BerryDunn

City of Brevard, NC

Needs Assessment Report



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Table i: Document Version History

Document Version History		
Document Version	**Date Submitted**	**Reason for Update**
1.1	August 6, 2025	Initial draft submitted
1.2	November 25, 2025	Final report submitted

Executive Summary

The City of Brevard (City) engaged Berry, Dunn, McNeil & Parker, LLC (BerryDunn) to deliver an objective evaluation of the current operational and organizational health of the Brevard Police Department (BPD). The goal is to identify barriers that are impacting or preventing optimal efficiency and effectiveness within the organization and employ change management strategies to move the organization forward. Recognizing the urgency and complexity of these challenges, the City enlisted BerryDunn for assistance in guiding their leadership by unpacking the root causes and crafting forward-thinking strategies to address the full spectrum of hurdles confronting the department today.

After BerryDunn began the engagement, the retirement of the current chief of police was announced, resulting in a temporary pause for the change management strategy until a new chief is appointed.

The City of Brevard envisions a Police Department (BPD) defined by empowered leadership, transparent communication, and operational excellence, where all personnel are aligned, supported, and equipped to serve with integrity. This organizational assessment outlines a transformative path toward a resilient and unified workforce, revitalized supervisory structures, streamlined processes, and strengthened community trust. Engagement with the all stakeholders in BPD, the City and the community who are unified and focused on achieving the strategic vision and key elements guiding BPD's evolution into a high-performing, mission-driven department.

Current State Summary

The City and the BPD have shouldered significant transition over the past three – five years, including the acquisition of a new chief and significant fluctuations in leadership roles, which have fundamentally reshaped the foundation of departmental operations and organizational culture. This period of transition has been marked not only by operational obstacles—such as chronic staffing shortages and greater dependence on the sheriff's department for essential shift coverage—but also by a palpable sense of uncertainty and internal discord among staff.

These challenges have had a cascading effect on the department's ability to deliver optimal service and function cohesively, impacting morale, efficiency, and the overall sense of unity within the team. The recently announced retirement of the chief of police has further magnified this moment of flux, necessitating a temporary pause in the implementation of change management initiatives and heightening the need for clear, decisive leadership.

In parallel, the City's engagement with BerryDunn reflects a proactive stance as leaders seek to understand and address root causes rather than surface-level symptoms. The assessment's timing is critical: it offers an opportunity to create a shared vision for the future, anchored in transparent dialogue and an inclusive approach to problem-solving. As the department awaits new leadership, it stands at a crossroads: poised for transformation but in need of a clearly

identified and proactive strategic framework to restore stability, empower its personnel, and realign departmental goals with the broader vision of the City.

This current state summary underscores the complexity of the challenges and the commitment to enact meaningful, sustainable change. This transition in leadership is pivotal in leveraging the insights gained to foster a renewed sense of direction, trust, and collaborative momentum within the BPD.

Changing Conditions

The BPD is a dynamic and ever-changing organization. BerryDunn recognizes that numerous changes have taken place since the start of this assessment in the summer of 2025. Several conditions examined in this report have changed in the time between report preparation and delivery. This includes some areas in which BerryDunn had made formal recommendations. Understandably, it has been necessary to freeze conditions in order to prepare the report. The most current information on the conditions of the organization resides with the command staff of the police department, and City leadership, including information on actions that constitute consideration and implementation of the recommendations included in this report.

In addition, the BPD has provided BerryDunn with a brief outline of its actions taken during this assessment, including those that relate to the recommendations provided. This information is detailed in Appendix A.

Future State Summary

BPD envisions a future defined by empowered leadership, cohesive communication, and operational excellence. In this future state, the department functions as a unified, resilient organization where every member of BPD, from executive leadership to frontline officers to professional staff, feels valued, informed, and equipped to serve the community with integrity and purpose.

Leadership That Empowers and Aligns

In the future state, leadership at all levels is characterized by transparency, accountability, and responsiveness. Executive leaders model consistent decision-making and foster a culture of trust by clearly communicating expectations and following through with commitments and coordination of workflow processes. Authority is appropriately delegated, enabling mid-level supervisors to act with confidence and clarity. Sergeants and lieutenants are empowered to lead within their scope, with clearly defined roles that support both operational needs and professional development. Professional staff are engaged in the efficient operations of delivery of service, documentation of operations, budget management and administrative excellence.

The Field Training Officer (FTO) program is revitalized, returning peer-based mentorship to the forefront while allowing supervisors to focus on strategic oversight. The chain of command is respected and reinforced, helping to ensure that guidance flows through appropriate channels and that staff feel supported and heard.

A Culture of Communication and Trust

Communication is no longer a barrier but a strength. Internal communication is timely, two-way, and inclusive. Staff meetings are purposeful, documented, and used as platforms for dialogue and shared understanding. Feedback mechanisms are formalized, and leadership is responsive to concerns, fostering a culture where employees feel their voices matter.

Externally, the department proactively engages with the community and stakeholders. Misinformation is addressed swiftly and accurately, reinforcing public trust and supporting staff morale. Intentional messaging channels are established within the organization and aligned with the city's communication staff to help ensure a constant and focused campaign of community focus and elevating internal staff contribution to excellence. Clear protocols established with the County communication center and BPD to help ensure that residents have ownership and confidence in the emergency services provided to the community, eliminating confusion between City and Transylvania County responsibilities.

