and be educated.

651-Lack of support by management. Lack of vision of department. Reverse discrimination.

653-I have been a career employee with the City of Fort Lauderdale since 1982. Overall, my experience with the city has been a very positive and rewarding endeavor. If any improvement could be made in my current department of Community Inspections, it would be in the areas of communications, training and computer programs. Upper management's basic style is to be detached and insulated from every day operations. When there is a problem, upper management reacts with a "knee jerk" response. Responding when a situation has deteriorated into a small crisis, reverberates throughout the system and creates a lot of unnecessary stress on the supporting staff. Upper management has never provided any form of operational SOP's. Since they want to treat everyone differently, a standard operating manual would get in their way. Unequal treatment of every description is the norm in our basically dyslexic system. This is not to say that people are discriminated in a traditional fashion. All races and gender receive equal-rights treatment under the law. The unequal treatment applied by upper management is to assuage whatever small expediency is desired at the moment. This behavior on the part of upper management is a daily norm and transcends any efforts to initiate standard operating procedures. In-house training is ad-hoc, at best. An employee's ability to perform their daily duties is measured against their ability to work with almost totally disparate departments. Nearly everyone is working in their own little world and the best game played is the one where you can "pass the buck" or otherwise avoid handling the problem. Our entire in-house computer system for Community Inspections is an unabridged debacle. Not only does the system fail miserably, breaking down almost daily, but the system is such a mess that upper management cannot admit that a horrific mistake had been made and perpetuated with our computer system. Instead of replacing the system with one that works, upper management is determined to keep this mess. You see, they would have to admit that a mistake had been made in adopting our current system and that is something upper management will never admit. Upper management would rather cripple the department with a horrendous system than make a change. Until the person or persons responsible in upper management retire, we are "stuck like Chuck". Well, that is a lot of material to digest. I tried not to get too carried away. We are facing monumental problems that

have been left unchecked for decades. Ironically, upper management is "running scared" due to this survey. I wonder why?

654-Uppermanagement is hired/promoted for gender/race reasons-not ability. They (management) make us responsible for the material in "supervising practices" and then make decisions directly contradictory to that material. Upper management made a promise to flip flop staff from rescue engines to recruit paramedics, then recanted. We are going to lose good people to other departments. Management's reply "we will hire more". They will not change. It is not worth my time to expand on the problems.

655-I have been with Fort Lauderdale Fire Rescue for 9 years now, and this department has gone backwards. The morale here is terrible. New hires are leaving to go back to worse fire departments than ours. Management (B-shift) is running the shift into the ground. All management is doing is trying to come down on everyone for every little thing. It has become a very hostile work environment. Guys don't care about this place anymore, and no one wants to do anything above what they have to. I love being a firefighter, but "Fort Lauderdale" is making it not so loveable anymore. I only hope the city manager does something about our fire departments. Managers-from the top to the bottom. There is a very big problem here. Please help.

656-I would like to say first of all that I am not a disgruntled employee. I don't expect what I would feel to be a perfect work environment. I choose not to believe that I am overworked and underpaid. There are times when things seem a bit too hectic, I feel that's just the way it is. I do have some concerns however. I see a lot of Lieutenants that are relatively incompetent. They mean well and they do try to do a good job for the most part. It is not just their fault, I also blame our union for this blunder. Nobody, absolutely nobody is competent for this promotion with three years on this job. A four year degree of any kind will not make a person a good Lieutenant. They simply do not posses the experience necessary. It is a joke to have some kid calling life and death shots when they still live with their mommy and daddy and are basically clueless about a lot of things. The department has to be more intelligent about who they hire. It has been found out that background checks are being done inadequately. Here again, there have been people hired that don't have what it takes to perform this job. They are here for pay and benefits only and everyone looks the other way because they feel it is too late to correct a mistake. A good example of a serious problem is the discontinuation of the megacode portion of testing for paramedic employees. We are ending up with a dangerous situation. If this is allowed to continue, I promise you that the city will end up with a mega-million dollar lawsuit and everyone will lose. Employee recognition is a nice tool to say "thanks" to employees who are doing a good job. I don't feel, personally, that the city needs to put tons of effort into improving this area. My paycheck is my thank you for doing my job. I thank you for the opportunity to take part in this survey.

657-There should be better training for supervisors on dealing with issues related to workplace discrimination issues. Overall, I am very satisfied with my immediate work environment and enjoy working with my supervisors, co-workers and subordinates.

659-I am very unhappy the way the city handled our health insurance. I feel they broke our contract by arbitrarily changing insurance. Also civilians didn't receive their raise which was due 4/02. Also in reference to the new health insurance we did not receive clear information on how it works.

667-Sick time-if you used sick time more than 56 hours you will be asked to bring in a doctor note & the City can turn you down even if you have 500 sick hours & your evaluation will go down steps. You should be able to use sick time if you need to.

668-Sick time: This is a sore subject for many people in the fire service. First the sick is mine according to the city. I "earn it" however if I use it I'm treated like a thief. I personally have six hundred hours but last year I had surgery and used 6 shifts. I received a marginal on my evaluation. I don't feel this was fair. I sat and listened to a Division Chief talk about driving by people's houses when they call in sick. This is the same guy that called in sick every shift for a year when he had a female chief above him. I watched another Division Chief write someone up for not being home when he called in sick and then openly talk about calling in so he could get his roof done. There is no incentive not to use it, they will pay you 50% at the rate you earned it when you leave. And we have a max on how much we can save but this is not true for all employees. If you came on prior to 1986 you can save all you want. Living conditions: I know I don't keep my home like this. Paint peeling, poor plumbing, outdated fixtures. Little or no landscaping. Our stations are generally in very poor condition. OSHA states that we should have washers and dryers in the station. To the lay person this may seem extreme but with the health hazards we face I see it as a necessity. I don't want to wash my clothes at home with all the bloodborn pathogens we see everyday embedded in them. Training: In general I feel our training department isn't that bad but the record keeping is sorely lacking. Kelly days: Well all was fine until the city decided to put the Battalion Chiefs on the same list as lieutenants. Only they go first, now the rest of us pick by seniority but not them. If you put them on our list they should pick like us. You want a morale killer it looks like they were trying to upset us with this one. Promotions: For the most part I think testing procedures are fair. However, why is it that the majority of the people acting as battalion chief are not qualified to take the test? Myself included, I have been encouraged by my division chief to act and I take it as a compliment. But it is disheartening to know that I can't take the test. You have the most senior and experienced people on the department that can't take it. Reporting system: Our fire departments are fine, but the medical reports are redundant. This is a sore subject with many of the people on the job it often takes more time to properly do the report than to treat the patient. EMS: Our people in the EMS division are some of the hardest working, most dedicated people I know. However this department is grossly understaffed. Leadership or the Lack of: I don't know two people that have faith in anyone above the rank of Battalion Chief. In the eyes of most of the people I know there is little or no faith in the upper management in our department. We have a Chief with no vision, he seems content to survive. Our management feels the only way to motivate people is by intimidation. The chief does come out from time to time to visit the stations. The last time we spoke he became very agitated by anyone that disagreed with him. I happen to have a friend that is a Fire Chief in a neighboring city and he loves to make fun of the fact that our chief is so poorly spoken. It is embarrassing when the man that represents us in the community cannot speak effectively in public. I know this has hurt us in the past when we were attempting to

attend the meeting and he said he felt sorry for us after listening to our chief. But this is what we have to deal with. It's not always the best man that gets the job.

670-I have no confidences in the Fire Chief and the direction this department is going. First, most if not all the advances made by this department were started before his arrival. He lets the upper management run and break the rules that they enforce to the rest of the employees. Fire Chief has helped in putting a wedge between fire and rescue. It's like having two departments as opposed to one working together. We are low in rescue to cover the city effectively. The personnel on the busy rescue should be bumped up to three for the workload. The new station #2 being built on the west side of the tracks leaves an area not properly covered. Like when we have those long trains and cannot cross the tracks. A problem we don't have at this point. Payroll is a joke. No one knows how to read to know how much we are getting paid. We are the only departments in the city with this problem. There is no recognition for doing a good job, but they are fast if you need to be punished. The city is bad with reimbursement for education. Also in applying for classes of any type. A department is as good as the education of the employees working for it.

674-The city of Fort Lauderdale is a great place to work, however our managers and supervisors could benefit from a cultural sensitivity training.

675-Part I: Supplies are always late & different products are put on-line without input from the field, and/or any training. Something needs to be done about the report writing system, it is horrible, time consuming and repetitive. Part II: I work along side every ethnic type and gender, when I have the utmost respect. If they are worth it (hard workers), but I do feel as if the department bends over backwards for certain people because of gender/ethnic background. I have a great relationship with my co-workers and supervisors. But in management I feel that I could easily be replaces as if just a number. But I still believe this is the city to work for and am proud to work here. Part IV: The pay stub is impossible to understand. The way overtime is distributed is also confusing. I truly believe that I have been shorted many times on my pay, and when I have had questions, been made to feel as if somehow it was my own fault. Part VI: I receive recognition from my co-workers and immediate supervisors, not management. Management is quick to make an example of poor judgement with disciplinary action. I don't think that most in management know what it is to be on the front line. Part VII: The city gives a list of books to read for promotions. Part VIII: I have great respect and confidence in my supervision and division manager. But I am lucky to have them. Most are fair and have experience, but I have worked with others, which I don't know how they could have been promoted. Some have no people skills.

677-There is no direction being provided by the so-called Executive Management Team. There is no strategic mission or vision or even coherent, shared ideas about where the city is going. The EMT spends all of its time dealing with the aftermath of Commission meetings or preparing for them. No time or effort is spent in being proactive in dealing with major issues, strategic vision or direction of the organization. An example is spending several meetings and numerous hours deciding on colors and styles for business cards and the rules governing who may have which colors and styles. Since there is no shared vision or concept of what this organization stands for, nor articulated values or "guidelines" for actions, people are left on their

own to decide and act for themselves. This seems especially true when they deal with other employees. Only when such actions on the part of employees are deemed grossly improper are they called on them. The City Commission contributes to this ineffectiveness and inefficiency through micro management and disrespectful treatment of employees at all levels. Their inability to lead, along with their mean-spirited treatment of employees constantly derails efforts to build a better organization. Their lack of knowledge and expertise, coupled with their need to apparently "play to the audience" actually leads to the very things they complain about in the organization. They often make demands of the organization which take employees from regularly scheduled work routines to deal with minor things because a commissioner receives a phone call from a constituent. This causes employees to constantly drop what they are doing to respond to this perceived crisis. They criticize and berate employees who have experience, education and expertise. This micro managing style then filters down through the organization making it impossible for managers to effectively assist in running the organization. This city had, at one time, a mission statement, values and a shared process for achieving that mission. The City Commission along with the City staff and employees were all on the "same page" and this was a truly great place to work. However, this was before districting which encourages commissioners to think only of their own district, often and usually at the expense of the larger city. The mayor contributes to the melee through his belittling and berating of employees and his total inability to "work and play well with others". Further, management employees in this city are increasingly treated with disdain. Management benefits have been taken away, pay has been cut. Previously, management was paid at about the 75$^{th}$ percentile; now it is paid at about the 50$^{th}$ percentile. At the same time, police and fire are paid at somewhere near the 90$^{th}$ or higher percentile.

680-I think that the long term vision is weak. EMS provide 90% of all calls in any city. Two man rescues & running an engine is inefficient. I feel that the assignment pay isn't a way to increase people to become a paramedic. In order to become a smarter department, you have to have a strong base of education. If 90% of your calls are medical, how does a manager "manage" a paramedic. This department should encourage education. Encourage going to school to become a paramedic. Give incentive pay for those who have an AA degree or a bachelor's degree. Sick time needs to be addressed. It's all a mess. Bring in a doctor's note, don't call in. We deal with sick people & germs are contagious. FF/PM's get sick more often than people who don't deal with sick people. We are paid when we earn the sick time. At that rate, so 20 years when I retire, I'll get paid the $15.00 rate when I earned it in 1999. Figure that one out.

681-City needs an additional rescue unit at Station 46 to help relieve the call volume. Department should not get rid of the megacode testing to determine new employee hiring. I believe that without the test we won't get the top candidates available.

684-This survey would be a step in the right direction, if anyone really reads them. I understood that this is just a survey that a committee recommended that took place. A change would be a nice step in the right direction. The city needs a change.

685-I think from Fire Chief to division chief we receive nothing but negative reinforcement, never positive. I've been lied to directly to my face twice by D.C. J. Sheehan.

He's very vindictive to employees for use of sick time. Giving reprimands to employees for use of sick time that backs up to a L-day or vacation when he as done the same offense at least 3 times in the past 12 months. I have witnessed J. Sheehan say out loud "I will get him" or "if he calls here again he will never get his station". He blatantly makes rules that are outside the contract or even his scope of duties. He is completely capricious in his treatment of personnel. He constantly breaks the chain of command. If he doesn't like a specialty team he will try to sabotage it. The city's computer system sunpro is horrible and not designed for fire/rescue report writing. As to age/race/gender discrimination I'll let the city's record and pending lawsuit stand as proof.

690-In our department they expect us to keep up with private contractors and that is impossible in real work related situations because they don't work with the same rules we have to follow. But they work us to the bone and we are able to keep up at least on paper to keep them happy. Also another matter is sick leave. They want you to work in the rain all the time but when you get sick from working in the rain and you can't come in the next day you are warned that you are using too much sick time and you will be put on sick restriction. And you might loose your job. Another thing is we work 10 hours a day 4 days a week. After 5 or 6 hours of working in the sun at summer time any person is tired and his pace slowed down. Most of the time the crew leader spends his day in his truck with the a/c on so he's not tired at all. Then he will come out of the truck and want you to work as fast as him even though you have been out in the sun all day, not in the a/c truck like him.

691-All employees do not have access to either the city's e-mail system or the internet. I used to bring in my laptop to research/order parts or test equipment from the internet. However, our new phone system precludes me from doing that anymore. I have, on occasion, used my home computer printer for city business, but that really shouldn't be necessary. Due to the violation of discrimination problems in today's workplace, minority employees have been given positions for which they are not qualified and when poor performance is noted, discipline is rarely administered. This tends to skew the "workload per capita" ratio. Although on paper, there are "x" number of people in a division, the workload is not shared equally. The city has been burned repeatedly by contractors on new or retrofit jobs. Some of this is due to our "low bid" mentality, or the failure of engineers to adequately write the specs for jobs when they go out for bids.

692-There is a lack of morale, partially due to fraternizing on & off the job between certain employees and supervisors. There is a lot of favoritism and making excuses for "pals". If you ever have a problem & your personnel file is a mess with accusations etc. even if you've paid for your "mistake" such as suspension or reprimand, you cannot purge your file no matter how many years later. There are also 2 files kept on the employees. 1 personnel file and 1 labor relations file. No matter how well you do your job or how conscientious you cannot be promoted if you're not doing the job of the higher position. At the same time as your current duties, doesn't make sense.

693-There is no fairness in city practices, we have different rules based on race, and it is rampant in the city. Management is so fearful that discipline does not exist if you are a certain

race. Watching this year after year brings on very poor morale and promotes prejudice even more than ever.

695-Opportunities are squandered every day. People are offered tuition reimbursement for accredited schools. Internal and external schools are directly subsidized by the city. People of both genders and races find it easier to blame someone or something for missed opportunities and personal shortcomings. The lack of personal responsibility for one's action is not a citywide problem. It is a nationwide problem.

696-The division chief in charge of our shift is insensitive to people's needs and is very vindictive to you if he doesn't get his own way in situations. We currently have too much reverse discrimination in our department. That's because we have a black fire chief and city manager. Our managers are very unsympathetic to people sick needs and are counseling people about their sick time and then taking that amount of sick time themselves. Who is counseling them? No one. Every policy in our department is changed to suit certain favorite people and then changed again to discipline other people. Our managers have zero uniformity in dealing with situations. Our department procrastinates about most things then expect us to jump through hoops at the last minute so we achieve their goals for them. Our managers have gone on two all expenses paid retreats in the last two years with all of our ideas and concerns that we have asked them to address and it seems like none of these ever get done. My last comment is, I hope we haven't all wasted our time filling out this survey, because all of the other times our managers ask us for our input into changes, hardly any of it ever gets done, it feel like they are just appeasing us all of the time. Bad managers don't discriminate against race, color or creed, they just discriminate against everybody who may have an opinion that differs from theirs. I think they call that person a dictator not a manager. It's a real shame that in today's world we cannot put our names to all of our comments for fear of retaliation, the fire department still runs on the good old boy network.

700-I am proud to be part of the City of Fort Lauderdale and I think that all my fellow workers should also feel the same way and team up together to get the job done and don't look at who's doing what. Give it 100% every day. I think that in the long run hard work will be recognized and rewarded. Thank you.

701-Once again, even in this survey's own demographic profile, an entire population of civilian employees, that work for the Police Department, has been left out, and unrecognized. The "forgotten step children" of Public Safety Aides, who undeniably do the majority of "paper calls" for service, traffic crash investigation, and assorted other duties, have once again been left out in the cold. The administration of the Fort Lauderdale Police Department, from the Chief's office, on down the line to even the patrolmen, have made it very clear from day one, that PSA's are not welcomed, we are beneath them, and should be their lackeys, if we wish to continue being around them. What a fine set of circumstances to work under. Is it any wonder, that we are subjected to sexist remarks like "just like your wife or mother-in-law, it won't go away because you ignore it," made public to the entire staff, from Captains? Is it any wonder, that as a group, we are singled out to be used as mandatory "slave labor," for city events? Is it any wonder in their arrogance, and aggression, we are subjected to their ignorance, insecurity, and basic bully personality? Is it any wonder, that there is selective enforcement and interpretation

of the Standard Operating Procedures manual, of which the civilian staff has no say or input, in its development? Is it any wonder, we are kept disjointed, split-up, and separated without the benefit of civilian supervisors, coordinators, or even stable civilian leadership? We have been excluded from Operations Support, where Traffic Homicide and Hit and Run investigator fall under the "umbrella," because we also handle calls from service, aside from doing almost every traffic crash in the City. Administratively, the Fort Lauderdale Police Department is still very much, "the good ol' boys club" and refuses to grow beyond that, marking itself as antiquated. All too often, it's not a case of making the right decision, as making the decision right. Bully tactics, closed mindedness, sexist, and political mud-slinging are the norm for this department. The staff that is supposed to lead into the future, is still living 50 years in the past. There is very little managerial formal education, as their positions are based solely on rank, and not on whether they have the skills to perform effectively and make sound managerial decisions. Their vision is so narrow and tunneled, that they cannot see beyond the immediate situation, to plan for the future. All the little sub-divisions within the department make any kind of coordinated effort a joke. For example, every year the Air and See Show comes to town, and every year lack of coordination and miscommunication you will get a different answer from every sergeant, captain and major for the allotment of straight time and over time hours to be paid. I would think after about 6 or 7 years of this they would have come to a consensus by now, but that's doing the one thing that is frowned upon—thinking. In simple terms, if these Administrators had to coordinate something as intricate as a wedding, sweet sixteen party or any kind of reception, the guest would be eating while standing, using paper plates and crystal glasses. Thank God they don't plan the Macy's Thanksgiving Day Parade. In essence, they don't know how to plan completely, lead effectively, communicate anything, and definitely don't listen to anyone. This department is also so technologically behind the times, it is a joke. Given a few million dollars to spend, this department thought it was better spent on a GPS tracking system to be installed in every patrol and PSA vehicle, so they could keep better track of our locations in the Communication Center. If the dispatcher in the communication center is sending us to a call, which has to be entered into the computer system, then why is a tracking system needed? Instead of playing "Big brother," this department should be putting it's resources towards up-grading and adding radio repeater towers, so we don't have questionable radio communication, frequent problems, and dead zones. Instead of playing "big brother" this department should be putting its resources towards up-grading all the computer systems within the department and listen to the people who have to use it when developing your programs. Unfortunately, listening to people is another skill lacking in this department. The reality that soon sets in on you, after a few years of subtle brow beating is this department doesn't give a fig about you, your safety or your work environment. When officers were told to take cover during hurricanes, PSA's were ordered to remain at intersections to "direct traffic" even after administrators were told there was no traffic to direct, and it was hazardous to remain in the intersection. PSA's have called for an officer as back up when faced with a violent, out of control person only to be told to wait "for the next available officer". PSA's have been sent to calls where culprits or possible culprits are still present, which is against policy. PSA's have been sent to calls for vandalism, traffic crashes, or even better, a burglary of a vehicle, only to discover by State law definitions, it's a Weapons Complaint, Aggravated Assault or battery, or an ex-husband stalking his ex-wife. Of course, you try to get a police officer to come take the call, and you are immediately met with condescension, contempt, and belittling by the responding office, who then refuses to follow State law and do their job. Officers don't even want to hear the letters DUI. They would rather put the impaired driver in a

taxi, tow the car, and either refer it all back to our traffic crash report, or do a miscellaneous incident card, which gets filed away, as so much nothingness. In closing, the Administration doesn't know how to lead effectively, allocate funds responsibly, or apply and develop policy fairly. From sergeants, on up to the chief, the philosophy of management is mismanagement, and everyone, especially civilians are incompetent children to be abused and kicked around. How do you change a system that has been in place for so very long? Education, education, education. The administrators sit up in their offices on the second floor, out of touch with the rest of the department, and most of them haven't "worked the road" in so many years, that they have no idea, truly, what is needed.

703-I think that promotions should be based on qualifications and not solely on seniority.

704-I believe the Commission was arbitrary and capricious when they stated at the Commission Meeting, that we, as managers should have to pay for health insurance. I was hired with certain implied benefits, paid health coverage for my family and me being one of them. This paid benefit was to offset the fact that we, as supervisors and managers, are exempt from overtime, work longer hours with no compensation, have a higher level of responsibility and accountability. I believe the Commission will be facing another Union, since it is apparent they have no respect for their supervisors and managers.

705-Reference tools needed to do quality work: Need air unit again. Would improve police departments ability to apprehend criminals, reduce liability from pursuits, and perform the work that ground units can't. RSO's air unit does not meet our needs and is not effective.

707-Don't hire EMTs. No Sunpro.

708-About a month ago, an individual by the name of John Saavedra was promoted to the management position of Foreman over Bulk Trash operations-even though he had no Bulk Trash experience and no supervisory experience and he had only been with the city for about 3 years. He beat out many other candidates for the job who have many years (in some cases nearly decades) sanitation/supervisory experience. This was an outrage. Apparently, he got the job not on merit or years of service, but because management was looking to place a Hispanic in that position and he "kisses up". Once again, the case of Saavedra illustrates the sheer insanity of the City's promotional process. It is an insult and slap in the face to all of us who have worked hard over the years to watch someone (Saavedra) who has done nothing for the City move up over many more qualified and deserving candidates. It leaves me angry, resentful, and mistrustful of City management. It's like they do whatever they want and get away with it. The problem with the city is corrupted, "old boy" management who do whatever they want and reward or take care of their favorites or their "boys"-and not the people who truly deserve it-the people who work hard and put in years of service. No wonder morale is low and so many City workers are disgusted with management.

709-The department is an excellent fire department overall but we do have our problems and issues. What is the Chief's vision for the department? Where are we going and what can we (labor) do to help get there? Too many managers have the theory x management style. Overall the troops want to do and do a good job. Management should be there to support the

field crews. Help us to do our jobs better and more efficiently. Better CMS reporting software and "daybook" reporting. Our current system is inefficient and wastes precious time and effort. Management is looking to "hang" people for mistakes in a system that is lousy and cumbersome. They are too quick to discipline rather than listening, understanding and trying to fix the problems. We have some serious facility issues needing new or renovated stations. Our reserve apparatus is in deplorable condition and desperately needs to be replaced. It is pretty sad when the downtown ladder company has to ride in an engine because the spare ladder is broken and unreliable.

710-There is no one in the City an employee can trust, up to and including the City Manager. Any problems and/or concerns must not be communicated to anyone for fear confidential information will be passed along to others. There are rules for people not in the "inner circle" but no rules for those who are. Upper management is exempt from any scrutiny. Once an employee is topped out (salary), there is no compensation for a job well done. Lower management usually the scapegoat for all the problems in the organization. All employees can be mistreated, not just minorities. The city is an equal opportunity abuser. Health care coverage has now changed. Management must have payroll deductions & the new plan has much higher co-pays and deductibles. This was a benefit to make up for the unpaid overtime by many managers. Managers in the V & IV categories are most severely impacted. Employees who are topped out are getting a pay cut.

712-My immediate supervisor (management level IV) is the epitome of a micro manager. She is unrealistic and treats employees with no respect or trust. Then the next day is your best friend. She demoralizes employees and sometimes has to be so involved that it makes employees wonder whey we are needed. It's one thing to guide or manage an employee, but for getting paid about $50,000 we should be able to make some decisions. Employees in the past have complained-it only worsens the situation. This is the one case where it doesn't pay to be a city worker-nothing can be done without repercussions.

713-The beach patrol (ocean lifeguard) is dangerously understaffed, under equipped, and underpaid. We are responsible for the protection of astronomical numbers of peoples lives, yet receive the absolute minimum resources and equipment to do our job. State ordered medical training have been ignored for two years. Necessary medical equipment is obsolete or non-existent. Stretches of beach/ocean are left unguarded resulting in numerous drowning deaths. Lifeguard towers are falling apart & are unsafe. When new towers were designed and built, the lifeguards input was unwelcome & ignored, resulting in towers that are dangerous for both the public & the employees-an incredible waste of taxpayer's money. Due to the high risk, high physical requirement nature of our occupation, no lifeguard has ever been able to reach the age of full retirement benefits in the history of the City. Yet we are low on the pay scale (comparative to other employees & other beach patrols nationwide) and even lower on the list of priorities.

