



# Mesa Police Association Online Survey Toplines

March 2019

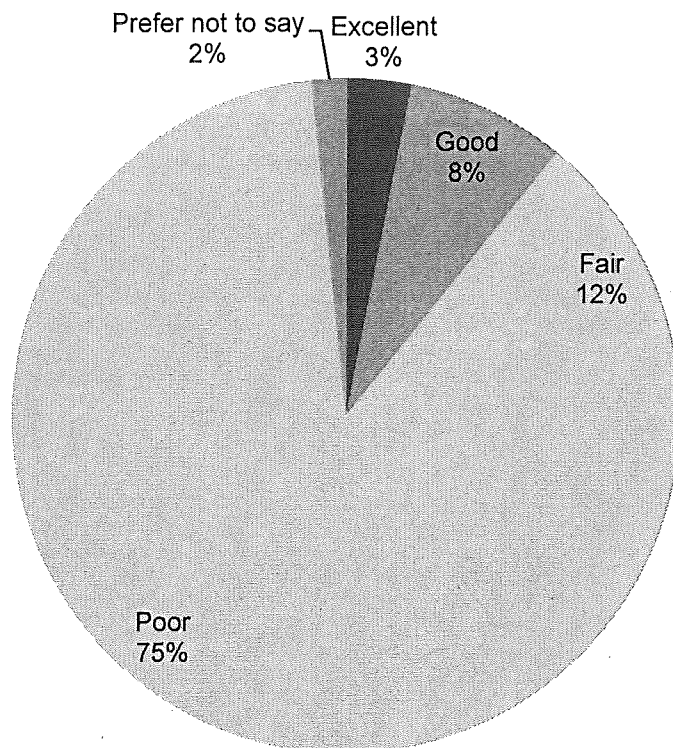
Prepared by Strategies 360

# Methodology

Strategies 360 conducted an online survey of Mesa Police Department employees.

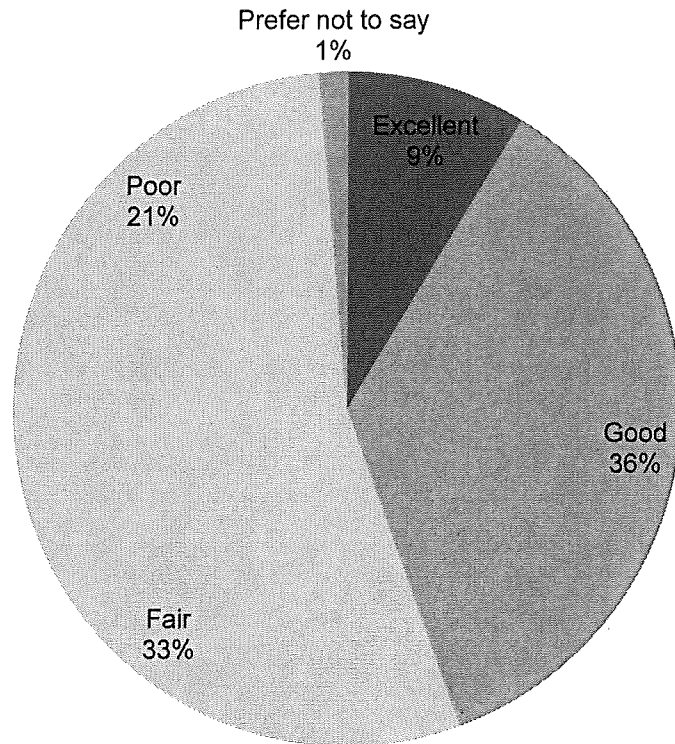
- The survey was available for all employees to take part in March 5-20, 2019.
- A total of 533 Mesa Police Department employees took the survey.
- These results are not representative of Mesa Police Department employees as a whole; rather, those who chose to participate in the research. Survey data was checked for irregularities and duplicate responses.

**How would you rate the department's executive leadership (Assistant Chiefs, Chief) in their work to achieve “Excellence in Public Safety” over the past 12 months?**



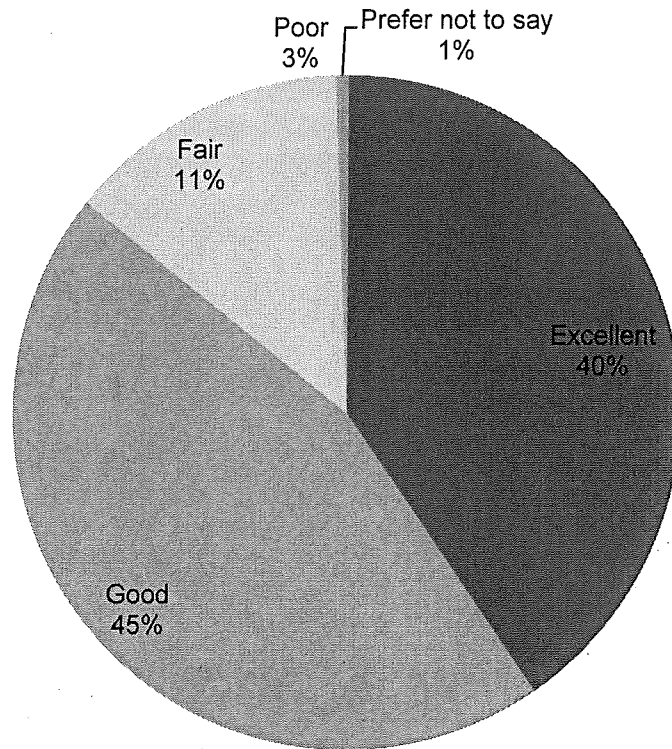
Value	Percent
Excellent	3.1%
Good	7.7%
Fair	12.7%
Poor	74.8%
Prefer not to say	1.7%

**How would you rate the department's staff-level leadership (Lieutenants, Commanders) in their work to achieve “Excellence in Public Safety” over the past 12 months?**



Value	Percent
Excellent	8.7%
Good	35.8%
Fair	32.7%
Poor	21.5%
Prefer not to say	1.4%

How would you rate the overall performance of the department's line-level (Sergeants, Officers) in their work to achieve "Excellence in Public Safety" over the past 12 months?"



Value	Percent
Excellent	40.4%
Good	45.3%
Fair	10.8%
Poor	2.9%
Prefer not to say	0.6%

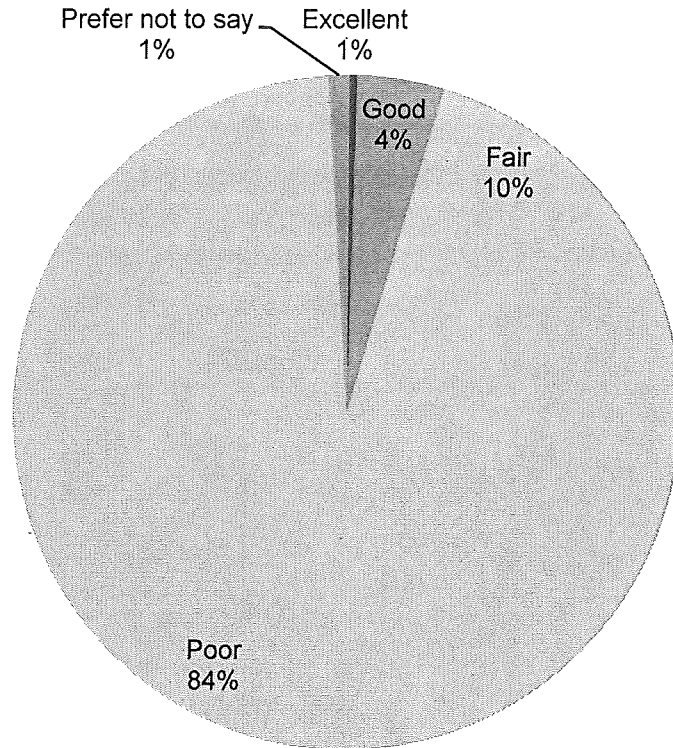
Over the past 12 months, how would you rate the work of the department's executive leadership (Assistant Chiefs, Chief) in their work to achieve the department's Vision?

	Excellent/ Good	Excellent	Good	Fair	Poor	Prefer not to say
Partnering with the community.	<b>30.2%</b>	6.4%	23.8%	27.5%	39.3%	3.1%
Preventing and reducing crime.	<b>17.1%</b>	4.5%	12.6%	22.7%	57.9%	2.3%
Ensuring procedural justice by building trust, showing respect, and preserving human rights	<b>11.3%</b>	3.9%	7.4%	11.6%	74.2%	2.9%

Here are some statements about the department's goal to hire, train, and develop the best workforce while emphasizing employee wellness. For each one, please indicate how much you agree or disagree with that statement. Remember, there are no right or wrong answers, we are only interested in your opinion.

	Total Agree	Total Disagree	Strongly agree	Some what agree	Neither agree nor disagree	Some what disagree	Strongly disagree	Prefer not to say
Executive leadership places emphasis on employee wellness – specifically physical and mental health.	<b>23.6%</b>	<b>60.0%</b>	7.4%	16.2%	15.5%	20.5%	39.5%	1.0%
The Chief actively fights for increased training.	<b>22.5%</b>	<b>54.7%</b>	7.6%	14.9%	20.9%	14.0%	40.7%	1.9%
The Chief actively fights for increased manpower.	<b>12.3%</b>	<b>69.0%</b>	5.2%	7.1%	17.2%	15.1%	53.9%	1.5%

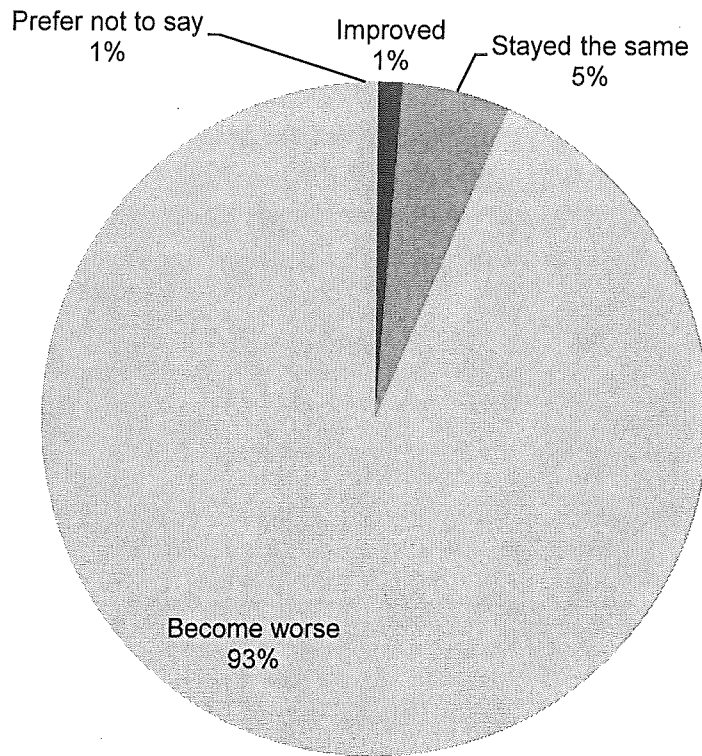
### How would you rate the department's overall current morale?