Operational Excellence Through Process and Planning

Business processes are streamlined and transparent. Policy updates follow a predictable release cycle, accompanied by training and opportunities for discussion. Change management is intentional and inclusive, with clear communication about the rationale, expected outcomes, and support available for transitions.

Meetings are documented and accountability is embedded in daily operations. Event planning is proactive and collaborative, with risk management strategies that help ensure safety and coordination across all City departments.

Staffing strategies are data-informed and future-focused. Recruitment is agile and inclusive, and the organizational structure balanced to help ensure that responsibilities are distributed effectively. Identification of anticipated outcomes measured to help ensure consistency of intended actions during the decision-making process. Review of key decisions on schedule, staffing, and workload distribution articulated and evaluated following a model to help ensure consistent improvement. Supervisory roles are right-sized, allowing for both oversight and operational execution. Clear responsibilities connected to collateral duties and assignments are tracked for all disciplines and staff to help ensure departmentwide awareness of subject matter experts.

A Resilient and Committed Workforce

At the heart of this future state is a workforce that is resilient, committed, and proud to serve. Despite past challenges, employees remain dedicated to the mission of the BPD. This commitment is cultivated through professional development opportunities, recognition of contributions, and a shared vision for the department’s future.

The department’s culture is one of unity, professionalism, and continuous improvement. Staff are engaged, supported, and aligned with the department’s goals. Together, they form a high-performing team that delivers exceptional service to the City.

1 Introduction

1.1 Project Background

To facilitate a thorough understanding of the BPD operational and organizational landscape, the City partnered with BerryDunn to conduct a holistic assessment that detailed existing challenges and envisioned a path forward for transformative change. This assessment process incorporated a multi-faceted methodology. BerryDunn deployed tailored staff surveys to capture a diverse range of perspectives regarding recent organizational changes, the prevailing workplace climate, and perceptions of both strengths and areas for growth.

BerryDunn incorporated a focused leadership visioning session designed to clarify the link between organizational challenges and strategic action planning, establishing a foundation for collaborative problem-solving.

Additionally, a series of in-depth, on-site interviews were conducted with staff members from all divisions, as well as with key organizational stakeholders. These dialogues sought to illuminate the nuances behind the department's current state, identifying what changes had taken place and examining the processes by which they were introduced and the ripple effects experienced across the organization.

Finally, BerryDunn worked with the leadership team to initiate a collaborative communication strategy, conducting a one-day workshop to identify and design the strategy. The leadership team will be continuing its work on defining the action steps necessary to implement the strategy.

To date, this thorough engagement enabled BerryDunn to analyze both the structural and cultural factors underlying current challenges, while inviting candid reflection on the barriers to optimal performance. Based on the insights from direct staff experiences, survey data, stakeholder interviews, and the workshops, BerryDunn has developed an evaluation of the BPD's present conditions.

1.2 Report Format

This report synthesizes the information gathered from fact-finding interviews, surveys, and workshops. The report is structured as follows:

Section 1: Introduction – Provides an overview of the project and the report.

Section 2: Survey Results – Provides an overview of the results from the survey's staff completed related to the current state and overall well-being of the organization

Section 3: Current State Analysis – Synthesizes BerryDunn's observations related to the current state of operations and associated challenges within the Records Division.

Section 4: Future State Vision – Details BerryDunn's observations and analysis identifying a roadmap of key decisions to be made as the department moves forward.

Section 5: Next Steps and Considerations – Outlines the next step in the process, after the new chief of police has been selected and begins their journey with the City and staff.

1.3 Common Terms and Abbreviations

For purposes of clarity when discussing this project, BerryDunn uses the following terms and related definitions.

Table 1: Project Acronyms/Terms and Definitions

Acronym/Term	Definition
BerryDunn	Berry, Dunn, McNeil & Parker, LLC
BPD	Brevard Police Department
City	City of Brevard, North Carolina
SWOT	Strengths, Weaknesses, Opportunities, Threats
County	Transylvania County, North Carolina

2 Current State Analysis

BerryDunn carefully compiled and analyzed the information provided throughout the assessment and evaluation phase of this engagement, identifying key organizational and operational themes. Within these overarching themes, BerryDunn highlighted specific components that indicate where challenges may exist within the organization. These insights are informed by data (through surveys and other submissions) and the perspectives of BPD employees and key stakeholders. While BerryDunn did not seek to independently verify the accuracy of individual incidents referenced and instead sought patterns in the data and qualitative responses, the overall analysis offers a well-rounded and informative snapshot of the current state of the BPD. By thoroughly assessing these identified themes, the organization can better determine and prioritize concrete actions to drive future progress.

2.1 Surveys and Structure

Workforce perceptions, attitudes, and expectations constitute essential information for understanding the current culture and effectiveness of any organization. This information assists in diagnosing opportunities for constructive change and managing organizational transformation. BerryDunn surveyed the staff of BPD to capture such information and to broaden staff involvement in the study, as described in the following subsections.

At the request of BerryDunn, the BPD distributed four surveys electronically to staff within the police department. The surveys covered organizational climate, employee well-being, recent

change management, and investigations, and survey protocols promoted anonymity of the respondents. The Investigations survey was distributed only to those personnel assigned to investigations, while the remaining surveys were distributed to all BPD personnel.