715-Part I: Resources. The largest problem I feel in this area is the preparation taken to fill job vacancies. I fee that the managers do not look ahead. They wait until the person has actually left the position, even though they knew the employee was leaving for weeks before they advise the timekeeper to start the requisition. A position can be vacant for many months

before a new person is hired. Sometimes the supervisor requests the requisition and go through the entire process and receive a certification and decide they don't like who is on the list and then wait a year for the list to expire so they can retest. This is terribly inefficient. Why have people go through the whole testing process only to be told that no selection has been made. Whether it is a budget problem, or personality issues, the fact remains the same---a vacant position. Part II: Work environment. In the office I work in I don't see any of these issues regarding gender, race, or sexual remarks that are offending. I do however see these in the areas around my office. There are supervisors in this department who over and over again have absolutely no sensitivity towards race and gender. I find it interesting that these supervisors have been disciplined numerous times for offending people for their race and/or gender and yet they are still in charge of the people they discriminated against. You would think if a pattern were established why is that person still in an authoritative position. This is bad business practice. The city is in hot water regarding discriminations for exactly this scenario. The upper management tends to turn a blind eye and pretend that the issue will go away. But it doesn't. The supervisor who discriminates is just waiting for another "victim". This whole policy and procedures the City managers office is trying to enforce regarding discrimination is all fluff. Nothing will change. You must get rid of the problem when it happens not when it happens several times over. Part III. Communication. This is a joke. Employees never find out what is going on in the City until after the fact. Top managers make decisions that affect every employee but then neglect to tell the employees. The City's newsletter is a waste of paper. I don't care those confidential employees and management people are spending their wellness benefits checks on weight watchers. That is really not an issue that people care about especially when only confidential and management receives wellness benefit checks. It's a slap in the face to general employees. "Look we have weight watchers and it's a really great program and we don't even have to pay… oh yeah…You general employee…You have to pay!" Part IV: Compensation and benefits. What a fiasco! The Risk Manager should be fired and along with everyone else who knew the self-insurance program was in trouble. This is the Risk Manager and up, including the City Commission. If the City Managers office knew for 18 months that the program was loosing so much money, who the hell are they to let it go for so long and then tell the general employees we were the cause and we must pay it back. As a general employee I would be on the chopping block. I would not be working for the city right now. I would be in the unemployment line looking for a job. But because this great plan was developed by a manager, then blamed on the general employee, I guess it's excusable. And they are still working for the city! This is the mentality of the upper management and commission. Make the General Employee who doesn't make a lot of money to begin with…pay. This is your answer to fix the problem. Workman's compensation is inexcusable. It's disgusting how people use the system to their advantage and cost the City so much money. To be out of work for 2 years and not have return unless they join a weight program with gym membership to lose weight. The City does not have adequate staffing to case manage on the job injuries. If half of the people on workman's comp were working in the private sector they would be out of a job. In the private sector if an employee is injured and they have not returned to work within 90 days, they lose their job. But not the City. Oh no, you can milk it for as long as you like. It's an open door policy. And the City is happy to pay. If the City followed what the private sector's policy was, they could use the job injury money to pay for the health insurance crisis. Now that's a brilliant idea from a general employee…Managers couldn't think of that one on their own. Part V: Rewards and recognition. The way the City handles the promotion processes is a farce. You have managers who look you

in the eye and tell you one thing and behind your back do the exact opposite. This from the Human resources office. There are so many rules and regulations that they don't even know that they are doing. Why is it than an analyst evaluates an application and disqualify it for experience, yet pass another application with the same experience? And if the employee dares to complain about the process, they are then tagged as a trouble maker and pretty much are guaranteed not do so well on the next promotion they apply for. Sure the office will tell you that is not the case. But we can all read between the lines. Look at all the lawsuits against the City. They are all for discrimination and bad promotion process. This says something. Look at the evidence. Part VI: Strategic Direction. Who knows, but is the City manager's office trying to cover their butts?

716-Mandatory training for all levels of employees, especially labor. Personnel should handle all hiring to eliminate unfair or discriminatory practices. This would eliminate most of the ongoing lawsuits.

717-Few, if any, employees realize that they have "internal" customers too. It is difficult or even rare that you can get help and/or answers from another department.

718-Part I. #1a. This area has improved as far as uniforms and fire equipment. The main problem now is IT. We don't have enough computers to get our work completed. The system often goes down and the reporting program (sunpro) is terrible. Part II. #4a-d I don't see the discrimination many complain about. I see people who don't score well on tests and then cry they were discriminated against. I see people that do poorly in their job and cry discrimination when they get into trouble. Being a firefighter is a dangerous job. Incompetence can kill, so we have no room for error. I feel I get along with everyone in this job. It makes me wonder when I see a "black firefighters union." I thought we already had a union. I don't think we'd be allowed to start a " white firefighters union." So where is the discrimination? #4e & h There are a number of senior managers that look for opportunities to "stick it to labor!" See memo 02-030, I an feel the hostility in that. Part IV. #12h The paychecks need serious improvements. I never know what I'm being paid for or if I'm being paid correctly. Part VI. #19f & g Management's expectations of employee performance is unrealistic. I'm a lieutenant at a very busy station. They expect me to baby-sit the people I work with. Each day there are new memos about how I have to check, re-check and sign for everything that goes on. The workload is getting way out of control. The method of data entry and the raw reporting system are terrible. I feel management is very unorganized. In the early stages of an EMS system, we had numerous EMS Chiefs bounce in and out of that position. The EMS department went for over a year without any clear direction. Each time one chief started something his time was up, then a new Chief would come in. Part VIII. #24d I have absolutely no confidence in the Fire chief/director. He is a bumbling fool when he speaks and this sets a very poor example. We have taken over new areas and given up apparatus. I don't feel he is a good manager. #24f I feel if we had a major crisis or disaster, the fire department would get by despite upper management. We have always found a way to get the job done, without the support we need. Overall, I love my job. I love being a firefighter. I left another department to come here and still feel I made the right choice. This department has so much potential to be so much better. I consider myself lucky to have a good Battalion and division chief. I'm very confident in their abilities. The crews I have working in my station are excellent. We have a mix of people and we all get along great.

719-The city manager has not developed or expressed a clear vision for the organization. The city manager should do more to hold his managers accountable and take disciplinary steps whenever necessary.

720-These are some of my personal concerns throughout the department: Most of the stations need upgrading such as computers, living conditions. Limited computers available in most stations-personnel were unable to access computer due to availability. Living conditions-most stations too small to accommodate personnel, station equipment are out of service or needs fixing or replacing most of the time. Some stations have constant problems such as air conditioning broken, water leaks, plumbing problems and broken or damaged furniture that needs to be replaced. Furniture and bathroom fixtures need upgrading. Personnel should be provided with individual EMS books, along with updated versions. Such as pocket field guides, ALS, BLS, Trauma, Pediatric books and other updated medical literature. Other than books issued during orientation, it's up to each employee to purchase updated editions. (No reimbursement from the city.) All stations should be provided with medical books as previously stated for references, along with updated versions. The city should provide all eligible employees for promotional exam with all reading materials, such as various books listed for the test. The city does not reimburse employees for reading materials. Tuition reimbursement should be 100% with books included. Paycheck-very confusing, unable to figure out, unknown if percentage or overtime pay is correct and accurate.

722-The fire chief as well as most upper management have no idea what it's like to work in operations. They need to spend a little of their day in the trenches in order to adequately provide us with the tools and equipment to make our job more efficient rather than bogging us down with programs and supplies that only make us reluctant to even come to work. No confidence in the Fire Chief. Get rid of Sunpro reporting system and Telestaff. Both of these programs make our jobs harder and less efficient. Allow employees to receive city e-mail at home. Give us ability to access "outlook" from our home computer. Paycheck calculations-there is almost no way to figure out the city's payroll system for this department. Pay us all of our money for the 2 week pay period. Not some one week and the rest the next week. Upper management needs better "people skills". There are a number of Chiefs that manage through intimidation. There needs to be an open line of communication with no fear of retribution. Listen to the majority of this work force and make our job easier and not harder. Since education is so important for advancement to manager, this city should pay for books fees and all other expenses if one makes the grade. There are numerous fire lieutenants that have years of operational experience and even 2 year degrees but won't to go back to school due to expense. Improve the living conditions at all fire stations.

724-Leadership-our department has no leadership. The top 3 senior officers don't have the insight to lead the department. The managers are more concerned with punishing employees rather than fostering a good work environment. It seems that most management (upper) would rather point out problems with the other managers, rather than doing their own job. They act like a bunch of kids, when they don't get their way they take their ball home and won't play. This is a typical city survey-nothing will come from the findings.

725-I wish the managers had to work in the gross stations we live and work in. I'm sick and tired of the harassment I have endured over 21 years from both J. Sheehan & D. Sheehan. Why does the pregnant woman on the FD get to have light duty, but a man with a hernia has to use all his sick/vacation time, and not be allowed to have light duty? Why after eight years of SCBA repair, is our unit not being maintained at all? The city put me through the ARFF1 course for crash truck 53. At the same time, J. Sheehan puts a non-trained person at station 53. This puts the officers life in jeopardy due to severe danger in aircraft rescue & extinguishment. To make things worse, operations division chief does not even follow the proposed bid rules they wrote. When a person points out discrimination that person is persecuted.

726-It has become increasingly hard to maintain and foster a positive work environment in my department. The managers, especially the department head has done more to ruin the morale of our department than I've ever seen. Our department head interviewed pretty much the whole department on the issue of our bid system. He was advised his decision to not allow medics to float on and off rescues would cause low morale and burn out by the vast majority of our personnel. His reasons for choosing to run the bid this way was completely irresponsible and pretty much destroyed the morale of our department. With this type of leadership it is almost impossible to foster a positive work environment. If management is going to totally disregard our input they shouldn't bother to ask.

727-As a city employee I feel that the members who lead the department lack leadership and am dissatisfied with the direction the fire department is taking. There are certain high-ranking members in the department that cannot take criticism and will make it a personal vendetta against you for voicing your opinions. The department overall tends to discriminate against others who do not fit the ethnic make-up of "white anglo." I hope my comments will enable changes to take place in the department. Although my comments may not be brought up to the parties that are addressed.

729-Fire department is trying to hire African Americans…only. Is that reverse discrimination or racism on someone's part? Sunpro has got to go! I'm sick and tired of redundancy.

732-It seems that the police department has to fight to get any type of funds for equipment. Officers have to wait for vehicles wasting time and money. Hundreds of thousands of dollars have been wasted on trying to equip officers with computers and management refuses to take input from the officers that will be using them to make them more user friendly. Then with all the time and money wasted, the person in charge of setting up the system is promoted.

734-In my 10 years with the City, I have never seen management & labor so divided. In the fire department, management pushes it's employees until they break. They are ready to punish before they try "progressive discipline". As our department services increased, our personnel stayed the same. The quality service we provide to our citizens is ready to be given to the "county" at anytime. Our members are proud of where they work, but there is no recognition for a job well done. We need to increase our staff. More units, more personnel, better equipment, and better service of the equipment. Our trucks are falling apart.

736-The city manager is doing a good job in dealing with the problems he inherited. The "self insurance" plan is not, never has, and never will work for City employees. It was only a way to try and save money on the backs of the employees. My compensation is no longer equal to the amount of work and responsibility I have. I have been through budget cuts, hiring freezes, now benefit reductions and because the commission has made it clear they will not support any increases (despite the reason)…I must admit the morale is low. However, the job is easy (because I'm good at it) and I am thankful to have the position I do. If they really want to give a "drop plan" incentive to save money they should lower the limits to 27 years in. The taxpayers are well served by the employees of the City of Fort Lauderdale. Staff has done more with less for years now. At least I know I have. This may all sound self-serving but take a close look at other government organizations and compare or spend one day with anyone here and make your own decisions.

737-The city shows favoritism to minorities and females. This is evident in the hiring process, disciplinary process and promotional process. All people should be treated equally and fairly. The city is hiring non-qualified people (EMTs) minorities and non-minorities. There are presently people that cannot perform their duties working for this department. I am very happy here. I am not a racist. I just believe that people should be hired for their qualifications.

738-As a long-term management employee it is demeaning and insulting to hear Mayor Naugle criticize and impugn the integrity, professionalism and performance of other managers at every commission meeting. He never has anything positive to say about the workforce except when it is self-serving for him to do so. Such as at his annual "State of the City" self-promotion speech. Naugle publicly accuses employees of lying and deceitful practices. He complains we are overpaid and distorts our "compensation" by creating lists of the 100 and 300 highest "paid" employees that include the City's contribution to social security and pensions and then leads the public to believe the "total compensation" figure he gets from this represents our salary. Since the advent of district commissioners the city has lost all sense of vision & strategic planning. Neither the Mayor not any of the Commissioners have any experience in their own work lives managing an enterprise of over 25 employees yet they micromanage and constantly second guess professional public administrators managing a 2500 employee City. The City Manager's office and Senior City Executives are so consumed with responding to the constant micro-management by the so called "policy makers" (city commission) they have no time for long range planning. They run from one "crisis" and "fire" to another. The last two City Managers are/were afraid to even take senior managers out of the City limits for a planning retreat due to public criticism by Mayor Naugle of previous retreats as a waste of public funds. Naugle has even refused to participate in facilitated City Commission retreats. Because he (Naugle) would not be in control, the facilitator would. For fear of criticism from the City Commission, the City Manager's office will no longer fill most management positions via internal, promotional only recruitment. All recruitment are national, open-competitive affairs where current employees whose talent and abilities have been observed first hand for many years are forced to compete with candidates whose abilities can only be judged by their application/resume. Nearly all department director slots over the past 10 years have been filled by bringing in outsiders. The City no longer exercises any succession planning by grooming and developing internal candidates. Compensation and benefits for management and confidential employees and general employees have been allowed to slip over the years. To the delight of Mayor Naugle and Commissioners

Smith and Hutchinson, managers will now be forced to pay health insurance premiums. The one significant benefit the City had afforded managers for over 20 years as recognition of the extra demands placed on them and their inability to earn overtime had been fully paid health insurance. Now managers with families will pay nearly $1000 a year. Salaries have also been slashed from the 75th percentile of the labor market to the 60th percentile. This was at the direction of the City Commission and at the same time they approved police union contracts placing those employees at the 100th percentile of the labor market. If not for my longevity with the City, my age and my ultimate pension benefit, I would seek employment elsewhere. I recognize our changing times and the economic realities, but how sad it has been to watch as employees, especially managers, are no longer valued, supported, lifted up, developed and appreciated (and defended).

740-Work as a firefighter/paramedic. Preceptor rescue/crew chief.

744-The city spends thousands if not millions of dollars defending discrimination and harassment claims against the city. Paying to big time law firms that continue to milk the city instead of solving the problems with employees by settling these claims and find these supervisors that constantly harassed these employees accountable and punished. Supervisors are found guilty of changing test scores, and harassment with no punishment. It is as if they are being commended for a poor job. Too many family members working on the fire service that are related and in a supervisor position. Complaints are made with no solutions because of family ties. Brothers, sisters, brother-in-law, cousins, sons, and daughters all make up the fire service. If one has no family than you are an outsider. Floyd Johnson does a poor job of confiding these problems. He just sits and lets things go. He gets a zero.

745-I believe there is too much emphasis put on employee discrimination. Most of these employees who feel they are being discriminated against cause their own problems. They are more often than not the cause of the problem. Why can't we get back to just doing a good job and getting along together.

747-Lots of time, money and personnel are wasted on "cow-towing" to politicians (commissioners), rather than performing the duties of government more effectively.

749-We need to work harder on providing recognition (monetary & verbal) to those employees who have demonstrated going the extra mile for their work.

752-I think Chief Roberts is doing a fine job. I think the admin section needs to redefine manpower usage and look at tag safety or lack of safety in the lack of numbers in the patrol division. A very strong emphasis is placed on community policing and manpower & resources are drained from patrol. As I was trained, it seems that a "good street cop" performs the community police strategy every day, every moment he is doing his job & is in the public eye. Please put the manpower back where both the department and evenings more important. The City and citizens can benefit from the designed manpower they pay for and deserve.

753-Intimidation from fire department management like Christmas CD caper. When fire truck broke down, reserves have no equipment on them. It takes on hour to move all equipment.

Why can't there be combat ready reserve trucks fully stocked? Disgusting living conditions in some stations. New job applicants not screened well enough. Computer systems down quite a lot of time. Need more radio frequencies. Stop treating minorities favorably on promotions. Also after 2 years, why aren't minorities fired when they still can't pass paramedic tests? Stop disregarding contract when in City's favor, and enforcing it when in their favor. Culpable cover up of management issues like 2 fire department managers receiving mileage allowance and city vehicle at same time. Stop double standards like management takes vacation conversion time when labor can't. Stop handing out discipline many months after in issue was closed like drug investigation.

754-I am pleased to see the City of Fort Lauderdale showing an interest in it's employees thoughts and concerns. I hope for the better of the City and Fire Department that these concerns are processed into solutions and corrections. Let me start with the positive. The City has given us excellent equipment, top of the line bunker gear. Our engines and rescues are second to none. All of our equipment is fairly new. Support services along with the Safety committee ensures we get the best equipment to do our jobs correctly. Our EMS system has taken a 360-degree turn since I got hired. We are getting better as each day passes. Our Division Chief of EMS has done a great job turning the system around. Training along with the EMS bureau has created weekly medical training and many in-house EMS classes to improve our education. The preceptor/FTO system has been totally revamped. Each rescue has a defined leader. We are continually trying to improve our equipment. I would say we are rising to the top of the EMS game very quickly. I am very proud to say I have been here since our complete take-over, and I am happy with the results so far. We still have many problems within our department that need to be corrected. I feel the most important part of this job is the workers. Since I got hired the morale on the job has taken a painful turn for the worst. Morale is currently in the toilet. As a firefighter, this is heartbreaking. Speaking for the general population, and from my heart, I could truly tell you that it seems like our management is not there for us. (EMS division not included.) We are playing on different teams. Many of us feel like management acts only to make our jobs worse, not better. We see and read memos that say "if we don't do this, or do that," we will get disciplined. This is called management by intimidation. Most of our managers who make very important decisions regarding operations never rode a fire truck for a long period of time. None of our current managers ever rode a rescue truck, but they are making decisions that affect us as paramedics. They do not know what it is like riding rescue 2, 8 or 46, spending hours catching up on reports, using a slow computer, and not eating. Another problem I see with management is we have Lieutenants and Captains that have been on the job for 20 or more years. These officers would make great leaders, great chiefs. There knowledge is overwhelming, along with their knowledge on fighting fire. It kills this fire department to know the City will not allow them to take a Chief's exam because they do not have a degree in accounting or landscaping. Meanwhile, we are allowing someone who has been on the job for minimal years with no fire experience to take Chief's exam just because they have a degree. In other words, you are going to allow an under qualified 2 year Lieutenant to become a chief, and then be in command of mine and my brothers and sisters lives. That scares many people on this fire department, including myself. These are the same people that can't handle a small rubbish fire without screaming into the radio. That brings me to my next point. It is your job, the city's job, and management's job to take care of us. It's like a family; the parents take care of their kids. Well, that is what should happen here, but doesn't. My point is this. Management has to look at the

big picture. We have FF-PM's who are getting burned out on busy rescues. Almost every other city in South Florida has 3 FF/PM's on their rescues. Not us, and we have three of the busiest rescues in the state. Placing a third on the busy rescues will preserve members of our family for the long run. If we can't do that, at least placing another rescue in the downtown area would help out immensely. This would be proactive instead of being reactive when one of our own gets sick, hurt or burnt out. Here is a question. Do our managers think about the high volume of calls we run when one of our workers calls in sick? Or are they thinking about ways to discipline us for using our sick time? That thought leads me up to my next point. Our hiring process needs to be looked at very hard. Why are we hiring EMT's when we run an ALS system? We run almost 90% medical calls, and we are hiring low-level medical personnel. Our system has turned away many qualified paramedics due to a polygraph test that is not even accurate. We have hired more liars, and turned away more honest people than I could count. I don't believe in explaining my opinions, and the department's problems without being part of the solution. And I guarantee I am not one of these lazy guys who sit around and complain without trying to make the problems better. So I would like to offer some solutions. Management needs a wake up call. They need to unite with labor; we need to become one happy family. We need to help each other, and stop being against each other. We need to re-install the tradition of this Fire Department. Morale needs to be improved on. This will happen if management stops using scare tactics. They need to show us they are for us and not against us. We need to hire Paramedics. If hiring an EMT, we need to assure they are in paramedic school. We need to place an assigned 3rd firefighter on busy rescues. We should think about placing rescue lieutenants on busy rescues. We need to place another rescue truck downtown to lower the load on the busy units. Most important, we need to become closer. We need to look after each other. You cannot treat this as a business. We are a family. We risk our lives every day. We share a bond that no other jobs share. Please do not ruin everything the fire service should be about. Please do not forget the importance our job has for the community. After September 11th, none of us should forget the bond firefighters share between each other from Chief to firefighter, we are a family. I voice my opinion because I am proud to be a Fort Lauderdale Firefighter. I truly care about this Fire Department. I love many of the people I work with; I do consider this my family. And I want the best for my family. Thank you for listening to our thoughts. I hope you take into consideration the way we feel, for we are putting our lives, sweat, and blood into this department, into this family.

755-The Health insurance situation has demoralized staff. There does not seem to be any accountability.

757-I believe the title "Public Safety Aide" is incorrect. It should be titled "Police Service Aide." This title confuses righteous citizens. They do not always realize that they are a part of the Police Department. The criminal element already knows their position and that they are not armed (Aides are 'not' keeping the public safe). City of Fort Lauderdale police service aides handle more types of calls and incidents then any other police department, however their salary does not reflect the work they do. A substantial raise should be a consideration (and should be implemented) for all they do. The position helps to allow police officers to be available for higher priority calls. There should be more incentives throughout the city for promotions. If a city employee is vested 5 years or more and wants to be promoted and passes probation, he or she should be able to retain his/her city seniority into the "new" position. Especially; an example-if a city civilian wants to transfer to the police department, he/she should

not have to go to the bottom of the seniority list for that position. A salary increase is not enough of an incentive. A city employee should be able to retain their seniority citywide. I also would like to know why civilians do not receive welfare checks for those that attend college or have attended college? Or why there is no mandatory retraining for civilians? Every city department should include both. Police officers have both. We should have departmental meetings when a specific problem arises to remain informed what role each department is playing and how to better treat or resolve the problem. We are on the same team. Interoffice mail is nice, but doesn't always work and e-mail can only work for those equipped with it. I don't believe that the PSA vans should be taken home. I believe assigning vehicles for both police officers and PSAs would be acceptable; so it can be shared by only 2-3 drivers. The vehicles would last longer and be cared for better. It should be mandatory that there is 'no smoking' and that seatbelts must be worn in all city vehicles. Have supervisors follow up and set up a form of discipline, it could be cost effective; liability wise. This insurance deficit is devastating and should be addressed. Many feel less secure in their jobs since the benefits have been effected. Insurance is an added bonus to any civil service job. All computers in police vehicles (including PSA vans) should be removable/laptop, it would prove most beneficial in providing the public with better access to sign the police affidavits on a written/typed police report on scene on the portable computer screen. Rather than for the officer to hand write the report and than to have to transfer the information to the computer. It would save time and that would be cost effective. The computers should be able to be accessed with the proper programs that are shown to be done easily with the right/correct programs/forms. I appreciate your time in this matter and hope you all will make considerations for all our input. Thank you from a city employee; with time in.

762-Very tired of race/ethnicity/gender dictating who gets hired or promoted vs. competency & experience. Our department has relatively few discriminatory issues that usually end up being reverse discriminatory issues. There are certain race groups that "stick together" and don't see us as all blue, but rather black or white & the city is afraid to deal with it while the press/media thrive on it. Our department has come a very long way in my 22 ½ years here & some don't realize it or don't choose to realize that we've gone way overboard and have created a dangerous reverse discrimination atmosphere. This instrument seems to only take into account my current work unit. I have opinions about other units where I've worked, where there are issues, but I can't effectively address them with my responses here. Our department's goals have severely drifted away from patrol/backbone policing overload. Patrolling the public is ok to a point, but sometimes enough is enough. The money and benefits are very good here. Pondering to generation x-ers & minority groups has forced us to lose some of our once high respectability & credibility. Our readjustment of living standards in an effort to meet certain community expectations will lead us to liability problems in the future that we are not accustomed to having to enhance. Either respect the testing instruments & their results or don't bother testing & promote who you want. Probation is for weeding out incompetence. Don't promote by expected birthright or popularity contest issues. Overall it's the best place to be employed compared to other local agencies. We have our problems as others do, but get the appropriate resources & personnel allocated accordingly & many other things could fall nicely into place. Thank you.

763-We, at the City Attorney's office, have to work on 30 year old, outdated desks. There is not much desk room with the computer & we do more paperwork than most offices at the city. The filing cabinets are grossly inadequate-we should have a new modular work/desk

space. We have to use a copier next door & we are an attorney's office. We don't even have our own copier. So when someone from that department needs to use their own copier, I have to step aside. Also, the workload seems unbalanced and/or unfair. Some of us are so busy while there are others that can do much less work and it doesn't seem fair. Some of us are drowning in work while others are not. It seems futile. It is basically the same # of city staff in the attorney's for the past 15 years & the city has grown tremendously; meanwhile we have the same support staff. There is no file clerk & the secretaries cannot possibly keep up with the demand & amount of incoming work to be done &/or filed. Our department needs increased funds from the budget to operate more efficiently.

764-Eliminate cronyism. Mandate "employee relations", "motivated strategies" type studies & training for all manager, administrator employees. (All employees would benefit.) Being technically proficient does not guarantee good, fair or effective management qualities. Our health plan has been mismanaged with inadequate accountability as to how & why the program is failing (has failed). Racial discrimination & reverse discrimination are current problems.

