



**JOINT WORK SESSION MEETING
AMENDED AGENDA
CITY OF CREVE COEUR
CITY COUNCIL AND POLICE AND SAFETY COMMITTEE
300 NORTH NEW BALLAS RD
FEBRUARY 22, 2021
6:00 PM**

CALL TO ORDER

ROLL CALL

DISCUSSION ITEMS

1. Chief of Police Recruitment Process

Summary: Staff will review the hiring process and timeline for the Chief of Police. The work session will also be an opportunity for the City Council and Police and Safety Committee to review and discuss the responses to the Chief of Police recruitment survey.

Pursuant to Section 610.022 RSMo., the City Council could, at any time during the meeting, vote to close the public meeting and move to closed session to discuss matters relating to litigation, legal actions and/or communications from the City Attorney as provided under Section 610.021(1) RSMo. and/or personnel matters under Section 610.021(13) RSMo. And/or employee matters under Section 610.021(3) RSMo. and/or real estate matters under Section 610.021(2) or other matters as permitted by Chapter 610.

Posted: _____ posted 02/19/2021
Deborah Ryan, MPCC
City Clerk



City Council
300 North New Ballas Rd
Creve Coeur, MO 63141

Debbie Ryan
City Clerk
(314) 872-2517
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Meeting: 02/22/21 06:00 PM

DOC ID: 3997

DISCUSSION ITEM (ID # 3997)

Chief of Police Recruitment Process



MEMORANDUM

To: Mayor & City Council

From: Mark Perkins, City Administrator; Sharon Stott, Assistant City Administrator

Subject: Police Chief Recruitment Process

Date: February 17, 2021

With the recent retirement of Chief Glenn Eidman, we are beginning the process to hire the next Police Chief for the City of Creve Coeur. Below is an outline of the process and timeline.

Authority

Under the City of Creve Coeur Charter (Section 5.4), the City Administrator appoints all department heads including the Chief of Police with the approval of the majority of the City Council.

Community / Employee Input

In order to obtain input from the community and staff, online surveys were posted seeking input from the residents, stakeholders, elected and appointed officials and employees. The surveys asked respondents to provide characteristics, strengths, and accomplishments they would like the new Police chief as well as describe what the most important issues they see facing a new Chief. The community survey was live on the City's website for approximately three weeks and promoted in the Resident and Business newsletters. Both surveys closed on February 15, 2021. The survey results are attached.

Community/Position Profile

The community/position provides an overview of the community, desired qualifications, essential functions and challenges and opportunities for the next Chief of Police. The citizen and employee survey data will be used in creating this profile. Staff anticipates completing the profile by March 5. Once finalized, the position profile will be posted on and downloadable from the City's website, posted in all City buildings and submitted to membership groups and advertisers.

Advertising

The position will be announced through several venues, including the City's website and social media, the International Chief of Police Association (IACP) website, National Organization of Black Law Enforcement Executives, National Association of Women Law Enforcement Executives, FBI-NAA, and the Missouri Police Chiefs Association.

Candidate Review

Staff will review all candidates based on their qualifications and experience compared to the position profile, and select a group of +/- 10 candidates for further review and interviews with the City Administrator and Assistant City Administrator (the City's "Personnel Officer").

Assessment Center

A group of 5 to 6 candidates will be invited to participate in a day-long assessment center. The assessment center will consist of several components including an in-basket exercise, written assignment, structured/technical interview and oral presentation. Three police chiefs or law enforcement professionals will serve as raters. This component will be administered by GovHR, a public sector management consulting firm with substantial experience in assessment centers, providing an objective third-party assessment of the candidates.

Finalist Interviews

For 3-4 finalists, we will create two interview panels. One panel will include representatives from the City Council and the Police and Safety Committee, and a second panel will be comprised of city department directors.

Contingent Offer of Employment / Background Check / Psychological Assessment

Following a reference checks, one individual will be given a conditional offer and subject to a background check. The pay and benefits package will also be negotiated.

Assuming the negotiations and background check are completed in a satisfactory manner, the City Administrator will appoint the next Chief subject to City Council approval.

Introduction of New Chief

Depending on the candidate and current employment situation, the start date is estimated to take two-four weeks from successful completion of the background. Once the recruitment process has been completed, we will plan a public reception for members of the community to meet the new Chief.

Schedule

An estimated timeline is provided as follows:

Hiring Process Description	Completion Date
Community & Employee Survey	February 15
Community/Position Profile	March 1
Advertising	March 31
Review of Resumes	April 15
Interviews with CA and ACA	May 15
Assessment Center	May 31
Interviews of Finalists	June 15
Conditional Job Offer	June 30
Background Check / Psychological Assessment	July 13
City Administrator Appointment / Council Approval	July 26
Selected Candidate Employment Begins as Police Chief	August

CHIEF OF POLICE RECRUITMENT SURVEY - RESIDENT RESPONSES

Survey open from January 22, 2021 to February 15, 2021

29 Responses Received

	1. How would you describe the characteristics that you would like to see in the next Creve Coeur Police Chief?
1	Well versed on systemic racism and bias, committed to building coalitions and partnerships, committed to police officer diversity, willingness to speak up and advocate for officer training and safety, open to creative
2	1. Intense attention to detail 2. Compassionate/Empathetic 3. Able to recruit the best officers, especially women and minorities 4 open and responsive to the community
3	Knowledgeable background in law enforcement
4	The Chief needs to be an individual who is open to new ideas that will build on the progress that has already been accomplished in Creve Coeur. The new Chief of the Police Department must be respectful of the current Officers and their Supervisors. The Chief needs to be a Team Builder, who knows how to make sure that the whole Department becomes greater than the individuals who make it up.
5	One who communicates well with Police and the Public. A person who believes in openness and transparency.

6	1. Must be truly committed to diversity and racially unbiased policing. Should have no tolerance for racial or gender discrimination or harassment within the department or with the public. 2. Should believe that the Police Department and employees should be a public safety department and not a militaristic enforcement or control department. 3. Should be a big believer in de-escalation, and substantial training should be on this. 4. Must believe that the Police are not above the law, and policies should be in place to take citizen complaints seriously, investigate them, and take meaningful action based on the investigation. 5. Must really believe in transparency and practice it, and not simply give it lip-service. 6. Must be a good communicator with the public. Would really like to see the Chief manage by being out in the field, not in his/her office. 7. Should believe that excessive use of force incidents are harmful to police everywhere because it undermines the public's respect and support for the police. 8. Should be a person who leads by action, encourages and compliments subordinates for good performance, and helps everyone improve. 9. Should have a continuous improvement mentality; should be open to, and seek out, new technologies and practices that improve policing.
7	A candidate who recognizes that this is a city of great pride to those who chose to live here. Our property value, infrastructure and local government must have a higher standard to keep make this city desirable wether it be to call home or business.
8	"Honest" Good Communicator. High Integrity (not a lying piece of SH@T) Don't assume guilt of any party based on the say so of other police officers. INVESTIGATE!
9	The Chief of Police must be honest and have the highest integrity. He/she must treat all persons fairly and justly regardless of income, race, religion, gender, etc. He/she must model the conduct expected of all Police Dept. employees. The Chief must be approachable, willing to listen, open-minded, forward-thinking, and confident in making decisions. He/she must be respected by their peers (other Chief of Police in the region and beyond.) I really value a sense of humor; the ability to lighten the mood as appropriate, yet resolute when situations demand it. He/she must have spent significant time with "feet on the street" and have earned the respect of officers in the department. If he/she is brought in from outside of the Creve Couer force, then the individual must have the ability to build rapport with the staff from the very beginning.