2.2 Organizational Climate - Survey Response

The Organizational Climate survey (offered to all staff) consisted of a respondent profile (current assignment), 51 multiple content items (opinion/perception), and seven organizational climate items. The content items section elicited employee responses in nine different dimensions. Each of the dimension sections of the survey consisted of five or six forced-choice questions. At the request of BerryDunn, BPD distributed the survey electronically via a link provided through the BPD email system to every member of the agency, sworn and non-sworn, and the chief of police promoted participation, and also outlined the expectation of anonymity for staff who responded.

For the Organizational Climate survey, BerryDunn received 17 survey responses. BPD had several vacancies at the time of the survey, so the actual participation rate is not clear (although City records indicate 21 BPD employees around the time of the survey, which would be an 80.95% return rate). The data shown in Table 2.2.1 below reflects that only two patrol officers completed the survey. This relatively low number, however, is the result of several patrol vacancies, and the fact that the lieutenants, who were assigned to patrol, were counted in the command staff section.

Table 2.2.1: Respondent Profile

Unit Assignment	Total
Executive and Command Staff, Sworn	6
Non-Sworn Supervisor or Manager	1
Other Non-Sworn Personnel	3
Patrol – Sworn Officer	2
Investigations Division – Sworn	3
Specialty Division or Assignment – Sworn	2

Survey results are most useful to isolate conditions and practices that need attention and/or those that offer an opportunity to advance the effectiveness of operations, achievement of outcomes, and the overall health of the workplace. For each content survey dimension, respondents chose between the following responses: never, occasionally, usually, frequently, or always. BerryDunn assigned numeric values of 1 – 5 (with one being low or never and five being high or always). In some cases, if the question did not apply, respondents could choose an N/A response. For each of the nine dimensions, BerryDunn calculated the weighted average of the responses. Table 2.2.2 provides this data, including comparison data from prior BerryDunn studies and the range of responses from those projects.

Table 2.2.2: Climate Survey Response Categories

Study Comparisons			
Survey Category	**Average**	**Range**	**Average**
Leadership	2.72	2.54 – 3.80	3.04
Communication	2.63	2.40 – 3.66	2.87
Accountability and Fairness	2.65	2.49 – 3.85	2.96
Job Satisfaction	3.47	2.81 – 4.10	3.31
Training	2.90	2.24 – 3.77	3.06
Equipment and Technology	2.97	1.95 – 3.95	3.02
Patrol Staffing and Deployment	2.55	1.78 – 2.81	2.24
Investigations Staffing and Assignments	3.26	1.43 – 3.10	2.21
Community Policing/Engagement	2.94	2.76 – 4.21	3.37

Within Table 2.2.2, there are some values worth discussing. The reported values for Leadership, Communication, and Accountability and Fairness (highlighted in yellow) are below prior study averages and all are closer to the low end of the range. These results are consistent with BerryDunn's observations and feedback received directly from staff. Although it is common for organizations to report challenges in one or more of these areas, the low scores across these three areas suggest a need for focused attention in correcting those conditions, real or perceived. Accordingly, these areas have been identified in the current and future needs areas of this report. Additionally, BerryDunn points out that 7 of the 17 respondents self-identified as executive, command, or managers within the BPD. The low numbers in the three categories suggest a level of critical reflection and acknowledgment of the need to improve in these areas.

In contrast to the low scores discussed above, the job satisfaction rating for BPD ranked in the higher end for this survey. This is notable and remarkable, because many staff expressed a desire for improvement in many aspects of the BPD organization. Despite those noted challenges, the data suggests that staff are committed to the profession and BPD, which could be a critical factor in helping the BPD move forward with various changes and improvements.

The second portion of this survey involved an analysis of the organizational climate using specific survey questions that directly target certain operational areas. By their construction, these questions provide a different vantage point from typical quantitative questions and a readily observable range, both in reference to how the organization currently functions and how it should ideally function based on respondents' opinions. These seven questions engage a 10-point scale, with 1 being low and 10 being high. BerryDunn has provided the response data in Table 2.2.3.

Because there is no correct or incorrect response to any of these questions, BerryDunn will not provide a complex analysis regarding any specific question or category of information in Table 2.2.3. Instead, BPD is encouraged to examine the responses below and consider what adjustments, if any, might be appropriate to respond to the desired level noted by staff who took the survey. BerryDunn recommends BPD look closely at the difference between the current rating and the desired rating. A larger delta (or variance) indicates a more significant area of concern and/or need for deeper exploration. Again, BerryDunn notes that the number of patrol officers who responded to the survey was relatively low. It may be in the best interests of the BPD to reissue this survey as part of the operational improvement strategies that emerge from this project.

Table 2.2.3: Organizational Climate Survey Results

CONFORMITY: The feeling that there are many externally imposed constraints in the organization; the degree to which members feel that there are rules, procedures, policies, and practices to which they have to conform, rather than being able to do their work as they see it.		
Conformity is very characteristic of the organization	**Current**	**5.13**
Conformity should be a characteristic of the organization	**Desired**	**7.67**
RESPONSIBILITY: Members of the organization are given personal responsibility to achieve their part of the organization's goals; the degree to which members feel that they can make decisions and solve problems without checking with supervisors each step of the way.		
There is great emphasis on personal responsibility in the organization	**Current**	**5.07**
There should be great emphasis on personal responsibility in the organization	**Desired**	**8.73**
STANDARDS: The emphasis the organization places on quality performance and outstanding production; the degree to which members feel the organization is setting challenging goals for itself and communicating those goals to its members.		
High challenging standards are set in the organization	**Current**	**4.13**
High challenging standards should be set/expected in the organization	**Desired**	**8.67**
REWARDS: The degree to which members feel that they are being recognized and rewarded for good work rather than being ignored, criticized, or punished when things go wrong.		
Members are recognized and rewarded positively within the organization	**Current**	**3.80**
Members should be recognized and rewarded positively within the organization	**Desired**	**8.87**
ORGANIZATIONAL CLARITY: The feeling among members that things are well organized and goals are clearly defined rather than being disorderly or confused.		
The organization is well organized with clearly defined goals	**Current**	**3.47**
The organization should be well organized and have clearly defined goals	**Desired**	**9.07**