765-As a management employee for this city, I find it very hard to continue to attempt to perform my job with the constant distractions concerning race and discrimination charges being brought against various individuals and the city. It has gotten so out of hand as to create an atmosphere of distrust among the supervisors and their employees. We are no longer effective as managers because the minute you attempt to discipline an individual for poor work performance, attendance, or other unacceptable behavior, they immediately challenge you and insinuate that you are picking on them because of their sex, color, or heritage. We have a diverse mix of employees and conflicts arise every day as to the way we manage our employees. We have an accepted set of procedures and work rules but the city is becoming ineffective at enforcing those rules on it's employees. The city should stand firm in the support of these rules and regulations. It is well known by all employees that the City is fearful of their position concerning disciplinary actions and constantly backs down or changes their mind. Look at how many employees we have fired for cause and at a later point in time, reinstated the employee because we've given other people a second chance, we've screwed up in the application of the rule or we're fearful of being sued. It is easier to give in to the employee's demands and back down. Who wins? It sure isn't the supervisor who now has to attempt to supervise the returning employee who has just beat the system and from that moment on will challenge the supervisor's authority at every opportunity. It is totally disheartening to have the Mayor of your city and your commander in chief to continually berate you for the job that you are doing. It is well known that on more than one occasion he has stated that we are not worth the money the city is paying us and he does not miss an opportunity to try and reduce our pay or benefits. Why doesn't he do his job and give us some effective leadership instead of constantly berating us? It is quite apparent that leadership is missing at the very top of this organization. Where are our established goals? What direction are we headed in? Every week it appears that we are re-organizing again and with less and less people. We have lost numerous top managers and supervisors and to date, none of them have been replaced. If we needed them before, why don't we need them now? Look at the health insurance mess that we are currently involved with. If this had of occurred in the private sector, heads would have rolled and somebody would be out of a job. Who was minding the store? This impacted every employee in the city and all the Mayor is worrying about is making sure

that Management pays their fair share. The City obligated themselves to pay our share when they hired us and indicated that we would have fully paid health benefits as part of our management package. Our workers compensation case management is totally out of control. Why do we have injury cases lingering on and on for one to two years without some type of settlement? These injured employees are taking up a position that cannot be filled and now the other workers are forced to carry the workload for the missing employee. The cost of doing our job now goes up because we still have to perform the same workload but with fewer people. We are forced to use overtime to get a lot of these tasks done. Employee morale is effected because they see the injured employee doing nothing but collecting his/her normal paycheck. To add insult to injury, the employee is usually granted his/her sick/vacation time back after finally returning to work after they have exhausted every ploy that they can muster to keep from working. There has got to be a better way to manage these cases. Why is the City afraid to fire an employee? They do it everyday in the private sector. Lets take a stand and get control of the city back into the hands of the supervisors and managers who were hired to manage these employees and get the job done. Give us the support and backbone that has been missing for too many years.

766-I am sure the City is committed to more area more population more taxes. There needs to be enough resources in place to handle the increase. Professional development should be quality not quantity. Perception of management-possibly good managers but not a leader in the bunch. No one is driving the bus.

767-If we could see some equal treatment between firefighters, both in promotions and in discipline. If we could see managers take responsibilities for their mistakes and show us the same compassion they were given in terms of discipline. If we would hire firefighters because they are good at the job, and worry less about the race or sex. If Chief Jim Sheehan would do a complete 180 degree as a manager, and would understand the rules & regulations, union contract & respect for firefighters goes both ways, and should be followed by both sides. If senior management would understand when dealing with sick people 24/7 you are bound to get sick, also how dangerous it is for our citizens and other firefighters when you are not 100%. If they can also remember why they became firefighters, the feeling they had when they saved their first life, fought their first fire, cleaned their first truck and was part of their first prank on a brother or sister. If these points could be corrected there wouldn't be a department that could touch us. We would excel past any city manager's dreams. Good luck!

768-My dissatisfaction with the Police Department is the lack of actual opportunities for professional growth. There was a time when discrimination was widely accepted. Well, it's resurfaced in Fort Lauderdale police department. It's revealed in an obscured way. Reverse discrimination! If your qualifications meet or exceed that of your co-worker, and you are a stand up white male, chances for upgrade in job assignment and promotion is minimal. In the Fort Lauderdale Police Department a stand up cop must compromise and submissive to a particular click to be granted an upgrade opportunity to a unit. The fruits of one's labor and qualifications take the back seat in the selection process. Check the record, if a minority or female puts in for a unit they are almost certain to get it. Promotions, we have a rule of five system. If a minority or female just makes the top ten, they are certain to get picked while passing over higher ranked individuals who put in more time, and notably more qualified. Again, check the record.

Minorities are disproportionately upgraded and promoted versus non minorities. You must not speak out for then, become known as a troublemaker, racist, and removed from any consideration throughout your career. So by keeping your thoughts to yourself, and not supporting the mistruth you are now labeled by the Iron Curtain Staff, as a recluse. It's a child like-sandbox mentality. The process works similar to that of the Weakest Link show. The final three vote on each other. The strongest member gets voted out for fear of competition by the two remaining links. I believe it's the meek will inherit the earth, not the weak will group together, and run a police department. America talks about standing tall and being strong. They are mostly just slogans. We're pacifying the weak and selling out the strong. 9-11 was a good example of that. One last point, we hear recruiting is having trouble finding qualified applicants to fill vacancies. Yet they disqualified a college educated, well rounded white male for failing to reveal a parking ticket violation. Recruiting sent a team down to Haiti to search for viable candidates. The latest is that Fort Lauderdale Police Department is hiring a black female who was raised in the U.S., left the Army with a undisclosed heart condition but at the age of 42 will be accepted for employment with our agency. The pendulum has swung much too far the other way. Martin Luther King himself made a proclamation for mankind not to judge one another by the color of one's skin, but by the content of one's character. Exactly! Myself, I came to Fort Lauderdale Police Department some years ago with a solid past police experience, college degree, excellent health, spotless work record, with realistic ambitions for my career. I have seen little light of day. On the promotion list several times, currently right at the top. And already with this new list I've been passed over. One of the explanations, "Staff doesn't really know you well enough." Are you kidding me? Morale is very low, except if you are in the loop, you are required to smile. We are in desperate need of real leaders. A leader who will empower his/her officers, not afraid to be heard and do what's right for the department. Someone who's not afraid of the competition. A leader who is not a coward.

770-The city must recognize & deal effectively all claims regarding racial discrimination. The city must review those departments that handle day to day encounters with the public, to ensure more than 5 African Americans all working office positions & management positions. Most office & management positions are 1 to 5 African Americans. Those managers in supervisory positions must be punished for any & all racial & ethnic slurs. All new hires are immigrant, Spanish speaking, Muslim, or Caribbean. Too many all white department heads.

771-I feel as a whole the City of Fort Lauderdale is a great place to work. Areas I would like to see changed are the following: The sunpro computer report system is slow and takes too long. Code 3 responses-why do we go code 3 through the City for a suicide threat, or an assault & go arrival and stage 5-10 minutes for the police department. Not only is this a liability for the City, it also endangers the lives of citizens and the fire/rescue employee. If the police department goes code 1, why do we go code 3 to stage and wait for them? If a station has an engine, it should have a rescue. One of the busiest zones in the city, Station 29 has only an engine, and pulls rescues to their zone from Wilton Manors and the beach.

772-In economic development a good man was fired for personal conflict with a manager. He had a great sixth month review and commendations from contractors. A temporary manager (Keith Mizell) comes in and in six months he fires an employee. This employee's output is twice the others and was just glad to be employed with the City of Fort Lauderdale.

Other big city officials knew of it and it still happened. This looks like another big lawsuit if Keith is not taken care of. If a man like this is allowed to manage, this great city we work for will never get back on track.

773-Division chief's rule by intimidation. Everyone is scared of what will happen to them if they ever stand up for themselves when they are right. They are verbally abusive. Most employees keep quiet so they will not be targeted. When you are targeted all of his clones/underlings search for every little mistake to go after you. They are running wild. No one keeps them in check. It is unbelievable how much power they have to harass. Upper management is aware and turn a blind eye. We are treated like slaves (no rights). We are constantly trying to out do other shifts to make them look better. They are unaware or do not care that sometimes running calls is more than enough work. We are constantly harassed. The new Battalion Chiefs are being taught this management style. Too much fraternization among females and males. Females kissing supervisors is inappropriate. Too much discipline. Everyone is disciplined for every little thing. Morale is low. They should work with us to improve mistakes before discipline.

774-Education: Department states the importance of it. Fund full reimbursement for tech courses beside college courses. Conference leave should be granted-not only to certain individuals. Training: Refresher course and re-certification is needed. New hires (if EMT) should be required to be medic within 2 years. New fireboat is desperately needed (safety issue). Payroll: Impossible to figure out overtime pay should b eon all at once, not straight pay on paycheck, then the overtime portion following. No recognition for good job-very quick to punish. Washer/dryer (OSHA) should be at each station. Uniforms shouldn't be taken home due to cross contamination. Carpet should be removed or cleaned at least every 6 months to year due to the environment and living condition. Station repairs are slow to be done. Some stations are in terrible condition. Three man rescues should be mandated for the busier trucks. New station 2 located on the west side of railroad tracks, leaving the east possibility of lack of coverage. Sick leave is not a privilege, but time earned. Not right to require a doctor's note for any days missed. Shouldn't matter if used sick time for family sick since it comes from the same time. City shouldn't be allowed to restrict time usage. Would like to see supplemental insurance added like AVFLAC especially police and fire.

775-I believe the police department is being managed in an efficient manner. Improvement could be made in the way/manner/consistency in which management communicates their goals and objectives to employees. I also believe the police department does not have a diversity problem, it is well represented in each demographic area, and providing promotions/assignments to minorities because of other department's failure to diversify it's workforce is detrimental to the department's employee morale. It also directly violates the city's position on discrimination, because discrimination is always harmful to an organization, and the only way to correct past discriminatory practices is to fully and completely stop all discriminatory practices. Promotions and assignments should be awarded to the most qualified person.

779-Have enough officers on duty so that we can safely and effectively do our job. Example: move officers from specialty units to cover the "backbone" of the department "patrol."

Stop dragging the take home car program out. Just get the cars issued to the officer's who need them the most. Recruit quality officers and make the incentive package good enough that new officers will not leave and go to other departments or agencies. Stop promoting people based on them being the right race or gender-politically correct. In our line of work it's most important to promote the best person for the job. Get back to 100% medical & dental coverage for officers. Stop wasting millions of dollars on ineffective or out of date programs like the "forte" disaster. Oh, and don't promote the people who "drop the ball."

784-The 3 year old computer system that is unique to our division has never had the problems in its operation fixed. This means that certain information has to be double entered into our old system. There is a large amount that requires the double entry. This is not due to a lack of attention by Info Systems, but due to a lack of attention by my division manager. There are many other problems that exist not just in the computer system as well. Certain job functions that were performed by our former division manager are now performed by me and I am a clerk. There is a lack of communication from the division manager to the employees that has affected the morale of this division. I am confident that nothing will ever be done about this situation by upper management because they prefer that unless he makes a huge mistake that can't be swept under the carpet they don't want the boat rocked.

785-I would like to remark that my supervisor shows a high degree of disrespect for her employees by completing performance reviews several months past their due dates.

789-There is a lack of leaders (as opposed to managers) in the City. Leadership training comparable to those that are happening in the top corporations (Ford, GE, Home Depot, Disney) need to be implemented. This particularly applies to low and middle management. The standard pay ranges do not adequately compensate all levels of management for the complexity of work required. Setting the standard pay ranges at the average or slightly above average for government cannot produce the quality of personnel expected.

791-The city of Fort Lauderdale police department compared to other departments is better in terms of money and benefits, but could be better. It's not that I hate FLPD but it is very disorganized. There are plenty of ideas but no one is willing to explore them not hear them for that matter. This department needs leaders with common sense and not just a college degree. The leadership also needs to stand by it's men and women when complaints are lodged. All too often, a frivolous complaint is entertained without victims and by a third party. Second, we are always "guilty" until proven "unsustained." This brings me to another point: morale. Morale is diminished by managers action for failure to act. Counseling slips, reprimands, days off, suspensions, threats of termination are all every day worries for an FLPD officer. Due to management's refusal to give an officer the benefit of the doubt, a 'rouge' or 'out of control' officer should be dealt with accordingly if he or she is found to be doing so 'upon reasonable doubt'. All we want is a fair shake. A good way to help morale is a point system or way that an officer is recognized. For example, an "armed robbery" is recognized for officer Sunday, but officer Monday makes the same arrest and doesn't even get a positive counseling slip. But officer Sunday got officer of the month. Different forms of commendation should be worn on a uniform daily so "slugs" could be seen and "hard workers" could be seen no more hiding in the shadows. Training is a phantom word in FLPD. No one I know ever gets put into requested

schools. Reason-training funds are used up. Where does it go? How about captains and majors using it to fatten up their resumes so they can be a chief one day with $1500.00 schools. Again, no checks and balances. Resources are no where to be found. Federal money apparently is given to the FLPD every year for certain units. However, no changes or improvements are found. Lastly, personnel. Over 60 people in our "drop program" we're 30 officers down without them and annexation is 4 months away. They refuse to over hire to compensate our department so we're ready when people leave. To add, we still seem over concerned with what we hire instead of who we hire. I'm all for equal rights but don't hire a person based on ethnic/race or gender just because we don't have enough of one. Meanwhile, excellent applicants are going to other agencies fed up wi6th mistreatment. In all, we need more competent leaders with good old common sense.

793-Ironically, the mission statement came out the day the survey was distributed. Coincidence, we here don't think so. In so far as your survey goes this does not give us a chance to fully rate the upper management, only our immediate supervisors. My immediate supervisor is terrific, others, well…There is a major problem with upper management and discipline. It is believed by most I've talked with that our managers believe they will further their careers by handing out reprimands for every minor infraction. Some managers have sent our memos and the word discipline is always present. Example: Chief D. Sheehan. We have an extremely stressful job as it is and this is just an added stress. I come to work every day to do the best job that I can and to have this hanging over my head makes me less eager to do just that. As, I may do something against policy to save a life, and be penalized for it. This is the fire service, for God's sake. Training is a good thing and I'm always willing to do so. But to take ample apparatus out of service as to strip the citizens of the service they deserve is criminal. I have no confidence in our department head or his staff. They are all out for themselves at the expense of the troops on the front lines. They do not ride the calls and most have not for many years and they tell us how it is on the streets. Please! We have a reporting system that the majority of the people in operations till this day can not believe we are still using. Example: When a person on a rescue rides average 15 to 18 calls a day and it takes up to 45 minutes to complete a report. Do the math, we still have apparatus to check out inventory, classes, drills, and run the calls, I did not even mention meals. They are working us into the ground and every day here they go out of their way to make it that much worse. I have many friends looking to apply and I truly tell them to not apply here. Bottom line they would not last their probation period and take a job somewhere else. Like I said they are friends and I would not do that to them. This department needs a reality check. I understand we are young in the EMS business, but Rome was not built in a day. Our chief is the Chief and he takes every opportunity to let you know it. I've never worked for someone like this before and hopefully when I leave here I never will again. I have a Battalion Chief who told me and at the time I was offended, but as I look back he was right on the money, "We are running a clown school." That was 1 year ago. Problem is there are too many ring masters. Trust me I'm holding back here because it is a lot deeper than what I've wrote here. Guess like the department, don't trust this survey and fear further discipline from this. Well, you asked.

794-It is typical of this city to do another survey, when a similar survey was done approximately five years ago. The city was given numerous items that were unfair, incorrectly handled, or a complete lack of management care. Nothing has really changed. Management still

has little or no respect for patrolmen. They always seek some type of punitive type punishment. As long as the violator is of patrolman's rank. Or, the violator is well liked by management. Excessive punishment is this police department's uniform. It is definitely who you are and who you know which ultimately determines your punishment. Most of our management staff are merely test takers, and have very limited experience working shifts or patrol. There is definitely a lack of recognition for patrol's good deeds and police work. Unless, your immediate supervisor is aggressive and wants his or her men recognized. Unfortunately, road sergeants are very busy with a lot of the workload of the captains. There are really no guidelines and set policy for being transferred in this police department. When I came on, it was the good old boy system, and that has not changed. Your abilities, commendations, and ratings really have nothing to do with transfers, unless management can use it against you to deny you the position. They really don't deny this, and it is certainly not out of the realm of possibility that management would single an officer out to be made an example of. Essentially conspiring to discipline him or her if that officer filed any type of union actin or complained in an aggressive manner. I can honestly say that I have worked in what was once an aggressive, proactive, and highly regarded police department. Unfortunately, over the years, management has tried to out do one another with one or another. Ill thought out scheme to basically make additional work for patrol officers who are short staffed as it is. No consideration is given, up until recently, of giving the patrol division any perks. Even then, when take home patrol cars were issued, we learned that all of the detective division had already gotten their vehicles, save for the general duty detectives, patrol is the last place to get a benefit and the last people to get a break. This police department is a great career for about 50% of it's officers. The rest are in operations. Some are happy, most are not. I personally make a good wage, have a good supervisor presently, and after receiving my take home car, am content. I have no illusions, however, that this Chief and his cronies will be no different than any others, save for Chief McCarthy, who was a cops cop. He cared and did the right thing. Not what the city said was right, what was right. We will never have a man like him again.

796-1g. The city will not advertise, interview, or hire anyone until the position is vacated. In "entry level" positions, this leads to virtually a continuous staff shortage. 4b. Reverse discrimination is very prevalent in some areas where incompetents keep their jobs because of their ethnicity. 4a. Females are looked down upon as "do-fers" in many instances. Do you see any department heads that are women? Only lower level management jobs are held by women. 4f. This is due to management's over riding decisions made at lower levels, undermining supervisors/leads authority. 4g. Immediate supervisor takes credit for work done by myself and others. 4h. Managers total lack of knowledge about the work issues, procedures, policies of my work unit leads to bad decisions. Often goes to others for information in my area of expertise. Has often believed what others have said (only if negative) without proof/justification and has held pertinent information, allowing me to defend actions. Manager has written disciplinary letters for failure to complete job tasks that are over and beyond my job description, and has failed to remove them at my written request. 9a & b. The immediate supervisor does as well as possible considering management makes many decisions she is also unaware of. Management picks & chooses the employees and/or unit they think should know about different issues. Unfortunately, the decision is usually wrong. 9d. If I don't know something, it usually is a very time consuming process of finding out for myself. Most of my knowledge about the job was attained by this means, or trial and error. This is how I cam to the choice of "agree" for letter

"G". The city has fostered one lie after another regarding health benefits. FOPA employees have less coverage, more co-pays, higher management & their quirks. FOPA employees were told management was in the same wagon, and they would lose benefits and have payroll deductions. Having seen some "management paychecks" that is an all out lie, as no deduction for health insurance was listed. 14a, b, c, e, & f. In this department, if you are a minority (other than just female) management bends over backwards protecting you and your job. Managers have 'pets' or 'favorites' that can do no wrong and are given over rated employee performances. If you do not belong to this group, no amount of work, quality of work, or dedication to your job is recognized. Employees have been recognized as 'employee of the month' because a citizen writes a nice letter about them to the Mayor, or because they reported a tag number to the police department when they witnessed a "hit & run" accident (a civic duty) while eating a Big Mac on city time instead of working. Others have worked 7 days a week for a year due to staffing shortages, or taken work home & completed it on their own time without any recognition at all. 14d. The city makes it look like promotions are done fairly by testing applicants. Most of the time, the department with the vacancy already knows who they are going to promote so if the vacancy is not in your department, your chances are greatly reduced. Additionally, I have experienced being ranked #1 on the eligibility list, and on 2 occasions received a letter thanking me for interviewing for the position, but was never interviewed, and informed someone else was selected. Footnote: It is almost impossible to obtain a lateral move as well, if it is to another department. Although the city retains a transfer list, it is not provided to the hiring department. The employee has to become aware of an opening for their job title and contact the hiring person and ask they request the transfer list to be able to even interview. There is no vision or direction for the future of this department. I have observed private enterprises taking advantage of the incompetent, inept manager, and his 'leads' or assistants. The city has lost hundreds of thousands of dollars in revenue due to mismanagement, indecisiveness, and political correctness, instead of reason, leadership and strength. And the division manager probably can not make good decisions when he is given inaccurate information from management. 24e. The city managers office is not much different. Employees (including myself) have met with the city manager and his assistant regarding issues (some related here) which no response was provided to the employees. 24f. This department responds to minor crisis every day. A major crisis would not upset the work force. Our motto is…"Let's react as needed, don't be proactive." It certainly makes my job interesting. I never know what will be flying in from left field.

798-Reporting system needs to be changed. Hiring of firefighter paramedics not EMTs. Additional rescue trucks for the areas that running over 4500 calls a year. Three person rescue trucks.

799-I have come to the realization that the people that I work with, for the most part, are hard working people that care about their work. Unfortunately, I have also come to the realization that most people that I work with on a daily basis have a negative, condescending and demeaning demeanor. This includes supervisors. It is easier for them to rib someone rather than give a strand of support. For a while, I thought that all jobs were the same. However, I find that people I know who work in other fields seem to be quicker on praise than on the pin prick. This attitude is not limited to my area of work. I have found it throughout the police department. It affects the way everyone deals with everyone else. It is my hope that this remark is not interpreted to mean that I think everyone should carry a daisy and wear rose colored glasses. It

seems to me that respect for each other as individuals is the major missing ingredient. I am not sure what management can do about that.

800-During my 8 ½ years I have seen a marked decline in the morale of this department and I believe it stems from several poor decisions concerning policy and hiring standards along with promotional opportunities. To excel in this profession there has to be a good knowledge base, up to date training, in all facets of our profession and the opportunity to work with and learn from experienced personnel. Due to the retirement of a large number of experienced officers along with the growth of our department after taking over the EMS responsibilities, we have failed to address the importance of experience and that certificates, licenses, and degrees do not necessarily make a quality employee. The idea that a rescue unit can be operated effectively by junior personnel without an officer in charge is ludicrous. The effect that this has is a lack of leadership and lack of respect for senior, experienced personnel by new hires and junior personnel. This is also true with promotional opportunities. Used to be a firefighter with 2 years continuous service was eligible to take the test for driver engineer and if they scored high enough they would be promoted as positions came available. The next step would be the lieutenant's position, which required 5 years continuous service and promotion to DE. Again a test was given and you were ranked according to score and promoted as positions became available. Now you take the Lt.'s test with only 3 years experience and only have to have passed the DE exam not be promoted. So a firefighter with 3 years on the job and no DE experience can be in charge of an ALS crew. This is unacceptable, because experience is paramount in this line of work. This lack of experience in supervisory positions leads to poor decisions in pressure situations. Also, our probationary period needs to be revised to a 9 month probation in fire operations. This will only lead to an employee who is well rounded and knows what will be expected of them. Without quality experience, you end up with poor attitudes, lack of professionalism, lack of a positive public perception and poor morale. On another note, computer reporting system, the department purchased an antiquated system that wasn't compatible with city servers, and we have been suffering through this abortion singe. They will not admit they made a grave error and just cut their losses and get an efficient, quality computer program for EMS and fire reports. This has also brought down morale because of the length of time each report takes at 20 calls a shift, but they continue to shove this obvious mistake down our throats. To top things off, they hired a fire chief who is known for his willingness to make cuts and in turn puts firefighters and the citizens lives in danger by doing so. How is that supposed to increase morale? If things don't change concerning these areas I see a very bleak future for this fire rescue department. Thanks for your time.

803-Having transferred here from another city I can truly say that this is a great city to work for. The major deficiencies that I see are that the forms are out-dated. Needed technology is not available (laptops in patrol cars) and that a person's race plays too large of a factor in promotions. It is ridiculous that the #1 scoring person gets passed over for promotion for #5.

804-The Personnel Division needs to update their hiring procedures. Material covered in some of the tests administered is antiquated. People who have been working for the city as a temporary full time employee should receive some sort of consideration ("points" like for being a military veteran…) when they are competing for a permanent full time job with the City. The City looses good employees when a temporary employee has a hard time qualifying for

permanent positions. Hiring replacement employees takes too long. If you know someone is leaving you should be able to get a new person right away-it seems like there is a lapse of a few weeks in job coverage because of processing and paperwork to hire people. Jobs can't be filled until they are vacated. An effort should be made to mentor and promote more women into higher level management positions. Management employees should be required to attend at least one outside seminar to keep their business/management skills current to the trends in management today. This should be done each calendar year. There are some managers living in the dark ages-this becomes more apparent as younger people are hired with advanced degrees. Not to say that experience isn't valuable, but people should be required to keep their skills and knowledge up to date.

805-The city needs to do a better job in hiring officers in a timely manner. Shortage of officers greatly effects the morale of the officers and the ability of the police to maintain a high level of service. Officers deal with a lot of stress and time off is priceless. Without an adequate amount of officers, time off is the first thing to go out of the window.

806-The computer as a tool has immense value to our organization and because of it high paying positions as operators and technicians are added to the workforce. Too much emphasis is placed on these computer savvy employees with no experience about the information that they are logging into the vehicle. Hence the result is very poor presentation, more importance should be paid to new employees experience about the input than their knowledge about the machines.

807-Get the correct time on the clock.

808-There is very little communication between departments. Many departments within the City think they are separate entities. Also, there is little communication within a department. Management needs to keep staff informed. Employees have very limited access to management. Division has only a few people who have initiative and take responsibility. Management "rewards" those people by heaping many more projects & responsibilities on them to the point of overwhelming workload. Many of these projects, assignments belong to other staff members but since management does not hold these people responsible for their actions, the few who can & do get the job done are also having to take on others responsibilities. Very unfair work environment & this causes a great deal of resentment for those who must handle the extra workload. Also, there is no recognition of any kind for taking on these added duties, responsibilities. Management is also concerned about discrimination. That they have created a climate of reverse discrimination, management often is "afraid" to hold employees responsible for their actions due to race, etc. This creates an unfair work environment and added stress for those of us who have to take on extra duties, responsibilities to keep the department running. Management tends to ignore issues & problems within the department. They seem to think if these issues are not brought out into the open and dealt with, they will just fade away. This causes a great deal of resentment among staff members. The employees are made to feel that their issues, concerns are not important. Although I have listed several negative issues, I firmly believe that with appropriate changes and attitudes this can be a great place to work. People need to be treated fairly, recognized for jobs well done and be made to feel that their input & contributions are important to the department. Note: when referring to "management" it refers to everyone above my position.