10	Someone who values fairness, humanity, and integrity. Someone who can stand up to pressure if it means doing what's right and best for the community. Someone who has visionary ideas for what the new era of community policing can aspire to be, such as increased community engagement/collaboration.
11	I want a Chief who cares about Creve Coeur and is 100% committed to protecting and serving Creve Coeur.
12	Commitment to diversity and to community policing.
13	Tough on crime, communication with other PD so that if a crime is being committed in other areas they all work together. Approachable to the citizens of CC, be out in the community.
14	Honorable and dedication to service for the citizens of Creve Coeur.
15	Leader Expert Great manager Able to connect with the people of Creve Coeur! Community liaison Available to our citizens
16	Demonstrated history of earning respect of PO and NCO staff by example, not by rank. Pulls all shifts occasionally, gets out of office, delegates administrative work,
17	Someone with solid knowledge of and experience with successful policing practices and guidelines. A leader who will not cave to special interests but who will defend policing as a profession and as a necessary part of a safe community. A leader who can train up officers enabling them to achieve excellence.
18	Intellectual, well educated, analytical, highly professional, even-keeled, experienced, open-minded and well-tempered. Additionally, I feel the chief needs to be able to interact well with people. He/She should have the natural ability to work with and relate to the officers, staff, elected and appointed city officials and the public in a genuine and appropriate fashion.
19	
20	An outgoing welcoming person with a focus on community service. Must be inclusive of all people across all spectrum's of individual diversities. Also must be respectful of people who may hold opinions they don't agree with. Continue to support the excellent relationship the people of Creve Coeur have with their Police Department.
21	Honesty and a knowledge of the issues facing Creve Coeur.
22	Safety and Security of the citizens of Creve Coeur should be the number one priority

23	Since representation matters, the chief (which, if we're really going to be transparent and honest, is a racist and culturally appropriated title from that of Native Americans-yet, so is the fable of "Creve Coeur") should be representative of the BIPOC community, since you stop/arrest/fine them more than whites. One with a transformative justice lens, who understands the system is imperfect, birthed from a white supremacist mindset with an initial purpose of slave catching, fully knowing it has not moved far from its roots. One who fully grasps what abs who it means "to protect and serve", "not punish and enslave", because cops are not above the law and accountability matters, and qualified immunity is a cowardly and pathetic tool of supremacy. One who holds themselves, all cops, and the entire department accountable.
24	Honesty. Belief in equal treatment as to race. Progressive and willing to try new methods proven successful. High EQ to relate to other officers and citizens. Open to citizens through regular meetings. Balanced group of officers as to race, sex, ethnicity. Knowledgeable about laws to be enforced. Ability to prioritize situations
25	Actively anti-racist, cares about ALL residents, empathetic, kind, helpful
26	Responsive to the community. Dedicated to transparency. Willing to learn and grow regarding public safety methods and practices,
27	Honest, kind, compassionate, just, fair, equitable, open-minded, anti-racist. Supporter of Black Lives Matter.
28	Progressively inclusive with an understanding of racial sensitivities while upholding the standards we've come to enjoy in Creve Coeur.
29	Experience in managing a police force of the same size in a similarly situated community. It's also important the next police chief values diversity and strives for inclusion on the force.

2. What strengths and accomplishments do you hope the new Police Chief will bring to the position?	
1	Increasing officer training Increased officer diversity Being seen as a role model department for best practices in deescalating violence, particularly against minorities Advocating for a systemic view of analyzing crime in the community
2	Have been a police officer Served on community boards Leadership boards
3	Had experience in all aspects of law enforcement
4	The new Chief needs to show a career in law enforcement that demonstrates measurable accomplishments that can be clearly defined. The new Chief needs to have a career in law enforcement that shows a progression from the "ranks" into increasingly higher levels of responsibility. I would expect the new Chief to come from a Police Department as good as Creve Coeur, if they come from outside of our Department.

5	1. Experience as a police executive. 2. Graduate of the FBI National Academy for LE Execs. 3. Active pursuit of ongoing training in relevant fields. 4. Understanding of diverse nature of Creve Coeur Community. 5. Up to speed on HR issues, such as discrimination, harassment etc.6. Committed to the accreditation process (CALEA)
6	1. Would like to see a history of actual performance related to the characteristics listed above. For example, would like this person to have a history of being known for their promotion of diversity, de-escalation, holding subordinates accountable. 2. Would like this person to have proactively started or implemented programs to improve training, especially with respect to de-escalation, use of force, and elimination of biased policing. 3. Anyone who has any history of complaints about excessive use of force, discrimination, or harassment (or tolerating any of this among subordinates) should be excluded from consideration. 4. Would like to see a history of seeking out and adopting new technologies and practices, and especially collecting more data and using it, to improve policing.
7	I would like to see my new Chief come from a background where higher than normal standards are the expected. Not just run a department status quo. Encourage and appreciate hard work off all underneath him or her. I'd also like to see someone who also has the respect of all his subordinates. Someone who remembers where he/she comes from and understands the struggles of a patrol officer all the way up to his deputy. Basically, lead from the front not the rear.
8	Knowledge of Laws, both State, Federal and Local.
9	I don't get all jazzed about honors / kudos unless they directly and clearly demonstrate competence in the characteristics identified in #1. For instance, we must explore when and how this candidate has proven that he/she is forward-thinking and open-minded. If he/she created a new program to address a community need, make certain that it was genuinely effective and had the intended positive impact (and maybe some unintended positive outcomes as well). Can he/she admit a failure, then chart a better course? We need a stable, steady hand. Is this individual intelligent and able to think through multiple options, supporting the best approach with well-reasoned arguments? Can this individual handle public opinion with skill and grace, resisting the urge to be defensive or collapse under pressure? Does this Chief stand by his men and women in uniform but take action when they act in ways contrary to our standards of conduct? Is this candidate a sagacious reader of character when it comes to hiring and handling the public?
10	Someone with experience working with difficult people and challenging personalities/ideas; knowing how to compromise but also when to stand his/her ground. Someone who has accomplished developing new programs, overseeing the challenges of moving subordinates/peers through change and motivating them and holding them accountable for enacting new policies,etc. Someone with a record of leading growth/change.
11	Having the he fastest police response times and lowest crime rates in the state of Missouri.
12	Training and experience in conflict resolution, especially de-escalation training.

13	Some experience but young (maybe 40+). I'd like you to look within our police force first to see who is interested in the job and then go out into the STL community. Only hire from outside of MO if you have to.
14	Honesty, top communication skills with his officers, city officials and citizens. Have a commitment to upholding the tradition and policies of the Creve Coeur Police Department instituted by Chief Eidman. The tradition is based in the use of ongoing training and certification of officers and department as a whole to insure Creve Coeur Police are the best trained and equipped in the area.
15	Professional accomplishments Expertise Verbal acuity
16	Personally accessible and attuned to listening to residents. Meet with Council and volunteer citizen committees occasionally to get to know them personally and learn about concerns that never make it to Council meetings,
17	Progressive levels of responsibility and authority. Successful career of improving safety and enabling the successful prosecution of perpetrators.
18	Leadership would be at the top of the list. The rank of Captain or Chief from another agency would be mandatory. An advanced degree, either a Masters or Doctorate, would be fantastic. A mix of criminal justice, psychology or sociology might be interesting. An understanding of municipal government and the budget process is needed. Character and background are very important. Open-mindedness would be very good as well. Superior verbal, writing and communication skills are needed.
19	
20	Track record of working well within the communities they have served previously. A person who is well respected within the community and trusted.
21	Ability to lead and find consensus in solving problems. A skilled communicator to the community.
22	A pattern of crime reduction and history of successful law enforcement.
23	No violent history on their record, not one citizen or colleague complaint, holds an equitable lens to management and the community, holds themselves to a higher standard of accountability, understands whose streets these streets actually are, does not believe in Blue Lives because this is a choice not congenital, does not have any Punisher logos in their possession because they understand to be a violent arm of the state is not what protecting or serving looks like, has fully come to terms with the fact that "reform" doesn't work because 300 years has proven that, and fully understands that defunding police is to divest in violence and control and means to reinvest in care of the community, and is actually willing to do so.
24	Ability to know limitations and seek out help when a situation is beyond his capability. Be able to apologize to anyone when he or she has made an error. High degree of self confidence. Ability to be organized. Ability to assess needs of community in relation to responsibilities of the police department. High degree of moral character. Be open to accept suggestions from her or his staff without retribution. Experience as a police officer and an educational background to qualify her or him to accomplish her or his job. Evidence he or she has continued to seek learning experiences to up date her or his current knowledge
25	Highly trained in deescalation techniques, trained in working with those with mental health, comes from a diverse background, has worked with different kinds of people, never had disciplinary issues.

26	
27	Bringing more anti-racism into the police force and its business in Creve Coeur. Maintain protection of religious communities and institutions.
28	Strong outreach skills to bring the community closer to understanding the challenges in our community.
29	Important strengths include honesty, integrity, the ability to lead others and gain their support while also making tough decisions that might go against any individuals not abiding by the rule of law. The ability to communicate, show compassion and empathy are important as well. Any accomplishments showing a positive change in police mentality is a plus.