Value	Percent
Excellent	0.4%
Good	4.2%
Fair	10.2%
Poor	84.2%
Prefer not to say	1.0%

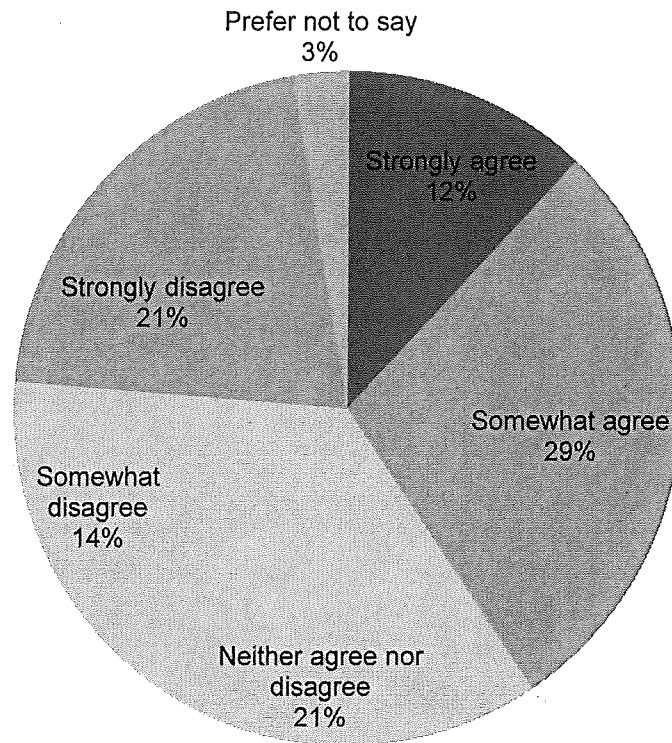


In the past year, would you say morale at the department has improved, become worse, or stayed the same?



Value	Percent
Improved	1.2%
Stayed the same	5.2%
Become worse	92.5%
Prefer not to say	1.2%

Thinking about the department goal to utilize teamwork and collaboration to achieve success, would you agree or disagree with the following statement: the Chief encourages Officers to work with members of the community?



Value	Percent
Strongly agree	11.9%
Somewhat agree	28.7%
Neither agree nor disagree	21.2%
Somewhat disagree	14.5%
Strongly disagree	21.0%
Prefer not to say	2.7%

Here are two statements about the department's goal to empower our members to solve problems through individual initiative reflecting accountability and urgency. For each one, please indicate how much you agree or disagree with that statement. Remember, there are no right or wrong answers, we are only interested in your opinion.

	Total Agree	Total Disagree	Strongly agree	Some what agree	Neither agree nor disagree	Some what disagree	Strongly disagree	Prefer not to say
The Chief empowers his direct reports to solve problems through individual initiative reflecting accountability and urgency.	8.1%	70.3%	3.1%	5.0%	18.9%	17.2%	53.1%	2.7%
The Chief empowers officers to solve problems through individual initiative reflecting accountability and urgency.	6.9%	74.4%	2.7%	4.2%	16.6%	18.5%	55.9%	2.1%

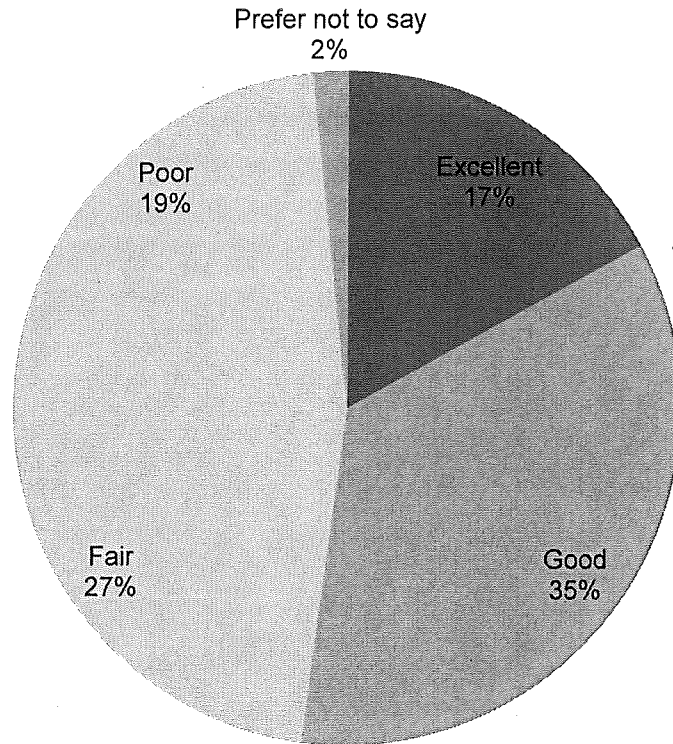
Here are some more statements about the department. For each one, please indicate how much you agree or disagree with that statement. Remember, there are no right or wrong answers, we are only interested in your opinion.

	Total Agree	Total Disagree	Strongly agree	Some what agree	Neither agree nor disagree	Some what disagree	Strongly disagree	Prefer not to say
The Chief provides courteous and respectful interactions with members of the department.	18.3%	62.2%	7.3%	11.0%	17.2%	17.4%	44.8%	2.3%
The Chief provides excellent service to our community.	10.4%	68.7%	4.4%	6.0%	18.7%	17.1%	51.6%	2.1%
The Chief professionally, ethically and fairly upholds his duties.	8.1%	79.7%	3.7%	4.4%	10.0%	12.9%	66.8%	2.1%
The Chief maintains the highest level of integrity.	7.7%	77.6%	4.2%	3.5%	11.8%	12.3%	65.3%	2.9%
The Chief has continually improved processes.	7.5%	82.1%	2.9%	4.6%	8.9%	13.9%	68.2%	1.5%
The Chief provides responsive leadership.	6.4%	82.8%	3.1%	3.3%	8.9%	9.8%	73.0%	1.9%
The Chief will treat an Officer fairly if he/she is involved in a critical/use of force incident.	5.0%	89.2%	2.5%	2.5%	4.0%	9.2%	80.0%	1.7%
The Chief applies discipline evenly, regardless of rank.	4.1%	82.8%	2.9%	1.2%	11.4%	9.8%	73.0%	1.7%
The Chief is not influenced by outside special interests or political entities.	4.0%	87.9%	2.5%	1.5%	6.6%	7.9%	80.0%	1.5%

Here is one last set of statements about the department's labor organizations. For each one, please indicate how much you agree or disagree with that statement. Remember, there are no right or wrong answers, we are only interested in your opinion.

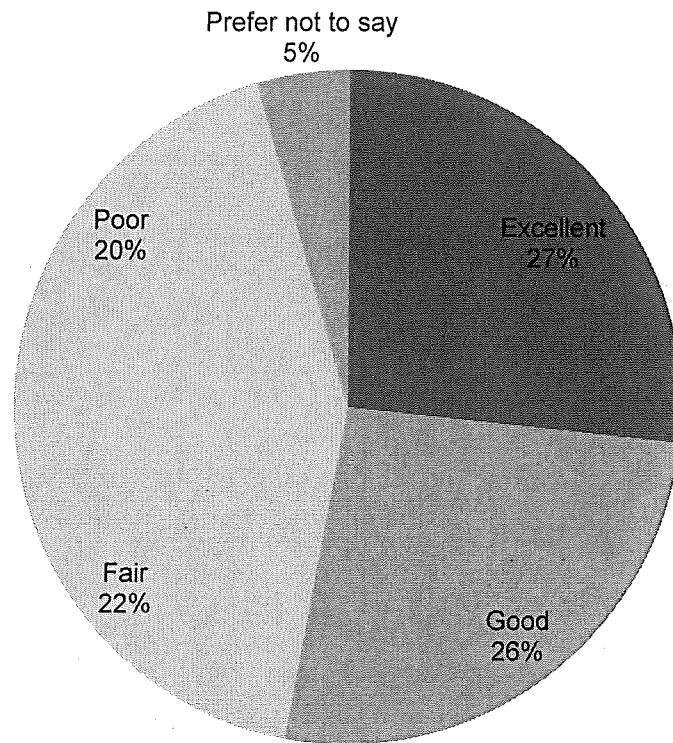
	<b>Total Agree</b>	<b>Total Disagree</b>	<b>Strongly agree</b>	<b>Some what agree</b>	<b>Neither agree nor disagree</b>	<b>Some what disagree</b>	<b>Strongly disagree</b>	<b>Prefer not to say</b>
Mesa Police Association (MPA) has Officers' best interests (health, safety, morale, etc.) in mind.	<b>86.2%</b>	<b>4.8%</b>	63.6%	22.6%	8.7%	2.5%	2.3%	0.2%
Mesa Police Association (MPA) supports the department's mission and vision.	<b>84.5%</b>	<b>4.1%</b>	58.2%	26.3%	11.4%	1.2%	2.9%	0.0%
I am happy with the performance of the current Mesa Police Association (MPA) board.	<b>78.1%</b>	<b>9.3%</b>	51.8%	26.3%	12.0%	6.0%	3.3%	0.6%
The Fraternal Order of Police (FOP) has Officers' best interests (health, safety, morale, etc.) in mind.	<b>67.1%</b>	<b>6.8%</b>	41.2%	25.9%	24.0%	3.7%	3.1%	2.1%
The Fraternal Order of Police (FOP) supports the department's mission and vision.	<b>65.7%</b>	<b>4.6%</b>	39.1%	26.6%	27.1%	2.1%	2.5%	2.5%
I am happy with the performance of the current Fraternal Order of Police (FOP) board.	<b>52.4%</b>	<b>10.8%</b>	28.4%	24.0%	33.8%	6.0%	4.8%	2.9%

Please rate the overall performance of your chain of command.