809-I suggest increased multi-department meetings whereby each department can/should update the other departments on pending projects, current initiatives, or other issues that may be of benefit to the entire organization. These meetings should not be just for department heads/managers, but for mid-lower level staff to build dialog, communication, and interaction between all levels of staff and all departments. I suggest that managers be given performance evaluations that take into account their subordinates perspectives of their attitude, management style, responsiveness, and availability. I anticipate that although the manager may receive a favorable evaluation from his or her superior, their staff who is more knowledgeable about his or her everyday actions & personality can give a more accurate description of the manager's performance as it relates to the department/division. Example: increased accountability. I suggest that these surveys and additional outlets for employee comment be used at increased intervals throughout the year to gain the perspective of the general employee population. Thank you for the opportunity.

810-This city needs to upgrade their benefits for non-management employees (especially health insurance and dental). Workloads should be distributed evenly.

811-The only issue that I would like to add to the survey is that of discrimination. I have noticed that my department allows those in recruiting to go out of their way to recruit minorities. Even to go as far as to take a trip to a foreign country. That would net be a problem except that as a police officer you must be a citizen. Also we allow a separation of officers to exist by promoting a separate organization for black officers, the black officers police association. I have observed what appears to be promotions that are assisted based on ones race if that person is a minority. Even better if that person is a minority female. Over my lifetime I have worked in several locations, this is without a doubt the best job. At the same time I have never worked in a location that seems to have as much reverse discrimination.

812-Feel more strongly about reverse racism. And believe African Americans pull the race card too much.

813-The opportunity to be promoted to a better position, even though you have some experience and good resume, is almost none. The opportunity to move to another department within the City is very difficult and almost impossible. I wish, there were more flexibility to move to a better position, or a lateral position from department to department. There is almost no professional training.

815-I have observed that job performance in my division is enhanced by more job insecurity (example: threats of privatization). There is a need for peer review committees to recommend retention or dismissal every five years. There is a problem with rewarding abysmal job performance with employment for life. Job security after the initial 6 month probationary period is over. Employees with drinking problems that lead to job suspension should not be transferred to another workplace. The drinking usually doesn't stop and the long-term impact on the receiving division is not positive. There should be an up or out policy for low level management personnel such as is employed by the military. People with very limited talent for management need to be weeded out after no more than 10 years. While there are racial attitudes

and opinions that are expressed in my work unit, there is no racial discrimination. Smoking in the workplace has been a far more divisive issue until recently, despite Federal, and State laws, and local ordinances and rules prohibiting it. There are many issues with this department that truly need to be addressed. Most have to do with management others logistical problems. Most of the people in this city have no idea what kind of "holes" we have to live in. I'm almost sure that funds could be found to renovate and build new stations but it's not important to others cause they don't live there. Why if I walk into Publix does my radio not work but my cell phone does? This becomes a problem when your in a warehouse that is on fire and you can't "get out" with your radio. It's even more of a pain when I have to call dispatch with my cell phone. Why does a front line ALS apparatus need to go out of service for 24 to 48 hours, to sit at the garage and get an oil change or preventative maintenance? Now I was a field diesel mechanic for seven years and I was responsible for eight million dollars of heavy equipment and I can't buy the garages reason. Of course there is a difference between business and Government. Now for management. There needs to be a lower level liaison to the city manager and the fire department "grunts" (the guys in the field). There seems to be a lot of wrong doing going on that no one above the deputy chief knows about. I can tell you from experience that James P Sheehan is a dictator trying to rule "his department". He clearly rules by intimidation. He will call you at home to find out why you have three hold ins in a row but he won't call you at home to find out why you did something wrong before he writes you up. I have been in trouble three times and all three times no one asked me what happened. I just got counseling slips. The funny thing is when the person that did the wrong doing tries to get you off the hook the answer is what's done is done, too bad. Why is it if you have a problem and it is blatantly incorrect J. Sheehan will not fix it. I asked for it to be reviewed again and he said too bad. Wait is he not my supervisor? I can't sit here and write all of the civil violations of my rights but I can tell you if a good civil attorney interviewed B shift at least half would have civil wrong doings by J. Sheehan. Morale- if management continues to beat people down they are going to lose this department. It does not matter how much you pay people it's proven give these guys a pat on the back and they'll respond always scold them and they are not going to care. Come up with a better report system. I'm not a paramedic but I can tell you either put three people on the box or come up with a faster way of entering data. No disrespect to the Fire Chief, I think he's doing a great job with what he's got but swallow your pride on some of this and come up with a better system. They keep hammering these medics on the report writing when they are trying to give the best patient care possible. If it's so important give each truck a dictation recorder and let them record everything, someone else can enter the data. "This is a part of your job." You are missing the big picture, you don't pay these guys for their computer skills, you pay them to save your lives. Would you prefer a computer "geek" (no offense) cutting you out of a car or pulling you out of a burning building or someone that is totally submerged in being a field firefighter? I like the new bid system but I do believe there needs to be some flexibility in a station. Contrary to what the Fire Chief says people can become overstressed by the job and the conclusion is poor performance. The guys at 46 and 2 and 8 will get burned out. Maybe not all of them but some will. Here's another major issue to me, management does not care what is going on in a person's home life. You go to J. Sheehan and tell him family life is rocky right now and you need (whatever)…you got a better chance of winning the lotto. This makes it difficult for some people to perform correctly. I could just see it now, "Why did you do this?" "Well I was thinking of my child being sick and lost my concentration." "Oh, okay" Yeah right. Sick time. This seems to be on everyone's mind but I don't agree with management. I can honestly tell you I have only called

in sick once in 9 years that I was not sick. Every other time either I was or someone in my family was. We accrue sick time for a reason and I don't get this. It's okay to convert it to vacation time and take it off but if you are sick it's not okay. Does this make any sense? I keep telling people come to work sick, come to work on medication and if you get hurt or hurt someone else, blame it on the cold or medications, then point it at the harassment management gave you about your sick time. Hiring. In the past three years we have managed to hire some real winners, people that don't want to work or can't follow directions. They need to stop looking at what a person has done in the past so much and hire these people. I have plenty more to write, however I don't believe there will be any restructuring anyway. I wouldn't want to waste anymore paper. Besides ask yourself a question, do you think we are compensated justly? Don't hesitate to answer cause we don't to run in a burning building or to pick up sick people. Suggestions: Hire an outside Deputy Chief that can get a handle on the Sheehan brothers, because they know how to powder coat Allen and tell him what he wants to hear.

818-The city manager should be replaced. The department heads should be replaced. Personnel management, engineering, public service and city manager are the worst. Administrative services is the best.

820-Any management course instructs how to make your employee's happy along with proper and fair discipline. The police department managers have attended these courses, but do not apply what they have learned. It seems supervisors are geared to & rewarded for "catching employees" and doing their best to get them in trouble. Patrol division is "the backbone of the department" but is always last or not considered at all for perks or benefits that "special units" get. Of course different circumstances & situations do always occur-but "what is good for one unit/employee should be good for all employees". We all should be treated equally and fairly.

821-Use of earned sick time is used against fire department employees on yearly performance evaluations. I think this is wrong. There is a feeling of tension and ill will among many to whom I have spoken with on this fire department between division chiefs and those under them. I've even heard people from other fire departments remark that they aren't perfect either, but at least they perform as a team and that they don't worry about who is out to get them. It is felt that management derives pleasure from dealing out discipline and punishment. Age discrimination is present in regards to DROP program.

823-Shift one police patrol needs help. We're understaffed with no police captain on the weekends. For a city police department our size without a police captain on the weekends is unacceptable.

825-I believe management should treat everyone equally. If someone is being treated better I would understand it if that person worked harder than everyone else, however certain people hardly work and get treated exceptionally well. If change is to be made in this city, it must start from the top. The higher management should communicate more with lower management and perhaps even see how the workers do their jobs. Lower management as well has too much power and the higher management should make sure this power is used correctly and accordingly.

828-Good business starts with the leaders at the top and gives the employees an example to set standards. My survey speaks for itself. We need a complete overhaul at City Hall and Upper Management.

829-I feel that my immediate supervisors (shift lieutenants, division chiefs, battalion chiefs) are doing an adequate job. In my opinion many of our problems are a result of decision made by upper management. For example, several EMS chiefs have little or no time or experience on a rescue unit. Due to their inexperience in the field they are unaware of demands placed on paramedics and therefore make decisions that create more stress and an increased workload on us. Example: HRS reports in addition to completing sunpro reports. The quality of personnel that the City of Fort Lauderdale is hiring has been compromised in order to hire target minority groups. For example, as an expanding department with a relatively new ALS rescue program the city is hiring EMTs rather than paramedics. The city has put a minority firefighter on days to recruit other minorities. The City has removed vital portions of the hiring process (mega codes) in order to accommodate unqualified new hires. On numerous occasions new hires have been give more than sufficient time to be signed off as a paramedic. Morale is down throughout the department. There is a lot of hostility in an already stressed working environment. I feel the decisions that are made by upper management that lower hiring standards not only compromise the safety of other firefighters/paramedics, but also the citizens of Fort Lauderdale.

830-Management does not respond to employee's concerns, even when in written form, from Division level up to the highest City Hall levels. This causes even more frustration and dissention within the work units. Poor morale is not addressed, or maybe just not recognized. Which is worse? That they do not recognize it or that they choose to just ignore it? Priorities are not set-work is so fragmented-nothing gets the attention it deserves, fires get put out but so much gets left to be finished "later" and "later" never comes. Management and employees need to stop complaining about past practices and personnel and start dealing with what we have to work with now. Better efforts from management are needed to hire and keep responsible personnel in all job levels.

832-The biggest problem that I feel affects the way I do my job is the hostility that management has for the troops. I believe firefighters have the responsibility to perform their duties fully. However, management perceives that we are lazy idiots. None of the chiefs making decisions about EMS have ridden the box in 10 years. I feel they have no clue what it's like. How about one shift per month "reality check" for each manager? Also, we have a manager that is commonly known as "the punisher" who exhibits blatant hostility for union members. The discrimination is not so much a man/woman or black/white thing as it is a management vs. union. Another manager never follows through on her commitments. She seems to start projects & make promises but never delivers. It is widely known management deliberately looks for ways to "punish" and hassle the guys and girls out all night working at 3 am on their 20$^{th}$ call of the day. All chiefs need to ride monthly to gain perspective & respect.

833-Part I. Resources: a) Work area is not ergonomically suited for efficient customer service & employee well being. d) Immediate supervisor does not always respond efficiently &/or effectively. Sometimes this is because of the system itself & the staff does not have the

training/capability to solve the problem. Part II. Work environment-negative factors: b) Reverse discrimination is apparent by addressing the "non-problem workers" & "not" addressing the problem workers-positive factors. For the most part I am treated with respect but there are some workers that do not acknowledge my presence, let alone respect me because of my race &/or work ethics. Part III. Communication: c) The city's newsletter could be better served by informing all staff of the different dept/divisions & what they are responsible for, also listing addresses & phone #s. Employees in other departments, via e-mail, do not address e-mails in a timely fashion &/or respond back (when necessary). Part IV. Compensations & benefits: Problems with health insurance bills have not been addressed in a timely manner & often go beyond 12 months or more. Our recent "self insured" plan was not well managed & should have been re-evaluated months before it's collapse. I have not had to utilize the workers comp system. My paycheck has never been compromised in any way. Part VI. Strategic direction: Managers should have "realistic" goals for all employees. Not all employees in my work unit are the least bit motivated. Part VII. Professional development: d) The human resources department does little to help employees actually get promoted. They are not interested in you as an employee. Example: How long has this employee been in the department/position, why are they not taking test to get promoted. Their evaluations are outstanding, we need to utilize this employee. As far as I know, the City does not have a training program for my department. Part VIII. Perceptions of management: I am extremely pleased with my management staff. They are very supportive, positive & very appreciative. I have only been in construction services for 8 months now, transferring from finance/treasury, where there was little or no recognition or individual reinforcement. I was in treasury for 12 years and was often told to "slow down", that I make others look bad? Go figure-negative reinforcement? Part IX. Overall attitudes and priorities: I believe all of the items listed are needed in order to run an efficient, well educated and informative staff for the overall smooth operation of the City. Thank you for giving me this opportunity to express my concerns & show my appreciation. Overall, I think the city is a pretty good place to work, live & play.

834-Racism is alive and well. Promotions are done by race. White males are over-passed to "balance out" supervisors due to past complaints of racism throughout the city. The City manager's position and method of handling a racial problem and complaints is to by-pass whites for minorities who have no clue to what they are doing or how to do it. Reverse discrimination has replaced any past accusations of discrimination. The problem is not being solved, just "readjusted". Promotional exams are a joke to begin with.

837-In March 2002, I met with a member in the Office of Professional Standards to discuss the discrimination, demeaning and belittling attitude towards me in my office. To date nothing has been resolved. The situation in my office is worse since I spoke up about the discrimination. In my opinion the City needs to have a strong team in the Office of Professional Standards to withstand the pressure from supervisors, managers, and directors employed with the City.

838-The City of Fort Lauderdale is an excellent place to work. Employees who deserve to get ahead do. For the most part, those employees who are claiming "discrimination" do not deserve promotions and raises. I have seen no evidence of discrimination. I have only seen undeserving staff use discrimination as an "excuse" for not getting ahead. Even people who

were fired for breaking rules were sometimes given their jobs back after they claimed "discrimination." The only thing the City needs to change is that they need to get rid of the undeserving troublemakers.

840-Four firefighter/paramedics on engines. Three firefighters/paramedics on the rescues.

842-Not enough space in cubicles. Too noisy-hard to concentrate in open area.

847-Reward the employees that do the work, and punish those who don't.

849-Takes too long to fill empty positions. Fast track the 3 bid process for purchasing. Managers have a no fear attitude like they can't be touched or disciplined. Risk manager fell asleep, health insurance 7 million in the hole. Poor management skills levels 3, 4 & 5. Absolutely no leadership. Equipment broken for up to 1 ½ years, no one demands repairs to it.. Smoke & mirrors with concepts: team, labor/management, rescue, calm. No recommendations from committee used. Being over ridden by local managers, management achieves the cost savings then the concept goes away. Managers not contributing enough effort to make goals work. Shift workers do not get any consideration at all.

850-Hire more positions within various departments. Managers show favoritism. Upper management is out of touch with subordinates. Upper management wants to punish rather than reward employees.

852-Age discrimination for those about to retire makes it equal for all. Figure out what the "175" monies are going to-soon. This has been going on long enough. Give everyone internet access. We all had it, now it's gone. Again. When promotions are given, give according to number earned, not a racial/gender quota. This is bad for morale, or what is left of our morale. When harassment happens, face it-don't pretend "C" (division chief) that you can move/switch people around and then say "it's management". I can do what I want. It's harassment. Let B/C-35 Thixton realize that all people are perfect like him-let his people work on their own. Don't scream at people about how work is done. Just tell us nicely, calmly.

854-Part I: Resources. A: I have the tools and equipment I need, but there are better tools and more specialty items that would make my job easier and safer. The City should not automatically choose the "low bid." B: I do not have adequate space to do my job. I share a desk and a computer with nine others. There is no area to organize or keep items private. D: Repairs to equipment take too long and there is no adequate spare equipment to replace these items when they are out. G: Positions are not normally filled right away when a vacancy appears. There is little or no preparation for promotions (Officers). Unable to mentor due to staffing requirements. H: The computers are too slow. Simple tasks take up too much time. It is unfair and wrong to force a workforce to change to fit software instead of obtaining software (report writing, staffing, etc.) that works within our system. I: Vehicles are normally available when needed. Unfortunately they are normally in worse condition and more poorly maintained then the previous vehicle. Part II: Work environment. A: It feels like management is afraid to treat all genders the same in fear of lawsuits. I feel that some females are treated better and are

held to lower standards. B: Management is afraid to treat all races the same in fear of lawsuits. I feel that some minorities (individuals) are treated better, are held to lower standards and are allowed to perform unsatisfactorily and maintain their status. C/D: There is always going to be joking and remarks made in the Fire Department. It comes with the job and helps us cope with stressful situations. Part III: Communication. A: I do get a lot of information in a timely manner. But, there is a problem when I get information that is effective "immediately" two weeks ago. It takes a long time for information to start at one source, go to another department, to a secretary and then to the workforce. By then it's old news. B: My immediate supervisor keeps me informed, but he/she is not always as informed as they need to be. D: I go to my immediate supervisor and we try to figure things out together. Part IV: Compensation & benefits. A: Information is available if you search for it. It has changed since I got hired and it will all change again by the time I get near retirement. G: The City should have some consideration about Fire Department personnel using sick time when we constantly go into homes of sick people and are so susceptible to ailments. H: Paychecks are accurate as long as there is no overtime, upgrades, specialty or raises. Nobody including the time keeper can ever explain how to understand our paycheck, back pay or overtime. Overtime is paid over two pay periods. Step raises are never on time. Good luck trying to figure out any back pay. Part V: Rewards and recognition. A: Employees are seldom recognized by the City. High profile situations get noticed. In one personal experience, months after the fact. B/C: Different people evaluate people differently. Management is not held to a standard to evaluate employees, just their opinions. Rewards and recognition is also awarded in the same manner. D: The person next up on a promotional list should be promoted. There should be no consideration of race or gender. E: My immediate supervisors do not normally recognize me for a job well done. Normally there is no recognition from upper management or the City. F: Poor job performances from personnel is covered up or compensated by those who do the job well. G: If the city recognizes employee accomplishments it would help raise morale. Part VI: Strategic direction. A/B/C/E: I am unaware of the City's big picture. F: Managers are not realistic in the expectations. They need to consider more time restraints and call volume. There is a lack of practical training that would increase employee performance. I: I personally stay busy as much as I can. I do not waste time because I don't know what to do. I take a lot of pride in the quantity and quality I complete. Part VII: Professional development. A: I would like to see more practical training. B: I received constructive feedback on my work from my immediate supervisor. D: The City provides little to no preparation for promotions. There is on duty training and drills for Driver Engineers, while time permits. Officers do not get the training in practical skills, management skills and other responsibilities to prepare for the position. F/G: If the City has an Organizational Development & Training program I am unfamiliar with it under this name. I have only attended one City program. Part VIII: Perceptions of management.No comments. Part IX: Overall attitudes and priorities. No other comments.

856-Part I: Resources Existing (current & past) circumstances Tools: Budget restraints in combination with poor division management create a mismatch between where resources are actually allocated and the current priority needs. There is a prevailing "make do" mentality about how we perform our jobs. The allocation process has become "politicized". Space: The City has a "space problem." A lot is being spent on renting outlying offices. The City will now be hard pressed to fund the needed expansion/upgrade of the existing City Hall. A lot of work functions could be carried-out better and it is possible that both internal communications and

inter/cross-departmental coordination might improve if more employees were all located in closer proximity, like in City Hall. The lack of privacy, facilities for meetings, reduced opportunities for informal cross-departmental/functional relationship-forming/interaction and necessity of driving to various locations regularly detracts from our ability to do our jobs well. Also, while I recognize the necessity for it, I do not personally enjoy working in "Cubicle-ville." (A) Supplies: Adequate, (B) buy my own when they are not available or of a preferred type or quality. (C) Repairs: I have had both good and bad experiences. (D) Rental. Voice Mail: Fine. E-mail: Fine. Actually one of the cooler things about going to work. Job vacancies: My division has experienced high staff turn-over and has been appreciably downsized in recent years. My division has however, been allowed to create and fill jobs when in fact there was not sufficient work for the new or temporary employees to be doing, or adequate supervision. Computers: It has in the past been a bone of contention that often the newest, "best" computers are allocated to ranking management staff who have limited computer skills, little need for the capacity and subsequently greatly under-utilize their systems. At the same time, employees with better skills, or legitimate need for the capacity, wait to get decent systems or upgrades. It is unfortunate that administrative/clerical personnel are regularly shortchanged in the computer department. These staff are often more adept, better motivated users and most in a position to contribute to the overall productivity of the work unit. I think many aspects of employee computer use are greatly over regulated/controlled which can be demoralizing and results in some diminished productivity. Vehicles: Fine-na. Areas for Improvement: In a more collaborative, "we're in it together…on the same page" work environment it might be possible to identify and better allocate resources where the real organizational priorities are from year to year. As it is there seems to be considerable internal competition and politicking for funding and favor. The absence of a clear vision for the organization and the closed circle of employees involved in making key resource decisions keeps most employees in the dark about what funds are available or how they are allocated. I think more needs to be done to improve our computer capacity and the skills of employees in making good use of (basic) technology. I think that the internet/intranet functions, along with GIS and the webpage management needs to be centralized in Information Systems. I think we need to do more internal and peer-to-peer training and less outside, contracted training. I think we need to figure out how to fund the expansion of City Hall and do it as soon as possible. I do not think it should be designed/managed "in house" as we do not have the expertise to do it well. Quality and Availability of Resources: Addressed above. Part II: Work Environment. Existing (current & past) circumstances. Negative Factors. Gender Discrimination: Some gender discrimination seems to exist in some areas of the City. I have seen examples of what I felt to be the inequitable treatment between women and men of comparable credentials and competence. In my division/department there have been sufficient examples of this that I would generally characterize the city as still being a bit of a "good old (white) boy" environment. I also think that this situation has somewhat improved in recent years. The majority of my co-workers do not behave in this manner nor are they accepting of such attitudes or behaviors. Racial/ethnic Discrimination: As above. Some racial discrimination seems to still exist in areas of the City. It certainly existed in years past. I have seen examples of what I felt to be the inequitable treatment between whites and employees of color. Far more troubling has been the City's handling of the recent discrimination complaints. The City has historically been a work environment in which it was difficult for African-Americans to advance, but circumstances are improved. The majority of my co-workers do not behave in this manner nor are they accepting of such attitudes or behaviors. Sexual Harassment: As above. The past

social/sexual liaisons or relationships by employees in the City Managers Office had a negative impact on some work groups in the City. Some mid-management employees have been allowed to conduct themselves in a manner that was disruptive, if not offensive, to their co-workers. The majority of my co-workers do not behave in this manner nor are they accepting of such attitudes or behaviors. Age Discrimination: As above. I have observed examples of this, but I do not feel it is a prevailing element of the organizational culture. I do think there have been efforts to "force" older employees "out" for the purpose of saving money and creating opportunities for other (younger, newer) employees to advance. The majority of my co-workers do not behave in this manner nor are they accepting of such attitudes or behaviors. Positive Factors Hostility: I do not consider the City work environment or culture to be overtly or predominantly hostile. However, the prevailing organizational culture or management style does not seem to be one that is inclusive or respectful of staff perspectives and experience. A lot of effort has gone into appearing otherwise, (i.e. the Employee Recognition initiatives, the Employee Newsletter, etc.), and while they may or may not be well intended, they are viewed by many employees to be superficial and patronizing. Respect/Co-Workers: Yes, I generally feel that I enjoy the respect, positive regard and support of my co-workers and other City employees with whom I regularly interact or work collaboratively…individuals at my own position level or lower in the classification system. Respect/Immediate Supervisor: No, I do not feel I, or any of us, particularly enjoy the respect or support of our immediate supervisor. Their behavior toward staff can often be hostile, intimidating, manipulative and opportunistic. Past and current employees, (spanning years of reorganizations, downsizing and realignment) have commented negatively or complained about this management style/approach. Most of the staff could function well without the Supervisors oversight/involvement. Respect/Senior Supervisors: I feel I enjoy the respect, positive regard and support of selected senior managers. I do not feel that the Executive Management Team, EMT" of the City as a whole is very mindful or respectful of the "rank and file." Sadly the feeling has become mutual areas for Improvement: I think we need to deal with the hostility, lack of trust and confidence between and among segments of the work force. I agreed with the key findings of the Lattimer Report…We've come to treat everyone/each other badly. I think a lot of this can be improved by allowing for more participatory management throughout the City. You can't regulate or train us out of this. We have to work our way through it. The City could be more accommodating and flexible around the needs of families and health issues. General Work Environment in Division/Department: Functional. This is probably more due to poor management, deteriorating organizational culture/staff morale and the "politics" than specifically due to any kind of specific, targeted discrimination or harassment. Good place to work: Not particularly or always, but perhaps not appreciably worse than anywhere else. It is, however; far off what should be possible for our organization given the talents, capabilities and dedication of a majority of the employees/rank-in-file. The City has at times been a great place to work and it is still possible to accomplish work that employees are proud of and derive a sense of esteem and accomplishment. Recommend City Employment: Not right now. The impact of districting (Commission Districts) and the change in the administration (City Manager) in combination seems to have politicized even the most rudimentary work functions of the City. The tension between the (past) City Manager and Mayor filtered through the ranks of the organization. The Mayors' notoriety for being "anti-staff" and openly antagonistic has had a debilitating effort on staff morale and "management's" effectiveness. Changes in the economy have also been a factor. Currently the City is not an environment in which mistakes can be made safely, good work consistently completed, or a sense of "teamwork"