3. What are the most important issues that you would like the new Police Chief to address?	
1	
2	Community outreach to address opportunistic break ins.
3	Know what makes Creve Coeur such a great place to live, get educated and work and relax.
4	It is obvious from watching the news that the new Police Chief will need to be highly "in tune" with the Community and they need to take every opportunity to involve the community in the directions taken by the Department. They not only need to be aware of the issues in Creve Coeur but should not be wearing blinders to what is going on in the St. Louis metropolitan area. Too often the issues of the surrounding areas can spill over into Creve Coeur, our City is not walled off from outside problems.
5	A New Chief needs to have the confidence of the City Administration so he/she may arrive at his/her own understanding of what the priorities should be.
6	Most of these have been stated in some form in the first two categories, but I will repeat some of them here. I think the Creve Coeur Police Department is excellent, and is a role model for other departments in the region, and I would like that to continue and even get better. A big problem is that bad policing anywhere reflects badly on all police, and it makes the job of police much more dangerous and stressful. So I think it is important that the CC Police continue to work on: 1. De-escalation training and policies. De-militarization of police (generally not a problem with CC Police, but let's keep it that way). 2. Use of force training and policies. It appears that many police are trained to never back up and "give ground" and simply use time as a resource. Especially in potentially violent situations, patience and waiting for backup and experts can reduce the danger for everyone involved. I would like to see the City/department investigate the use of professional psychologists and social workers to handle some situation (similar to Portland, OR). It sure looks like this could be less expensive and have better outcomes for those 10-20% of calls involving people who are mentally ill or having emotional crises.
7	Understanding that we now live in a very politically charged climate and the difficulty of appeasing everyone is not possible. Never sacrifice aggressive enforcement to keep the city safe in order to be politically correct.
8	Keep sacred the ability of all citizens the RIGHT to Conceal and Carry Firearms. Stop the speeding on all roads especially Ballast Rd from Olive to Ladue. its a race track some mornings.

9	I was extremely pleased with the work of Chief Eidman and am genuinely grateful for the work of the force he has built. I applauded his patience in hiring; he waited until he found candidates that he KNEW with a very high degree of certainty would maintain the highest professional standards. His experience was invaluable. Our police officers are always quick to respond and very professional. I appreciate the high level of training, especially the focus on flexible approaches to address the unique demands of the each situation. They are not a force with "just a hammer" so they don't see every problem as a "nail in need of pounding." I would like to explore how our police force might work in conjunction with individuals trained in crisis (non-violent) management. Our police force is trained to de-escalate and they do convey to people in crisis that they are present to help and not harm. However, I wonder if there are calls where another approach might link social services more immediately to the situation w/o the additional trauma of police intervention/custody/detention. I am NOT an expert and defer to those who are; I just read about programs around the country and wonder if this is an area we might openly explore.
10	What the national reckoning with BLM and police violence means for our CCPD and community. What are we doing well and what can we do better to be leaders and models for what community policing looks like? Also, how can issues of distrust of police be addressed in the community so citizens know what a great/reliable/credible police force we have.
11	Protection of life and property. Community Relations.
12	Recruitment of minority officers, enforcement of traffic signals and speed limits, especially in residential areas.
13	Crime, what can we do to lesson the crime in the area. Help the community realize that their help is welcome and needed.
14	Continue ongoing methods to reaffirm methods used and also exploring new ways to get information on crime problems, classes, events and news concerning the whole of Creve Coeur and how citizens can become involved
15	I need to know more and get involved in our community
16	Creve Coeur is transitioning from residential bedroom suburban community to become a technology hub. The 39 North Ag Tech research area brings an influx of top echelon professionals (Danforth, Helix, Bayer, BRDG) and institutions (primarily medical) who work 2/7/365 and must feel safe at their workplace and while commuting. PD must retain focus on resident safety, especially child safety while commuting to/from school and using city facilities.
17	SAFETY of the citizens and businesses of Creve Coeur.

18	Increased community-focused policing and programs. Emphasis on prevention, as much as possible, of higher level criminal activity i.e. misdemeanor/felony. This may involve different types of patrol such as bike, foot patrol, undercover etc. Increased traffic monitoring for "high-level" matters (DWI, excessive speed, C&I etc) and less emphasis on low level matters. I'm not a huge fan of just trying to "catch" people. Warnings may be better suited in those matters depending on the case. Frequent and varied training and course activity department-wide.
19	
20	Ways to improve public safety within the scope of the Police Department.
21	The commitment to excellence and continuing education in the department. To keep our accreditation as well as continued programs for the community.
22	Creve Coeur has long been known as a safe, secure community. I would like to hear how the prospective chief intends to maintain that reputation.
23	Defunding. How will this new "chief" achieve that. Addressing the needs of the community to care for it rather than attempt to control it thru violence, oppression, racial discrimination, and superiority complexes because you have access to arms and chemical grade weapons banned by the Geneva convention
24	Utilizing ancillary resources such as mental health workers when appropriate. Police officers should not have to have the answer to every problem but know resources outside the department to make referrals. Continued training and updating of officers skills and knowledge. Plan to compliment and reward officers for job well done. Communication with citizens about work of the department. De-escalation training for all. Sensitivity training
25	Racism and homelessness
26	Focusing on public safety over mere law enforcement. Exploring and implementing modern ways to address public safety that take racial equity, mental health, and socioeconomic issues into account.
27	Building trust. Making all people, especially people of color, comfortable to live in and visit Creve Coeur.
28	Positive visibility -not just waiting for minor driver infractions (i.e. low level speeding violations and the like).
29	Creve Coeur is a bedroom community with few police issues currently on display.

4. Any additional comments?	
1	
2	No
3	We may have a qualified person already in law enforcement.?
4	Obviously you want a new Chief who has a distinguished career but you also want a person who is not a job hopper who is using our Department as a quick "stepping stone" to other opportunities.
5	
6	Chief Eidman was a great Chief and developed one of the best departments in the region. I am hoping that the next Chief will not only maintain that record, but improve on it further, so that CC will be the model that all other departments look to. Certainly we would like a new Chief in place as soon as possible, but I strongly recommend that the Council take as much time as necessary to get a Chief that they clearly think is outstanding, rather than settling for something less just to get a person in place. If it takes 3,4, 5 months, so be it. Let's get it right.

7	I'd like to see a nation wide search to include "in house" promotion. Unfortunately, hiring someone from a neighboring dept may only bring that "style" or leadership to Creve Coeur. "New blood" thinking and progressive young attitude is where we need to head. A little about myself. Former police officer for 15 years and Bellerive estate resident.
8	Start a COPS program "Citizen On Patrol". No I'm not interested. If you want the Taxpayer and voters to have the Police Depts back, you need to have more involvement from those whom pay the bills. A Citizens Review Board. Enforce the Bike Helmet Law.
9	Thank you for the opportunity to provide my thoughts. I appreciate your diligence in vetting our candidates and hope the process ahead is smooth and fruitful.
10	After the unrest of 2020 with George Floyd and other killings, I wanted to do my civic duty to inquire about my police department's policies/protocols/work culture,etc. I was so relieved and grateful to find that CCPD has already for many years now been enacting nationally recognized programs for addressing issues of inclusion/bias and mental health issues,etc in the community. I am proud and thankful for CCPD!
11	Find a Police Chief that has the same intelligent and caring attitude that Mayor Glantz has but with a police background.
12	We appreciate the excellent quality of our police department and hope it continues under the new chief.
13	I'm not saying that our current Police Chief didn't do any of these things. FYI
14	I have lived in Creve Coeur for the past 25 years. Prior to moving here I lived in 10 other locale's, some larger some smaller than Creve Coeur. Thanks to Chief Eidman's leadership and the work of the men and women of the Creve Coeur Police Department, it is the place I feel most comfortable. In keeping with having had such a wonderful Chief for these many years I would recommend the committee interview as many candidates as possible but give a great deal of thought to promoting from within. What better candidate can be found than an individual that has worked for and with a great Chief las we had in our community. Pluses being they have been exposed to and saw great leadership on a daily basis. They already have a knowledge of the workings of the department, city and citizens. I know Lt. Hartman from working with him through our HOA on problems with cut throughs and speeding through our sub division. He along with the chief have always attended our annual meetings (this past year excepted due to Covid 19 concerns) to give us information on what was happening in the city and what citizens could do to help the police to correct them. A gentleman like Lt. Hartman is a valuable asset to all living and working in Creve Coeur and should strongly be considered for promotion to Chief. No matter who the next Chief is; I only hope he/she can continue the great work of Chief Eidman. Quality not equity should be used to determine the hire.
15	
16	CCPD consumes largest fraction of city spending. Budget focus is critical. Chief must seek opportunities to contain/reduce cost through technology efficiencies and possibility of joining with other PDs to incre4ase coverage without increasing cost.
17	

18	I would like Creve Coeur to consider a VIPS program. I would be willing to assist should that ever come to fruition. Thanks for taking time to put this survey together and for the opportunity for us, the public, to chime in!
19	I'd like to see a chief who really pushes his officers to get to know the community. For awhile, we had an officer that used to pull over and chat with our neighborhood when he was driving thru. No else ever does that
20	
21	With excellent officers in the department it makes sense to look within for the new chief.
22	
23	Divert 911 calls to crisis management professionals, stop sending armed cops to domestic dispute calls and traffic stops, reinvest in our community, mental health employees, jobs, education, after school programs, food insecurity needs, pull cops out of schools, and look into the White Bird Clinic's CAHOOTS program in Eugene, OR, if you really care about your community and want to revolutionize what that looks like, stop being violent arms of the state. Thanks!!!
24	
25	As a lifelong Creve Coeur resident, I hope that the new police chief does not look or come from the same background as every other police chief we've had. Someone new and with a different perspective is necessary. It is highly important that creve coeur address issues of racism and how to help the homeless around our city.
26	
27	
28	
29	The ability for citizens to provide comments is appreciated.