WARMTH AND SUPPORT: The feeling of friendliness is a valued norm in the organization; that members trust one another and offer support to one another. The feeling that good relationships prevail in the work environment.		
Warmth and support are very characteristic of the organization	**Current**	**3.80**
Warmth and support should be very characteristic of the organization	**Desired**	**9.00**
LEADERSHIP: The willingness of organization members to accept leadership and direction from other qualified personnel. As needs for leadership arise, members feel free to take leadership roles and are rewarded for successful leadership. Leadership is based on expertise. The organization is not dominated by, or dependent on, one or two persons.		
Members accept and are rewarded for leadership based on expertise	**Current**	**4.20**
Members should accept and be rewarded for leadership based on expertise	**Desired**	**8.93**

Three aspects of the Organizational Climate survey from Table 2.2.3 that make this a versatile tool:

1. There is no correct or right response. The responses reflect the collective desires of the staff at the BPD, and as such, they are representative of the current and desired culture of the BPD, as opposed to an arbitrary standard that is set elsewhere.
2. This tool has tremendous utility. The categories in this questionnaire are clear, and based on the responses, the agency can easily identify which areas require focused attention.
3. This tool is brief and easily replicable. The agency can readminister this survey at various intervals, and the results can help the agency recognize whether its efforts are successful.

2.3 Well-Being

Employee wellness and resiliency are emerging focus areas within City governments and particularly within policing. Generally, today's employees seek work experiences that empower them to thrive professionally and personally. Organizations that implement detailed well-being programs characterized by a culture-first, multi-dimensional approach are seeing returns in employee retention, productivity, and customer satisfaction. This multi-dimensional approach often encompasses physical, mental, financial, career, and social well-being, among other possible dimensions, see Table 2.3.1. In policing, well-being is more important than ever in a national climate of officer vacancies and high turnover rates. There are several conditions that indicate an organization would benefit from a more intentional approach to employee well-being, as noted in Table 2.3.1.

Table 2.3.1: Conditions Indicating Emphasis on Well-Being Is Needed

Work Condition	Description
Organizational growth and change	Big growth goals and organizational transformations present opportunities for well-being to advance strategic goals
Significant operational changes	Major operational adjustments (such as those that shift operational norms and philosophical beliefs) are an example of the types of high-stress situations that drive pressure and uncertainty
Retention concerns	Increases in voluntary employee turnover, particularly if relative to industry norms
Burnout	Employees seem fatigued and disengaged, productivity is down, higher levels of cynicism
Presenteeism	Employees present but distracted, disengaged, and generally "languishing"
Absenteeism	Employees missing work due to illness or general lack of job motivation
Escalating healthcare costs	Increasing costs for conditions related to modifiable risk factors, such as blood pressure, body mass index, and cholesterol

As part of this assessment, BerryDunn issued a well-being survey to staff to solicit data that identifies well-being levels in several categories. BerryDunn asked the police department employees to participate in a short (11 questions) well-being survey. Table 2.3.2 provides a list of the respondents.

Table 2.3.2 Employee Well-Being Survey – Respondents

Unit Assignment	Total
Police: Non-Sworn – Office Staff (Non-Supervisor)	2
Police: Non-Sworn – Office Staff (Supervisor)	1
Police: Sworn – Field Operations (Non-Supervisor)	2
Police: Sworn – Field Operations (Supervisor)	6
Police: Sworn – Office Staff (Non-Supervisor)	2
Police: Sworn – Office Staff (Supervisor)	2

Response patterns and rates send strong and clear messages. When team members feel they are in an environment in which dialogue is safe, valued, and will be utilized to address concerns, they are more likely to participate in providing feedback. When team members feel their concerns, complaints, and ideas are not valued or will not be acted upon, they are reluctant to participate in feedback mechanisms. For BPD, there were only 15 responses to this survey, and, like the climate survey, there were only two patrol staff who responded. Again, the low number of patrol staff who responded to the survey may be an indication of a diminished sense

of value in providing their feedback. This is an area BPD should consider and monitor going forward.

Table 2.3.3 below reflects the weighted average scores by category. All scores are 3.2 or lower and below the average. As this is the first time this survey has been provided to BPD, there is no frame of reference to compare the data against. Also, these categorical scores could be deceiving, as they do not reflect outputs from each question, and, even within each question, they do not indicate how many answered on either end of the scoring spectrum. Regardless, they provide a point-in-time score, which, if deployed broadly and longitudinally, could inform department progress concerning well-being issues.