sustained. Part III: Communication Existing (Current & past) Circumstances Timely information: Not always as relates to assignments and projects. It is hard to get responses and decisions when they are need through the "chain of command." There from Supervisor: Yes, about rudimentary or perfunctory matters. Not always in terms of details related to and required for the performance of my duties. Sources of Information: Best and most reliable sources of information are through informal channels, personal contacts/networks. The City's newsletter is predominately geared toward internal promotion. There is rarely anything substantive included about the real work being accomplished. It is more a "feel good" and recognition tool. Getting Work Related Info: Yes, through personal network, contacts and friends in the organization, sometimes outside the organization. This is, in part, a function of having some degree of institutional "memory" and experience. Department Contacts: Some are, some are notoriously difficult. Contacts-Other Departments: Some are, some are notoriously difficult. Public Referrals: This has become harder with our being in a sustained state of reorganization/realignment and due to staff turnovers. Usually it is possible to direct the public in the right direction or to someone you can (personally) trust to follow-up responsibly. Areas for Improvement: Items "D" and "A" need to be improved, and stand to most positively impact the quality and quantity of work that can be accomplished. General Work Environment in Division/Department: Department and Division are both pretty disorganized now and have been for some time. It is not clear what the prospects are for that changing any time soon. The current round of reorganizations may have some positive impacts or perhaps the results from this survey. Part IV: Compensation and Benefits Existing (Current & Past) Circumstances Retirement: Neutral. I am not terribly knowledgeable about the benefits. I am motivated to do more research now as I anticipate leaving the City before the more typical retirement age. Health Plan: Our, and perhaps most, health plans are largely incomprehensible. Most of us don't fine out what we need to know until there is the occasion to find out and need to know, i.e. too late. It's hard to keep track of what is or isn't covered and to what extent. The recent problems/changes are the first time I have been impacted with very obvious increases in out-of-pocket expenses and problems with continuity of care with practitioners I have used for years. I am not happy about this and consider it to effectively be a "cut in pay." Ease of Benefits: Right now I am about as confused as most of my service providers. I assume "the bugs" will be worked out over time but the prospects for this are discouraging given the crisis we've gotten ourselves into. Problems Resolved: I can't say for the current plan. In the past I did not experience any problems that need to be resolved. Health Plan Management: Under the circumstances, given the current problems, most likely no one is happy with the Health Plan and how it has been managed. I have found it most troubling that upper management seems to have known about the problems for some time and now appears to be "scapegoating" responsibility to lower ranking staff. Workman's Comp: Neutral, have had no experience with this. Vacation and Leave: I have a limited knowledge. My biggest problem is being able to actually take time off and not have to do work on personal and leave time. I am appreciative of the amount of time I am allowed by my classification, but I have experienced pressure and difficulties with my supervisor over using the time. Pay Accuracy: Neutral, limited problems or none that I have identified. Pay Problems Resolved: Staff responsible are generally cooperative. Areas for Improvement: The immediate crisis clearly is with the Health Plan. The second, most likely, with so much of the work force eligible for and planning to retire or "drop", would be the retirement plan. Part V: Rewards and Recognition: Existing (Current & Past) Circumstances Adequate Recognition for Good Performance: I do not think there is a clear understanding and

operating awareness of what "good performance" means in organization right now. Many times the efforts of staff are recognized and acknowledged, but not necessarily in a manner that serves to really validate or motivate. Fair Evaluations: Many (low) evaluations are far more a reflection on the supervisor than the employee. Evaluations are not handled in a uniform or timely manner throughout the City. For many employees, who are "topped out" they are fairly meaningless. Fairly Distributed: They don't seem so but it is hard to discern. Promotions: Sometimes yes, other times not. There really aren't that many promotional opportunities available City-wide, and none in my Department and Division. Individual Accomplishments Recognized: Sometimes. Not generally or meaningfully in my Division or Department. Poor Performance Dealt with Effectively: Not particularly. In my Division and Department there have been some fairly glaring examples of poor performance not being dealt with at all…or certainly not until other employees complain or something else "hits the fan" so to speak. Recognize Accomplishments More: No, the City should get its' act together and do a better job cultivating an engaged, loyal work force. There should be a stronger identity of our "teams" versus individuals. We should acknowledge collective accomplishments. If we were treated, were treating each other, better on a day-to-day basis, the "fluff" wouldn't be necessary. Areas for Improvement: Satisfied with Rewards and Recognition: Very little is done that is of meaning or consequence to mid-managers. Satisfied with Current Employment: Dissatisfied, generally, though some of my relationships with co-workers and citizens, and aspects of many projects are very engaging, challenging and rewarding. I think others feel similarly and this account for why so many people remain with the City. It has become harder to keep faith with the organization and to remain hopeful about the prospects for any improvement. Compared to a Year Ago: Unchanged , maybe slightly worse due to fatigue…we've been in a slump for a really long time now. Part VI: Strategic Direction. Existing (Current & Past) Circumstances City Vision/Division Role: There is no City Vision for the future…just a collection of disjointed initiatives and slogans that generally fail to provide any direction, continuity or thrust to the whole of the City's operations. I know generally what the purposes of the Department and Division are but there is no coherent "official" line about how our work contributes to the whole. The Department has no logical or thoughtful rationale to explain the interactions or inter-relatedness of its divisions either. Thanks. Dept/Div Performance Goals: They are predominantly workload measures. The work is difficult to express in terms of effectiveness or efficiency measures. I have a basic understanding or could guess what they are but knowing them gives little insight to our operations, the impacts on the community and it doesn't provide support for our working more or better together. Job Support to City Goals: I understand how my efforts are of benefit to the community. I do not know that the "City" has any long range goals to support. Departments working Together: Sometimes, on some things. Generally the environment does not support, encourage or reward collaboration and cooperation. There is more talk about it than there seems to be real action to support the reality. City Moving in Right Direction: The City, as an organization, is not "moving" at this time. Things are happening around us, sometimes despite us. Managers Realistic Expectations: Not always. Sometimes intentionally unreasonable demands are made in a seemingly manipulative, punishing or hostile manner. "Managers" seem to be regularly distracted with whatever is the current crisis or priority, as a result there is a fairly distorted sense of what a reasonable expectation is in the City. Department Staff Organized: No, not at all. There is only a little rhyme or reason to the composition or organization of the department. If there is a "corporate line" to explain it has not, as yet, filtered down to the rank and file. Employees Motivated: Some are self-motivated, and

some groups work to keep faith with one another and the work. We get along and work on some things together but the division's composition isn't any more coherent than that of the department. The sections function independent of one another. Time Waste: Time is wasted on occasion due to poor management or the absence of a coherent management/organizational planning. An inordinate amount of attention is paid to procedural minutia rather than issues and objectives of larger importance and substance. I try to make responsible use of my time and to keep my work attitudes/ethic in check despite the variety of challenge that can wreak havoc with morale. Employees have been come progressively adept at juggling multiple responsibilities and grown accustom to having priorities, directions or assignments regularly modified or changed. City-wide, employees have been required to take on an increasingly larger share of the administrative support functions. More and more work is being done on our personal time/after hours. Areas for Improvement: The City needs to have a strategic vision for what we are trying to accomplish on short/long term basis' and in terms of distinguishing between base municipal/organizational functions and special initiatives. We need a vision for our organization and for the community and a clear articulation of what a "right direction" means. Staff needs to have the opportunity to participate in developing this plan to promote "buy in" and to assure it is abundantly clear to each of us how our work contributes to these larger purposes. The process of doing this would probably improve communication and cooperation both within and between the departments. General Satisfaction: It isn't one of the choices but "frustrated" best describes it. Bart VII: Professional Development: Existing (Current & Past) Circumstances Adequate Training: Not really, most occurs "O-T-J" or via personal initiative/on own time. There is definitely room to improve (City-wide), but I don't see how it can until other problems are addressed. This is particularly a shame because we employ a competent, though under utilized, in-house trainer. Constructive Feedback/Immediate Supervisor: Sometimes, generally not often enough to be of help to me. I probably get more instruction about procedures or problems than anything that is constructive and substantively related to the work being done/tasks being accomplished. I usually go to co-workers when I need guidance, "reality checks" or input about a work product or activity. Career Opportunities: Limited in terms of upper ward mobility. Years of "downsizing" have pretty much reduced everyone to "every/other duties as assigned", hanging on to the job they have. There are opportunities for lateral moves and extra work but not advancement. Preparation for Promotions: If this is being done at all it is being done on a limited, individual basis, based on the initiative of managers who try to "groom" or mentor employees for advancement. Nothing appears to be coordinated on a City-wide basis. Orientation: It is vastly improved from 10+/- years ago. In my own division very little is ever done to meaningfully introduce and integrate new employees. The orientation happens over time, informally or "trial by fire." Familiar with Training Problems: Yes, but have only had the opportunity to participate in a few. Programs seemed to be better in the past as they were more obviously linked to mission statement and other strategic, City-wide plans and activities. Now we offer "standard fare" and much of it has been put in place in reaction to specific problems, (litigation, etc.) Program Effective: In the past they were good, I am less familiar with what has been available more recently, absent those that were "mandatory." I try to keep my skills and knowledge current on my own. Areas for Improvement: Training and professional development should happen in the context of or consistent with broader organizational development activities…we need to define what the big picture is, and the big purposes are. The training program should be constructed around and support the vision. This can be supplemented by other professional and technical training components or opportunities.

I think we should be encouraging and helping staff to pursue other academic credentials. It would be great if we could develop a collaborative initiative with area universities to provide certificate (versus full degree) programs focused on the skills and competencies needed by the organization on an evolving/ongoing basis. Some of it can be done on a contracted basis with outside consultants too. I also think more could be done on a small group, peer-to-peer basis. We generally have been put in the position of having very little time or resource left for "sharpening the saw" as Stephen Covey would say. Part VIII: Perceptions of Management: Existing (Current & Past) Circumstances. Immediate Supervisor/Use of Time: It fluctuates from pretty much being left to my own devices, to get my work done and be self-supervising to an absurd degree of "meddling". Entirely too much time is regularly wasted doing never-ending work plans, cost projections and "what if" scenarios for things that never happen, come to fruition. Too much time is often spent talking about what's going to be done, rather than getting it done. Immediate Supervisor/Confidence: Limited, for a variety of reasons. Division Supervisor/Ability: Management skills could improve and I have not actually seen a lot of hands-on "work" being done. I think there is a mismatch between what the Division does/is and what their interest, abilities and aspirations are. Department Head/Leadership: Ongoing reorganizations, the shifting of staff or assignments has exacerbated and complicated things. The department doesn't really function as a "department." It is a collection of separate, detached divisions. Their functions/activities are inter-related but they are not coordinated and managed that way, or don't seem to be to those of us in the "bowels." I can't tell what level of leadership is provided. City Managers Office: I respect the City Manager and most the CMO support staff, but I am not sure I fully understand the composition and organization of the office. Both the Citizen Services and Public Information staff/managers seem to be entirely too involved in operational matters that are responsibility of professional and technical staff. The "Hansen" system is an unnecessary redundancy. We also seem to do an awful lot of costly "self promotion." Response to Disaster: Absolutely not…this is an area of great concern to me. I do not feel my division, department or the City as a whole, is anywhere near as prepared as we should be. In view of both Hurricane Andrew and the September 11th events I would have though we would make this a priority, but we have not. It does not appear that there has been any concerted effort made to develop a coherent City-wide Plan…the staff assigned to that task seems to not be doing the job. Department and Division Disaster Preparedness plans are not kept current. Only "promo grade" efforts have been made to raise public awareness and capacity around various preparedness and response issues. We seem complacent about "natural events" and in total denial about any level of risk for "technological events". Part IX: Overall Attitudes and Priorities: Existing (Current & Past) Circumstances. Resources to do jobs: Yes, this could improve…and probably will over time with better, more strategic, forward-looking management. This is not the first order of business. Internal Communication: BINGO! Needs to be improved. Eliminating Discrimination: Duh…we will never be too much better than our larger society/community. We should work on the big picture; a "critical mass" of our work force already knows what's right and fair and ethical, never mind legal. We need to work to assure this goal has greater resonance and reality throughout the City, in the community, with the Commission, advisory boards, civic groups, etc. The evolving litigation has had a chilling and silencing impact on us…and you can't fix or change what we aren't even at liberty to talk/tell the truth about except in hushed, self conscious, defensive tones. Compensation/Benefits Awareness: This is SOP, yes we need to be doing it but it is not what will bring out any dramatic transformation within the organization. Employee Recognition: Give it a rest already.

Professional Development: A lot of this will come about in the context of employees having the opportunity to focus their efforts on doing meaningful work, as part of cohesive teams, at a level consistent with their own capabilities and standards. I think most of our individual standards are much higher and more rigorous than anything apt to be articulated in a performance goal or job description. Strategic Vision: BINGO! Needs to be improved. Areas for Improvement: Unequivocally I feel internal communication and relationships need to be mended/improved and a strategic vision needs to be sculpted to bring coherence to all of the work we do/services we provide. I think in the process of working on this all the other areas will improve. It's all inter-related, but the lack of organizational continuity and purpose or broad-based employee engagement/participation has created or contributed to other problems…they are the symptoms, not the ailment. We need to expend less resource and effort on "advertising" or "accounting" for our effectiveness…and more on really doing the work that needs to be done. The answers will be in the group/team, they will arise from the process. Staff (everybody) needs to be involved in dealing with this. The process needs to be bottom-up, top-down and inside-out. Despite all my nay-saying, criticisms and complaints…I really want the City to get back on track. I'd like to be a part of the solution(s). We need leadership and inspiration to do the great job(s) we are capable of doing and to be the great City we could yet become. I am not hopeful that the City Commission can rise to this occasion (for a variety of reasons, and not to be disrespectful)…but the City manager and employees can, the citizens and Commission will follow. Everybody wins.

857-We work in a very crowded facility. It is also in desperate need of cleaning-inside, carpets, outside, various pests & bugs, etc. Inside rats and mice. Seeing is believing. Building needs to be pressure cleaned and tented.

858-Although I enjoy my job, I have thought about transferring several times because of favoritism. People are given special treatment either because of so called health problems or because they suck up to the boss. Recognition has nothing to do with one's job performance, it's based on who you know. There are far too many incompetent people employed by the city. It's common practice for management to take duties away from an incompetent employee and give them to another employee. This other employee must then do his job and that of his incompetent coworker. Then when the incompetent employee actually does a complete a task, he is recognized for it. Meanwhile the other employee is becoming increasingly stressed since he not only is doing his job, but also the duties of his coworker are never being recognized. You also have employees who feel since they've worked for the city for so many years, they're entitled to special treatment or a promotion. Bosses are either too afraid or just too lazy to reprimand the people who deserve it and don't have the nerve to tell someone you don't deserve something simply because of seniority. And why is it that there are far too many supervisors in every department? You've got one person to screw in the light bulb and four supervisors to watch him. For the most part, the people who need to be wat6ched are the supervisors, not the average employees. Four out of five supervisors severely take advantage of their freedom. It's common practice for them to not only take long lunches, but to take breakfast breaks, read the paper at work, disappear in the afternoon or simply leave early. Of course, they say they worked late the other night and that's why they're leaving early. The city is so concerned with the way the "peon" employee spends his day, but no one cares enough to watch the management. If the city really wanted to save money, they'd demote some management employees and take away some of the perks the remaining management receives. And just maybe if the city threw a bone to the

average employee, they'd give a little back to the city. Granted not every "peon" employee is great, but by no means either is every management employee. The city needs to understand that fixing the problem means making changes on every level. Also, the city has no open lines of communication. Most employees haven't a clue what's going on in the city. The city's vision was unheard of until this survey came out. The city's latest idea is to force employees into taking classes. Not only is this a waste of time, but it's also a waste of the city's money. Wake up & see what it's really like to work for the city.

864-The way the department skips people for promotion as form of punishment, when these people have already been reprimanded. The very same managers in the past did something wrong, even unlawful & did not get in any trouble. I work with someone who got skipped 9 times for lieutenant, they hold him he was too immature to be a lieutenant, however they made him acting lieutenant almost every shift, while they kept skipping him for an entire year. Talk about a slap in the face. He even had letters of recommendations from some of his battalion chiefs, yet his division chief kept making sure he wasn't promoted. Think that was a personality problem? Think that was a personality problem? This is just one of many issues when senior management screws the frontline people.

866-There are many excellent minority employees in the City. There are some black employees who use their race to threaten white supervisors. Examples are "If you don't change my performance evaluation I will file a discrimination claim against you" or "I don't have to do that if I don't want to and you can't do anything about it and if you try I'll file a discrimination claim against you". There is favoritism and bending of rules for certain employees. Promotions are often based more on who you know rather than on merit. Exceptions are made for favored employees. Politics affect operations of the city in many cases. Example is if the Mayor or a City Commissioner wants a pothole fixed it has to be done "right now" regardless of whether it has already been scheduled to be done in a day or two. The City does not foster career development. Many supervisors discourage employees from taking training or developmental classes because departments are always understaffed and have very heavy workloads. Many employees that do take classes seem to be "punished" for trying to get ahead (unless they have the right people behind them) and never get promoted.

867-We have one Bureau in our Department that appears to take the liberty of adhering their responsibilities onto the other Bureaus whenever it is suitable for them. For a few examples: ordering office supplies (because the person who previously had this responsibility retired) cleaning our offices (vacuuming and dusting) because the maintenance attendant retired; distributing and logging payments for Finance Department for Long Distance Phone Bills and Cell Phone Bills for Personnel in our Bureaus because they keep adding management staff and no support staffing to their Bureau to continue to jobs originally designated to their Division; and although our Support Staff Division should be responsible for knowing who belongs to what bureau, they continually ask for numbers from each Division, instead of supplying the numbers. Our Info Systems is top heavy and can't seem 6to get the system right even though they continually insist that they are incorporating a new and better system every other month. They are also requesting that customer service surveys be filled which in essence is doing a rating review for each employee and I think they have enough supervisors in the Division to attend to their own employee's performance. And this is the one Division that keeps hiring new

management to fill positions that were previously held by support staff. Whether you perform beyond expectation or don't perform at all, no one seems to care, as long as the job gets done. Too many people riding on other's coattails. If you have friends in upper management in the City, you are assured continual promotion, and recognition without merit. It appears that the Personnel Department bends at any request, as long as they like the person who is asking. Some people can get upgrades by just a PD-13, while others have to take the tests and oral boards only when the opening for the position is announced. While for years, upgrades cannot be accomplished because the positions do not warrant upgrades, all of the sudden, one of the City Superstars gets the position and it is automatically upgraded to suit the person, not the position. There are people in Management that are not responsible for managing, but simply collect the higher rate of pay and top benefits and are never made accountable for their lack of Department knowledge and initiative. When I read about the EOC lawsuits this City has, I have to say it starts at the top. The City is top heavy. I don't think anyone has ever stopped to analyze the percentage of management versus support staff personnel. I think many people are overlooked because of reverse discrimination. Another great practice is to TDY someone to a position and then titled it to fit the classification they are able to attain, whether it is below or above previous standards. In our Department, Sworn Personnel on light duty are doing Civilian Jobs for double the salary and are not held to the same standards of dress code or performance. To me, it is a privilege that they can assume other jobs while disabled and not a right that would allow them their own personal discretion in determining quality and quantity of work performed. Commendations are empty compliments, which should not be given unless someone goes above and beyond, and absolutely must never be given to employees who are awarded overtime pay or comp time, when accomplishing a job that was previously done by another in an eight hour day. I think review and evaluation should be made regarding the guarded few who receive overtime every pay period and who need that overtime in order to accomplish their forty-hour a week workload. I have been adversely affected by all of these practices and have never complained, because of the respect I have for my immediate supervisors and love of my job and fear that I would lose it if I let anyone know how I really feel. But, if I am ever in the position to make a difference, I certainly feel that it is my responsibility to do so.

869-I thank God for my job, but I personally think the City of Fort Lauderdale makes it hard to get a promotion, I'm on the code compliance list, the very top guy on the list, I've been told that a young lady is about to retire. I've heard no feed back on what's going on, and I am a black male wanting to enhance with the City of Fort Lauderdale. But it seems as if they put people in who they want instead of persons with the adequate skills, I'm not the one to complain a lot, but I pray that I get that promotion, and you can help. There are black males in that position, and only one black female, I don't have black & white issues, but a lot of things that go on in the City makes me wonder, I only want fairness. One thing I can say, is that the City is a pretty good job, but it surely isn't the only job, thank you, and I hope my words are taken into consideration.

871-I would like to touch on a couple of issues that are in need of improvement. Communication is key in our business as well as every business, but there is a lack of it in our department. Everything seems to be a great big secret and information is not passed down to subordinates. Also the department's future has not been addressed as to where we are going and what we are doing to get there. The only thing upper level management is concerned with is

discipline (at least that is what it seems like). I understand we are under bureaucratic control (the use of rules, policies, hierarchy of authority, reward system and other formal devices to influence employee behavior & assess performance) but the reward system should be replaced with reprimand & disciplinary actions. Overall, I am satisfied with my department but I feel we should rethink our strategies and goals to address these issues that almost everyone is concerned with.

873-Training critically needed for supervisors/managers placed in charge of people's lives. This should include legal, moral & ethical issues. So often these people are placed in positions of authority and responsibility with inadequate or no guidance & no defined avenue for obtaining it. Community service program training. This is the program whereby people who have been convicted of minor to serious offenses by the court system are placed in the care of often untrained supervisors/foremen/maintenance workers to serve their community service hours. There have been serious abuses of this program that go unmonitored and continue today putting all concerned at great risk. Communication is vitally needed & absent city departments/divisions/offices such that numerous projects/programs are simultaneously carried out separate of on another & yet without laying goals/needs resulting in great inefficiencies.

874-Management compensation is not equal to responsibility and does not alleviate pay compression. Non bargaining unit managers are not paid in a fair & equitable manner as bargaining units. No cola's adjustments refer to memo 01-287, exhibit 3, page 1 schedules I and II-Cola. The department overall is the greatest department to work for, and management is fair and positive. Clerical resources are understaffed. Has not increased in ratio to the tremendous growth of the department and services provided.

875-Promotions should be made by your job performance not because we have to have more males, females, whites or blacks to have the % look good.

876-4A-There is a strong degree of reverse discrimination. Management has fear of treating the Black male population the same as the white employees. They have higher expectations and expect greater responsibility from White employees than from black males. Blacks can "slide" through. Their messing up and goofing off, is "swept under the rug". There is more leniency. This is not particularly true with black females, most have a higher sense of pride and responsibility. 4H-Some senior management is very respectful. One has very little and it is displayed daily with preferential conversation, favors, appreciation shown for good work, etc. 9B-Too often even when it may concern a certain person, including myself, it is shared with others first and it is expected that one gets the news "via the grapevine, or is overheard". Fear of communication is prevalent with too many. Perhaps a fear of another's opinion or disagreement. They like as the saying goes, "yes men." 14B & E-We have many hard working, earnest, highly motivated individuals who are good workers and they go unrecognized. It seems to be difficult to be appreciated and thanked, even though they are "just doing their job". We need to tell supervisors what we, or I have done, or it is not recognized or acknowledged. Management is tongue tied to show appreciation, much less acknowledge it, unless…it is a more favored employee. Poor performance is not dealt with…it is ignored. Incidents, currently and as has been in the past, can be brought to the attention of supervisors or management and it is again "swept under the rug". This particularly occurs with black males

poor performance or lack of any. This includes our mayor who could improve his attitude toward the loyalty of city employees, not only regarding his constituents, the citizens of Fort Lauderdale. We make him look good.

877-Uphold the city charter-commission limitations. Update the city charter-to enable efficiency. Reduce the volume of agenda activity to free up resources to conduct city business as opposed to district commissioner agendas. Provide a clean indoor working environment free of mold, mildew, and provide fresh air intakes that actually work. Provide adequate workspace and staffing for workload.

879-I am not even sure that this is worth doing if it will not be taken seriously. I will start with the Fire Chief. Our city hires a man because he is a minority to try and make themselves look good. Our city hired our Fire Chief knowing that he has proven himself incompetent from his pervious employment. Our Fire Chief was hired because he is a minority. If needed, it can be researched to find this documented by his previous employers. Our Fire Chief with the assistance of our previous Union President has changed the rules in testing procedures without approval. The procedures changed allowed individuals who failed the written exam to continue on and become eligible for promotion. It happens that a high percentage of those individuals who failed the written were minorities. These individuals were allowed to continue with knowledge of the information they were being tested on. Any other candidate in the process found or caught passing information about the testing contents was to be disqualified. Our Fire Chief also approved minority individuals leave pay and paid expenses to attend Minority Member Functions. Most other functions, even training functions, can only be attended on our own time at our own expenses. Our city does a lot of things to appease minorities because of their lack of desire to earn what most think they deserve. As a non-minority I have had to earn and have earned everything I have received. Other non-minorities have been passed over for promotions in order for the city to promote minorities. This is reverse discrimination. I am sick and tired of hearing how minorities are being discriminated against. Our city has hired non-certified minorities and have sponsored them through the academy while there are hundreds of certified people looking for work. Our Fire Chief has taken one of our best Driver Engineers and created a day position to recruit minorities for employment on the Fire Department. How far will we go to accommodate minorities? Most minorities are racists before they came on the job. Most minorities act as if they are owed everything and want it for free. As a white male, if you say something as an individual, you are labeled a racist. The next subject is our upper management. Our management now only talks about accountability. Who are they accountable to? Our system has been changing drastically for the better for the past few years, but our management has not. Most of our management has forgotten where they came from. Our management has no idea of how much work is actually being accomplished. Our department is working on expanding our service to other local smaller cities. As a department we all think that is a great idea, but not the way our management is going about it. Recently, our department has taken over the City of Wilton Manors. Our Fire Chief under bid the service we will be providing. That means it will cost our city to provide Fire and EMS to Wilton Manors. Our Fire Chief also has taken one of the original ten rescues promised to the City of Fort Lauderdale and gave it to Wilton Manors. His accomplishment was to increase our call volume without an increase in units or personnel. Most of our management personnel do not get along anyway. As in the past, our management continues to work against each other. They act like they all belong

to separate departments. The main barrier is created at the Division Chief level. We have two brothers in charge of two shifts. Our only view of them is that they hate everyone and are only concerned on how they can hurt or control what is going on. The two brothers are upset because we have a bid system now in place. That creates a problem now when they want to punish or mess with someone. Their comment now is, if you want to play hardball so can we. They even do not like the Division Chief on A shift and are constantly working against him. The third Division Chief is a little fanatical and likes to go on witch-hunts. He will spend more time, with the help of upper management, trying to burn someone t6han on priorities that actually help the department's reputation. As for the Assistant Chiefs, no one knows what their responsibility is. We have had some of our Chiefs ask how the morale of the troops are and are surprised to find out that most are disgusted and fed up with everything. Our Chief feels that our station Lieutenants running calls in our city need to wear their white dress shirts because they look good. They act as if our Lieutenants don't do anything in the field. Our station Lieutenant does not sit in an air-conditioned office 100% of the day. It was suggested that our Lieutenants were given white work shirts like our regular fire t-shirts to be recognized. They will also be a lot cheaper than ruining a dress shirt. Especially after the department is always complaining of monetary problems. Another suggestion to our Chiefs was to supply all the units with Alpha Numeric Pagers to help with our response times and reduce radio traffic. Our management, or our Fire Chief's solution, is to stay off the radio. Even though we have 12 engines, 1 crash truck, 11 rescues, 4 battalions, 1 EMS captain, and 1 Division Chief all on one channel. This does not include any of our other departments that need to use this same channel from time to time. We have a lot of smart people in the ranks below the Battalion Chief's position that are not recognized. Our management is always trying to reinvent the wheel. Is it too hard to ask for advice or truly take our suggestions seriously? The only time our management has been aware or has been advised on numerous occasions that a problem exists. Our management's usual solution is to place anyone other than himself or herself, which usually creates another witch-hunt to try and place the blame. I can continue but I am still unsure this and all the other comments will be taken seriously. The City creates it's own problems by hiring non-qualified people who in most cases cause most of the problems. As for most of the lawsuits against the City of Fort Lauderdale, it is in my opinion an excuse for not earning what they are trying to obtain for free.