CHIEF OF POLICE RECRUITMENT SURVEY - EMPLOYEE RESPONSES

Survey open from January 22, 2021 to February 15, 2021

29 Responses Received

1. How would you describe the characteristics that you would like to see in the next Creve Coeur Police Chief?	
1	Humble, Outgoing and Determined to make a difference.
2	Personable, reliable, accountable, honest, having integrity
3	Integrity and honesty, which are key factors in having trust from others. Good communication skills. Compassion and empathy and being able to know how to balance it so it doesn't interfere with your work. Good listening skills. Eagerness to continuously learn in order to grow with every day changes. Strong mental agility so they can change their mindset based on the current situation in order to react or act in the best way possible. Great leader and someone that others continuously look to for guidance and direction.
4	the ability to lead stand up for the rights of his/her officers, where appropriate, even in the event of scrutiny from public, media, and in some cases political pressure. be fair, impartial and objective listen to the ranks for input communicate well with the officers and be transparent
5	I believe anyone at this level in their career should demonstrate in past positions a high level of Integrity, Transparency, Leadership, effective communication skills and a passion for the work they do.
6	Police Officers have terrible life expectancies, maintaining a healthy work/life balance needs to continue to have importance in the PD.
7	Trustworthy, reliable, ethical, moral, empathy, good listener
8	Experienced=At least 25 years on the job and have filled a variety of positions in law enforcement (bureau, traffic, media relations, etc). Masters degree. National Academy trained.
9	Active listening, honesty, and organization
10	Present within the department, personable and professional representation of the job and department. Trustworthy and ethical.
11	Good communicator, respectful, willingness to work with other departments, fair.
12	Collaborator, customer service-oriented, approachable
13	I would like to see a Chief who is dedicated to being present and involved in the daily operations of the Department. The Chief should be personable, approachable, and focused.
14	Confident, strong, yet friendly.
15	Honest, upfront, bold, not afraid to say what needs to be said.
16	I would like to see someone who is trustworthy, honest, and dedicated to preserving this community as a great place to live and the police department as a great place to work which it currently is.

17	As a Chief of Police, the individual's primary purpose, focus and responsibility should be of the department and not secondary functions. Personnel matters, policy updates, should be addressed in a timely and ethical manner, disciplining the behavior and not the individual responsible. The Chief of Police of Creve Coeur makes a great amount of money and should not need to have all the secondary functions and responsibilities which would negate that person from handling matters efficiently within the department. This individual should show passion toward the hard work and dedication of the men and women who represent the uniform and the City. The police department's reputation has been tainted for many years, looked at as a department full of micromanagement and favoritism. This has caused a turnover rate far greater than many reputable departments in the area. We need to trust our leadership and entrust that they will do the right thing, until proven otherwise. When this trust has been broken and it has become apparent that an individual in a leadership position is abusing his/her powers or is incapable of representing the mission of the department, swift action must be taken to mitigate this individual's negative behavior instead of protecting, or "hiding" them in an undesirable position. The Chief of Police should be focused on not only displaying the core values, but setting the example and living up to the core values that are expected from within the department. Leaders within this department need to be ethical and lead without favoritism or bias. We need to treat individuals equally, regardless of rank, position, or any other bias. We need to hold our leaders accountable and to higher standards, yet trust in the judgement, or recommendations of those placed in specific positions and/or entrusted with the training to accomplish what has been asked of them.
18	Integrity and fair
19	Honesty and integrity are essential however realistic or logical traits would benefit the CCPD most at this time.
20	Honesty, integrity, equality, fairness, hold people responsible for their actions and job tasks, follows the s.o.p., supports all the staff, gives thorough thought to suggestions, complaints & compliments from the employees and takes into account how changes effects all the employees not just a select group.
21	A Chief that stands up for the officers. A Chief who listens to feedback. A Chief who desires to connect with individuals and spends time getting to know these individuals. A Chief that is easy to approach and someone you can look up to.

22	Someone who: -looks at ideas outside the status quo as an opportunity to improve the organization.-Doesn't speak disparagingly/negatively of their leadership team to others, especially subordinates -is forward-looking and interested in the future of law enforcement. -is willing to defend employee decisions that are legal, ethical, moral and within policy. -is willing to listen to others and take input from his/her leadership team without taking ideas/statements personally. -holds employees accountable for their actions and discipline fairly. Able/willing to terminate someone who exhibits good cause for termination. -is willing to give opportunities to officers to grow and thrive in multi-jurisdictional/regional assets and seek new opportunities for officers to experience growth and experience. EG - Major case squad, drug units, fugitive apprehension, federal task forces, municipal task forces. -Someone who doesn't make promises on what they can't deliver and doesn't push blame on others.
23	Experienced, educated, strong, humble, direct
24	Honest Loyal Authentic Cooperative Emotionally intelligent Respectful
25	I would like to see the next Chief be someone of good values as well as a good leader. I would like to see them be a good representative of the police department as a whole as well as have the backs of officers and fight for the benefit of the officers and department. I would also like the next chief to be personable and transparent.
26	Integrity, Honesty, Loyalty, Sincerity, Self-Confident, Self-controlled, Tolerant, Kindness, Cooperation, Fairness, Proactive, Non-Discriminatory, Maturity, a team player, respect - toward people and having the respect of/from people (coworkers too).
27	I would like to see our next Chief should be a leader who is knowledgeable, honest, ethical, and intelligent. A leader who supports his subordinates and is willing to back them up and protect them from politics. Someone who is willing to continue to learn and stay up-to-date on modern policing and fight for what is right, even if not popular. A leader who is willing to resist to cave to pressure from leadership outside of the police department when appropriate. Basically, not be a "yes person" to city hall or city council - those outside of law enforcement typically do not have a full understanding of law enforcement. A leader who understands the importance of establishing mentoring and servant style strategies to help subordinates accomplish their individual career goals and help the department grow stronger.

28	A leader who is dedicated to the position of Chief of Police and is not only accepting the position to further his/her self-interests. He/she should be able to shield officers from the politics of the city and should also be able to resist pressure from political figures to make changes that would not benefit the department but would solely benefit interests of politicians and other leaders directly or indirectly tied to the city. A leader who is above all else fair and non-judgmental. Someone who does not belittle other employees to subordinates.
29	In-touch with current issues, familiar with the community of CC and West County, able to balance optics, public interest, and officer interests.
	2. What strengths and accomplishments do you hope the new Police Chief will bring to the position?
1	I hope they have a history of going out and accomplishing great things in their early career.
2	The ability to create a positive working environment
3	Someone that can think outside the box or sees the bigger picture. Someone with good technology skills. Someone with good budgeting skills and understanding. Someone that has been involved in lots of committees and has served as leaders in those committees. Someone that has a bachelors and masters degree, or something equivalent. Someone with good management skills. Prior management experience of at least 5 years, but the more the better. Also, the more years in public safety, the better and the serving higher ranked positions should score more points than those that haven't moved up the ladder. Lots of experience with diversity. Someone that is good with the public and is willing to have an open door policy with anyone.
4	well educated to include the National FBI Academy and Masters degree in some type of management well rounded law enforcement career to include patrol, investigations and admin experience.
5	Proven leadership skills, proven ability to provide positive feedback and progressive disciplinary actions. I feel strongly that this individual should show continued education/training for the benefit of themselves and for the department.
6	Collaborative leader who also has the ability to make a decision at a moments notice, when needed.
7	Strong leader of a diverse group of staff, proven track record to lead my example
8	See above (response to Question #1)
9	Open mindedness and new ideas for our department.
10	Knowledge of the city and its citizens/demographics, good balance of career experience in many different areas in law enforcement, experience in mobilization and management of specialized units, inter-agency cooperation, and multi-state jurisdictional cooperation.
11	
12	Proven leader, prior experience in maintaining positive relationships inside and outside the organization
13	I hope the new Chief will be dedicated to officer wellness in terms of mental health and longevity. I would like to see a focus on ideas, policies, and benefits that are oriented toward long term wellness and health of officers.
14	People person, and good leader
15	Previous command experience. Able to delegate well and cut waste where needed. Does not cave to political pressure when doing what is right.