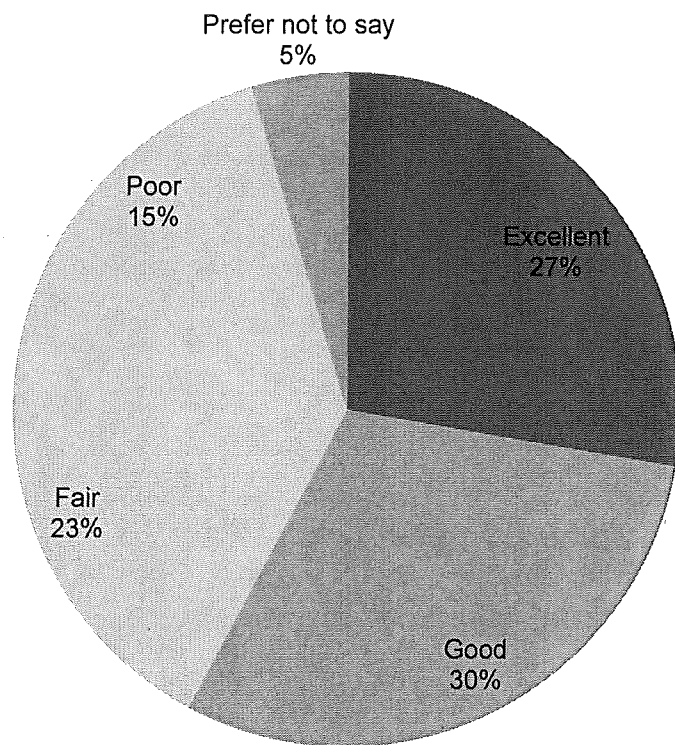
Value	Percent
Excellent	17.0%
Good	35.1%
Fair	27.0%
Poor	19.1%
Prefer not to say	1.7%

How would you rate the overall performance of your Assistant Chief? Please note that the answer you give to this question will not be used to identify anyone and answers will only be known for all Assistant Chiefs combined.



Value	Percent
Excellent	26.7%
Good	26.3%
Fair	22.4%
Poor	20.2%
Prefer not to say	4.5%

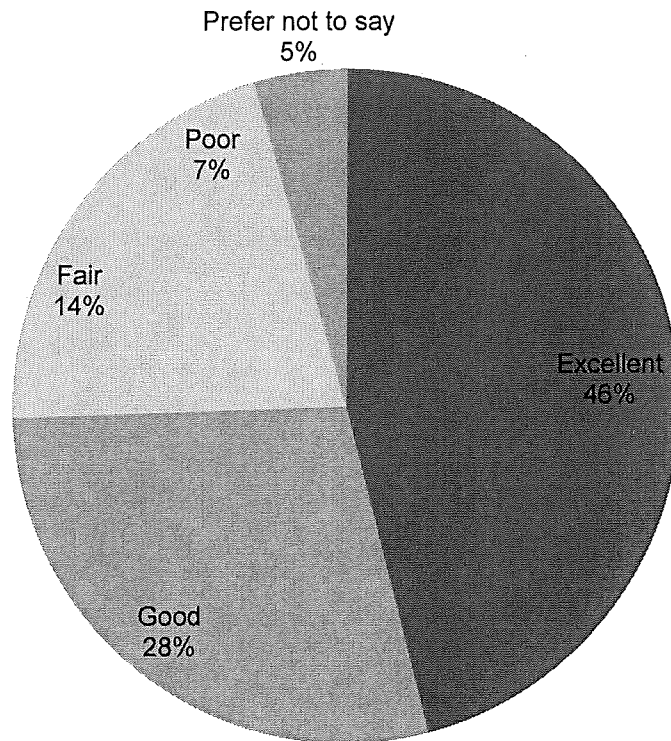
**How would you rate the overall performance of your Commander?  
Please note that the answer you give to this question will not be  
used to identify anyone and answers will only be known for all  
Commanders combined.**



Value	Percent
Excellent	27.7%
Good	30.1%
Fair	22.8%
Poor	14.7%
Prefer not to say	4.7%

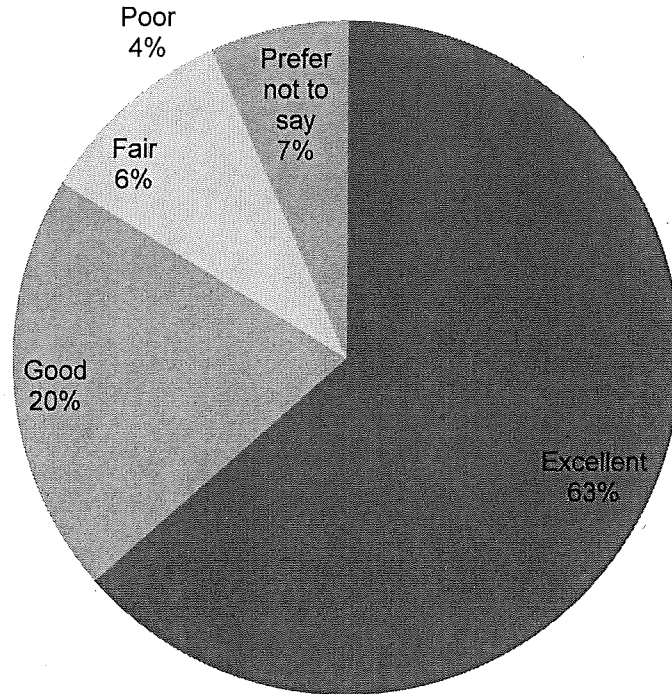


**How would you rate the overall performance of your Lieutenant?  
Please note that the answer you give to this question will not be  
used to identify anyone and answers will only be known for all  
Lieutenants combined.**



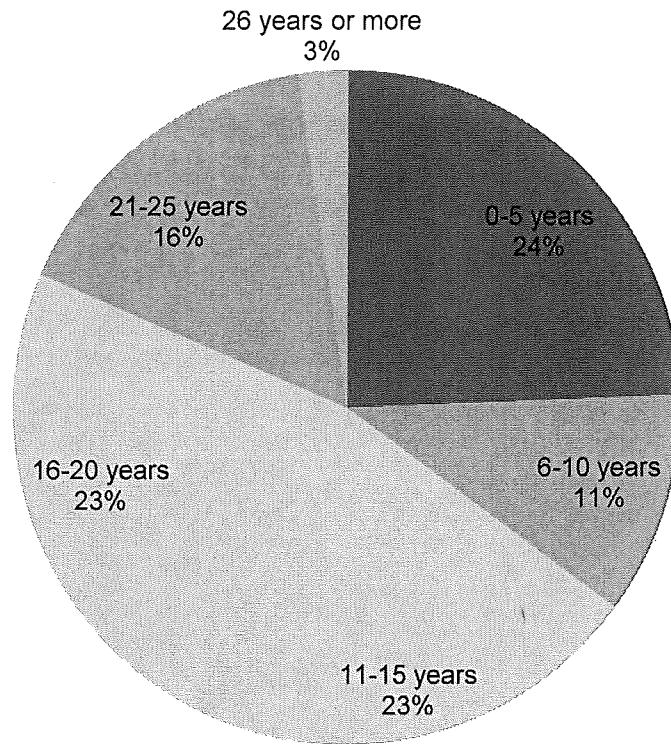
Value	Percent
Excellent	46.0%
Good	28.5%
Fair	14.3%
Poor	6.7%
Prefer not to say	4.5%

**How would you rate the overall performance of your Sergeant?  
Please note that the answer you give to this question will not be  
used to identify anyone and answers will only be known for all  
Sergeants combined.**



Value	Percent
Excellent	63.6%
Good	20.2%
Fair	6.0%
Poor	3.6%
Prefer not to say	6.7%

And now just one question for statistical purposes. For how many years have you been a sworn Mesa Police Department employee?



Value	Percent
0-5 years	24.4%
6-10 years	10.7%
11-15 years	23.4%
16-20 years	23.0%
21-25 years	16.1%
26 years or more	2.4%

# Appendix

## Please share any final comments about anything in this survey.

Chief Batista has single handedly broken this department. He has destroyed everything great about Mesa PD and AC Burlingame is just as evil. They both need to resign before they do anymore damage.

We need a new chief.

Officers are afraid there will be retroactive punishment for acting within training and policy at the time of incident. Officers are afraid mr Bautista will sell them out to increase his 5 minutes of national fame. This is a very unstable police department in an volatile time for policing nationwide.

There is a growing distrust in our leadership- from the Commander level up, due to micro managing, jumping to conclusions without speaking to SME's and removal from positions because of differing opinions. Assistant Chiefs and Commanders don't show trust in the people below them, and second guess decisions made. Its apparent to the boots on the ground, and it degrades the Lieutenants and Sergeants ability to be effective leaders. Commanders and above are so far removed from the actual issues Officers face, and are more interested in appeasing their boss, and not being pushed out of their positions. Everyone is on edge, creating hesitation and increasing the dangers we face daily, in fear of command staffs second-guessing of use of force or events that take place in our personal lives off duty. The distrust is apparent, but it seems only certain people are willing to stand for what is "Right". We have swayed as a Police Department, from one of the LEADERS in Public safety- that criminals feared, to a soft, uncertain, and community feelings first, Logic and Laws second approach. I used to be very proud of the department I worked for...now not so much. Hopefully like all bad things, with time it will pass, and I will be proud of this Department again.

I have been with Mesa for many years and I have NEVER seen morale this low. The chief has cut our training so he can spend more money on trainings that are politically motivated. The chief is not interested in what's best for officers or those he leads nearly as much as he is interested in satisfying the public, and notably, the small pockets of anti-PD public. Just like officers hold themselves to such a high regard that we are the first ones to identify and push for removal of "bad" officers, we will push for removal of poor leadership. Chief Batista needs to be removed from his position if this city has any interest in continuing to have a well trained, crime fighting, community loving police department that it had prior to the Chief coming into office.

Majority of the Sgts at MPD fight for the "working man" while a majority of those higher ranking positions are often driven by personal agendas for personal gain. MPD has a pattern of promoting managers, not leaders.

Leadership does not exist within this department. From my Sgt. up, they are self serving and clearly do not have the best interest of the men/woman who work for them in mind. They are managers, not leaders

To clarify...I think our department as a whole was fantastic and very well trained. I do not think the Chief can take credit for the "changes" we have made, because we were doing the "changes" before he was here.

I would say The Chief is the main issue to include all the asst. Chiefs except Cost.

Members of the department are scared to work for lack of support from the executive staff Morale has never been lower and the physical well-being of many many officers and sergeants lieutenants and commanders is being affected by the ineffective leader ship of the Mesa police department

While the senior leadership has its collective eye off of the morale of the department, fraternization is being overlooked as a key component to the dissolving moral health of the department.