880-Part I: Resources. Problems with apparatus, equipment and tools are usually addressed adequately but many work authorizations for station repairs are sent in with no results or feedback. The new Nortel telephone system is unacceptable at times. After many requests to address the problems we must now accept the system deficiencies. The e-mail system meets my needs. The "desktop computer" (thin client) does not have a floppy drive or CD drive. Recently I was given a training CD that I had to watch at home. The problems are not generally the "computer". Many times they are slow with excessive wait time between keystrokes or watching the hourglass. The Sunpro software is frustrating and time consuming. Sunpro (reports) is necessary but we need a more efficient report writing system especially for medical calls. Sunpro (other) is an attempt at trying to implement a man-hour accounting system to document productive work or output. Too much of our "productive" time is now data entry. The station logbook was adequate for years and cannot be reasonably replaced by Sunpro (other). It is almost impossible to fine a past entry or possible entry in Sunpro. It now takes us as long to enter into the computer each shift what we did the last day of the month in the past. Our old

zone book maps were very good and easy to read and use while responding to an emergency. The new computer generated maps are terrible. Don't get me wrong; I think computerization is great, especially for incident reporting, Word, Excel and Internet access. The problem is that we are trying to replace other things that have worked well for many years with poor or inadequate software at the expense of the employees that have to use it. Part II. Work environment. I will address one negative factor, age discrimination. I feel that many of us are being discriminated against because we cannot attain the same total retirement benefits as others because of age. The City of Fort Lauderdale calls the retirement/DROP an early retirement incentive plan when there is no incentive, just reduced retirement benefits for older employees. I would like equal benefits to those I was hired with but each day I loose while they gain. I have gone through many levels of the city requesting equal benefits but they don't recognize age discrimination. The source of the hostility that I have observed is difficult to pin down. Some of it is due to the changes as result of the bid system and it's interpretation. Sometimes it seems that the bid is being used against the union and against individuals. The bid parameters need to be fine-tuned. There are more restrictions on duty exchange, which make personal planning difficult. As far as positive factors are concerned, my immediate supervisor is excellent. Part IV: Compensation & Benefits. I question the calculation of our overtime pay. Although I have been told that it is correct, I believe that our overtime hourly rate should not decrease the more overtime we work in a period. Management often challenges use of sick time. Firefighters contact sick people on a regular basis and therefore get sick. Also, many of the fire stations are so cold it is unhealthy Part V: Rewards & Recognition. I am unaware of standards for rewards and recognition. Accommodations most likely depend on the employee/supervisor relationship. Fort Lauderdale has a very good Fire Department, yet management's emphasis is on counseling slips and reprimands, not on accommodations. It would be interesting to see the ratio. Part VII: Professional Development. I believe that favored employees are given advantages and information in the promotional process. Also, management has the ability to skip people on a promotional list, and kill the list even though there are promotions open. Part VIII: Perceptions of Management. I believe that the power vested in management should be used to create a smooth cooperative relationship between management and the union to get the job done and not used to show that management has that power. A modern Fire Department should not practice management by intimidation. Management should realize that a good relationship between the union and management is in the best interest of the city. The time and effort that is wasted solving provoked conflicts can otherwise be used constructively without feelings of animosity. Over the past few years our department has gone through a huge challenge and change while converting from a Fire to Fire-Rescue Department. We have hired a large percent of new paramedics and the rest received additional training. We experienced growing pains and there was a learning curve. There have been letters of counseling on numerous people for infractions involving continuously changing rules and protocols. Many of those firefighters have gone the extra mile to make the transition work. The feeling is that little or no credit or appreciation is expressed; yet when a mistake is made management does not hesitate to document the infraction. The Department should be proud that everyone worked together to accomplish this goal. I have heard a number of instances in which the union has had to spend time and effort to rectify management actions that negatively affected union members. When it was determined that the contract was violated are there any repercussions that negatively affect management? Shouldn't union members and management be held accountable and responsible for our actions to the same degree? In a recent investigation it seems that those in management positions were not

investigated to the degree that union members were even though they had as much, if not more opportunity to commit the offenses. Management should look at themselves the way they look down on us. None of us are perfect, but most of us are trying to do our parts within the Fire Department. Another aspect of the climate is the issue of fairness. There will always be problems if unfairness is built into the system. The City of Fort Lauderdale promotes unfairness by allowing Labor Relations to negotiate unfairness into the union contracts. The way I see it, during negotiations Labor Relations required the issues I will discuss. When the union is trying to negotiate a contract for the union body they should not be forced to accept conditions that are not fair or provide unequal benefits to those of equal standing. The recent 5% raise for those with over ten years was not fair the way it was implemented. We had to wait for an evaluation date that had no effect on anyone getting the raise. The extremes were that some were deprived of the raise for up to a year. This wait cost some of us a few thousand dollars. To make it fair and to reduce the impact to the city, the raise should have been given in April to all that were eligible (and not start in October) and from then on to those who became eligible. Another example is the age stipulations on the DROP. It is not fair (or legal) to reduce benefits to some union members because of their age. The city allows Labor Relations to force the unions to bargain unfairly for the members. This unfairness is seen by the employees as the city way. Another example is the assignment of specialty pay. The Chief turned us down (arbitrarily and capaciously) because of the station. All other extra assignments receive extra pay except ours. The City of Fort Lauderdale does not seem to realize that they can eliminate a lot of the problems involving discrimination, etc. if they ask themselves if it is fair and equally available to all employees within the parameters of their employment. I would have presented a lot of this information during the recent Mr. Lattimer's investigation. I was denied access because I did not leave my name and number on an answer machine recording for an investigation that was supposed to be confidential.

881-I've been employed for almost 20 years by the City of Fort Lauderdale. I haven't seen the discrimination that has been the focus of the print media. My experiences in the promotion of employees is that if a person, either male, female, black, white, Hispanic or whatever proves themselves capable of a promotion then it will happen. And just because a person is #1 out of the top five, doesn't mean that the job goes to them. If they have made enemies in the past and proved they are hard to get along with then that is why #1 doesn't always get the job. In conclusion, the city is not perfect but it isn't nearly as bad as the press says it is.

882-Better medical coverage. Lower deductibles. Better chiropractic care. Better living conditions in all fire stations. Every station should be remodeled and updated. New furniture. No carpet; tile or some hard floor, for contamination purposes. Better computer systems to include better call dispatch system. Better system for printing run sheets. Improve EMS. 3 person rescue crew. Better report writing system. Better training for CEU's and new equipment. More fire training at BFA. Including live burns and simulation drills.

885-Lack of upper management concern for it's support staff. Some departments are nearly invisible or non-existent when it comes to refurbishment, interest in morale, etc. Lack of immediate action when there are major facility breakdowns such as air conditioning. Our department waited and sweltered for more than 3 weeks while bureaucracy took it's course. Our department is a filthy and dangerous place to work. If OSHA were to honestly inspect this

building it would be condemned. Ergonomically speaking we should all be crippled before we leave this place. Failure to take disciplinary action in fear of accusations of harassment or discrimination. Grossly inadequate training when new programs and procedures are instituted. Demotion of an entire department without a formal audit of position and work being performed. The situation has since been partially rectified but only after years of fighting to be heard.

886-It would help employees in my area work better if we had some windows in our office. It feels real cramped up in this office. It would let us see outside and every once and a while get some sunlight and fresh air. Germs floating around here are sometimes a problem. When one is sick, five others join him/her.

887-Please see attached letters expressing my concerns that were previously sent to the City Manager. Letter #1-Since November 1992, I have submitted 23 applications for promotion to the City of Fort Lauderdale. After my experiences with the last three promotional opportunities I have finally decided to refrain from seeking advancement within this organization as it exists today. We apparently are not a good "fit" and competing for promotions is a monumental waste of my time. At first, I thought my rejections might have something to do with my skill, ability, knowledge, education, character, experience or intelligence. I now believe it is something else, as I have excelled in all these areas external to my employment with the City. I am a: Ten year city employee with a good work record, MBA student with a 4.0 GPA, served over six years as an elected AFSCME official, served on two contract negotiating teams, and been instrumental in resolving several group health insurance issues. When given the opportunity to compete for a position within the city, I have scored in the top five ranks eight out of ten times. On a few tested positions I have attained the number one rank. There are nine occasions that I have been denied to opportunity to compete for a position after submitting an application. The most common reason given is "it is necessary to reduce the field of candidates to a more manageable number". A recent example of this was for the position of Facilities Superintendent in the Facilities Maintenance Division. It is my belief that I was as qualified to sit for that written exam as some of the other candidates who were not disqualified and may ultimately win the position. A recent opening for an Administrative Assistant position used an application supplement and oral panel interview to request examples of administrative or personnel problems solved within the last year. If an employee has been pigeonholed or underutilized, this is almost impossible to demonstrate. How can an organization encourage the growth and development of an employee and then use examples of recent workplace experience as selection criteria to qualify for a promotion? I can assure you there are other employees who possess skills and talent that would contribute to the goals of this organization if only given the opportunity. My latest advancement disappointment involved an opening for Construction Review Specialist in the Community Development Division. In November 1999, I achieved the number one rank for the position and was interviewed to fill the opening. The hiring authorit6y chose another applicant and I remained number one on the list. In February 2001, two more openings occurred and the same list was used to schedule interviews to fill the position. Again, I was not among the candidates selected to fill either of the openings. It has become painfully obvious to me that I must insulate myself from the culture and politics of this organization in order to achieve professional success. I have exhausted all ethical options known to me in an effort to succeed as an employee with the City of Fort Lauderdale. My aspirations and abilities will eventually lead me to a more fulfilling position, but unfortunately I do not believe it will be

with the City of Fort Lauderdale. I have been displaced twice from classifications in downsizing attempts, forced to retest and openly compete to regain the same job classification from which I was displaced, and ten years later still hold the same position that originally attracted me to city employment. I have always served to the best of my ability and succeeded in every classification the city has assigned me. I am proud of my service record and accomplishments, but feel the barriers to fulfill my ambitions are unconquerable in this organization. When the benefits of continued employment no longer exceed the personal sacrifice of staying in an unappreciated and underutilized environment, I will separate. I do not intend to submit a 24th application for advancement. I read the message loud and clear. I wish you continued success in your tenure with the City of Fort Lauderdale. Letter #2-It has been over a year since I last wrote to you about my personal experiences with promotional opportunities in the City of Fort Lauderdale (copy of previous letter attached). Since that time I have: Been promoted to the position of Utilities Mechanic II from a previously established promotional list. I have submitted an application and went through a rigorous testing and assessment process for the position of Economic Development Representative. On December 3, 2001 I was notified that I had again attained the number one rank on yet another eligibility list. I am currently unsure about any efforts underway to fill that opening and have already accepted the possibility that I will not receive any further consideration for the position. I have completed my Master of Business Administration (MBA) Degree at Nova Southeastern University with a 4.0/4.0 Grade Point Average. I have been recruited to teach economics as an adjunct professor at an accredited south Florida four-year college. Although I consider the past year somewhat of a personal success story, considering all the obstacles I had to overcome to achieve some of my short-term goals, I still feel underutilized, unfulfilled, and unsuccessful in my employment with the City of Fort Lauderdale. At the urging of you and your staff I have met with Pete Witschen, Greg Kisela, John Panoch, Faye Outlaw and others to gain a better understanding of my shortcomings. Although the meetings were insightful and encouraging, they did not produce any meaningful results or identify any deficiencies in my skills, abilities, knowledge, or character. The recruitment, screening, testing, ranking and selection process for many positions in this city are quite cumbersome. I have been required to submit lengthy applications with extensive supplemental questionnaires, take several written examinations, complete written essays, participate in reasoning exercises, sit through oral panel interviews, do live audience video taped presentations for third party evaluation, and interview with numerous hiring authorities. I have been evaluated, assessed, scrutinized, appraised, and judged repeatedly. I have been denied advancements for what seems to be trivial reasons. On one occasion I was not promoted simply because my entry salary would have exceeded the amount the hiring authority budgeted for the position. There always seems to be a reason to exclude select individuals from advancing in this organization. You can probably only just begin to imagine the level of frustration that other employees and I feel when dealing with these processes. Additionally, there are many posted job openings where the requirements are written in such a way as to exclude many posted job openings where the requirements are written in such a way as to exclude many current employees from competing, and other instances where it appears requirements are tailored. Why would an organization encourage the growth and development of employees and not provide opportunities for advancement or an outlet for employees to use those newly acquired skills? It is my belief that our values are not congruent and my career has suffered because of my persistent attempts to advance exclusively within this organization. I will not compromise my values, temper my morals, conceal my beliefs, or disguise my convictions just to gain favor with

a city designated hiring authority to receive a promotion. Cultures are difficult to change and usually respond slowly to new influences. The challenges that lie ahead for this organization will not be easy to navigate. Unfortunately, I do not believe I have enough life span left to see the results of any efforts undertaken to change this system. Once my educational obligations to this organization are fulfilled, I will no longer be constrained to seek a professional position exclusively within this organization. I will simply thank those responsible for helping me obtain an advanced degree and market my skills elsewhere. Until then, I will serve as I have always served, to the best of my ability, with pride and dignity. I wish you continued success in your tenure with the City of Fort Lauderdale.

888-I think this was a waste of time & $. Just my humble opinion.

891-I am proud to work for the City of Fort Lauderdale. Communication needs to be looked at, mostly on an inter-departmental level. I have only seen my Fire Chief 3 times in my 3 years with this city. He needs to be more visible to his employees. We are very knowledgeable when it comes to fighting fires, more so than any department I've come across. We need to strengthen our medical side though. Our training division is the same size now as it was 10 years ago. Hello! We've almost doubled in size since then. Our training division works hard, but they are simply understaffed-overworked. When a department grows and the area covered is increased, the obvious thing to do is to add more stations to cover that area. Why are we combining 2 stations into 1? (Stations 2 & 8) I sure hope nothing happens east of the FEC tracks to warrant a fire or EMS response when one of those super long trains roll by. Thanks for reading this. Hopefully we can all pitch in to make this a better place to work.

897-The workload on management is inhumane. We are forced to do too much with too few and everything must be done immediately. We no longer have leadership at the top that will tell the Commissioners this operation does not have limitless resources. As a consequence too much of what is handled is handled in a crisis mode. As a result, mistakes are made and when mistakes are made Commissioners, the public and the workforce loose respect for management. To compound, we are now embarking upon "reorganization" where some of the more highly paid, most experienced managers will be reorganized out of the organization. This translates into unqualified, untrained individuals being promoted to positions of responsibility for which they are unprepared.

898-Our technology resources are extremely sub-standard. The computer aided systems, programs and support is poor at best. Everyone is a computer expert but the problems are still not resolved including capital expense of equipment. The data access is minimal at best and our intelligence resources are nil. The future of our city is dependant upon the technology available and our resources. There needs to be an effective evaluation system that balances state of the art support with budget and also who's making the decisions on what types of purchases. Example: The PD ILEADS system is terribly non-user friendly and for the most part inaccessible. Why do we pay police officers to function as computer techs and purchasing agents of software that is poor at best and not get professionals within the computer industry that we can hold responsible for poor responses and accountability.

900-First, I must clarify my low scores in the area of discrimination and promotions. As a police department employee for more than a decade, it seems that our promotional system is flawed. We currently use a test and interview as the sole means of ranking individuals. However, a private business would seek to identify those who have shown exemplary performance, leadership and interpersonal skills, and reward them through the promotional process. Our current system has little regard for competence or past job performance. If a private business promoted their personnel in this manner, they would go bankrupt. During the last couple of years, it appears that the city has made an effort to become more politically correct and balance its racial demographics in regards to promotions. I applaud those efforts when they can be applied in a fair and consistent manner. I cannot help to think that the negative publicity regarding lawsuits in other departments of the city is the cause for this practice. The police department has been relatively free of these types of complaints. Fellow officers respect those people who have worked hard and receive a promotion based on his or her past performance. Promoting someone simply because they are a minority does everyone an injustice. It taints the accomplishments of those minorities who are promoted for the right reasons and causes those who have been skipped to harbor ill will. Imposing these affirmative action type goals may keep minority groups and the press silent, but undermines the premise that we may all work together with some form of racial harmony. It would be easy to discount my comments labeling me as a person with a grudge. But I must point out that I have not been skipped for promotion and offer this input because I enjoy my job and care greatly about the direction of our organization.

903-I feel that the fire station in which I work is in terrible condition. I am embarrassed to show my fire station to friends and family. As firefighters we live in these stations one third of our lives and the least the city could do is provide adequate living facilities free of mold, ants, termites, roaches, poor plumbing and leaks. I also feel the department could serve our community in a better manner by having three person rescue crews. This is the wave of the future so lets be the forerunner not the last city to get three person rescues. More pay incentives for paramedics riding rescue. An increase in retirement benefits for the firefighters and increased benefits for spouses in case of death.

906-I believe that this survey is being used by City Management to blunt or counter the judgements and inquiries by the Justice Department, the EEOC, the county, the union, and the legal community. Instead of dealing with the known problems the City Manager/Labor relations and the legal council would rather spend the City's limited resources denying and trying to debunk the allegation against its practices. Several agencies and Judge Lattimier have done studies and have concluded the City is in the wrong. The managers at all levels who have caused or contributed to these problems need to be disciplined, up to and including firing. Labor relations (or whatever they go by now is a joke). As they openly advocate the abuse of labor, civil rights, and contract law. Their mandate is if there is no complaint there is no violation. After that never admit/deny. Let the people take it to court and settle.

907-Too much is focused on racial discrimination. Blacks feel free to do what they want to do knowing there are no reprimands. There is complete disregard for the rules and work habits. They gloat over their doings. Employees are promoted not because of their knowledge or capabilities but rather because of friendship. Also because of race and quotas that must be met.

909-Our department would be much more efficient if we had: Our own computer rather than sharing one with another department and often having to wait to use it and keep going back and forth to see if it is available. A sufficient number of filing cabinets so that files could be kept in file drawers rather than on top of filing cabinets, stacked on the floor, etc. The correct furniture for using computers and enough desk space to work, rather than very old desks and furniture that other departments threw away years ago. Printers at each secretary's desk rather than everyone using the same printer and making numerous trips back and forth to pick up documents. The arrangement of the secretaries' work space in relation to the office space of the attorney for whom they work makes no sense at all as the open part of the cubicle faces away from the attorney's office so that the attorney cannot easily speak to his or her secretary.

910-Working in customer service it is very important for employees in my work area to be compensated well for the work that they perform. Customer service representatives are some of the lowest paid employees in the city. They are very hard workers. This makes it very difficult to keep employees in this area. Most good employees move on to other positions because of the money. Many of them often return to let us know that the work they are now doing is less stressful and the quantity of work is much less. This is very distressing to employees in our department. There must be some uniformity of classes throughout the city. (Personnel issue)

919-Obviously there is a big problem with discrimination in this city. I don't doubt that some of the EEOC complaints are correct, but the bigger problem is reverse discrimination. The city is becoming divided because minorities are so catered to. Can't you set one standard for people? If it can't be met, that's it, don't change the rules for a special person in the middle of a hiring process or promotion. If someone went to the EEOC with a claim of reverse discrimination it wouldn't be looked for two seconds and laughed at. The special treatment of minorities is causing a discrimination problem, not alleviating it. People are being hired for positions they are completely unqualified for just to meet a quota. No wonder they feel like outcasts. The city hiring policy did this. If people were hired for their qualifications instead of their color, everyone would earn & would have the respect they deserve. Stop putting people in awkward situations. Employ & promote the best person for the job regardless of race, color, sex, etc. isn't that the way it's meant to be?

921-Station bidding should be on a year to year basis. Not allowing medics to switch from the box to the pumper in the same station for a break is plain stupid. Overtime procedures need improvement and monitored better. Promotional exams should involve more specific information versus handing a list of books and the possibility of asking "anything" out of them. There is still some "good ol boy" thinking going on with managers protecting supervisors that freely harass and single out individuals.

923-1a. Fort Lauderdale fire department routinely talks about purchasing new medical equipment to stay abreast with the local fire departments. Every year the fire department falls further behind due to lack of appropriate funding or budget planning. Many times over, medical equipment is purchased with either minimal input from functioning paramedics or none at all. Ultimately, leaving paramedics in the field with inadequate medical equipment. Example:

Rescue vehicles, stretchers, ECG monitors, ventilators. 1b. I do not have enough space to do my daily work and find myself competing with other firefighters for a computer to complete my work. 1c. Fort Lauderdale fire rescue survives on the barter system. Daily, Fort Lauderdale rescue crews exchange supplies with other Fort Lauderdale rescue crews at local emergency department ramps due to lack of supplies within the fire stations. Example: Medical gloves, biohazard bags, stretcher sheets, medications. Supplies are routinely delivered late to fire stations. 1g. Employees of Fort Lauderdale Fire Rescue ponder what in the hell is going on within the Administration department, training department, and human resources department. Firefighter/EMT/Paramedic new hires or probationary firefighters come out of training with requests to be terminated and our Fire Chief decides to put these individuals on shift where they tend to linger on past their one year probationary period. Many of these people (people due to they are not firefighters or EMT/Paramedics because they have no idea what they are doing) are left on the fire department for the remaining 20-25 years due to very poor judgement on our Fire Chiefs decision making abilities. Example: Firefighters that weigh 120 lbs. and can not even lift a ladder from the engine to the ground. Hired paramedics that do not know basic patient care and will ultimately kill people. I would say someone but our upper management is not fast enough to catch it. Many of the firefighters think that these terrible probationary firefighters must be friends of our Fire Chief Latin and of Deputy Chief Kerr in order to explain such bad judgement. 1h. The fire department computer system is terrible. The system crashes on regular basis. Our system is so slow we nicknamed one program "SlowPro," after the program called SunPro which in itself is terrible. Our upper management purchase these computer programs without consulting other fire departments that have either used them or are currently using them. I myself used the SunPro program from a fire department that I worked at prior to Fort Lauderdale. I spoke with my senior fire chief and told them that the program did not work after five years of updates and repairs. No one listened and now the fire department or should I say "Chief Latin" has wasted valuable time and money in a program that was doomed from the beginning. Our fire department has many nicknames and the one that fits this category is "We are the Retrogressive Fire department." Fort Lauderdale management chooses to make their own mistakes with the tax payers money when examples of prior mistakes in other fire departments could be utilized to our benefit financially and timely. 4e & h. Many times I have witnessed or been a part of a hostile act from upper management (fire chiefs) and Lieutenants towards firefighters. They scream at personnel when it is unwarranted. Another nickname is "Bi-polar". For example he just went bipolar on me. I have witnessed Chief Latin and Findlan yell and curse. I have been cursed and yelled at by Battalion Chief Findlan and Lieutenant Seabrook when I was not even the subject being reprimanded. Many of the Fire Chiefs use the phrase "you lied" in order to strike fear in the firefighters. No one is fired or terminated for the reason that they should be fired, the fire department seeks out false documentation on past employee applications in order to terminate them. New employees are warned if you make a mistake or screw up whatever you do don't get caught in a lie or you will be fired. I only wish this same standard went for the personnel in upper management. Chief Kerr lied when I signed my job offer in the administration office. It seems what is good for upper management is not always good for the firefighters at the bottom. The upper management that imposes this threat are Chief Latin, Chief Kerr, Chief Justinak, both Chief Sheehans, Chief Findlan, Lieutenant Nelson and Captain Earle. 7. I do not think the fire department is a good place to work. I'm not able to speak for the rest of the city due to my limited experience within the city. Students and people outside the department ask all the time, "How do you like your job as a firefighter?" I answer, "I