16	I would like to see someone educated with a Masters Degree or greater in Criminal Justice. I would hope the individual has been a Command Level Officer here or elsewhere for 3 years or more. Also, I would hope this person has participated in 'cross-training' of duties or some form of succession training here or elsewhere so as they are not one dimensional in his or her abilities. This person needs to be capable of stepping in and gaining the trust of this department, the city hall personnel, and most importantly, our citizens.
17	Above all else I would hope the new Chief is personable and open with their employees. That he/she is ethical and honest, regardless of the decisions that are going to be made. I hope there are no promises or favors that are made to employees that are not kept as it spreads further animosity and hostility within the workplace. The new Chief should be trustworthy and have faith in those who he/she had appointed to particular positions and ranks. With that being said, the Chief needs to understand the importance of his/her ability to make the important decisions instead of voicing frustrations to subordinates and speak negatively about his/her commanders without doing anything about it. Some accomplishments I feel are important for the new Chief is one who has a balanced law enforcement career. One who has experience in all aspects of the profession and experience in all departments. A career of accolades and accomplishments who would be a plus, but overall, it is essential that the new Chief has ethics and integrity.
18	A fresh outlook in today's modern police environment.
19	I am not as concerned about the accomplishments of the new Chief as I am about his ideas moving forward. Covid and the overall upbringing of Millennials has changed every work place.
20	Be a team member, not just the leader, has an open door policy, a place where personal conversations are kept personal, and someone that makes training a priority.
21	
22	Knowledge/experience with mid-sized municipal police leadership (<100 officers); preferably from outside the STL area. The entire leadership team at CCPD is skilled, knowledgeable and capable of leading this department in the right direction; I would enjoy working with anyone of them. However, I believe several ideas/perceptions/traditions of law enforcement in STL have stagnated our growth. Someone from outside STL could bring a fresh, new perspective to our department and our region. Experience and ideas fresh to the area that come from a different command/leadership college (not the FBI National Academy) and experience with different regions/associations could change how we handle staffing, retention, training and compensation. I'm excited to see/hear new ideas and a fresh perspective in the department. Organized, task-oriented and skilled at time and task management.-Strength/experience in developing community relationships and partnering with community resources. Experience in business, marketing, creativity and leadership; someone who not only has experience in Law Enforcement, but other disciplines as well.
23	Ability to communicate and experience, preferably with CALEA. I am not sure what new accomplishment we could hope to have someone bring to the position that Chief Eidman or the rest of the force has not already done.

24	Experienced in all areas of policing 5-7 years experience as an executive/commander Commitment to integrity Exhibits a strength of character Superior communication skills (writing, speaking, listening) Success working with other departments and the public Fiscal responsibility
25	I hope the new Chief will bring experience and wisdom to the position. I hope the new Chief will assess the department and readjust items as needed to better the department and officers as individuals. I hope the new Chief will not be content with maintaining the status quo and will work to improve the quality of life for the departments employees and atmosphere.
26	See answers to #1 above. Also, the person should: 1) have a win-win attitude; 2) live the belief that an employee's compliance is better gained via their heart and mind, and not through a rank/fear/nightstick based attitude or philosophy; 3) have the ability to not label and thus negate people. Ability to look for the good or strengths in a person and develop them. The desire to build unity and camaraderie.
27	I hope our next Police Chief is a leader who is willing to listen and give people time when needed - someone who stops what they are doing to speak with you and not treat subordinates as a nuisance. Someone who is honest and keeps their word, will tell you the truth, not just what they think you want to hear. A Chief of Police should have tenure and a variety of experiences and roles and responsibilities within the police organization so that they can fully understand all facets of the department.
28	Above all else the new chief should have the ability to empathize with employees and be honest. The job of a police officer is constantly evolving and changing. The new chief should be able to relate and empathize with this fact. He/she should have had a well-rounded career to be able to fully grasp the situations officers are facing. They should not simply be an administrative wiz but should have real institutional knowledge and experience from years of being in the law enforcement profession.
29	FBI NA, experience in dealing with news media, good track record of community engagement and community oriented programs
	3. What are the most important issues that you would like the new Police Chief to address?
1	Being a cop's cop
2	Low morale. Also, possibly appointing people to a position instead of having a process, as it is often felt that the decision is almost always pre-made and the process is for show, and frustrates those who go through the process just to end up not getting it.
3	The morale of the department. Unity of the police department and other city departments. Any diversity issues or public image issues of the department to the rest of the community. Getting the department more involved in the public to help build trust and confidence or to keep it going.
4	- we seem to have younger officers migrate from this job after anywhere from 3 to 5 years. focus on retaining and keeping the younger officers. (in some cases officers are making career changes in which case not much one can do, nature of the times we live in.) - reward seniority! This does not imply having to necessarily spend more money. We can give more vacation to the older guys, work dayshifts instead of nights. etc.

5	Unsure
6	Maintaining strong community relationships, strong support for the PD with the public, City leadership and Council. Support for pay & benefits in the top tier of STL County so we get the best candidates and good Officer retention.
7	
8	Accountability. There are issues within the department that have been ongoing for quite some time. Some light has been shed on this, more will be, and hopefully the issue will soon be fixed for the betterment of everyone both currently and in the future.
9	The turn over rate. I would like to see the new police chief more concerned about our needs and keeping people at our department.
10	Adherence to chain of command, thorough and efficient handling of internal affairs, accountability at all ranks and awareness of attitude influence from head of department down to officers.
11	
12	Maintaining public trust through transparency and equity
13	Officer wellness and retention should be the first priority. Next, the new Chief be more responsive to Department issues and get information and decisions out quickly. This is especially important in regards to personnel issues. Also, the Chief should work to foster a culture of cooperation and attempt to stamp out micro-management tendencies at all levels of supervision.
14	Keeping the good organizational culture which appears to already exist.
15	Officer pay and benefit. Using Prop P to benefit the officers like it was intended.
16	There are some morale issues among the ranks currently. Some issues are related to the current climate in policework (reform - some good some not), some have to do with the fact that we are working/living through a Pandemic, and finally, some has to do with the topic of the Proposition P sales tax which was passed approximately three years ago and was designed to support public safety. These are the three main areas that need attention internally within the department right now based on what I hear from others. I believe we will evolve appropriately with reform as a result of proper guidance from the new chief, vaccinations are underway and hopefully, the Pandemic will become a memory sooner than later. We were promised things however that were never fulfilled concerning the Prop P Tax - '10 percent raises', a 'matching 457 plan', etc. Most understand raises were not an option this year due to the Pandemic; however, we patiently await some decision related to the promises made by Chief Eidman over three years ago. Perhaps a follow-up to these promises will help provide closure for some, even if it is determined that such incentives noted above will never be a possibility.