Table 2.3.3: Employee Well-Being Survey – Respondents

Study Comparisons			
Survey Category	**Average**	**Range**	**Average**
Physical	3.20	3.14 to 3.54	3.47
Mental	3.07	3.31 to 3.32	3.36
Social	3.07	3.36 to 3.75	3.59
Financial	3.47	3.43 to 3.53	3.50
Career	3.22	3.36 to 3.40	3.43
Overall	3.20	3.59 to 3.71	3.75

In aggregate, BerryDunn assesses that scores above 3.5 generally indicate a favorable condition, while those under 3.5 generally indicate an area that might benefit from targeted and/or additional focus. The purpose of this survey is not necessarily to answer these questions but to provide the police department with a perspective for further discussions regarding staff well-being and the efforts to sustain and improve it.

2.4 Change Survey

As part of the evaluation process, BerryDunn administered a targeted survey to assess the effects of recently implemented departmental changes, as identified by command staff. The survey was structured to systematically evaluate both the process of change implementation and the extent to which each change achieved its intended outcome. This survey, which was developed by BerryDunn, does not account for all recent changes within BPD. Instead, BerryDunn captured several change areas from various changes recently implemented and used those to create the survey. The survey categories and the responses to each set of questions are provided in Table 2.4.1 and used a range of one – five, with one being low and five being high.

Table 2.4.1: Change Survey

Change #	Survey Category	Individual Average	Composite Total
1	**Change to Policy 230 – Department Training: Adjustments to the training request process, and to scenario-based training.**		**2.92**
1a	This change improved the condition it targeted.	3.31	
1b	Communication about the change (and the reason(s) for it) was clear and timely.	2.92	
1c	Individuals impacted by the change were involved in the change decision.	2.15	
1d	Appropriate training and support were provided relative to this change.	2.62	
1e	Leadership has been open to feedback about this change.	3.08	
1f	This organization (including me) has been accepting of this change.	3.46	
2	**Change to Policy 240 - Authorized Leave: Formalizing and adding structure to the leave request and approval process.**		**3.09**
2a	This change improved the condition it targeted.	3.31	
2b	Communication about the change (and the reason(s) for it) was clear and timely.	3.46	
2c	Individuals impacted by the change were involved in the change decision.	3.46	
2d	Appropriate training and support were provided relative to this change.	2.85	
2e	Leadership has been open to feedback about this change.	3.00	
2f	This organization (including me) has been accepting of this change.	3.46	
3	**Change to Policy 511 - Patrol Operations: Requiring officers to remain on the road during shift change.**		**2.95**
3a	This change improved the condition it targeted.	3.31	
3b	Communication about the change (and the reason(s) for it) was clear and timely.	3.31	

Change #	Survey Category	Individual Average	Composite Total
3c	Individuals impacted by the change were involved in the change decision.	2.54	
3d	Appropriate training and support were provided relative to this change.	2.85	
3e	Leadership has been open to feedback about this change.	2.77	
3f	This organization (including me) has been accepting of this change.	2.92	
4	**Change to Policy 700 - Follow-up Investigations and Notifications: Defining and refining roles for patrol and investigations.**		**3.15**
4a	This change improved the condition it targeted.	3.46	
4b	Communication about the change (and the reason(s) for it) was clear and timely.	3.08	
4c	Individuals impacted by the change were involved in the change decision.	2.92	
4d	Appropriate training and support were provided relative to this change.	2.85	
4e	Leadership has been open to feedback about this change.	3.31	
4f	This organization (including me) has been accepting of this change.	3.31	
5	**Change to the Patrol Schedule: Adjustment to the patrol work schedule.**		**2.31**
5a	This change improved the condition it targeted.	2.62	
5b	Communication about the change (and the reason(s) for it) was clear and timely.	2.31	
5c	Individuals impacted by the change were involved in the change decision.	2.08	
5d	Appropriate training and support were provided relative to this change.	2.23	
5e	Leadership has been open to feedback about this change.	2.23	
5f	This organization (including me) has been accepting of this change.	2.38	

Scoring Legend: Scale from 1 to 5, with 1 being Strongly Disagree, and 5 being Strongly Agree.

Table 2.4.2 below represents the average score for each question category, across the entirety of the Change Survey. Although questions a, b, and f received average scores exceeding 3.0, and they suggest a generally positive perception of the overall impact, communication, and acceptance for the change areas examined, scores for questions c, d, and e were notably lower. This indicates that certain aspects, such as the adequacy of training, leadership openness to feedback, and overall organizational adaptability, might not have met employees' expectations. These lower scores also mirror the data outputs from the climate surveys.

Table 2.4.2: Change Survey Question Average Score

Question Number Average	Survey Category	Total Question Average
a	This change improved the condition it targeted.	3.20
b	Communication about the change (and the reason(s) for it) was clear and timely.	3.02
c	Individuals impacted by the change were involved in the change decision.	2.43
d	Appropriate training and support were provided relative to this change.	2.68
e	Leadership has been open to feedback about this change.	2.88
f	This organization (including me) has been accepting of this change.	3.11

It is important to consider the number of survey responses when interpreting these results, as response rates can influence the reliability of the averages. Nevertheless, the average scores provide valuable insight into how these changes were implemented and perceived. Specifically, the data highlights areas where the approach to change management and feedback mechanisms may require improvement. Addressing these aspects will be essential for enhancing the effectiveness of future change initiatives within the organization.

2.5 Investigations Survey

Because there are no set national standards for case assignments or caseloads, the process of conducting a workload analysis for investigations units is complicated. However, BerryDunn has conducted substantial work nationally in assessing investigations units, and has captured significant data from multiple areas, including data captured using a national survey of investigators and investigation supervisors.