loved my job before I worked for the City of Fort Lauderdale," it sounds sad but it's true. I always wanted to be a part of this fire department since I graduated from fire school. Now, I question my decision to leave my old fire department. The Fire and EMT/Paramedic students want to know if they should even apply at Fort Lauderdale because of all the bad rumors. My answer is "You have to get hired first then you can choose where you want to stay and work as a career." 9a. I do not receive things in a timely manner. I teach classes that require preparation. I'm notified anywhere from 5-30 minutes in advance of the class I am to teach. It takes 15 minutes to get to the training department. 9g. The fire department printed out fire notification pamphlets about a year ago in order to aid in this area. Only one pamphlet was distributed per truck. 12h. My paycheck is never correct and I would have to hire an accountant to try and comprehend what my current pay rate is. No one on the fire department is able to figure out their pay and what he or she should be getting paid. Overtime is split up into a three-week cycle and our paychecks are on a two-week cycle. Our bi-weekly hours changed from 80 hours to 96 hours in effort to ease the problem of reading our paychecks. Did not ease the problem. When I try to calculate my pay for the cycle I am always missing money. How much money is missing from the department as a whole? 14a. The only employees that receive recognition are the ones that are always in the Division Chiefs face. By this I mean they are there at their beck and call. This is currently the practice on A shift to become employee of the month. Recently our Chief Latin allowed Chief Justinak to reprimand firefighters on the basis of an outside donation scheme for the firefighters of the World Trade attack. It is incredible how Chiefs are able to use our system of counseling to their own benefit. Chief Justinak accused firefighters of stealing for their own personal use and included four other charges to get monies that he felt was owed to him. A compact disc was distributed by a Chief organization in order to generate donations for the 9/11 attacks. The CD's were distributed by Chief Justinak on his off duty time and firefighters were informed that this was an effort outside the fire department. When the end result of all the selling of CD's for donations and the attempt to return CD's that the firefighters were unable to sell, Chief Justinak wanted the money for all the CD's and not the return of CD's based on firefighters pledged the money on their own behalf. Some of the firefighters were to owe $750 each. Needless to say there will never be any effort in the City of Fort Lauderdale Fire Rescue Department to help anyone in donations for whatever cause. This reminds me of another issue based on donations. During the collection for Jerry's Kids Muscular Dystrophy, one of the Division Chiefs threatened to reprimand a firefighter for not wanting to go out and collect donations. In the states of Florida it is illegal to ask for hand outs, donations, or distribute any item on the street. The Division Chief tried to reprimand the firefighter and also started to mandate minimum amounts collected for shifts. Yes, this is the crazy fire department I work for. 22a. The city fire department does a terrible job of training people for promotions. The city fire department leaves all the training to the individual trying to get promoted and does not assist in any way other than printing the Standard Operating Procedures, Rules and regulations, and the TOP man book. Our training department is struggling to keep up with all the personnel and upper management has not added additional people to assist in the employee to trainer ratio. Our fire department is over one year behind in Healthcare Provider re-certification. The basic training required to provide Advanced Life Support. Meanwhile upper management is worried about ECG 12 lead, HAZMAT, and report writing. (Again, the saying retrogressive comes to mind.) 24d. I have absolutely no confidence in my department director (Chief Latin or Chief Kerr) to lead this fire department. The fire department needs to institute a picture of Chief Latin in each and every station so we the firefighters know who the hell he is. Chief Kerr is the most

educated person due to all the seminars that she attends. Too bad Fort Lauderdale Fire Department has not benefited from them. What's a mission statement? 24f. My worst nightmare is the upper management coming out of their office in the sky and trying to lead a disaster. In this case leave it to the people with the best know how and that would be the Division Chiefs and Battalion Chiefs. 25c. I have witnessed some discrimination or harassment on the part of Lt. Duncan. I witnessed him asking the question to firefighter Robnet formerly Quintana what her intentions were in working on the fire department and what she planned on doing in the fire department. This was directed towards her in a demeaning manner. I think this type of question is aimed at her not being able to do the job. Firefighter Robnet and others are unable to move people and equipment in emergency situations due to their body structure (body weight 100-120 lbs.). This problem is a job requirement that has been overlooked by upper management. This is a danger to all firefighters involved in emergency situations and could lead to death. I blame upper management for allowing this to happen by not adhering to the minimum qualifications within their hiring practices. Lt. Duncan should have asked the question in a better manner. I have heard Driver Engineer Jackie Ray complain about the Lieutenants test and how unfair it is to blacks. I have no idea where he gets this idea. He puts forth minimal effort in obtaining the information or the daily skills to perform as a Lieutenant let alone pass the test. These are just a few issues with the Fire Department. I would have to write a book to cover all the inadequacies of the department and our upper management.

925-Sunpro-The fire rescue's reporting system is time consuming and inefficient. We need a new reporting system ASAP. No supervision on rescue trucks-We have all of the new employees assigned to rescue with no supervision. Need officers on rescue. Fire administration rules by intimidation and discipline. Their answer to all problems is to discipline the employees. Very little training. Division Chief Jim Sheehan does not manage his employees well. Talks down to the firefighters, no one on his shift respects him. The Deputy Chief Allen does nothing to him because they are friends. Chief Dennis Sheehan is the same, intimidates employees instead of using the team concept.

928-Part I. Resources. (B) Fire Station conditions are terrible. Many stations show no signs of improvement over the last 40 years. Work environment. (EFGH) I am very disappointed with the division chiefs and above. Upper management tends to lead by intimidation. Although I see this less on A shift, I do hear about it and find it while working on B shift with supervisor James Sheehan. Part IV. (H) Paychecks are very hard to read & understand. When asking questions you don't get answers. Part V. Rewards. Morale is very low. Management tends to discipline more than it recognizes accomplishments. Part VI. There is no confidence in Chief Latin to organize and push this department forward. Additional-Sunpro reporting system does not keep up with the needs of the department. Rescue units in this department do not have immediate supervisors.

929-When I started here 13 years ago the mission and communication were very clear. We were a progressive city. I feel now we are "floundering" there is no clear direction. Everything is a "knee jerk" reaction. There is no recognition for a job well done, but the constant mention of "do more with less." When will the commission realize that you can't provide excellent service when they don't want taxes raised? But, they want all of these programs initiated for the citizens. There is no source of encouragement for city employees to

attend classes. When I just came here you were expected to go to classes. Now no one has the time due to work loads.

931-Frequent promotions based on "contacts" "clicks" or person is placed and groomed. Regardless of additional challenging tasks & assignments added, no upgrade, no salary increase. Last pay study diluted. Title changes do not provide growth or compensation. No support not encouragement within department for career growth recognition. The more you do, the more you get to do. Insider knowledge of buzz words & key phrases shared only by select group to select people. Overall, finance department complacent with status quo. Employees have given up…go alone to get along with effects, productivity and morale. In addition, why is the mayor so negative & critical of staff. Add to poor morale. "Politicking" an election year. 6th floor in city hall has mildew problem. Several employees have chronic health issues still. No clean up planned. Too costly. Employee suggestion program long over due. Incentive to save. Ask the worker.

933-Probation period for new employee's changed from 1 year to 3 to 6 months. Probation period for promotion positions changed from 6 months to none. Pay raises effective timely not retroactive 4 month later. Fair promotional tactics (either testing or no testing, not both). Management training needed on regular basis. Need procedure manual. Allow more leeway with allowable sick days (not penalized on 5 occurrences.)

934-The Fort Lauderdale Police Department is one of the best in the state. It is run with professionalism and fairness to all employees. It now has tremendous leadership with people who truly appreciate the police function & needs of it's employees. I also feel that the City Manager has done an excellent job in trying to right the wrongs committed prior to his annual. The CM demonstrates strong leadership & fosters loyalty from the employees.

937-I've been with the city just over 5 years. I am a Hispanic female born and raised in America. This is what I've been through in my 5 years of employment. Poor training, with no consistency. Poor working conditions. Employees get no recognition for a good job well done, but reprimanded if and when you make a mistake even if a minor one. Promotion from within are handed to people who don't deserve it. It's more "who you know and not what you know." Human Resources/Personnel doesn't offer any type of assistance in helping people trying to better themselves in the city. They don't offer any advice or suggestions. You have to do your own research to help yourself. Supervisors, especially department receive no type of professional training and treat their employees like lower class people, especially those of black & Hispanic decent. I know because I am one of those people who is trying to better herself. But no one listens, no one cares. If you want a better position within, you have to apply and go through a testing process. The tests sometimes have nothing to do with the position. Job positions are offered to individuals prior to the job being advertised. All you have to do is just pass the test. Some jobs are not even advertised. Not everyone has access to the city intranet service. You don't have to rank in the top 5 to be offered a position. People ranking even #11 have been offered jobs. People on midnight shift are the forgotten people who work just as hard if not harder because they have to work while others sleep. Midnight personnel are "last to know" of any new changes or improvements, but "first to blame" if something goes wrong. And are dumped on with extra work because management feels that we have nothing to do. I feel if

you already work for the City and are experienced you shouldn't have to go through a testing part. There should be a way that a position be offered to in house employees first and that you shouldn't have to apply for it as if you were an outsider. City employees (certain ones anyway) get no preferences and no provisions for job consideration. And personnel in the City Hall do not help. It's like pulling teeth to get any information and when you do call, people have attitude problems. Aren't we all co-workers? Aren't we all here to serve the same purpose? Help the public, help each other.

938-Our promotional system should be re-structured. The lack of leadership in our police department is evident. Promotions in recent years have rewarded good test takers with little if any real police experience. Your accomplishments or lack of throughout your police tenure should be an intricate part of the promotional system. This is a great police department & has been a great place to work at for the past 24 years. I would love for those issues to be addressed so that our great tradition continues. P.S. I have not taken a promotional exam based on reasons above, nor do I have any interest in being promoted at this time.

939-Do not promote on race & gender only. Especially when other qualified candidates are available.

941-The biggest problem I see in our city is the trouble caused by a few out to make their fortune through lawsuits against the city. I have never witnessed discrimination against minorities in the time that I have worked for this city. On the contrary I have seen management and others go out of their way to avoid anything that could even appear to be discriminatory. I have seen plenty of discrimination and bigotry shown by minorities against fellow workers and management with impunity since no one would dare mention it. It is a shame that so much of the city's money that could be used for benefits for all of the employees is used to pay for extortion by a select few that know how to play the game. I applaud the city management for using all of their resources to fight these unfair lawsuits.

942-Training & career development needs a lot of attention. I feel that if employees are going to be promoted to leadership positions (supervisors and managers) then the city should ensure that they are properly trained and educated in knowing how to deal with different people.

944-The biggest problems that I see are: The organization is not humanistic. It's most important asset-it's human resources are squandered and are not valued. Women do not have the same opportunities as men. Still a good old boy network in place in senior management. No clear vision from the top is communicated, everyone fends for themselves. Communication is non-existent.

950-The good old boy system is firmly entrenched in the administration of the fire department. Unfortunately for the Chief, several of the Chief Officers below him have been and are, friends from high school or are related in some way. They do conspire, and they give bad consult. The Chief on the other hand creates an environment that has his administration positioning themselves for a more favored posture in the department. That distracts them most of the time from building a fire department that is the biggest, best and most progressive in the county.

953-Our organizational structure makes no sense. Staff hierarchy does not exist so we are not getting management experience. Upper management doesn't communicate with one another, so you don't know who's direction to follow. The facility is falling apart. The a/c is always broken. Toilets never work, broken lights "aren't a priority", so we have to work or use the toilet in darkness. Cubicles are too small, we need more conference rooms for meetings, the "lunch room" is too small. No accommodations for those with disabilities or nursing mothers. Policies are not clearly relayed to staff. Interpretations are constantly changing-even by the same person. The City should provide low cost daycare. CAO does not provide enough direction, and when they have suggestions it is always at the last minute. We have a varmint problem in our work area and we're told that we'd have to exterminate the entire building & don't have the money to do it. Meetings (staff) tend to get out of hand with disagreements. Morale is low. Praise is hard to come by. Projects never seem to end. We're always spinning wheels. It's as if the commission & CMO don't want change/progress-just the illusion of it.

954-I think what is very important for improvement in the workplace is to uplift employees is that: each supervisor should call for a monthly staff meeting with their subordinates or employees to discuss good news or bad news or whatever is concerning work disagreement, problems, etc. This way an employee can voice their opinion at these monthly meetings. These meetings can also clear up any rumors. This is really a good incentive & it will help boost the morale of employees to a better understanding. From these staff meetings, employees can also get the latest information on anything or just discuss good news for the department and get feedback.

956-Safety training for parks staff, first aid & safety. Make foremen responsible for damaged truck & equipment. New trucks are damaged and don't get fired. No reports made. City trucks look dirty. Vehicles should be cleaned often. Parks & Public Service compound is not secure. Gates always open, citizens walk and community service people go through our yard, trucks open, tools out, things turn up missing and no alarms on building. Lots of items-private entrance for community service.

957-Upper management do not treat employees fairly and humanly when an employee is accused of wrong doing or poor job performance. The employees are guilty and not permitted to defend themselves properly and defense falls on deaf ears. The excruciatingly painful workload amount is divided among one-third the amount of employees that a city this large permits to be on staff. This is unproductive and poor customer service. For a city this large to operate this way is unjust to the employees and the customers. This is a disgrace and an embarrassment. The fact that the Mayor has publicly expressed his contempt for city employees is very unprofessional and should not be allowed. He should be reprimanded or penalized and made to stop this behavior in all forms. The work environment is disgusting. The filth, overcrowded working conditions, there is no privacy, there is too much noise, confusion and commotion. The politics permitted to infiltrate this department's policies and procedures has been extremely abusive at times. Politics in this office and the games played are unprofessional. The reason this office exists at times is made unimportant by upper management. Upper male managers and other male employees should not be allowed to use the phrase "we have to finger it out", in the presence of any female employees. Upper male managers and other male employees should not

be allowed to make sloppy, sucking, lip smacking sounds reminiscent of a females genitals being used by someone's mouth, in the presence of female employees.

958-Sick time is encouraged due to managers not allowing days off. An open day (a possible day off) is nearly impossible to get. Employees are not counseled or spoken to about making changes. They are written up and placed in our file. Negative reinforcement seems to be the city's new policy. Managers don't talk to employees or offer new direction, they send counseling slips. If a problem arises in our department no one attempts to get the message out, they just keep issuing reprimands. Upper management seems to care nothing at all about morale. It's our way or no way. Nepotism is a problem in our department. People are afraid to speak out against one family member since possible repercussions could and most likely would be felt from another family member. These family members are dictators with hot tempers and need to be monitored.

959-The major concern I have is respect for us from our office manager. Our office is either too busy or does not think we need to be kept up to date on matters affecting our department and the city in general as we never hold staff meetings. The only time the office manager does hold staff meetings is to advise us of things we are doing wrong. There is not much praise for our work from the office manager. The management person I work with always is thankful for the job that I do and that praise goes a long way. We work very well together and always get the job done. Some of the employees in our department are way overdue on evaluations and salary increases and I feel that taking care of these matters is very important to the employee and overall morale of the individual and office in general. Space is a problem in our area. There is not enough work area space, file cabinets and that adds up to inefficiency. Rather than purchase the cabinets, etc. that we need, we end up with old ones that other offices are discarding. We could really use a file clerk in our office, which would greatly increase our productivity in more important areas. Since I have worked for the city the workload has increased. I don't mind the hectic pace whatsoever, but feel like I am not able to do my very best. I enjoy working for the city and would not change my job for anything. I have always had good interaction with other employees.

960-New supervisors need more training and must be encouraged to be mature enough to treat employees like adults who are held responsible for their actions.

963-If you are not a cop you won't get anywhere. If you are not black you won't get anywhere. If you are female, which I am, you get "shit" on all the time. Overall, this place "sucks" to work for. Unfortunately I have worked here 25 years and cannot get out. Unless you die, is that such a bad thing? Management doesn't give a damn about their people, how anything is done right (unless they get into trouble for it), all they care about is how much they make. To sum this up-if you are looking for a job, you won't be treated right here.

964-This department has become to compartmentalized. They continue to run full services and even expand services without proper manpower. Manpower shortages for regular staff have increased year by year. (Excluding management staff) Management seems to be the only place not running short of staff. The city was notified of a great number of the police

retirees, sometimes with 3 years advanced notice because of the drop plan, yet they failed to adequately prepare. All communications.

965-My employment with the City of Fort Lauderdale began in January 1994. I started working in utilities and then was promoted into my present position in the Engineering Department in late 1996. Upon receiving this promotion the City had began it's second large-scale re-organization which affected my work since my arrival. Wholesale changes were made again in 1997 or 1998 when we hired a new City Manager. My Division is responsible for reviewing residential and commercial development plans (projects) and those involving Franchise Company (power, gas, telephone, cable and other fiber optic communication facilities). My office is also responsible for land conveyances (dedications) and vacation of public rights of way and easements, traffic, site circulation, construction coordination, site foundation dewatering operations, new utility services (water, sewer, and storm water service coordination), enforcement for non-compliance within the City's rights of way, and communication in conjunction with these primary responsibilities. My office reviewed or prepared approximately 2,650 private construction permits, 197 development site plans, 185 utility service applications, 15 sewer service agreements, 35 right of way or easement deeds, and 50 enforcement actions. I list these quantities to provide a perspective of the responsibilities for the engineering portion of our One Stop Shop. While other disciplines review similar quantities (or perhaps more numbers of permits) my office must effectively manage a multitude of demands with a fraction of the staffing. The City's focus in my area for a "One Stop Shop" was implemented for customers to come and resolve essentially any demands from a construction service perspective at one office. This makes sense if the required resources are located for those service demands. Our Division has endured severe problems in demands and has been afforded minimal staff. Turnover in staffing has been a problem although some stability has now occurred through my reclassification of the position assisting me. My recommendations for improving our area of responsibility are as follows: assess the staff's responsibilities, reallocate efforts and match appropriate number of personnel in the proper Departments to perform those different responsibilities, train that staff in both building, engineering, and utilities operations to effectively route or communicate customer service demands so that they can be completed properly. It would appear that our current Management structure (at the City Manager's level) is organized effectively to re-organize this operation. We now need to carry this re-organization down into lower tiers of the structure so that middle and lower level managers and non-management staff are inclined to enthusiastically work toward an effectively operating office. Several of my engineering colleagues are currently burnt out and/or frustrated with disorganized authority structure and policies, which short-circuit a logical chain of command. We understand that "Money talks" and that there must be funding or a budget to compliment the addition of staff, but there are departments, divisions, administrative staff and field personnel that are under utilized and there are others which are severely over utilized. There are additional morale problems involving race relations that have apparently festered in our organization for years if not decades. While I understand some of the complaints and think they may very well be founded, I think your company would do a disservice to the entire staff of the City to focus on the agenda of a fraction of staff who would like nothing more than you to concentrate on these issues. They definitely need focus, but to ignore our resource allocations and efficiency would be a "huge" mistake.

971-The comments are not in any particular order. Two years ago we were asked by our director to make a list of things that we would like to see changed for the good of the department. For the most part all of the inspectors participated in the "project". We ended up with a list of approximately 58 items that we would have liked to see implemented. There were naturally some items that were not feasible, but there were also some items that we felt would help us do our job and also improve the morale of the department. Of all the items, only one was used. That was changing our staff meeting from the Wednesday the day before the Special Master, which meets on the first and third Thursday of the month, to the second Wednesday of the month. This item had the least effect and actually, in my opinion, lowered the morale of the department. Just recently we went through the motions to have our pay scale changed. We formed a committee, developed a well thought out presentation, did a lot of research of other cities, and spent our own money for this project. There were pre-presentations to City officials, and also City officials riding along with our inspectors. Everything is ready, the committee goes over for the presentation, makes the presentation and we are then told that city policy would not allow a pay change. Why did they waste our time when they knew all along that the City would not allow a pay change? This brings up another point. We seem to be the ones that do the work that others do not want to do or don't have time for. Some other items briefly: Taking away our 4/10 workweeks. Not being honest with the inspectors. If there are decisions that are to be made that affect the inspectors, why do we not have input. The yearly revue system is a complete joke. There is absolutely no incentive to take the extra step in this job. We get training in equipment or computer programs, and then we don't receive the equipment or software, or it shows up 6 months after we had the training. When we received the survey, they were in an envelope with our name on it and we were told not to mail it, but to bring it back to our supervisors in the envelope so our names could be checked off. This is supposed to be confidential? Only a phone call "across the street" rectified this. This past week our Assistant Director told one of the inspectors to withdraw a case from the Special Master. Found out later on that this was a friend of his. The case was such that the inspector had to go forward with it, even though the AD did not feel that it merited it. The department needs help in many areas. Clerks are over worked, we need a new set of policies, due to all of the changes in the department. We have too many supervisors, an assistant director that is not needed and too much confusion. I hope this survey is used in a positive manner and not punishment for the workers.

972-I will say that we had a survey like this before and it is the general opinion that nothing will change as a result of this survey. As a person that loves his work here, I will try once again to make suggestions. Very little was mentioned about the Pension Plan. It is in desperate need of overhaul. The basics of pay is not the problems, it is the age scale that is flawed, and is discriminating to those in the age 40s bracket. There are a lot of people in that bracket I know of that have been upset with the way they have been forgotten when it comes to early retirement. The age of retirement has been addressed, but the age of early retirement has not. At this time, almost everyone that I have talked to will opt to retire at 55 with a drop, rather than leave early at 50. This will max the payments to retiring employees, and increase the TPA pay-out of Health Insurance Claims, since this is the time for Health issues. I say, lets lower the early retirement to 45 with 13-15 years experience. This will give incentive to those to leave early providing a much less drain on the pension fund. If you check the average age of City Employees employed at Fort Lauderdale with time served, it will reflect the validity of this suggestion. If there is something I missed that makes the above suggestion impossible, here is

another idea. About 6 years ago, Sam Finz (City manager) of Hollywood initiated a buyout of high salaried employees of 7 years served and more and gave them pension benefits. He restructured and correctly lowered the salary of incoming City Workers which led to the kind of City Hollywood is today, and the taxpayers loved it. I suggest Floyd Johnson looks into the same idea, and how Sam made this successful transition possible. After all, how many Fort Lauderdale FOPA workers are earning $20 an hour? Check that out. The answer will be amazing. This way Fort Lauderdale can staff many more utilities (public services) staff at a cheaper rate.

976-This department needs to organize peer groups to work together. Management would help by fostering less "then" and "us" within the divisions and have much better interaction & communication between the divisions. Overall, though I'm happy & proud to work for the City of Fort Lauderdale.

977-Department goals have no bearing on reality or what must be done to support my activities. Goals are dictated to us without our input. Management style is dictatorship, staff expertise is often disregarded in decision making process. I have seen discipline problems in other department that can not or were not resolved due to the employee's race, out of fear of being accused of being a racist. This is not limited to the City, it is a national problem.

981-No one in the organization seems to be able to tell the City Commission that the projects and tasks they ask to be completed within a certain period of time cannot be done. As a result, expectations continue to rise, more and more projects are demanded to be completed within a certain period of time and there is insufficient staff with the expertise to complete these projects within the time promised. This has resulted in a number of negative consequences that include mistakes made in completing the project in an insufficient period of time, low morale, constant fear and an increased level of chaos. It is also difficult to work for an organization headed by an elected official whose primary goal appears to be to find fault with the staff that works for the city commission. Not only does he try to find mistakes and publicly declare them, he accuses the person making a mistake of criminal acts and continues to make these accusations publicly at every opportunity.

982-There are minimal benefits to being a mid level manager. These benefits (pay, insurance, etc.) must be improved.

983-Provide the right size envelope for this survey.

985-My only concerns are: not enough employers in certain areas to do the job required (requires much overtime) and the request of some top managers for information very quickly. We all have regular jobs which keep us quite busy. We are asked, however, to provide information quickly, or ASAP, which interrupts some procedures that have deadlines. This causes us to work overtime, or places stress on some employees who can't work overtime. Because the request comes from top management or from the mayor/commission, we feel we must do it quickly. Additional, qualified staff would ease some of this burden.

986-I believe that the City of Fort Lauderdale is an excellent place to work and have made this recommendation to friends. I have never witnessed any type of discrimination at work and am tired of reading about it in the newspapers. It appears that one or two people (who have access to the newspapers) have caused the City to be labeled as discriminatory-undeservedly. I have confidence in the city manager's ability to lead us in the right direction and overcome the perception of discrimination in our workplace caused by the news media keeping one or two cases on the front page. Regarding health insurance, the City does need to keep a watchful eye on this and I believe has learned a lesson that will result in a better managed plan.

988-The spare fire trucks are a hazard to employees and citizens. Nothing gets repaired properly or timely. Our department managers are out of touch with what the worker needs/problems are. Our department is full of hostility at the manager's level. The fire department leaders are only concerned with punishment and intimidation. All the minorities get special treatment, incompetence is tolerated due to a fear of harassment charges. The fire stations are in deplorable condition. Nothing is done, nor will it ever be. P.S. I received this survey two weeks late. What does that tell you? By the way, I don't think this will ever be read. I would sign this, except my boss will come after me.

989-The city needs to desperately work on employee morale and find better ways to foster a "team" work ethic. There are too many chiefs and not enough Indians. Management is taking a huge blow as a result of the health insurance changes resulting from the city's mismanagement of the plan. Salaried employees often work 40-60 hours a week with no additional compensation. The continued loss of benefits and lack of raises has forced me to do an ok job rather than the 110% I was providing. I came to the city partly because of the benefits. I am now losing money so moving to the city is now a step backward in my career. If the city is going to make us pay these outrageous co-pays for medications and doctors visits, there should be some sort of replacement benefits to make up for the financial loss. On top of this, they are considering changing the wellness program resulting in an even greater loss. I think all of the discrimination issues are out of control and it has made for a very uncomfortable environment. It is very difficult to be friendly and natural when a constant that is always looming over you because of a fear that someone may upset you. There definitely has to be huge change in this area. Also employees should not be able to use this as a weapon, as it often appears to be the case. The "ring leaders" should be able to be controlled and it seems no one does anything about it.

990-I feel that working for the FLPD for more than 10 years has been very unrewarding. I have been amazed at the promotion and recognition system in place. Recognition is almost non-existent and is preferential when given out. The promotion system is laughable. For the effort of developing tests, oral interview and standards which should be met by employees, then to rank the employees based on the results and ranking them according to these results 1,2,3, etc. It seems strange to promote randomly off this list instead of just going down the list from most qualified. I would suggest that the latter be adapted immediately, and the applicants name, sex, race not be known, the applicant should be assigned a number. The oral interview should be dropped, it is a way to be biased. Then when the applicant is ranked only by the testing standards any question of random promotions or biased would be eliminated. Since the names of

the favorites would not be known, the sex or race also would not be known. Who knows, maybe the most qualified might get promoted and fairness would be re-instated.