17	The importance of living up to the values of the police department and stressing the department values have meaning other than just words. The Chief of Police should make sure his/her commanders are living up to the ethics and integrity expected of its personnel. Instead of relaying dissatisfaction and moving commanders to different positions in an attempt to make them upset, realize how this will only impact the commanders attitude toward the department, making it harder for everybody else. Treat employees equally, in accordance with the City's Progressive Discipline Process, regardless of who they are, or the rank/position they hold. In the past, personnel issues and/or policy changes have not been addressed in a timely manner. In fact, there were significant incidents that have occurred months ago that have no disposition. This is unacceptable and only increases the stress level on the employee.
18	Safety Prop P raises for officers.
19	The issue of retention. We still have in my opinion a large number of officers who want to leave. I am in an unusual position in that I am one of only three people who does not have any rank and I have been her for 26 years. This makes me a good person to go to for advice or to vent to because I am not a supervisor. I also have worked out with numerous officers over the years which seems to be a good place to vent to a veteran co worker. The most common complaint about the police department is that management uses a shaming or punishment based management system instead of an education based management system. Most officers have expressed to me that they want to learn the job and they want to feel confident that their errors are not being documented in an effort to fire them. This fear is amplified as our new officers purchase cars ,homes, marry and have children realizing that their boss is documenting all of their errors small and large. Younger officers here describe their relationships with their supervisors as more adversarial than team oriented. Most officers have friends at other departments who tell stories of how their agency is more team oriented and that they feel more valued. The lack of a pension used to be major concern for officers however I have not heard that complaint since we enrolled on Lagers. Pay occasionally comes up in conversation but not as a reason for leaving. We now are generally considered average or competitive in pay when it comes to any other reputable police agency in the St Louis area. When I started in 1995 we were one of the top paying agencies. This in my opinion is contributing to the retention problem because an officer can go to more places and make the same pay.
20	Wanting our agency to continue being a leader of excellence
21	Health and well being of police officers. Establishing a program where officers can attend free of charge combat training such as Jiu Jitsu, tae kwondo, or other martial arts at a regular basis in a martial arts gym of their choice.

22	Employee retention is a major issue. From my experience, employees feel underutilized at the CCPD (many people wanting to be a detective/traffic officer/CPO but not many opportunities). I would like to see the next chief focus on sharing our resources with regional assets/task forces: computer crimes, major case squad, civil disturbance response, fugitive apprehension, drug unit, focused/street crime enforcement, police academy staff, etc while still supporting patrol. Other departments have mentioned our lack of involvement in regional efforts (primarily major case and civil disturbance incidents) and it is a bit embarrassing Stagnation/Morale within the department - goes along with the notes above, give opportunities to people to try new things/play to their strengths while allowing them to work in the patrol division. Address morale by speaking with officers individually/bringing in outside resources to compile a study rather than relying on subjective opinions or gossip. Addressing concerns directly with an individual rather than speaking about them to subordinates or other officers of the same rank. In this time of transitional policing, we should look for a chief who has ideas for a focus within community outreach and involvement with a possible expansion of our COPPS/DARE unit (1 officer). New officers are far less traffic oriented and far more "community/mission oriented" wanting to help people rather than "lock up bad guys". Strengthening the relationship between city hall and the police department. I believe this relationship has been damaged over the years and I believe this could be rebuilt by re-instituting partnerships, shared experiences and relationship building between the two.
23	
24	Enforcing established department and city policies Transparency with City leadership and the public Serving as a role model for PD Researching/recommending creative and affordable improvements to benefit package Seeking opportunities for consolidation or partnerships Maintaining CALEA certification
25	I think an important issue facing this department is its ability to hire and retain officers. Both locally and nationally officers are leaving this profession at a high rate, but how can that issue be alleviated at this department? There is a large number of officers that have left this department in the last ten years, some to leave police work and others for personnel issues, but what about the individuals that left this department to go to another department? Those individuals left more than likely for two different reasons, better job opportunities inside the other department or better benefits (salary, retirement plans, etc). Creve Coeur is no longer in the top echelon of departments when it comes to employee benefits and as a mid to smaller size department job opportunities are at a premium. Also finding qualified people to fill the positions is not always easy and quick and it leaves the department short on manpower. How do you work to retain officers so that the department is not constantly losing officers and always looking for and having a revolving door of new officers that need to be trained and lack experience?

26	See #4 below, but also - 1) Using social media more to let the public know what is going on in Creve Coeur and for promoting and recognizing our officers. 2) Use of force presentations (not just policy reading) to educate and inform on this topic. It would first be done with the Council Members, Staff, Police Safety Committee, other stakeholders and partner groups, and then the general public.
27	Defending the police department from unnecessary political scrutiny. The Creve Coeur Police Department is far and away one of the most professional departments in the St. Louis area, and perhaps in the country. We pride ourselves on extensive training and promoting ethical polices and practices. I would hate for our department to be punished for the sins of other officers (usually out of state) made popular in the news. In addition to supporting our department and its officers from undue political adversity, I would like to see further reform in financial support for the officers. The law enforcement profession is very unique and comes with a multitude of physical, mental, and spiritual strains. Those strains have a lasting impact on individuals (cumulative PTSD if you will). This is partly why the federal government and other local police departments have retirement pensions set up for officers to retire after 20 years of service (20 and done). Finding ways to design the pension to support officers to retire at 20 years, or even 25, would be beneficial.
28	I feel fortunate to work for the City of Creve Coeur. I do, for the most part, feel supported and blessed to be a part of the city. With that said, I do fear at times there is a political push to reduce cost or cut back to save money for the city. In particular, I would like the new chief to discourage any reducing of supervisor or officer positions. We have a very young department and I feel a strong supervisor presence is needed to continue to maintain the high-level of professionalism that exists here. We are only getting busier year by year and the calls we respond to get more and more dynamic. A reduction in staffing to save cost will decrease morale as well as the level of service citizens receive. I feel those in law-enforcement under estimate the mental a physical wear 30 plus years in this profession has on the people who willingly pursue it. I have seen several officers just barely crawl over the finish line to earn a full retirement. They do this only to live a handful or slightly more years beyond retirement or have declining health due to the years of shiftwork and other fatigue and stress officers experience. I would like to see the new chief explore with the city the possibility of looking at a shorter years of service term to earn a pension. Large police agencies and federal agencies offer a 20 or even 25-year retirement to officers and agents.
29	Improve relationship with CCFPD, rekindle community events after COVID restrictions are relaxed
	4. What are the most important issues you see facing police officers?
1	Scrutiny from the public standpoint
2	Low morale. Also, with this being a smaller department we need to find a way to create more possibilities for other tasks or positions, etc. as some feel stuck where they are.
3	Declining trust and confidence from the community.
4	Intense public scrutiny regarding almost everything we do these days whether it be racism issues, use of force issues.
5	Their safety and public perception although it seems like this community approves of the City's police department.

6	Community support is the most important right now with the current atmosphere from protests last year and high profile incidents.
7	Maintaining public trust. Delivering the high level of service in a very trying time for PD departments.
8	A lack of understanding of how and why police do what they do. That is not a CCPD specific issue. Its a nationwide issue. The way most media and Hollywood misrepresent police is horrendous. Retention becomes key with all the negativity surrounding the profession. Finding ways to keep the people we have must be addressed through outside of the box thinking and perks.
9	The possibility of losing qualified immunity and not being supported by the community.
10	Public scrutiny, lack of community understanding of police functions and/or common laws, lack of defensive tactics instruction, lack of community and cultural knowledge.
11	Public criticism of nationwide police policies and behaviors. Need to show that we are different and are held to a higher standard.
12	Recent high profile cases that cast a negative perception on policing. Increasing level of violence as a means to solve disputes. Perhaps expecting too much from the police when underlying societal issues are not addressed which lead to criminal behavior
13	Mental health and wellness followed closely by physical health. This is exacerbated by the fact they are often held to different standards and expectations than other employees but this is not often recognized in the realm of benefits and perks. Ignoring these issues is detrimental to the City in expensive turnover of officers and reduced motivation of retained employees.
14	Today's society as a whole.
15	Portrayal of police officers as aggressive and/or lawless. Lack of support from community in general. Not necessarily Creve Coeur residents
16	TURNOVER! We have been at times one more mass turnover away from having zero experience on our Patrol Division which is a very bad place to be as our product we can provide to our community suffers as a result of this. We need to focus more on keeping competitive with other agencies to keep people. Newer generations are becoming less interested in this profession for a variety of reasons which has become evident in the amount and quality of candidates we have seen in our hiring processes. With this being the case, it makes it all the more important to keep who we have here currently as employees as it is becoming hard and harder to replace personnel. For this profession to remain respectable and for this department to remain capable of providing 'top tier' service which we are known for, we have to reflect on what needs to be done to keep people and or attract top-notch candidates. Our new Chief will walk into an environment where his or her department will be capable of already providing the best our area has to offer police services wise (my opinion). It will be up to our future Chief to ensure this remains the case by not just keeping us 'competitive' but striving for making us the 'best' place to work as far as police jobs in this area are concerned.