Although this project did not include a workload analysis (for any section or division BPD), BerryDunn asked BPD detectives to complete a survey regarding their workload activity segregated by various common functions. The survey BerryDunn provided to the BPD detectives is the same national survey mentioned above. Although the output information

related to this survey is not directly relevant to the organizational and operational climate assessment being conducted during this engagement, evaluation of the information by BPD may assist in understanding the overall workload within the unit and where improvements may be gained.

Based on experience, observations, and interviews with investigators and supervisory personnel, BerryDunn knows that other duties and responsibilities consume a substantial amount of daily activity for investigators. The survey BerryDunn provided helps to quantify investigative and non-investigative work efforts. Based on that data, BPD investigators reported spending roughly 17% of their time on activities that are generally associated with non-investigative duties (see Table 2.5.1), and in total, this percentage is consistent with other data BerryDunn has collected. Additionally, BerryDunn observed that BPD investigators self-reported spending 17.50% of their time conducting investigations. This percentage is below prior BerryDunn study averages (24.57%) and national averages (21%) from the same survey. If accurate, this number might suggest a need to more closely examine work distributions and efficiencies of the investigations unit.

Similarly, a review of the data for supervisors in Table 2.5.1 reveals that the distribution of BPD supervisory time across functions varies from national averages, offering valuable perspectives for further consideration. Based on the data provided, investigations supervisors spend approximately 42.5% of their time performing administrative functions, attending meetings, and responding to emails and phone calls. This total is substantially higher than other data BerryDunn has observed.

Table 2.5.1: Investigations Survey

	Brevard PD		Prior Study	National Survey Averages		
Category Options	**Detectives**	**Supervisors**	**Averages***	**Det.'s**	**Supervisors**	**Total**
Administrative/Other	2.00	18.00	8.04	5	8	7
Arrest	1.00	1.00	2.50	3	3	3
Community Contact	5.00	4.00	2.51	3	3	3
Crime Lab	1.00	2.00	1.12	3	1	1
Crime Scene Processing	3.00	4.00	2.16	4	4	3
Court/Trial Prep	1.00	3.50	1.98	2	2	2
District Attorney Follow-Up	5.00	6.00	2.86	2	1	1
Evidence Views/Disposition	5.00	3.50	2.04	2	1	1
Interviews	7.50	5.00	6.57	9	8	8

	Brevard PD		Prior Study	National Survey Averages		
Category Options	**Detectives**	**Supervisors**	**Averages***	**Det.'s**	**Supervisors**	**Total**
Investigations	17.50	6.00	24.57	21	14	14
Legal (e.g. Search/Arrest Warrant)	12.50	6.00	5.93	3	3	3
Meetings	10.00	15.00	4.52	4	4	5
Phone Calls/Emails	12.50	7.50	9.14	8	8	7
Report Writing	9.00	3.50	15.44	22	16	16
Supervisory Duties	1.00	10.00	4.55	0	14	15
Surveillance	1.00	1.00	2.41	4	4	4
Teaching	0.00	1.00	1.27	1	1	1
Threat Assessment	0.00	1.00	1.19	1	1	1
Training	1.00	1.00	2.14	2	2	2
Travel/Driving	5.00	1.00	3.40	3	2	3
Total	**100.00**	**100.00**	**99.93**	**102**	**100**	**100**
*Table includes data from prior studies conducted by the IACP.						
Source: Agency Provided Data – Investigations Survey						

Table 2.5.2 displays results of the survey asking investigators to assess current and preferred caseloads (the number of cases assigned that would be manageable) by type, including the results from prior studies and national averages. Notably, in Table 2.5.2, the unit's overall caseload appears somewhat lower than anticipated, suggesting the possibility of reporting discrepancies or indicating that current staffing levels may exceed what is required to successfully manage the present workload.

It should be noted that due to staffing shortages, the Investigations Division has been assisting patrol with staffing coverage. While it is clear from BerryDunn's general assessment that patrol staffing remains a challenge, the investigators' continued ability to manage their caseload and provide support where needed reflects positively on the team's adaptability and overall effectiveness.

Table 2.5.2: Self-Reported Current and Preferred Caseload

Investigations Caseload	Brevard PD Current	*Prior Studies Current Avg.	National Current Avg.	Brevard PD Current	Prior Studies Preferred Preferred Avg.	National Preferred Avg.
Fraud/Financial Crimes	0	13	18	0	12	11
Homicide/Violent Crime	0	13	15	0	8	9
Other Crimes Against Persons	8	16	18	9	9	12
Property Crimes	0	20	18	0	11	11
General Investigations	9	11	14	10	7	9
Other Specialized Unit	0	12	13	0	9	9
Task Force	0	23	10	0	8	7
Vice/Narcotics	0	16	11	0	14	7

BerryDunn also surveyed BPD investigative personnel regarding their opinion about how long certain case types currently remain active and how long they believe those case types should remain open. The results of that survey, along with the results of an average of prior studies survey averages, are exhibited in Table 2.5.3. The results show that case closure rates not only align with national benchmarks but, in many instances, are resolved more efficiently. This reflects well on the team's dedication and thoughtful approach, demonstrating that investigators have the necessary time and support to bring cases to a timely and satisfactory resolution. As indicated in the previous section, the distribution of resources relative to the reported case activity presents an interesting pattern, suggesting that the current staffing configuration may warrant further analysis.