Our Department has been on a downhill slide for over a year and it doesn't look like it will get better anytime soon. Very sad situation.

As far as the rating of the AC, Commander, and LT, I feel that my current chain of command has the best people in those positions to effect positive change within the department but they are not allowed to due to the "my way or the highway" leadership style that has been implemented under the Batista regime.

Feelings towards the Chief when he initial started was very positive his message was good and I supported him when Chiefs where first presented to the department. Although over the last year I feel the Chiefs values and trustworthiness is at an all time negative. The Chiefs personal feelings were brought to light and condemned not only the officers involved but anyone in the department. By him doing this has not only affected the department, but has caused criminals to take over our community. As a resident of Mesa and Officer of Mesa this concerns me. The tough mentality of crime fighting over the years kept the criminal element out of Mesa. Although since the Chief has taken over I feel fellow Officers are scared to do their jobs, which causes more crime and safety concerns for fellow officers and the community.

Chief Burlingame and Rankin are the acting henchmen the Chief to intimidate people who do not agree with the Chief. At some point the hostile work environment they create should be addressed.

Chief Batista does not have a leadership style. He rules like a king and has eroded trust, morale and confidence in the department.

This Chief cares more about community perception than facts and its scary working for him. I pray I can find alternative employment with similar compensation so my family and I are protected as these witch hunt IA investigations are unprofessional and disturbing.

I have been at the Mesa police dept for a long time, I have never seen morale as low. This is the first time in a long time that the dept has come together to have a common bond of wanting this Chief gone and including the whole executive staff. Not for having a bad press conference, but for just a lack of leadership, morals and ethics. The worst leadership I have ever in all my years witnessed from one individual who is only out for himself, how he looks in the public eyes. Total waste of the fine dept that we have that this individual has completely torn down the trust and morale of a fine department with outstanding personnel

Over the last year, officers collectively have felt they are being "Big Brothered" on everything thing they do. Random reviews of Axon videos, reviews by VORB of incidents where officers drove Code 3 which include reviewing AVL. Also all of the audits of reports / supps, evidence dispositions, uncategorized Axon videos...etc...etc...officers are just tired of the burdensome administrative requirements which could be streamlined. But most of all officers do not feel like they will be supported in a Use of Force incident due to the actions of the Chief in the past year. Also officers express the department's leadership now gives a citizen making a complaint more credibility than they do the officer. All of this combined leads to the officers being afraid of getting in trouble when they take a necessary use of force action, which will be scrutinized by a Chief they do not trust.

No confidence in Chief Batista! He has made the already tough job of being a police officer much harder rather than easing the stress we take in. This department will continue to spiral down in regards to morale and productivity as long as Chief Batista is here.

This is a very difficult time in the department for its members, especially the officers working in the trenches. It is the opinion of this officer that the morale in this department has never been worse. Officers feel that they don't have the support of the department's upper leadership in critical incidents. When Axon camera's were first introduced by Chief Milstead, we were assured that Axon was not going to be used in a manner to look for ways to get officers in trouble. Now, under the current Chief, Axon is not only used to investigate complaints, but it is also being used on "fishing expeditions" to generate accusations to "ding" the officer further. It is sad that members of this department are reluctant to be proactive and take appropriate and necessary actions in confrontational situations in fear of being scrutinized by the leadership of this department. Mesa PD has always been looked at as a model by other agencies. We have been at the cutting edge of technology and training since this officer was hired. Now, thanks to statements made by to the

media by our current chief, Mesa PD is now constantly attacked and scrutinized on the news and social media. Trust is a difficult thing to get back once it is lost. There is no trust in the Chief from the officers.

I do not believe that the leadership commander and up can be trusted to have best interest of Officers. I also believe that it is causing some leadership to do all they can to cover themselves only.

So, a survey is just that, handpicking a wide array of questions to hopefully come to a meaningful conclusion. I will say this, this survey does not account for collateral duties and the chain of command. For my collateral duty I would give Burlingame and Beaton negative points for poor leadership, etc. Thank you for letting us be heard and not silenced and threatened from vindictive, small minded admins

Question 4 asks "Over the past 12 months, how would you rate the work of the department's executive leadership (Assistant Chiefs, Chief) in their work to achieve the department's Vision?" "- Ensuring procedural justice by building trust, showing respect, and preserving human rights" How do you build trust with the community when you takes sides on issues when you don't have all of the facts. To come out and make comments that are disparaging to the employees of your organization before the investigation is complete might seem like your building trust, but it is not. It definitely isn't showing the public the respect it deserves by showing one face then having to come back and show another. Part of Question 5 asks "The Chief actively fights for increased training." I would strongly agree with the simple answer of this but the answer is not simple. I strongly disagree with the training the Chief is actively fighting for. Officers need tactics and investigative skills on the street but most of those classes are being traded for more social based classes dealing with public sensitivity and public perception. I agree that those classes are needed and should be supplemented into the existing training curriculum, but not substituted for training that will keep officers at the top of their game and to keep Mesa known for having the best, well trained officers. Over the course of the past year I have seen fellow officers fail to take action or delay taking action when said action was legal and moral against another person because of how they might be treated by the chain of command after the fact. This is a disgrace to the officers and the community they serve. In my opinion, the Mesa Police Department hires the best officers it can and has the best trained officers in the country. To stifle their ability to do police work when the work being conducted is legal, ethical, and moral is an abomination to each member of this agency, whether they have sworn an oath or not.

the chief has an out of touch mentality concerning community policing. His initial thought is the Officer is wrong and the criminal victim is right before an investigation can be conducted. He is more concerned with a liberal radical faith based person thoughts than those of his officers. He has hand picked command staff to follow him blindly in his thoughts of 21st century policing. Chief Cost has always had the Officers well being in the front of his mind but he is only one person.

Quite pleased with my chain of command, dissatisfaction with overall leadership of the department and how all officers are treated as damaged products of previous administrations

I am very grateful for my Sergeant as he has tried his hardest to support us while we risk our lives on the street and understands when we need some time off or we want training. I am very very, very upset with our Chief and the way he has treated us over the last year. He is in this solely for himself and his own interests. I can't wait for the day he leaves this department so we can get someone in charge who has our back.

The Chief has made it known that he does not care what officers or those in his command think about him. The Chief has made it a point to excessively discipline and investigate everyone he can. The Chief has used money from the PD budget for his agenda-driven projects. The Chief is not only NOT backing his officers, but he is quick to judge against them...even publicly. The Chief is not a leader, he is an activist. The Chief does not have the trust of anyone in this department, but depending on rank and what they have to lose, certain people will or will not voice their true feelings.

It should be clear that the officers that work here are not happy with what the chief is doing. None of us agree with his mission and hate the way he deals with discipline. Making officers stay off the street for doing their job is not a way to deal with these things. One of the best things that could happen to the Mesa Police Department is to get rid of the chief.

The last year has been rather difficult here in the department, the level of trust between officer and superiors has all but disappeared and morale is non-existent. I see officers on a daily basis do the minimum and do everything to ignore any kind of confrontation for fear of discipline. Supervisors show up on scenes and the first thing they ask is did officer's use force, instead of checking to see if everyone is okay. I observe supervisors who once would make solid decisions without a second thought, now second guessing themselves and voicing to peers that they are afraid to get in trouble. The professional standards section has gone out of control, they are sending out NOI's and investigating at an alarming rate, again another aspect of the job that causes stress and morale issues. I have no faith in the upper ranks of the department from lieutenant to chief. These ranks will do anything to draw attention to themselves at the cost of officers and family's. Chief Batista degrades the image of the department and belittles the officers who work here by the political rhetoric he blabs to the media. I have never been more ashamed of someone who calls himself the leader of this organization.

I have over 20 years experience as a Police Officer and have never seen a Chief of Police like this... The current Mesa Chief of Police should not be a Police Officer at all. He has belittled, betrayed, and ruined lives of many outstanding Mesa PD Officers. He is an embarrassment to the Law Enforcement Nation Wide.

about time; need these more often

Perhaps the leadership would do better if they were not so worried about the small percentage of the population that hates the police anyway.

There are several questions I would have liked to have been able to write comments to further explain my answers. Perception is reality and I firmly believe current perceptions are accurate amongst the majority of the department regardless of their personal involvement in recent hot topics. The effects of poor leadership have damaged morale, Officer safety and the pride many have in our agency. I'm proud to be an officer and though I honor the old ways and I'm receptive to change and remain adaptable but I fear my own agency will place blame for an incident on the shoulders of an officer or sergeant based on a media response. I feel the agency specifically the Chief quickly labels those that operate as we have been trained as heathens to shine the stars on his collar for a camera. I am confident in my skill set I am confident in my calling but I refuse to continue to be a stepping stone for a Chief trying to find his way to his next footprint on policing.

I feel the department has turned from fighting crime and locking up criminals to an attitude of catering to the media. I see the department rewarding those who sit on their hands and have an attitude of lets just see what happens and then punishing those who are aggressively fighting crime. I feel from Commander level and up they have become disconnected with Officer and detectives who are doing the work. In the past 48 hours I have seen personally supervisors "passing the buck" so to say, because they didn't want to be the one to make the final decision. There are very few Supervisor in this department who are willing to truly back their squads, divisions, and Districts. I believe this is out of fear that Staff above them will kick them out of their current assignment or demote them.

I have never seen this type of poor leadership from Commanders, AC's, and the Chief. It appears that every decision made is "knee jerk" and very short minded.

The hiring unit command staff needs to change as well as the executive staff.

The current state of morale is absolutely despicable, and the ill-effects caused by the chief's "agenda" have jeopardized the safety of our cops! Mesa PD has been infiltrated by a self-supporting "change agent" who egregiously mimics the "Gasconian" methodology of transparency in policing.