17	You currently have several officers in this department who do not trust leadership and fear of retaliation of saying anything. There is a reason why this department has one of the biggest turnover rates than any other reputable department within the area. While we hate using the word "micromanage," it's certainly something this department is known for. We have leadership who feel we should be leading by intimidation, instead of listening to the concerns of officers when they do bring issues to the forefront. With the mentality of the department as it is, it only makes matters worse when you couple it with everything happening in society and the dissatisfaction of police in general. When this is all you hear about in the media and the officers fear of how they will be treated if something were to happen, it only increases stress. We need to treat our officer with dignity and respect and appreciate the job they do on a daily basis. We need to show our appreciation for those who honorably continue to want to be in this profession, willing to work rotating shifts despite the negative effects on their bodies, as well as giving up numerous holidays and significant events in the service of others. In our department, officers often lack opportunities. We are not proactive in investigations or take proactive measures in combating serious crimes which could obviously provide more opportunities for officers.
18	The lack of being supported or backed by command staff including the chief and city administrator.
19	Safety. The number of weapons on the street is at an all time high. The interest in groups baiting officers into violating their rights is also at an all time high, evident by number of "First Amendment Auditors" on Youtube. All of these issues can be addressed by education and training.
20	The change in society (lack of respect, responsibility and acceptance of consequences for your actions and the me, me, me attitude).
21	Lower back pain due to duty belt. Allowing officers to be able to go to a duty vest setup like our neighboring PD such as Maryland Heights PD.
22	Pay, morale, feeling underappreciated, uncertainty/trepidation about the future, health, wellness, work/life balance and compensation. We are scared of the "defund the police" movement and what this may mean for our staffing and compensation. We are scared of making a legal, ethical and moral decision but being abandoned by the city/department. We are scared of this becoming a stagnant role where we are "stuck" with no chances of advancement/expansion of our skills, duties and abilities. We are still worried about what may come in the future regarding "better together" and what that could mean to our employment.
23	Pandemic and a decreasing amount of patience among the public.
24	National misconception of all police due to poor conduct of a few Fair and impartial policing Accountability for officers

25	The most important issues I see facing police officers is the never ending requests and expectations for us to do more and become more as the job of an officer. Individuals know that the profession of a police officer is different than any other profession and more is expected, however, the demand to constantly become experts in multitude of different fields, including ones that involve life and death or people in crisis, can take its toll on an officer. The big question I see is how do you balance this and maintain the role of peacekeeper without it being at the expense of the officer's mental and physical well being. As the rolls continue to increase, what type of benefits either monetary or other can be earned as this job increases in difficulty to try and increase morale and decrease individuals leaving this profession at a high rate which is both happening here locally and nationally.
26	The unproductive and negative conversation and attitudes regarding law enforcement which negatively impacts the morale of excellent police officers. I know you may not like this but - There will always be an undercurrent of distrust because the City supported a county tax proposition for law enforcement and a key item was Increasing police and PD department staff salaries and benefits. They have not received a Prop P raise or bonus, one without any demands or extra obligations, and until that happens there will always be this undercurrent.
27	A strong political push to defund police, reform police, or even abolish police is becoming more popular and the new Chief will need to be able to stand against that. Bringing reform is not always bad, a lot of positive court reforms took place after Ferguson. Among some of the new calls for reform now includes finding ways to incorporate mental health workers to respond on particular calls, and that is not necessarily a bad thing. During my time here (12-13 years), I have seen calls for mental health type scenarios sky rocket. So much so, that I would tend to believe more of the calls for reform should be on the mental health system and the court system as opposed to law enforcement. We are limited in our resources and capabilities. The system currently in place to treat mental illness or drug related mental illness is not working and will continue to cost lives and tax payer dollars until something is changed. This burden cannot be entirely placed on the shoulders of law enforcement. Drugs, mental illness, and gang related crimes are the most prevalent issues within Creve Coeur. The vast majority of car break-in's, burglaries, and even shopliftings are somehow related to one or all three of these issues; some of our previous homicides would fall into these categories as well.
28	Policing as a profession is facing many challenges from a divided community to increasing responsibility for officers. Officers are highly scrutinized. We are more limited on our resources then I think others in the city believe. Law enforcement is very reactive. To truly be proactive would require an increase in staffing. Even with responsibilities increasing, still more is added for officers. Mental health calls for service have skyrocketed and in many of these incidents it falls on police to make a successful outcome. Some of these things should really fall on doctors or medics or social workers. Calls to defund police are popular right now in the world at the same time more and more is put on officers shoulders.
29	Allow the use of weapon mounted lights, allow the use of exterior load bearing vests
	5. Is there anything you would like potential candidates to know about the City or Police Department that they won't necessarily learn by doing online research or visiting Creve Coeur?
1	Its tougher than it looks.

2	Officers are struggling with low morale, and at times feel they are overlooked for good things they do (especially if in the mix there is also something bad they do). One shouldn't erase the other. If the bad is going to be addressed, then so should the good.
3	
4	we have a very diverse community which demands and expects a lot out of its officers. we also have a very high approval rate from our citizens which says a lot about our training and professionalism.
5	Unsure
6	How the Officers take ownership in their jobs and in the community. The new Chief will be walking into a professional department with high ethics and accountability.
7	The total commitment the department has for the community.
8	I have connections in almost every police department and city hall throughout the metro area due to the positions I have held in the past. I am confident and proud to say we have the best educated and most highly trained group of people I have seen or heard about in the entire area. The one or two who bring the department down cannot taint the overall quality of human beings we have working for and with us. It is an honor to work with these men and women. The new Chief is coming to a great police department overall with a very good reputation in the area.
9	We have a very diverse community and you need to be able to talk to anyone.
10	Daytime commuter population vs. nighttime (residential) population differences in numbers and demographics, what types of calls are common in Creve Coeur and peak hours for high call volume, individual officers interests in specialized training or units, individual attitudes and opinions.
11	City departments work very closely together. We are very close and act as a team. Providing assistance and backup to other departments is a key element of our operational success.
12	Integrity and customer service are instilled values of the department. The City of Creve Coeur is a highly accessible local government with commensurate levels of community participation and expectations
13	There is a history of micro-management in the police department that is still present, although diminishing.
14	
15	This city has an incredible police force of 50 honest, dedicated, and professional officers you would struggle to find anywhere else.
16	If the candidate is not from here locally, please suggest he or she take a full day or two and drive the area in a 20-mile radius, day and at night. Take notice of the drastically different communities in the St. Louis Metropolitan areas within St. Louis County to put a value on our 'Creve Coeur Brand' of police work. If one takes the time to do this, he or she will realize we live/work in an exceptionally safe area that is dangerously close to some of the most crime-ridden areas in the nation. We are very unique in our inner police culture here and there will be a big problem if an outside candidate attempts to take what we do here police work-wise at face value based on what Creve Coeur appears to be from the outside looking in.

17	While the makeup of the city could easily be learned by doing online research, the makeup of commuters traveling within the city is not necessarily known. This obviously impacts officers racial profiling, or biased based policing statistics. They should know the majority of the calls handled within the city. In addition, they should know the makeup of adjoining jurisdictions, how they handle particular calls or situations, and the job descriptions and responsibilities of other departments. This knowledge could significantly influence how things are handled in our department, including the makeup or positioning of personnel, and the expectations or responsibilities we place on our personnel.
18	This department is well trained and handles a variety of calls on a daily basis to include CIT consumers and check the welfare calls.
19	N/A
20	The dedication of the employees to the city and the profession.
21	
22	You will not find a more professional, educated, accountable staff in the STL area. The department does very well operating on delegation and teamwork. Most supervisors/officers never have interaction with the Chief and most officers like it that way. However, we do like to hear important messages directly from him/her. We have a very effective/efficient supervisory staff. This is not a "easy living" department as many people think. Our officers work hard, handle lots of calls and are much busier and deal with more violence/aggression than people think would be in "Creve Coeur".
23	The City's police are quite capable. One should not take the job with the goal of changing the culture or cleaning house.
24	Prop P (public safety) tax and its intentionally broad purpose Inevitable changes in multi-generational police force and how these changes affect longevity and employer/profession loyalty in the future Importance of maintaining City reserves (i.e., COVID pandemic, natural disasters, retirement, etc.) Negative comments, unreasonable expectations, and marginal performance by a few officers, reflects poorly on the entire PD
25	Creve Coeur is a pleasant community that leans towards being more affluent, however, the city contains multiple major thoroughfares, a large hospital, and other large businesses that increase the number of citizens and calls officers deal with on a day to day basis. Therefore, this department is busier and handles more intense calls and crimes than the stigma locally and researching on the internet would lean someone without direct knowledge of the city to believe.
26	Yes, the overall great job that is done by the officers.
27	I would reiterate part of my answer to question four, the majority of the crimes committed within Creve Coeur stem from, or are related to, drugs, mental illness, or gangs. Finding ways to help treat or combat these issues will help in keeping the citizens of the city safer. This city is often targeted because of its affluent reputation.
28	Creve Coeur is a pretty diverse community with some very affluent areas to lower income apartments. We experience a very wide variety of calls and challenges. We have a highly professional department. I do not think this can be understated.