Table 2.5.3: Self-Reported Case Closure Expectations in Days Active

Current and Reported Case Closure Timelines	BPD 0 – 30	BPD Pct.	Prior Cities	Natl. Pct.	BPD 31 – 60	BPD Pct.	Prior Cities	Natl. Pct.
Serious Persons Crimes	2	50.00%	42.42%	54.95%	1	25.00%	20.94%	17.77%
Other Persons Crimes	1	25.00%	34.10%	38.16%	3	75.00%	39.02%	40.32%
Property Crimes	1	25.00%	42.18%	30.04%	1	25.00%	26.87%	35.72%
Fraud/Financial Crimes	0	0.00%	25.10%	17.98%	0	0.00%	26.25%	25.17%

Current and Reported Case Closure Timelines	BPD 61 – 90	BPD Pct.	Prior Cities	Natl. Pct	BPD Over 90	BPD Pct.	Prior Cities	Natl. Pct.
Serious Persons Crimes	1	25.00%	14.88%	11.68%	0	0.00%	21.76%	15.61%
Other Persons Crimes	0	0.00%	18.03%	14.61%	0	0.00%	8.85%	6.90%
Property Crimes	1	25.00%	19.39%	19.76%	1	25.00%	11.56%	14.48%
Fraud/Financial Crimes	3	75.00%	20.85%	27.39%	1	25.00%	27.80%	29.46%

Optimal Case Closure Timeline	BPD 0 – 30	BPD Pct.	Prior Cities 0 – 30	Natl. Pct.	BPD 31 – 60	BPD Pct.	Prior Cities 31 – 60	Natl. Pct.
Serious Persons	2	50.00%	51.61%	52.02%	2	50.00%	31.50%	21.41%
Other Persons	2	50.00%	45.57%	37.78%	2	50.00%	50.75%	39.52%
Property Crimes	1	25.00%	38.67%	28.08%	2	50.00%	50.29%	40.00%
Fraud/Financial	1	25.00%	31.44%	17.16%	2	50.00%	39.38%	31.35%

Optimal Case Closure Timeline	BPD 61 – 90	BPD Pct.	Prior Cities 61 – 90	BPD Pct	BPD Over 90	WPD Pct.	Prior Cities Over 90	Natl. Pct.
Serious Persons	0	0.00%	22.38%	12.47%	0	0.00%	19.38%	14.11%
Other Persons	0	0.00%	20.67%	15.35%	0	0.00%	7.54%	7.34%
Property Crimes	1	25.00%	26.87%	21.32%	0	0.00%	10.79%	10.60%
Fraud/Financial	1	25.00%	35.92%	27.84%	0	0.00%	19.31%	23.65%
*Table includes data from prior studies conducted by the IACP.					Source: Investigations Workforce Survey			

3.0 Theme, Sub-Category, and Identified Challenge

This Needs Assessment Report, informed by the data summarized in Table 3.1.1, highlights several operational challenges confronting the BPD. Among the most notable concerns are communication barriers between staff and leadership, inconsistencies in operational procedures, and gaps in resource allocation that affect the department's ability to fulfill its mission effectively. The analysis also notes morale challenges, with several staff members expressing concerns about trust, transparency, and opportunities for professional development. Furthermore, challenges in workload distribution and the clarity of roles and responsibilities have been identified as areas warranting attention.

To support a structured and actionable evaluation, the following Table 3.1.1 is organized as follows:

- **Theme**: The overarching topic or area of concern identified
- **Sub-Category**: Focuses on a specific dimension or aspect within the theme
- **Identified Challenge**: Describes the specific challenge within the specific sub-category BPD is experiencing

Collectively, these elements provide a framework and establish an understanding of the current state within the organization. By addressing these key areas of concern, BPD can lay the groundwork for meaningful organizational improvement and enhanced community service.

Table 3.1.1: Current State Analysis

Item	Theme	Sub-category	Observation	Opportunity
3.1	Leadership	Executive Accountability/ Responsiveness	Feedback from staff suggests leadership struggles with consistency and approach when dealing with accountability measures within the organization.	Further aligning executive accountability and responsiveness with organizational needs will help reinforce a culture of engagement and follow through on identified priorities.
3.2	Leadership	Organizational Structure and Empowerment	It was noted throughout the interviews that the levels of decisions and authority have	Evaluating organizational structure and decision-making authority can optimize workflow, support timely action, and more

Item	Theme	Sub-category	Observation	Opportunity
			moved to a centralized model at the executive level. This centralization can sometimes make it challenging for staff to handle or advance initiatives or develop within their roles.	fully leverage the capabilities of the entire team.
3.3	Leadership	Delegation and Empowerment	The shift toward concentrating decision-making authority at the executive level has affected the mid-level supervisors' autonomy and operational clarity or their role and responsibility. This shift has contributed to uncertainty within the mid-level ranks.	A decentralized decision model will help enhance empowerment and decision-making at all levels, foster operational stability, and support staff development and effectiveness.
3.4	Leadership	Role Clarity Across Ranks	Sergeants and lieutenants operate in a non-distinguishable position in the chain of command. At times, their expertise and decision-making abilities are underutilized, as responsibilities traditionally managed by field operations may not be fully delegated to them.	Clarifying roles and responsibilities across ranks will further enhance operational efficiency and communication throughout the organization.
3.5	Leadership	Training Program Management	The transition of the Field Training program	Best practices identify that the effectiveness of the Field Training program