991-The problem is not with the operations division. The problem is with the administrative division and fire rescue headquarters. They are totally disconnected and ignorant of what problems face the operations division. They will not acknowledge any input from operations division chief officers or rank and file personnel. Most importantly the administrative chief officers will not and cannot find the time and effort to say thanks or good job. Everything uttered from administration comes in the form of a threat such as discipline, intimidation, etc. The problems lie with bullies assigned to headquarters who unfortunately have the fire chief's ear. There is nothing but hatred and contempt coming from headquarters versus positive reinforcement.

992-I have had a great concern here at the City of Fort Lauderdale. I have been treated fairly and thank God for this job. I'm sure there may be room for improvement, and I'm sure that there may have been people that were not treated fairly, but I personally have no complaints.

993-Part IV. (F) The worker's compensation program is the worst. Especially the person that manages, like John Gore, this person seems to have no interest in a worker's care after an injury. Part V. (D) Promotions are not awarded fairly. I know of a person in my department that spends more time in the office than on the job he was hired for. He was promoted at the same time I was with not as much experience, and did not take the test that the rest of us did. Even as to this day, he spends very little time on the job that he is paid to do. And every time you get your performance rating his is the same time as mine, hard to believe but it's being done.

994-Unable to understand paycheck with ease. Every memo that comes out is always threatened with discipline if not followed, seems like they try to put fear in you to do your job. Sunpro is the absolute worst computer program out on the market. City just bought it, stuck us with it and basically say "deal with it". No input from outside source on a better program. Not enough computers in stations. Division Chief of special projects is always looking to discipline anyone he can, gives no leeway to anyone working with Sunpro. Drug investigation was a witch hunt. City was looking for anyone to put blame on. Christmas CD incident was an absolute outrage. No Chief should be able to solicitate things to personnel. Then when CD's not sold, pass down discipline. Everything always finishes with discipline. Not right tools or correct amount to do correct job. Medical director has too many agencies to do proper job. Medics have no relations with him.

995-Someone needs to come audit the records department. We need professional management. Please help.

996-The city needs to be free of racial discrimination and the city manager Floyd Johnson needs to do the job he was hired to do. If your employees are right you stand behind them (stand up for them) but if they are wrong you need to punish them and inform them that the type of behavior is not accepted in the city. The manager is supposed to set an example for the employees and the community. The city needs a comfortable, respectful work environment. The

employees that have earned raises and promotions need to receive them. No more racial discrimination against blacks or any minority.

Not numbered-I am a long time city employee in a supervisory position in the Treasury division of the Finance department. Over the years I have noticed many inequities in our organization. We as an office have attempted to have these issues resolved in many different ways, i.e.; "Team" meeting approach; direct discussions with upper management; direct discussions with personnel; pay study process. None of the on-going issues that concern me to date have seen any resolution. I will start with the inequities in the pay structure citywide. Our Customer Service Representative 1's are among the lowest and hardest working employees in our organization. It is common knowledge throughout City Hall; one does not stay in the "water department", as the work is too hard and stressful. We are constantly dealing with high employee turnover, inability to train adequately, excessive sick leave, and low morale. It is also commonly known that the work is easier in other departments and the pay is more. Service Clerks citywide are paid more and in most instances have less stressful, less complicated positions than the CSR 1's in water billing. We know this for a fact because this department is the training ground for those positions and we have constant contact with former employees that I might add are quite honest about the situation. It is very difficult as a supervisor to deal with this situation year after year. When asked by my staff why it continues to happen, frankly I have no answer. It does appear many PD13's are quite successful in City Hall. It also appears that it depends upon who you work for and who "signs off" on them. Our employees are privileged to that information as it is openly discussed in our organization. Morale is low in the water department and low pay is among one of the Chief complaints. Because we are constantly dealing with a high rate of turnover we are constantly hiring new employees. The process is as tedious as it can possibly be. It takes too long to hire staff. In addition by the time we have hired new employees our seasoned employees are "burnt out" and studying the "job announcement list". And so it goes….A never-ending cycle of frustration and exhaustion. In addition, I would like to implore the highest level management to come and observe the conditions we work in. We are like "rats in a maze". We are crammed into a small office that leaves each of us feeling claustrophobic at the end of the day. It saddens each of us, when we go to the Parking office and other City offices and observe the huge workspace that other city employees are entitled to. Why is "waterbilling" held in such low esteem? It has been this way for years. I would also like to address the resources that are given to the Finance department in general. I look around our entire organization and the same observations are made year after year: The finance department is the last department in line when the tools and resources necessary to do one's job are budgeted. There is state of the art equipment in this organization….None of it will be found in the finance department. It is difficult to explain to employees year after year, "there is no money in the budget". Those same employees make the same observations I make, there is money in someone's budget, just not ours…. The working conditions in our organization are so incredibly different depending upon what department you work in and whom you work for. Many offices routinely close for "luncheons" at different times of the year. Our office is never allowed to close. Never mind to go out to lunch, how about just to do the necessary paperwork associated with the job. We find it interesting that Parking Customer Service is closed daily to tend to the necessary paperwork associated with their jobs. Our division is drowning in paperwork and yet we are closed long enough each day to lock the doors and get out of the office…The paperwork piles up and customer service suffers. It would be so beneficial to the

City of Ft. Lauderdale if changes were made to the "water billing" office. May I suggest? Work environment adequate in size to accommodate the size of the staff. All tools, and resources necessary to do our job. Pay commiserate with the job. Hours of operation adjusted to accommodate the necessary paperwork. I look forward to the day I can hold my head high as a supervisor and know that a fair and equitable employer employs me, that the tools I need are available. Know that the employees in my division are satisfied; and most importantly the customers we serve truly receive our daily "best".

Not numbered-I have skipped over the other pages because most of the issues addressed on those pages don't even tough the surface of the problems. Do you really think employees care about the office supplies available to them when there is so much else of major concern going on around them every day? I am in the DROP program and, for obvious reasons, will not give my Department for fear of retaliation because I know how the City operates. Change needs to begin at the top and not at the bottom. How on earth did those in charge ever let our health insurance get in the mess it has become, being over $6 million in the red…and why don't heads roll over that mess. Because those in charge choose to pass the buck and give us a royal song and dance about costs changing. Where were those in charge when all this mess was accumulating? Also personnel and the way they determine who is qualified for a position is a joke. Many times qualified applicants, who would make good employees, are told they don't "meet the requirements" while on the other hand, rules are bent every day in order to promote those who aren't qualified but have the "right connections". And then the higher ups wonder why morale is low. How can personnel employees, who have no idea what people actually do in their jobs, sit in their offices and determine who is or who isn't qualified. There is no incentive to take tests and work hard because if you're not on the "in list" you can forget going anyplace. Rules are bent all the time in order to accommodate "friends" of higher ups so it's definitely a case of not what you know but who you know. It's all a political game and frankly very disgusting to those of us who see it go on all the time. It's also a joke that one particular Assistant City Manager has been singled out as an "example" and is being "allowed" to leave when we all know that the two who will remain have skeletons in their closet that would make for good public knowledge. I have so much more I could say but I will wait until I am safely retired and have my hard earned pension in hand before I make myself known. Is there a "fear factor" at work in this City? You bet your life there is and God help those trusting employees who think they can remain anonymous if they dare to say which department they are working in. Big Brother will find some way to determine who you are and there will be hell to pay. I am not unintelligent and am not foolish enough to think there would be no repercussions should my identity be known. I have seen how the system works for many, many years and used to have hope that it would change but nothing ever changes, just the man who is in charge. I'm sure this is probably not what you are looking for with this survey but I refuse to take part in another "lesson in futility" so I'm not answering questions that don't mean anything and won't change the things that need to be changed. I wish I could believe that all of this will make a difference, but, sadly, it won't. Maybe if we had a "clean sweep" of the commission, top management and then asked for a survey, we would get some honest results. As it is now, people who feel the need, will "play the game" but those of us who have seen too much for too many years know it will most likely never happen, at least not during our working years. Our benefits are good and our salaries are good for the most part, it's just all the inequities we see that are discouraging. I'm not at all sorry I work for the City and have made some wonderful friends here, but it would

be so much better if there were some honest to gosh changes that meant something and not just "token" changes that last for a while and then go right back to the way things were. Thanks for listening. This may not be what you are looking for but at least I'm glad that I finally got the chance to say it. Not numbered survey-Let's make it easy & short. This city is organized like the Mafia. "Organized crime." The have and have nots. Two teams. Theirs and the opposition. A bill of no confidence from the Mayor, City manager and code enforcement teams. And I do mean said statements. Check it out, or let us down.

Not numbered survey-Both myself and other employees in our department have a tremendous amount of interaction with the public and the city commission office. We are often stressed to the limits in trying to meet the expectations of the city commission. We are always pressured by individual commissioners to respond to their favorite constituents. We are harassed by "friends of the mayor" and the mayor himself, who is constantly referring to city employees in public in derogatory terms. This has created a very hostile working environment for the employees of this city, not only in our division, but in other city divisions, for we all talk about this, but feel nothing can be done about it. As a result of this constant pressure from senior city leaders to please this commission, who wants everything done, and now…without proper consideration to workloads, staff resources, laws, etc. We are often running in multiple directions at once, given conflicting direction, and as such, we waste a lot of time trying to fulfill a very unclear vision from "senior city leaders"-our commission. I empathize with the city manager's office who is trying to always please all five commissioners-but by doing so has lost the ability to lead the staff of the city. This pressure on the City manager's office has trickled down into all levels of our government-which I believe is why we are experiencing such pressure between city staff and managers.

# 2002 City of Fort Lauderdale, Florida
# Organizational Climate Survey

## Part I: RESOURCES

1. **Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below**. [If a statement does not apply to your situation, circle "NA"]

| | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Not Apply |
|---|---|---|---|---|---|---|
| (A) I have all the tools and equipment I need to do quality work | 5 | 4 | 3 | 2 | 1 | NA |
| (B) I have adequate space to do my job | 5 | 4 | 3 | 2 | 1 | NA |
| (C) I get the supplies needed to do my job in a timely manner | 5 | 4 | 3 | 2 | 1 | NA |
| (D) Repairs to equipment that I need to do my job are completed in a timely manner | 5 | 4 | 3 | 2 | 1 | NA |
| (E) The City's voice mail system meets my needs | 5 | 4 | 3 | 2 | 1 | NA |
| (F) The City's e-mail system meets my needs | 5 | 4 | 3 | 2 | 1 | NA |
| (G) Sufficient preparation is undertaken to fill job vacancies | 5 | 4 | 3 | 2 | 1 | NA |
| (H) My desktop computer meets my needs | 5 | 4 | 3 | 2 | 1 | NA |
| (I) City vehicles are available when needed | 5 | 4 | 3 | 2 | 1 | NA |

2. **If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED.** [Write the letters below for your 1st and 2nd choices using the letters from the list in question #1.]

_____ 1st Choice  _____ 2nd Choice  None Needed

3. **Overall, how satisfied are you with the quality and availability of resources in the department or division where you work?** (Check ONE)
   ___(5) Very Satisfied
   ___(4) Satisfied
   ___(3) Neutral
   ___(2) Dissatisfied
   ___(1) Very Dissatisfied
   ___(9) Don't know

## Part II: WORK ENVIRONMENT

**4. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below. *Your WORK UNIT is the group of employees in your department or division with whom you interact and share a common supervisor*.** [If a statement does not apply to your situation, circle "NA"]

| *NEGATIVE FACTORS* | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Not Apply |
|---|---|---|---|---|---|---|
| (A) Gender discrimination is a problem in my work unit | 5 | 4 | 3 | 2 | 1 | NA |
| (B) Racial/ethnic discrimination is a problem in my work unit | 5 | 4 | 3 | 2 | 1 | NA |
| (C) Unwanted sexual remarks/sexual harassment is a problem in my work unit | 5 | 4 | 3 | 2 | 1 | NA |
| (D) Age discrimination is a problem in my work unit | 5 | 4 | 3 | 2 | 1 | NA |
| ***POSTIVE FACTORS*** | | | | | | |
| (E) My work unit is free from hostility | 5 | 4 | 3 | 2 | 1 | NA |
| (F) I am treated with respect by my co-workers | 5 | 4 | 3 | 2 | 1 | NA |
| (G) I am treated with respect by my immediate supervisor | 5 | 4 | 3 | 2 | 1 | NA |
| (H) I am treated with respect by senior management | 5 | 4 | 3 | 2 | 1 | NA |

**5. If the City were to make improvements in the areas listed in Questions #4a-h above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED.** [Write the letters below for your 1st and 2nd choices using the letters from the list in question #4.]

_____ 1st Choice  _____ 2nd Choice  None Needed

**6. Overall, how satisfied are you with the work environment in the department or division where you work?** (Check ONE)

___(5) Very Satisfied
___(4) Satisfied
___(3) Neutral
___(2) Dissatisfied
___(1) Very Dissatisfied
___(9) Don't know

**7. Do you generally think the City is a good place to work?** (Check ONE)

___(1) Yes ___(2) No

**8. Would you recommend employment with the City to a friend or family?** (Check ONE)

___(1) Yes ___(2) No

## Part III: COMMUNICATION

**9. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below**. [If a statement does not apply to your situation, circle "NA"]

| | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Not Apply |
|---|---|---|---|---|---|---|
| (A) I receive information about things that affect me in a timely manner | 5 | 4 | 3 | 2 | 1 | NA |
| (B) My immediate supervisor keeps me well informed | 5 | 4 | 3 | 2 | 1 | NA |
| (C) The City's employee newsletter is a good source of information | 5 | 4 | 3 | 2 | 1 | NA |
| (D) I know where to go when I have questions about a work related issue | 5 | 4 | 3 | 2 | 1 | NA |
| (E) Employees in my department are easy to contact | 5 | 4 | 3 | 2 | 1 | NA |
| (F) Employees in other departments are easy to contact | 5 | 4 | 3 | 2 | 1 | NA |
| (G) I know who to refer the public to when I receive requests for information that are outside my area of responsibility | 5 | 4 | 3 | 2 | 1 | NA |

**10. If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED.** [Write the letters below for your 1st and 2nd choices using the letters from the list in question #9.]

_____ 1st Choice  _____ 2nd Choice  None Needed

**11. Overall, how satisfied are you with the quality of communication in the department or division where you work?** (Check ONE)

___(5) Very Satisfied
___(4) Satisfied
___(3) Neutral
___(2) Dissatisfied
___(1) Very Dissatisfied
___(9) Don't know

## Part IV: COMPENSATION & BENEFITS

**12. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below**. [If a statement does not apply to your situation, circle "NA"]

| | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Not Apply |
|---|---|---|---|---|---|---|
| (A) I am familiar with the City's retirement benefits | 5 | 4 | 3 | 2 | 1 | NA |
| (B) I understand what is covered by the health plan I am provided through my employment with the City | 5 | 4 | 3 | 2 | 1 | NA |
| (C) My health plan benefits are easy to use | 5 | 4 | 3 | 2 | 1 | NA |
| (D) Problems with my health plan benefits are easy to resolve | 5 | 4 | 3 | 2 | 1 | NA |
| (E) The City does a good job managing my health insurance plan | 5 | 4 | 3 | 2 | 1 | NA |
| (F) The City does a good job managing Worker's Compensation claims | 5 | 4 | 3 | 2 | 1 | NA |
| (G) I am knowledgeable about the City's vacation and sick leave benefits | 5 | 4 | 3 | 2 | 1 | NA |
| (H) My pay check is almost always accurate | 5 | 4 | 3 | 2 | 1 | NA |
| (I) Problems with my pay are easy to resolve | 5 | 4 | 3 | 2 | 1 | NA |

**13. If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED.** [Write the letters below for your 1st and 2nd choices using the letters from the list in question #12.]

_____ 1st Choice

_____ 2nd Choice

None Needed

## Part V: REWARDS & RECOGNITION

**14. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.** [If a statement does not apply to your situation, circle "NA"]

| | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Not Apply |
|---|---|---|---|---|---|---|
| (A) City employees who perform well receive adequate recognition | 5 | 4 | 3 | 2 | 1 | NA |
| (B) The work I perform is evaluated fairly | 5 | 4 | 3 | 2 | 1 | NA |
| (C) Rewards and recognition are distributed fairly | 5 | 4 | 3 | 2 | 1 | NA |
| (D) Promotions are awarded fairly | 5 | 4 | 3 | 2 | 1 | NA |
| (E) Managers in my department recognize individual accomplishments | 5 | 4 | 3 | 2 | 1 | NA |
| (F) Poor job performance is dealt with effectively by managers in my work unit | 5 | 4 | 3 | 2 | 1 | NA |
| (G) The City should recognize employee accomplishments more | 5 | 4 | 3 | 2 | 1 | NA |

**15. If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED.** [Write the letters below for your 1st and 2nd choices using the letters from the list in question #14 above.]

_____ 1st Choice  _____ 2nd Choice  None Needed

**16. Overall, how satisfied are you with the level of rewards and recognition that is currently given by the City to employees in your work unit?** (Check ONE)

___(5) Very Satisfied
___(4) Satisfied
___(3) Neutral
___(2) Dissatisfied
___(1) Very Dissatisfied
___(9) Don't know

**17. Overall, how satisfied are you with your current employment with the City of Fort Lauderdale?** (Check ONE)

___(5) Very Satisfied
___(4) Satisfied
___(3) Neutral
___(2) Dissatisfied
___(1) Very Dissatisfied
___(9) Don't know

**18. Compared to a year ago, how do you think the quality of your employment with the City of Fort Lauderdale has changed?** (Check ONE)

___(5) Much better
___(4) Somewhat better
___(3) About the same
___(2) Somewhat worse
___(1) Much worse
___(9) Don't know

## Part VI: STRATEGIC DIRECTION

**19. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.** [If a statement does not apply to your situation, circle "NA"]

| | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Not Apply |
|---|---|---|---|---|---|---|
| (A) I know the City's vision for the future & how my department contributes to that vision | 5 | 4 | 3 | 2 | 1 | NA |
| (B) I know my departments/division's performance goals | 5 | 4 | 3 | 2 | 1 | NA |
| (C) I know how my job supports the City's long range goals | 5 | 4 | 3 | 2 | 1 | NA |
| (D) City departments work well together | 5 | 4 | 3 | 2 | 1 | NA |
| (E) This City is moving in the right direction | 5 | 4 | 3 | 2 | 1 | NA |
| (F) Managers in my department are realistic in their expectations of employee performance | 5 | 4 | 3 | 2 | 1 | NA |
| (G) Staff in my department are organized effectively | 5 | 4 | 3 | 2 | 1 | NA |
| (H) Employees in my work unit are highly motivated about accomplishing our goals | 5 | 4 | 3 | 2 | 1 | NA |
| (I) I seldom waste time because I don't know what to do | 5 | 4 | 3 | 2 | 1 | NA |

**20. If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED.** [Write the letters below for your 1st and 2nd choices using the letters from the list in question #19 above.]

_____ 1st Choice  _____ 2nd Choice  None Needed

**21. Overall, how satisfied are you with the strategic direction that is provided by senior City leaders?** (Check ONE)

___(5) Very Satisfied
___(4) Satisfied
___(3) Neutral
___(2) Dissatisfied
___(1) Very Dissatisfied
___(9) Don't know

## Part VII: PROFESSIONAL DEVELOPMENT

**22. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below**. [If a statement does not apply to your situation, circle "NA"]

| | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Not Apply |
|---|---|---|---|---|---|---|
| (A) I receive adequate training to perform my job responsibilities | 5 | 4 | 3 | 2 | 1 | NA |
| (B) I receive constructive feedback on my work performance from my immediate supervisor. | 5 | 4 | 3 | 2 | 1 | NA |
| (C) There are an adequate number of career opportunities available for me at the City | 5 | 4 | 3 | 2 | 1 | NA |
| (D) The City does a good job of preparing employees for promotions | 5 | 4 | 3 | 2 | 1 | NA |
| (E) Orientation programs for new employees are effective | 5 | 4 | 3 | 2 | 1 | NA |
| (F) I am familiar with the City's Organizational Development & Training programs | 5 | 4 | 3 | 2 | 1 | NA |
| (G) The Organizational Development & Training programs I have attended are effective | 5 | 4 | 3 | 2 | 1 | NA |

**23. If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED.** [Write the letters below for your 1st and 2nd choices using the letters from the list in question #22]

_____ 1st Choice  _____ 2nd Choice  None Needed

## Part VIII: PERCECPTIONS OF MANAGEMENT

**24. Using a 5-point scale, where "5" means "Strongly AGREE" and "1" means "Strongly DISAGREE," please indicate how much you agree with each of the following statements by circling the corresponding number below.** [If a statement does not apply to your situation, circle "NA"]

| | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Not Apply |
|---|---|---|---|---|---|---|
| (A) My immediate supervisor makes good use of my time | 5 | 4 | 3 | 2 | 1 | NA |
| (B) I have confidence in my immediate supervisor's ability to do his/her job | 5 | 4 | 3 | 2 | 1 | NA |
| (C) I have confidence in my division manager's ability to do his/her job | 5 | 4 | 3 | 2 | 1 | NA |
| (D) I have confidence in my department director's ability to lead my department | 5 | 4 | 3 | 2 | 1 | NA |
| (E) I think the City Manager's Office does a good job managing the city | 5 | 4 | 3 | 2 | 1 | NA |
| (F) I think my division/department could respond effectively to a major crisis or disaster | 5 | 4 | 3 | 2 | 1 | NA |

## Part IX: OVERALL ATTITUDES AND PRIORITIES

**25. Using a 5-point scale, where "5" means "Very Important" and "1" means "NOT Important," please indicate how important you think it is for the City to make improvements in each of the following areas over the next two years by circling the number below.** [If you Don't Know, circle "NA"]

| | Very Important | | Somewhat Important | | Not Important | Don't Know |
|---|---|---|---|---|---|---|
| (A) Ensuring employees have resources to do their job | 5 | 4 | 3 | 2 | 1 | NA |
| (B) Improving internal communication | 5 | 4 | 3 | 2 | 1 | NA |
| (C) Fostering a work environment that is free of all forms of discrimination | 5 | 4 | 3 | 2 | 1 | NA |
| (D) Educating employees about compensation and benefits | 5 | 4 | 3 | 2 | 1 | NA |
| (E) Providing more recognition to employees | 5 | 4 | 3 | 2 | 1 | NA |
| (F) Enhancing professional development opportunities for employees | 5 | 4 | 3 | 2 | 1 | NA |
| (G) Promoting a strategic vision for the organization | 5 | 4 | 3 | 2 | 1 | NA |

**26. If the City were to make improvements in the areas listed above, which TWO items do you think should be emphasized most over the next two years in order to help you do your job better. If you do not think improvements are needed in any of these areas, please circle NONE NEEDED.** [Write the letters below for your 1st and 2nd choices using the letters from the list in question #25.]

_____ 1st Choice  _____ 2nd Choice  None Needed

**DEMOGRAPHICS:** In order to ensure that we have a representative sample of employees, please provide the information below. **If you are not comfortable providing this information, please leave this page blank.**

**Please CHECK the City Department AND the Division in which you work**

___ **(10) Administrative Services**
- ___(11) Administration/Information Technology
- ___(12) Central Services
- ___(13) Parking
- ___(14) Human Resources
- ___(15) Purchasing

___ **(20) City Manager's Office** (City Manager's Office, Public Information, Internal Audit)

___ **(30) City Clerk/City Attorney**

___ **(40) Community and Economic Development**
- ___(41) Office of Community Planning/CRA/Economic Development
- ___(42) Executive Airport/Administration
- ___(43) Redevelopment Services/Marine Facilities/Housing & Community Development
- ___(44) Community Inspections

___ **(50) Finance**
- ___(51) Administration/Central Accounting/Budget/Risk Management
- ___(52) Treasury

___ **(60) Fire Rescue**
- ___(61) Office of the Fire Chief/Financial Management/EMS Training & Special Operations
- ___(62) Prevention & Support Services
- ___(63) Operations/A Shift
- ___(64) Operations/B Shift
- ___(65) Operations/C Shift

___ **(70) Parks and Recreation**
- ___(71) Administration/Special Facilities
- ___(72) Parks Division
- ___(73) Recreation

___ **(80) Police**
- ___(81) Office of the Chief/Legal Unit/Internal Affairs/Executive Officer/ Grants Coordinator/Staff Inspections/Public Information
- ___(82) Shift One
- ___(83) Shift Two
- ___(84) Shift Three
- ___(85) Investigative Services Division (Criminal & Special Investigations)
- ___(86) Support Service Bureau (Administrative Support Division, Staff Support Division, Information Services Division)
- ___(87) Operations Support (Traffic, Mounted Unit, Canine Unit, Marine Unit, Community Support)

___ **(90) Public Services**
- ___(90) Administration
- ___(91) Customer Service
- ___(92) Distribution and Collection
- ___(93) Sanitation
- ___(94) Environmental Services
- ___(95) Waste Water
- ___(96) Maintenance
- ___(97) Trades
- ___(98) Engineering
- ___(99) Construction Services

**<u>OPTIONAL COMMENTS</u>: In the space provided below, please share any other concerns or comments you would like to make. These could include suggestions for making your work environment better, concerns about issues facing your department, or any other comments you think would be appropriate to share. Feel free to attach additional pages if necessary.**

**City of Fort Lauderdale Thanks You For Your Time - This Concludes the Survey.**
**Please return your completed survey in the enclosed self addressed envelope to:**
**ETC Institute, 725 W. Frontier Circle, Olathe, Kansas 66061**