<p>We employ a charlatan who fosters a perverse ideology; one that cultivates fear, indecisiveness, and discontentment amongst the troops.</p>
<p>Our current chief has brought morale down in this dept. In the 18 years I have done this job, this is the lowest it has been. He is the reason</p>
<p>I feel the mission, goal, and direction of the department hasn't been clearly communicated to line staff. The only indication line staff have of the direction the department is headed is seeing the way the chief is treating officers including slandering them to the media, reducing ammunition for training at the range making us less safe due to less training opportunity, and initiating training for "biased policing" without actually evaluating if any actual "bias" exists. It appears he singles out units and individuals he likes and awards and promotes them while also adding staffing to community engagement units while reducing staffing for actual enforcement units involved in the apprehension of dangerous felons.</p>
<p>The main problem is the Chief, who is nothing but a politician and his decisions are fluid based on what the public wants and what he feels makes him look better in the public's eyes. His condemnation of officers before any due process is despicable and unforgivable.</p>
<p>Officers, SGTS, and LTS are doing a great job. Commanders and above that need to evaluate their performance.</p>
<p>Although the Chief has been providing training to the department, it was training that was not needed and poor in quality. We had similar training right before he arrived. He wasted large amounts of money while only concerned about his own image.</p>
<p>Somewhere between mid-management and upper-level management, there is a disconnect. If there were a VoNC I would say lump Rankin and Burlingame into that as well.</p>
<p>The Chief has created an environment in our community where criminals are the victims and the officers are the bad guys. Criminals now try to provoke officers into fighting them in order to get it on video so they can sue the city. This is costing the city millions of dollars in frivolous law suits. Add to that the increasing dangers to the officer's safety. Officers are being targeted and ambushed all over the country. I feel this Chief does not have the backs of his officers when he goes on TV to condemn officers before an investigation is even completed. I also feel the Chief has ruined the public trust in MPD.</p>
<p>I feel that the Executive Command staff has a political motive and does not have the best interest in mind for the rank and file officers they supervise.</p>
<p>There is no accountability in this department or leadership. The punishment is not the same here for people and there are people here that get to climb the chain even though they have broken policy. No trust in this department.</p>
<p>The chief is a liberal snowflake who cares more about public image than his officers. He is a cancer on this department. His policies endanger officers and his conduct proves he has no spine. Staffing and officer safety will continue to decline as long as he is in power.</p>
<p>This is a great survey and would like to rate all Sergeants, Lt's, Commanders, and Assistant Chiefs that I had interaction with.</p>
<p>Many of us are nervous about doing our jobs due to the selfish interests of our chief. His disregard for due process puts the entire department at risk. Any one of us could be doing our job correctly and he still sides with immediate, knee jerk public/media reactions, when he should be asking for patience during the investigation process.</p>
<p>I feel there is too much undermining of this department by the labor organizations. There has been too much posturing and blaming, which has created the poor morale we now see in our department. The two organizations and executive staff should unite to bring our department out of the gutter.</p>

There should be a plan put together and ultimately in motion to help with restoring pride in our agency. The Chief and both labor organization Presidents should address this department in a unified manor (as a team). All three standing in front of our department, collectively bringing us back together. Until that is done, this department will continue to rip itself apart. Additionally, it's time lower lever supervisors started to do the jobs of a supervisor. Being a supervisor is way more than spell checking a report. Before signing reports, ensure all elements are there and the proper things were addressed during the initial investigation. Take care of your officers by making sure they properly address the aspects of each call. Show them how to properly conduct and document a preliminary investigation. The better we do this, the better we serve the public, the better our department is received by everyone and the better we feel about ourselves and our organization.

I feel the Chief is in a no-win situation. Under the previous admin our moral compass went sideways. We had an A/C that emphasized kicking ass and scaring the public, and a Chief who turned a blind eye to everything. Our academy went from training guardians to training "Spartans." Our detectives became lazy and civilian staff became bitter. The line-level officers were happy because we had someone "speaking for us..." but in the end neither Milstead nor Silbert really cared about anyone but themselves. Now...we face federal criminal probes, lawsuits, and civil rights inquiries. All of this because Silbert wanted to "kick ass." In comes Batista who should not have been selected by the City, especially because they knew about all of the brewing issues. He comes in to a mess and is now in charge of dealing with it. He has to make decisive moves to keep the City happy, the public trust, and keep the DOJ off our backs. I don't like some of the things he does or says, but then again, I never agreed 100% with any Chief. I don't think he is trying to "screw the department" I don't see him as some "libtard" as he's been called. He was served a floating dumpster fire and told to deal with it. the City Council screwed us by not allowing Dvorak to right the ship before hiring an outside chief. The City Council and Manager screwed Batista by hiring him and throwing him into a furnace. The MPA and FOP are screwing us by convincing officers Batista is the bad guy and throwing around phrases like "vote of no confidence." Our own Command Staff is screwing us by making random Commander and Lieutenant changes, disrupting operations, and making decisions that are not only bad, they are nonsense. We don't promote leaders, we promote test-takers and people managers then act like we can just put them in any position and they will adjust. We have supervisors that wouldn't be qualified to run the balloon machine at Wal-Mart but promoted and favored by the 4th floor. I'm almost done with my time being a Police Officer. It has been the greatest honor of my life, but the way we've been going the last 10 years, and the way things are with these new supervisors, makes me not want to be an officer anymore. Why deal with the stress of critical incidents on the road, and the stress of incompetent leadership, warring police unions, and federal scrutiny?

Morale comes and goes, but I have NEVER seen it this bad...and we've had some rough patches during my career. Every senior officer I have spoken to recently is counting the days to retirement and planning to retire sooner than they ever intended. They simply can't wait to get out. This is untenable and will leave the department with severely diminished reserves of experience and expertise. It's obvious this Chief simply doesn't care about the lives and careers of the people who were here long before him or any of those who will be here after he's gone. It's all about him.

QUESTION #5, The Chief actively fights for increased training. The Chief's has brought in some new training. but the training he has brought in to the City is extremely poor quality and only useful to promote his agenda. All his new required training only contradicts with Mesa Police and AZPOST training. This greatly adds to the confusion Officers face when making decisions. In Every training I have attended, the instructors always point out contradictions that are never addressed, but tell Officers "this is what we were told to teach." A definitive answer is never given. Recent training only furthers the Chief's rhetoric. QUESTION #11, The union's supports the department's mission and vision. I do not believe either supports the Chief's vision for the department, because it is going to get Officers hurt and killed. I do not believe either supports the Chief's political agenda, destructive policies or personal vendettas, nor his distortion of facts to gain personal notoriety. I believe both union want nothing more to do with the worse Chief in the history of Mesa AZ. Both would like him to be dismisses and replaced by a competent Chief with the good of Mesa, its Officers

and citizens placed in front of his own aspirations. I believe they both support The City of Mesa and its vision to empower Officers to feel supported to fight crime and keep Officers and Citizens safe. The Chief is a extremely poor leader with horrible communication skills. To anyone reading this, please help us replace Chief Ramon Batista with a competent Chief, who cares about bettering Mesa and not his own interests. "Before his ideas get an Officer Killed!"

The uncertainty that our Chief has brought to this department has damaged "us" permanently.

When the chief first got hired it appeared he was the best candidate. But due to voicing his opinion to the media before the investigation was completed lost respect for him. He has showed no leadership or backing for the officers. Implementing to many IA investigations for nothing. Seems to be more worried about what the public and media thinks about him then backing his officers, making sure they stay safe, or standing by them. Very disappointed. Morale is extremely low and it is discouraging.

The Chief does push for training but it is poor training that endangers officers. The Chief is responsive but he responds in the wrong way.

The problem is we have a horrible Chief and the MPA's credibility when he came on board was at an all time low with the City. MPA has made great strides to improve but is having to overcome burning bridges with council in the past.

It is somewhat difficult to provide some of the answers. Unfortunately, the chain of command I feel is unable to make many decisions at their level which should be just that due to the vindictiveness and pressure coming directly from the Chief. He has said you are either with him or against him and is not open to any opposing opinions to his and has shown this. It is a my way or the highway type dictatorship which handicaps those below him from making the best common sense decisions as they are afraid of the Chief's actions or reaction. This in turn drives down morale as it handicaps officers and detectives in their crime fighting efforts. The Chief is more concerned about his own agendas and voices outside the department than listening to his own officers. Officers need a leader who they feel will be fair and impartial in their decision making. A leader who listens to his SME's when making decisions and not listen to outside forces or his own uneducated biases in his decision making processes.

Overall I believe middle management supervisors are doing a good job managing employees. I do feel there is a tendency to lead by fear in upper management. Because of this I believe the department's morale and work ethic/product has suffered.

We have no true leader for this department.

I do not have a sergeant currently. I do feel the chief pushes for more training, but the training is irrelevant to our department and the fact the ammo budget has been greatly purged is a detriment to this department and its training.

On the agree/disagree question, it would be nice to have a column of don't know or unsure.

It is a shame that the personal political goals of those in leadership positions have placed their personal goals over those of the department. It is a cancer that has spread to the rank and file placing their moral at an all-time low.

I 100% trust, and believe in the mission of this department, and the execution from my sergeant, to lieutenant, to commander, to chief Cost. But when it goes beyond that, I do not trust that our Chief has the best interest of the Officers, our department, or our community in mind. I believe that our Chief's actions has showed that he will not honor the due process, which builds distrust amongst the department, hesitation in action on the street, and most of all distrust between the community and our fine department. I feel that the Chief's actions have specifically jeopardized my ability to stay safe, and serve my community. I love this department, this city, and the leadership of this department, but I do not trust this Chief to support the officers or citizens of the community.

Great survey. I'm pleased to see Sergeant King will be running the academy. I take solace in knowing that future recruits going through the academy will not hesitate or be afraid to use force when the situation calls for it. Since the two use of force incidents that gained national attention from our Central Division, I have seen several newer officers jeopardize their safety to avoid using force, in fear of punishment. Moreover, moral has dropped to a level that has made officers dread coming to work. I still love my job despite our leadership and increase of pointless trainings.

I have never seen the department in such disarray in my last 20 years. Its embarrassing what has become of this great department. Its time to provide leadership instead of politics. Lets worry about providing quality service to ALL the citizens of our great city not the "loud minority" who doesn't represent the community.

there is a lack of consistency among sergeants that has taken a toll on officer discretion. there is also a developed lack of trust in the department to address issues fairly and appropriately.

I believe all of Command Staff have been negatively affected or influenced by the Chief. He has put most in survival mode and limited their effectiveness that has created a toxic trickle down effect.

The moral of this department is extremely low. No officer trusts our chief and that makes it very hard to follow him. The department has wanted more with less for far too long and being pushed for numbers is getting overwhelming when you just try and keep your head above water. We need better leadership from a leader who does not force his support staff to get on board or get out. Diversity in policing is needed in an organization as large as ours. Policing should not be measured by numbers and some officers enjoy spending time solving problems for citizens and talking to them. That does not always equate to a lot of arrests or onviews. Numbers need to stop being pushed.

The decline in moral is affecting everyone, knowing that you will be tossed out to be judged in public as guilty before a formal investigation is completed is horrifying.