29	CCPD is an extremely professional organization that does not require the same type of management that other organizations might require. It is important to come into the job with an open mind and get to know the command staff and how they operate.
	6. What question would you like to be asked of the candidates?
1	Are you ready for one of the most prestigious departments?
2	What will make you different from our outgoing Chief?
3	
4	If you become chief what is your first priority and what are you core values.
5	I would ask the following: What do you see as the biggest obstacle for a Chief of Police and what would you specifically do to overcome it?
6	How do you see law enforcement agencies changing in the next 10 years?
7	What outreach programs have you been involved in?
8	N/A
9	What are their plans for the city? 5 years/10 years etc.
10	1. What specific interest or history do you have in Creve Coeur and what is one short-term and one long-term goal as a leader of the police department? 2. An officer is "on the fence" being on board with new leadership at the department. What is your argument for why an officer should believe and be on board with the leadership you have to offer?
11	
12	Nationally there has been a lot of discussion involving police reform. from your perspective, is there a need for police reform? If so, in what areas?
13	What is one program or policy they would put in place to improve officer mental/emotional wellness and retention?
14	
15	
16	Can you explain what your management style is as a leader and describe your track record as a Command Officer?
17	1 - What type of leadership qualities or attributes do you possess? 2 - While having a collaborative relationship with other departments within the area is important, sometimes this could lead to secondary responsibilities. How do you plan on managing these responsibilities? 3 - Do you believe your primary focus should be toward the needs of the department, department personnel, and the City in general?
18	What are your short term goals in the next year, five years and beyond.
19	Questions about how they manage people. Questions related to people skills.
20	
21	Everyone knows how to communicate but few connect. How would you make sure that you connect with the rest of the officers and PD staff members?

22	What steps will you take to properly plan for the next generation of leaders within this department and maintain its levels of professionalism and accountability?
23	What is their vision of success?
24	
25	What would officers at your current department say is the best thing you as a commander have done to help improve, change, or maintain for them as an employee? Explain.
26	1) Tolerance and Compassion question: Outside of police work, "What have you done for someone or some people less fortunate than yourself?" Within police work - "Give us examples of your ability to be caring and compassionate toward someone less fortunate than you?" 2) Honesty/responsibility question: Give an example of a time you came forward with the truth even though you were not being questioned. What was the situation? What was the outcome? 3) Loyalty question: What have you done for a friend who has recently fallen on hard times? What was the situation? Were the actions meaningful? What was their response?
27	What is your motivation to lead? How have you had a positive impact on someone else who worked for you? How do you approach team and/or subordinate failures, do you look to use them as training opportunities when appropriate or view as strict situations for discipline and punishment? How do you view the concepts of servant leadership and employee mentoring within law enforcement; do you have any personal examples of successful utilization of these leadership strategies within a law enforcement organization?
28	What is their why? Why do they want to be the Chief of Police. It has to be a servant leadership style response. They have to want to do the job to help serve others and be a leader. A person who's true intentions are for personal gain or power will be exposed to officers as someone who is not truly behind them and morale will suffer.
29	How would your views of traditional policing vs. modern/progressive policing manifest itself in new policies?
	7. Any additional comments?
1	N/A
2	It might be nice, if it comes down to in-house officers versus those from another agency, that a variety of officers be polled and asked to speak candidly about who they would want and why.
3	Not sure of the interview process, but it would be nice if Directors could have an opportunity to sit in on one of the interviews or to have our own interview with the top 2 or 3 candidates and be able to provide input.

4	I feel we have several qualified in house commanders that have more than adequate education, experience, training and knowledge to become chief. Not to mention, our commanders have intangibles that no one else will have including knowledge of the community and its citizens, business leaders and infrastructure. Also just as important is our current commanders know the strengths and weaknesses of the officers we have. I think we need to reward their hard work, experience and dedication to this city.
5	I would ask the candidates to write a Mission and Vision Statement and a list of Core Values for the Creve Coeur Police Department and then ask them why they wrote what they wrote.
6	
7	
8	I highly recommend looking outside of CCPD and interviewing from a larger agency in the metro area or out of state. I have immense respect for some of our command staff as people, and some of them as cops. But a fresh outlook may be good for the city, city hall, and internally at the PD. Thanks for offering the survey!
9	Permanent shifts, more flexibility with minimum staffing and only letting one person per squad off at one time. Adding sick time and vacation time together. We accrue more sick time than vacation time which I feel like encourages people to call out. Most employees will never use the majority of their sick time, which in return we lose out.
10	
11	
12	Looking forward to welcoming the next Chief of Police!
13	
14	
15	Consider an outside hire. A fresh look from an outsider may be beneficial.
16	I am proud to be a Policeman in the City of Creve Coeur. I have been treated fairly in my time here thus far and am grateful for my employment and all the opportunities that have come my way. My job has served me and my family well for the approximately the last decade of my employment. I look forward to the years to come and do not plan to work anywhere else as a law enforcement officer. I have seen many people come and go over the years. To whoever reads this, please understand the importance of what I have written in my responses. I am not a new employee and have close relationships with almost everyone who works here and who has worked here in the past over my time as an employee with Creve Coeur. These observations are an honest assessment of what I feel is important and I hope they are digested and assessed appropriately. We DO NOT need much if any change in my opinion to the way we do business here. As I stated in my oral board some years ago when trying to get hired here - I chose to apply at Creve Coeur as the Police Department has a strong, professional reputation, and a positive perception by their community. I feel that we have grown beyond what we were in that regard since then and I am very proud to be a part of that progression.

17	I personally feel as though we have more issues within this department than a lot of individuals realize or admit to having. We place too much emphasis on small issues while larger allegations of misconduct or personnel issues are not handled within a timely manner. Because of the history of this department and the same leadership style that we have been so accustomed to having from promoting within the department, I highly recommend we look to the outside for our next Chief. I feel we need a fresh leadership style to fix what is broken with the integrity and ethics of the department leadership. Per Chief Eidman's own words, he could not retire because he had no commander competent enough or capable of handling his job. He openly said this to several employees within the department, showing the lack of confidence he had in his own leadership.
18	Integrity, Integrity, and Integrity. Keeping your word when promising things and stop over embellishing things to make yourself look better. Lead by example and have an open door policy. Stop the micro managing, please!!!
19	The ideal candidate would be able to balance the needs of the city with the wellbeing of the staff.
20	
21	
22	I appreciate being given the opportunity to provide input on the next selection. I look forward to working with the next chief, whether they be promoted from within or outside the department. I'm excited for the changes this new leader can bring with them!
23	
24	Elected officials, city leadership and the public have a proven track record of supporting CCPD Develop officers through ongoing training Ongoing communication about matters affecting the City as a whole Police Department is just one department out of many dedicated to public service Some officers will choose different career paths or employers regardless
25	
26	The person needs to fix the little things with the building - problems with the main, rear, door used by most of the PD employees - the overhang/covering and the puddling of water; put a garbage disposal in the breakroom; allow a microwave in the squad room. These little things are meaningful and would be deposits in the morale bank - as they say, "People don't care how much you know, or what your rank is, until they know how much you care." I am open to talk to anyone at anytime if you want clarification on any of my comments. Thank you
27	A must read for those in leadership, law enforcement or otherwise, should be Challenging the Law Enforcement Organization by Dr. Jack Enter (http://www.jackenter.com/book). I would challenge anyone who is tasked with searching for the next Chief to read this book in its entirety - used versions are also on Amazon. Within our organization, we have very talented leaders in place who understand the profession and our organization. I would be remiss if I did not take this opportunity to reflect support for Lieutenant Jeffrey Hartman. Lt. Hartman embodies all of the quality characteristics of a leader and would be an excellent selection for our next Chief of Police.

28	I feel the previous chief did a really good job developing commanders. All of them have been cross trained and most would make very good candidates for chief. While I would be interested to see the results of an outside of agency promotion, I feel an internal candidate would have a better grasp of the pulse of our agency. If I could make a recommendation, Lt. Jeff Hartman is very well respected and is a true leader. He is the epitome of what a police chief should be. Several officers look to him as a mentor. He would represent the city and department well.
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