Regardless of my opinion to these questions, the chief has convinced himself that he is excellent in all of these categories and anyone who disagrees with his opinion of himself either doesn't understand the situation or they are a malcontent and out of control and need to be disciplined. Although this survey will give you the general feeling of how the troops regard our leadership, it will not change their myopic and egocentric opinions of themselves (i.e. Chief Batista and some, but not all, of Command Staff).

To the unions: all I constantly hear is a bunch of words, rumors and non stop BS politicking. If you would like to see better tic marks from this officer, stop just talking about it and start implementing change. It has been a problem for a long time with the two unions only fighting to prove who's best, only to continue proving you don't really care about the officers you supposedly represent and only your own personal ego's and agendas which is why we have seen no real effective change for a long time. To the executive leadership: the morale on the street is despair. Hesitation is rampant because rather than trust themselves to make good decisions based on their training and experience, officers are constantly second guessing themselves and their training because they fear they will get in trouble from our executive leaders who are quick to judge and place blame rather than support our people (which is the most basic and first lesson of leadership) and learn all the facts. Secondly, if you wanted to prove you actually care about your employees' wellbeing, the IA process and administrative re-assignment duration would be reduced dramatically. It is unacceptable what is being done to officers. If our well-being was actually a real priority, then so would getting these cases done in a reasonable time period i.e. no more than one month, yet just like politicians, everyone on the fourth floor says its unreasonable and something needs to be done with results once again being nonexistent rounding the whole thing to once again our morale: despair.

We have very few true leaders, but plenty of supervisors. Too many supervisors appear to be trying to make a name for themselves and some are getting way too much special treatment.

Did not rate Assistant Chief because I have no idea what he has done or is doing

THINGS NEED TO CHANGE WITH THE EXECUTIVE STAFF TO INCREASE MORAL WITHIN THE DEPARTMENT AND REGAIN THAT TRUST FROM ITS EMPLOYEES.

I think the unions need to make an effort to prepare officers for the professional standards process. We should be able to sit down with a rep and go over case before interview. This is a very stressful process for members.

No concern at all for professional staff in this survey although survey was advertised as such. 2nd half of survey has no responses evaluate civilian equivalents of Sgt & above and ends with asking how long the survey taker has been sworn. The survey is completely reflective of the continued view by non-executive staff that if "you're not sworn, you're not born."

The only reason I rated officers at a "good" instead of "excellent" was because of the downturn in productivity caused by fear of inappropriate discipline, due to the chief's headhunting of said officers.

The Chief doesn't care to hear from rank and file. If he did, he would provide a mechanism to be heard. Presently, any feedback or voice I have stops at my supervisor.

these new issued iPhones are a complete waste of money! that money could have been used to hire more officers - instead we have yet another piece of expensive equipment that will only yield yet ANOTHER audit for us to be placed on a list because either we don't use it enough OR someone will miss use it. the chief stated in the past that he wants the public to have easier access to patrol - lol but when we call citizens from the new phone they don't/wont answer lol so we end up leaving messages and waiting for a call back which increases investigation time simply waiting to make contact from this phone - its no different than calling from our personal cell phones & \*69 to block the number. the current attitude of patrol - the alleged 'back bone' of the dept. is poor = Attitude Reflects Leadership.

The current Chief has lost the trust and confidence in the rank and file of the Mesa Police Department. The Chief cannot lead the Agency, he is and will remain ineffective because no one is willing to follow him by their own free will. The Chief has demonstrated he is unwilling to listen to other executive staff members ideas and opinions, and in fact he removes them from their positions. The Chief verbally identifies himself as a leader but his actions clearly demonstrates he runs and rules the Mesa Police Department as a DICTATOR. The Chief has destroyed the morale of the front-line personnel, which will take years to restore long after he is gone.

Reference the questions about the chief and asst. chiefs, I put poor and strongly disagree because there were no lower grades. To say I am completely disappointed and disheartened by the actions and inactions of our assistant chiefs and especially our chief is putting it very mildly. Talk about our mission, build trust, show respect, preserve human rights, I think the chief and the assistants need to read the definition of trust, respect and human rights because that is not how we officers are being treated by any stretch of the imagination. All this chief is doing is placing officers in harms way by restricting our use of officer safety tactics and making us question our actions by changing policies and instilling a fear/belief that our chief will ridicule us and speak out against us publicly as he has done so many times before. We fear he will try to take away our job, our rights and even our freedom, again, as he has attempted to do so many times before. And, if that doesn't work, he will discipline us according to his own disciplinary chart and set of rules. This chief actively looks for ways to find fault in his officers and what's equally disturbing is how the assistant chiefs allow it instead of standing up for what's right. Does that motivate me to go out and do on-view activity, NO, it makes me want to avoid it. In this profession, any call can go sideways, I can get into enough trouble when dealing with calls I'm dispatched to, why should I tempt fate and allow a target to be placed on my back by my chief. Don't get me wrong, if an officer does something wrong, he/she should be held accountable and we should accept our punishment as long as it is fair and consistent across the board, but in the same respect, if we have done nothing wrong, then that needs to be accepted as well. In today's world, this job is hard enough without your chief, the one who is supposed to have your back, looking for a way to put a knife in it. Build trust, show respect, preserve human rights; how can that be expected from us when that's not how we're treated by our chief. Are

we supposed to be better than our chief? NO, he is the leader, the top dog, the one we should all be looking up to. How about starting from the top, how about leading by example? I guess when Tucson P.D. officers said they were glad we got "ole hug a thug", because they lost so many good officers because of him, they were right. I didn't want to believe it, but his actions speak louder than his words. With today's marijuana laws becoming more and more lenient, and police officers being more and more vilified in the media, good officers are becoming harder and harder to find. Who's going to want or qualify to do this job? So why doesn't our city council take the blinders off, they know what's going on, how about someone step up to the plate to do what's right, build our trust, have a mutual respect for one another, preserve all our human rights...

In all my years of service I have never seen the morale of this department lower; this is a direct result of the performance of upper management and the fear caused by officers being thrown to the media. Officers are afraid to do their job because of this, which is bound to end up with an officer being seriously hurt or killed because they are afraid to be thrown to the wolves in the event they take action the Chief perceives as something HE doesn't like. Reference the MPA and FOP, I have never been so impressed with their performance and willingness to work together to obtain a common goal. Keep up the good work!

The command staff in this department is the worst I have seen in my 20 years on this department as is the city leadership. I am absolutely, for the first time in over 20 years, ASHAMED to work not only for the Mesa Police Department, but for the City of Mesa, and that is NOT because of the PEOPLE that I work with...it's because of the people I work FOR. This place is unbelievable, there is no integrity, no accountability, no trust, no ethical decision making.....if I could retire right now, I would. I've been through many Chiefs in my 20...this one is the ABSOLUTE WORST, he is ABSOLUTE POISON to this department and this city.

My rating on my Chain of Command, overall, gets worse the higher it goes. Poor communication. Every interaction with the Chief, he has been late to the meeting and has had to leave early. It's difficult to address concerns when he says he has no time and seemingly no interest in the question or clearly providing an answer.

I feel like we have managers in leadership positions... most leaders in the department are Lt's and below. Leaders "empower" others to do their best, be their best, they lead by example, they are ethical, good in all aspects of their lives, and are trustworthy. These qualities in our true leaders are being stepped on by our managers at this time!

I firmly believe the performance of my direct chain of command would be better in the eyes of their employees if they were not handcuffed by the Chief of Police. He has continually made morale worse at this department and his actions and words against officers are irreversible.

The department has weak leadership that bends to public pressure. Outspoken mid-management is being reassigned so they don't challenge upper management. People are being punished for being independent thinkers. New officers are being trained to be softer, gentler, guardians and they're going to get killed because they're afraid to go hands on when "guardian tactics" don't work on crazy drugged out suspects. Morale is so low that we're losing seasoned officers faster than we can train new ones. This has got to stop!

The toxic environment that the executive staff from Assistant Chiefs on up has ultimately led to the worst morale that I have seen in 15 years of this department. On one hand, the Department is actively recruiting new hire Officers to maintain staff levels while they have been disciplining, reassigning, and forcing Veteran Officers into early retirement because they refuse to be treated so badly. Many of the Officers that are retiring are doing so because the way the Department treats them. The tail end of an Officers career should be the pinnacle of the service they have provided the City but if they are treated like damaged goods and it sure feels like the Executive Staff would rather see them gone!

The MPA board does a good job at aggressively representing the officers at the city level. However, the MPA has a reputation that is so unreasonable at times, they shoot themselves in the foot by not

getting items from the city they could otherwise. The Fire Dept will be offered a benefit before PD, strictly because the MPA personalities get in the way of reasonable negotiating.

Under Chief Batista the departments morale has completely tanked. Every month I think it cannot get any worse, and it does. Morale is so horrible that people dread going to work due to being afraid of getting punished for doing their job the way they were trained and had before for many years before the current regime. When speaking to fellow employees, ranging from 3-15 years of experience, a vast majority are actively pursuing alternative career opportunities and are looking to leave The City of Mesa. Mesa PD is one Batisita press conference away from a mass exodus which would completely cripple the City and our citizens.

Mesa has the appearance of a sinking ship... For the first time in my career, I am seeing that people will avoid Mesa PD for other departments. Mesa needs to reverse this image

This is a much needed survey. After years of service with his department I have not seen morale this low. I appreciate the opportunity this survey gives for individual officers to share their thoughts and the state of the department.

I feel that Officers hesitate and second guess their actions for fear of how it will be perceived/judged by Executive Staff not how a reasonable officer would react. This hesitation puts officers in danger and also lowers the level of service to the citizens of Mesa.

Officer safety and morale throughout the Department have been affected. Employees are second guessing themselves, because they are worried about what the chief and command will think.

The only training that has been implemented by this chief is at least a decade behind. The discipline he has handed out is heavy handed and not in line with the law, policy, or best practices. Assistant Chief Burlingame also refuses to be in compliance with the law, policy, or best practices. No one within this department will address the chief as he has shown himself to be vindictive. The department touts the crime rate is down. That is because officers are too afraid of being disciplined or to be brought up on criminal charges to be proactive. Even when things are done within the law and our training, officers are not safe.

In my opinion I feel the Chief does not have my best interest in mind when decisions have been made during his time as Chief. The Chief seems to appeal more to the public lather than having his Officers best interest in mind.

The Chiefs actions in the past year have resulted in this departments constant decrees in moral.

I have the highest faith in my fellow Patrol Officers and the Sergeants immediately above me to conduct our jobs to the best of our ability. I know if I am accused of anything that I will be treated fairly by my Sergeant and at this level the entire incident will be fully understood before any career or life altering decisions are made. Time and time again I have been consistently disappointed in the actions at the Commander level and above. I have no trust in anyone above my Sergeant to defend me if I am in the right or mete out appropriate and fair punishment if I am in the wrong.

I feel since the chief has taken over the overall moral around here has decreased significantly and officer's feel attacked for doing their jobs and don't feel as if the higher up's have their backs. I also don't feel as if the higher ups give judgment on everyone evenly and certain people get special treatment around the department. The chief in particular has thrown us as a department under the bus and try's to take credit for things we have already been doing here for years well before he even got here. I also feel as if the training with PERF is a joke and is training officers to become complacent and less aggressive towards bad people, which in turn will cause more injuries to officer's because they will second guess themselves and feel as if they do the wrong they will get punished for it. This chief has shown through the media that he does not have our backs and even when the investigation has been done by an outside agency he still does not believe it and wants another done just to find something wrong and punish those involved and it has shown by officer's getting complaints for doing their jobs in the right way and they are still getting in trouble for very

minor things that have nothing to do with the actual investigation at hand. I believe because of this officer's are not going to certain calls because they know it will generate a complaint and they will get in trouble for it. The overtime issue is also a concern of mine because the higher ups come down on patrol as if its their fault even though we don't have enough officer's out on the streets and we are constantly sending officers from patrol to specialty units and they are still counting against patrol as far as staffing levels are concerned, which in turn does not allow officer's to take a day off or go to training because the books are already full with people who aren't even at that district anymore. I feel as if this chief is so out of touch with reality and what is really going on out in the streets as people and suspects are testing us everyday and becoming more hostile and aggressive with us because they know we have a target on our backs and know our chief does not have our backs and will throw us under the bus so fast to prove some unknown point or agenda. The ammunition thing is also a joke and limiting our ammunition use to 50 rounds a quarter goes to show further proof this chief wants us to give hugs to everyone even when they are trying to hurt us or potentially put us in a life or death situation. This lack of ammunition and being able to train and shoot is going to affect people's accuracy in training and the justification that was put out for it in the training video was so pathetic and out of touch even the speaker did not seem to believe what he was saying. But us as patrol will continue to do our jobs even if it cost us our jobs because we know we are doing the right thing and will continue to uphold the law and protect the citizens of Mesa.

I feel the moral of the department is currently a direct reflection of the top leadership. The Chief has thrown multiple officers (and the Department in general) into the limelight in order to push his own agenda and make a name for himself without having all the facts or investigation completed. Once the facts have come out and there is nothing there but good police work (as the members of this Department have always done). The Chief has never apologized for making such rash judgments about the Department or community in general. He did not "grow up" in this community and has no clue about what community policing or what calls for service are like in each district on a day to day basis. The Chief also plays favoritism amongst members of the Department which is more than obvious. The Chief needs to be held accountable for what he says and what agenda he is pushing. I do not feel the Chief or his agenda is a good reflection of Mesa in general as a whole, but rather a biased slice for what he thinks is most important.

Most of the chain of command is muted from the top. It's hard to rate the chain when they are not free to lead without fear of repercussions.

I enjoy working here very much. Are there problems, of course. Are solutions worked on....yes. Is everyone happy here....I would like to see the job where everyone is completely happy. You can't make everyone happy and there are some folks that will never be happy no matter what you do. So, Mesa PD, you are doing a fine job. Keep up the good work.

Why was Chief Batista not included in this break-down? If he were included, my overall performance rating for him would have been POOR.

This is a great survey and should be done yearly..

The moral is terrible. Similar to the saying, "The beatings will continue until the moral improves.

In the past 12 months I've had different chains of command, the above reflects the current chain as to date of this survey.

I am a civilian and therefore feel that I answer these survey questions a bit differently than from a sworn officer. I do not see questions for civilian supervisors.

Much of the frustration stems from leadership selections based on friendships, not on competency.  
Training

Each administration succession criticizes the previous for lack of communication, favoritism, self-serving /self-preservation decision making and lack of true leadership. Each professes to get it right if given the opportunity to be in a position to effect change. It's like Groundhog's day with every shift



beginning with a Sonny and Cher song as nothing improves. The vision and direction of our Department is a direct reverse to 1995 policing as we revert back to an ineffective model so many of us worked so hard to improve. The Mesa Police Department currently lacks leadership, pride and organizational credibility as some of the most incapable and ineffective members are positioned into critical positions of influence.

The chief has not regained the trust of the rank-and-file and I don't know if it is possible. The extensive time officers are being administratively re-assigned negatively impacts this relationship. In my time here there have been 2 or 3 low points for morale. While keeping recency bias in mind, this is as low as it has been. Officers continue to do their jobs admirably but they feel they will be hung out to dry as soon as something bad happens. Our department's leadership has directly influenced the difficulty we have in recruitment and retention and contributed to the nationwide negativity toward police in general.

From assistant chief to commander down the leadership has been supportive and excellent. There appears to be a huge disconnect above Chief Cost.

I do not believe the current Chief has the best interest of Officers in mind when he blatantly makes statements to the press without a thorough investigation into what occurred. He is overly worried about what the public thinks about him and how transparent he is. He was not informed of how Officers are trained to handle use of force and he himself has shown he doesn't know what to do when it comes to handling a critical incident. Arm chair quarterbacking is not good for this or any other department.

I do not believe my answers matter in that it will be used to make improvements.

It's hard to know all that goes on at the 4th floor but I do know there is a different set of rules/standards for people way up the food chain than there is for the rank and file. The main problem at the highest level is that the Chief does not appear to see officers through the eyes of an officer, he seems to see them through a view more akin to the liberally slanted media or the Black Lives Matter movement. That was clear when he spoke to the media and came to briefings after the incident on Main Street. He also does not appear to go along with findings of investigations and wants his own outcomes.

I feel that the command Staff which is the Chief and Assistant Chiefs are the worst that I have ever had to work under in my long career. The Chief is the problem and needs to be replaced in order for this department to get back on track. Morale is the worst I have seen which is directly related to the Police Chief

I am an employee of Forensic Services and I don't have a Commander, Lieutenant, or Sergeant. I will say that my direct reports do an excellent job in their positions and I'm grateful for them.

The absolute disregard to State Law, the Officer Bill of Rights is appalling. The actions of the Chief, specifically, publicly condemning Mesa Police Officers to the public both in the news and special interest group meetings is unbecoming of our Chief Law Enforcement Officer. The inaction of Assistant Chiefs has eroded any trust Officers once had in this once great organization. The poor response and inaction of our elected public officials and appointed officials has eroded the public trust and employee trust in any possible changes in the future. Commander Cutler and Commander Wessing are the top ranked leaders in this Department.

Worst chief and command staff I have ever experienced in over twenty years!

As an organization, we need to be unified. We need to stop looking at the past and forgive people of their mistakes. Yes, things were done wrong but if we keep talking about the past we will never have a good future as a department. Time to move forward and hope the Chief learned from what was said / done in the past. I'm sure he has our best interest in his thoughts and we need to give him a chance to redeem himself! I'm tired of listening to all the complaints, cries, and judgment issues! We

ARE ALL NOT PERFECT! I prefer you all spend my union dues doing something that benefits ME instead of arguing and crying over the past!

I feel very strongly that the Chief is a poor example of leadership and a person of low integrity. He does not look out for the well being of the people of this police department. He has demonstrated over and over again that if you do not think like him or feel like he does, he will make your professional career uncomfortable and halt any progress for those individuals. I feel Assistant Chief Burlingame is a prime example of abuse of power and someone who has no integrity. She has threatened police officers in open meetings and has not been held accountable for her workplace aggression and hostility towards those officers. Assistant Chief Burlingame threatened the spouses of the Mesa Police SWAT team that they could not exercise their right to free speech and if they did not stop saying things on social media or other open and free places of expression that the SWAT team personnel would be held accountable for it and feel the repercussions of it at work. This is a threat and violation of the civil rights of the spouses of the SWAT team. Commander Mike Beaton also condoned everything Burlingame said in that meeting and called the Mesa police SWAT team an embarrassment. Chief Batista is completely aware of Assistant Chief Burlingame and Commander Beaton's actions and has done absolutely nothing to correct past actions or prevent future actions. Chief Batista has demonstrated many times that he does not treat all levels of police ranks equally when it comes to discipline and corrective measures. He has allowed the law to be violated and he himself has shown incompetency for the law, Mesa Police policy, and standard practices of the police department. Commander Mike Beaton has demonstrated his lack of trust in the units that he oversees by overwhelmingly becoming involved in matters of tactics and procedure, which he has been out of practice in these areas for several years as he has promoted. He has violated policy in regards to the disciplinary process and violated timeframes stipulated by Mesa police policy. as mentioned before he condoned the violation of civil rights and openly reprimanded and belittled several subordinates in a public forum which is violation of Mesa personnel rules. For these actions, Commander Beaton has not been held accountable and there has been no corrective action. Myself and other officers have expressed our explicit fear for coming to work and being treated with hostility, bias, and unfairness under this chain of command. Each of these examples has been disregarded by Chief Batista and he has done nothing to correct these actions, further proving that he treats his command staff differently than lieutenants, sergeants, and officers. Chief Batista is a tyrant and uses fear and threats to mandate his philosophies and personal agenda in the Mesa police department. Chief Batista has no respect for the people who work for this department if they are not in line with his thinking. The Mesa police department is a proud department that for decades has been looked upon for training, progressiveness and unmatched police service to the community. Since Chief Batista and his command staff have been in charge of Mesa police, embarrassment, unlawful treatment of police personnel, and fear of retaliation from executive staff have been the new theme of this police department. The irreparable damage that Chief Batista and several on his command staff have caused for this department will be felt for decades and the City of Mesa will suffer the consequences of his poor actions and his failure to supervise his command staff as they have violated policy and law in the treatment of police personnel. City officials are aware of these gross violations of policy and law and have yet to act on these charges.

I had high hopes and expectations when the new Chief was hired. In the short amount of time he has been here he has seen the overall destruction of department morale, as it is at it's lowest in my time on the department. I did not think that would ever be possible after Chief Gascon's time here. Publicly convicting Officers before any investigation has been done shows a lack of foresight and zero leadership ability.

We can't judge the performance of command staff because they can only do what the chief tells them to do. I have never seen such an abusive chief.

Both labor organizations lack diplomacy which Rick Perine and Ryan Russell used to have, including alienating themselves from the City Council and Mayor. I would like to see them work on this.

Mesa Police Department has some of the most amazing sworn members. Unfortunately, there was some incidents that were handled so poorly that it affected the department and city as a whole. It

saddens me, and I am hopeful that this will change or at least not occur again. I still love working for this department and again think that the sworn staff we have here are some of the best law enforcement in the nation. Having the backing of the higher up ranks is imperative, otherwise it is impossible to do our jobs.

Morale is horrible. You can't walk through a station without hearing constant, consistent grumbling. The number of people on "reassignment" for extended periods is beyond ridiculous. Having outside agencies AND privately hired review boards and consultants review use of force cases is beyond words.

I believe that the performance of each member of my chain of command have been negatively influenced by Chief Bautista and his policies.

Management staff are afraid to do there jobs. Retention and progression are a serious problem with the department and are causing a massive problem with moral.

The department has an executive staff that is morally and ethically bankrupt. The problem starts with the chief and is expanded by Chief Rankin and Chief Burlingame. The executive staff has created an atmosphere where dishonesty is acceptable and sanctioned by the chief himself. A hostile work environment is a common throughout the department and is directly supported by the chief through his use of Chief Burlingame and Chief Rankin. Chief Burlingame has threatened members of the department. She also threatened the members to silence spouses constitutionally protected free speech. The chief holds the executive staff to a much lower ethical standard than the rest of the department.

I strongly believe our current chief and his personally appointed assistance chiefs minus AC: Cost has caused damage to the department's image and morale. He continues to seek political/ progressive policies in place to appease a minority of the public. which has caused officers and sergeants to second guess themselves and potentially cause us to be killed or seriously injured. My current LT continues to take a personal stance on treating officers unfairly when it comes allowing training and officer advancement.

The morale at Mesa Police Department is at an all time low which is a direct result of Chief Batista. I do not know an officer that supports Chief Batista. I also do not know an officer that would publicly state this, for fear of extreme retaliation from Chief Batista. Chief Batista punishes and hands out demotions to those that do not support him. Chief Batista is putting his name and reputation before the department and it's employees. I feel as though Chief Batista has ulterior motives for working for Mesa Police Department.

Most of the low morale has to do with the Chief Of Police's statements about officers "losing their way". All of the officers, that I have spoken with, say that if he just would have said, "The incident will be investigated" would have supported it. I have been a police officer for many years but am a new lateral to Mesa and have seen a definite decline in morale in Mesa.

The chain of command gets a disproportionate amount of the blame for staffing problems. At the patrol level we know it's an issue, yet we seemingly refuse to acknowledge our impact on staffing. We (patrol officers and sgts) can share a lot of the blame when we start the day way below CSL because people call out sick or comp out. I understand the purpose of sick/comp time, but its contributing to the staffing problem. It's also a culture issue that needs to be addresses at the patrol level. Adding more people into the mix isn't a magical solution when people still habitually call out.

Morale has been at its lowest since we've had new leadership in office. Performance has decreased dramatically and the motivation is no longer present. Officer safety is concern due to the consequences that come with use of force. Second guessing yourself can get you hurt.

The dishonest and disturbing behavior by Chief Batista has brought disgrace and discredit to a once excellent Police Department. The Chief's persecution of Officer's in critical incidents only brings shame to his office. The lack of leadership by the Chief has sent this department into a spiraling pit

of the worst morale it has ever seen. The Chief runs this once Great Police Department like a Dictator and not a Leader to be looked up to. I am ashamed to call myself a Mesa Police Officer with the current Executive Staff and more so with the current Chief of Police!

I've been very sad to watch my fellow officers' trust of our leadership crumble. I hate feeling doubt as I look out the window of my patrol car at a suspicious subject instead of fire in my belly because I know I won't be supported if things go wrong. The leaders that we still look up to are obviously stifled by the Chief. The others continue to show their true colors and fail to stand up for their troops, going along with a course that they know is wrong. We're at the point that CRIMINALS know the Chief doesn't support "his" officers and they take advantage. The good people who are paying attention SEE this and know that we are effectively hobbled in PROTECTING OUR CITIZENS! This is unacceptable to us. Chief Bautista is counterproductive in general to our Mission. This is a betrayal of the trust placed in us by the citizens of Mesa, Arizona, and the United States. I don't believe that I'm being dramatic. This is such a serious subject and it warrants our passion!

With the current state of the department I will be one of the many that will be retiring right at 20 years of service. The department would have to change dramatically for me to stay past 20 years.

Question #8 is somewhat confusing. While I believe the Chief encourages employees to actively communicate with members of the community (which would suggest good leadership by the Chief and a positive response to the question), his treatment of employees is contrary to the underlying principle and it hinders positive interaction with the community.

I would like to single out Ken Cost as the one person on the 4th floor who I believe cares about the officers. Everyone else up there seems to be all about themselves and their kingdom building.

Mesa PD is and will always be an awesome PD to work for.

Consistency with department wide process improvements. Keep morale a top priority in order to maintain member retention during these current staffing shortages. Consider the fact that we (rank and file) are being regularly asked to do more for the same pay/benefit...sometimes less.

I have had no interactions with Chief Cost this year so it was I cant accurately describe his job performance. Commander Abalos has been my commander for the last year and I have little interaction with him. I have no complaints with him. My sergeant and lieutenant have been great the last year and have zero complaints. When I look at the current chief compared to others I see a vast difference. This chief did come into a rough situation with the Brailsford trial, but he knew that when he applied for the job. Whenever the chief speaks he always start off by saying he did patrol for the first ten years of his career than gets into the his speech. When he first made he trips around the department he said he wanted more cars and patrol to longer respond to suicidal people. On any given Friday or Saturday swing shift at Red Mountain it is almost impossible to find a vehicle, and we are responding to more suicidal calls than ever. Yes the chief has placed any emphasis on training but worthless training. Icat and the unbiased training. When Perf came they even said we were doing things right but it still costs the department \$120,000, which happens to be the ammo budget. I look at the 701 East Main Street situation and agree the entire situation could have been handled differently. The officers were dealing with two males that were possibly breaking into a females house with kids. Force was used on one of the males that didn't look great on camera. Yes if someone asked the officers they would have liked the situation to go differently. My biggest problem with the situation was the press conference and how our chief was disgusted before the investigation took place. During this press conference he did not have moments to react and his thoughts should have not been emotional. Compare this to when a Phoenix Officer shot someone in a single handcuffs, and their chief responded to the media by saying the situation is being investigated. The worst part is our chief has still not said he did anything wrong. Part of being a great leader is admitting when you were wrong and learning from your mistakes. Last years officer and detective of the year was an absolute joke. Every officer in this department knows who the meritorious board voted for. It is an insult to the women of this department on how that situation was handled. I see officer are scared to do their jobs on the street. Officers are just walking away when suspects

become hostile towards them when the original contact was a civil violation. Officers on the street feel the chief does not support them when push comes to shove, no matter how many videos come out. It is obvious to officers in the department things are not going as planned on the 4th floor. Just look at how many commander and lieutenant shake ups we have had in the last 18 months as compared to how many we have had in the last ten.

The chief does not understand real police work and does not handle the media very well. The chief buckles under pressure and does not have his officers back when the situation dictates otherwise. The chief lacks leadership to actually guide, direct, and be influential to the department. The Leadership sees it and so do the officers. If the officers can't trust the chief, how can officers effectively do their jobs to protect and serve the community they work for. Who would want to work for a chief that you simply can't "trust"? His "Actions" speak louder than his words do. The Leadership, as a whole, need to work on communication. Messages seemed to be filtered and are political instead of being straight forward at times.

In over 20 years of service I have never seen such a divide between the Chiefs and the rank-and-file. The current Chief has promoted Assistant Chiefs and Commanders who are the most self-promoting/self-serving group I have ever witnessed. Certain awards and positions have been given out of favoritism. These are weekly conversations with my peers and the general attitude of many. I would go so far as to say the Chief and most Assistant Chiefs have "lost their way." These are not leaders, but opportunistic individuals who only care for themselves. I only have respect for the rank, not the individual – in the past, many of the people who were in these positions were respected as a person and rank was second. This department does have leaders most will follow who have proved themselves in this department. I, and many others, believe the Chief and his Assistants think the rest of the department are idiots and do not see through his decisions. The 40 under 40 award and the "hero" award to the recently promoted Lieutenant is a joke. Everyone knows she's not a leader or a hero. She may be a nice individual, but she's a "leader" no will follow. She was sent to be the academy sergeant for one class?! And she's supposed to be the savior of the department?! She will work less that less than two months on the street before she is give and cushy position on the fourth floor. The Chief has set her up for failure amongst the troops. How can an Assistant Chief conduct herself the was she did with SWAT and the Air Unit and get away with it? Even a first-year sergeant knows better that do act the way she did. She leads by bullying and fear. I've never seen the "executive" Assistant Chief outside of HQ for the past ten years. Quite the "leader" there. Just because someone goes to Quantico does not make them a leader. That goes for everyone. Surely Chiefs have tough decisions, but it seems many of the decisions have simply been stupid. You can't BS a bunch of BS'ers. Rate statement: Executive leadership places emphasis on employee wellness – specifically physical and mental health. --- Sure they emphasize it, but only care about it when it gets them promoted. This area is just what's popular in LE. The implementation and real effect is a joke. Rate statement: The Chief empowers his direct reports to solve problems through individual initiative reflecting accountability and urgency. Sure, but only if the direct reports subordinates agree with the Assistant Chief way of "solving problems." If you don't agree, you're punished. The Assistant Chief and Commander positions have the least amount of accountability on this department – even if they know something is an issue. Rate statement: The Chief empowers officers to solve problems through individual initiative reflecting accountability and urgency. The initiative is only a priority for the chain if it can get a Lt. or Cmdr. promoted. Even if it's a good proposal for the department as a whole, but isn't a pet project for the Lt., Cmdr., or Asst. Chief – they will do nothing for it. I used to enjoy coming to work. I did a good job for my boss because I WANTED to. I felt empowered. I felt my back was covered. I felt I could make a minor mistake and move on. Now I do not feel empowered, my Chief and his cronies are against me, I make a minor mistake and my job is at risk – sounds like a "leadership" problem to me. Yes, I used quotation marks around the word leadership. There is no quality leadership within the higher ranks at this point. Promote Beaton, Nesbit, Dvorak, Bellows or those who actually care more about other people rather than themselves and this Department can get back on the right track. We need to hit the reset button on leadership, "feel good" projects, LE fads, and get back to the basics – protect, serve, investigate, lock bad people up.