Item	Theme	Sub-category	Observation	Opportunity
			responsibilities to sergeants and lieutenants has reduced the opportunity for FTOs to share their specialized training and experience on a peer level with new officers. This change has also required sergeants and lieutenants to dedicate more attention to training, which may draw them away from their primary focus on supervising and supporting organizational functions and personnel during various calls and situations.	is optimized when the trainees receive hands-on learning from peers at the same level or rank and consistent training standards are maintained across the FTO cadre. Additionally, the role of sergeants and lieutenants is to focus on their supervisory and oversight duties, enhancing overall organizational efficiency and effectiveness.
3.6	Leadership	Chain of Command Integrity	Several staff have received direction to seek guidance or support outside of the standard chain of command of the patrol division. This practice has, though likely unintentionally, negatively the supervisory structure within patrol and has contributed to challenges in internal alignment and trust across department units.	Restoring the integrity of the chain of command is crucial for maintaining organizational clarity, trust, and effective communication. Continued attention to reinforcing the established chain of command will rebuild trust and collaboration across divisions.
3.7	Leadership	Departmental Cohesion and Trust	There was a consistent theme expressed that the department has become	Cultivating a cohesive and inclusive environment remains an area for growth, as it will promote unity, mutual trust, and a

Item	Theme	Sub-category	Observation	Opportunity
			divided over the past few years, and various organizational decisions have eroded the professional culture of the organization. This has led to internal trust and morale issues, as well as declining operational effectiveness.	strong professional culture throughout the department.
3.8	Leadership	External Stakeholder Communication	Recently, there have been inaccuracies and misinformation circulating on social media and public platforms. The impact on the organization's reputation and employee morale is apparent. The absence of a clear response has led to the feeling among staff that they are not supported. Addressing these narratives, even in small ways, could help foster a greater sense of reassurance and trust among employees.	Strengthening communication with external stakeholders will help ensure accurate information is shared, supporting both organizational reputation and employee morale.
3.9	Leadership	Service Delivery and Public Engagement	Employees noted that recently, there has been confusion within the community whether they should contact the City or County for police assistance.	Improving processes for public engagement and service delivery coordination will help community members have clear access to needed resources and services.

Item	Theme	Sub-category	Observation	Opportunity
			In some instances, staff indicate that calls are not forwarded to BPD, and the County has assumed responsibility for responding to the calls within the City.	
3.10	Communication	Internal Communication Practices	There has been an ongoing sense that communication throughout the organization could be more effective. For the most part, communication within the department has relied heavily on email, with few chances for direct conversation or clarification from leadership. Follow up to questions or issues raised are often lacking. This gap in timely, meaningful communication has contributed to a feeling that, especially during critical moments, employees could benefit from greater clarity and support. While monthly meetings have recently returned, indicating a positive move toward more interactive exchanges,	Expanding opportunities for direct engagement and timely communication at all levels will support understanding, responsiveness, and a sense of organizational alignment.

Item	Theme	Sub-category	Observation	Opportunity
			concerns remain about overall responsiveness.	
3.11	Communication	Employee Feedback and Issue Resolution	Employees at all levels expressed inconsistency in the ability to advance questions or concerns with executive leadership within the BPD and that follow up often does not occur or is inconsistent. This has resulted in some staff questioning whether their input is truly valued. Fostering a culture where feedback is addressed with care and transparency could help rebuild trust and engagement across all levels of the organization.	Enhancing feedback opportunities or programs, in conjunction with identified follow-up processes, will strengthen employee engagement and reinforce a culture of continuous improvement.
3.12	Business Processes	Policy and Training Communication Efficiency	Policy and training communications have not reached the organization in an effective and efficient cycle. The process of updating policies required for accreditation has presented a couple challenges. Changes that require approval at the chief or command level can sometimes experience	Optimizing and identifying a release cycle for policies, in conjunction with a policy training program, that is communicated throughout the organization will support greater understanding, compliance, and staff confidence in organizational processes.

Item	Theme	Sub-category	Observation	Opportunity
			delays. Additionally, once policies are approved, the primary means of communicating these updates has been through Power DMS acknowledgment, with limited opportunities for in-depth training or discussion. Creating more space for training and open conversation could help ensure that staff fully understand new policies and have a chance to share their feedback or concerns.	
3.13	Business Processes	Change Management and Communication	While there have been changes to work schedules, policies, shift assignments, and functional operations, the organization has not consistently communicated the anticipated outcomes or underlying reasons for these adjustments, leading to employee confusion and uncertainty. Enhanced communication around these changes would help foster a more informed and engaged environment.	Implementing comprehensive communication strategies during periods of change will improve awareness, engagement, and effective adaptation across the organization.

Item	Theme	Sub-category	Observation	Opportunity
3.14	Business Process	Meeting Documentation and Accountability	Staff agendas and meeting notes are not being created or captured. This lack of business process focus has resulted in an apathetic response to meeting attendance and has interfered with broad understanding of functional changes.	Strengthening meeting documentation and accountability practices will promote transparency and sustain engagement with evolving operational changes.
3.15	Operational Processes	Event Planning and Risk Management	Traditionally, detailed operational plans for large events or those requiring coordination with other city/county departments have not been developed. This gap often leads to valuable information being unavailable to those managing or working the event, making coordinated operations more challenging. Furthermore, the absence of thorough planning means missed opportunities to capture insights and lessons learned, which could inform and enhance future events.	Developing robust event planning and risk management documentation will support organizational learning, continuous improvement, and risk mitigation.

Item	Theme	Sub-category	Observation	Opportunity
3.16	Operational Processes	Staffing	While current staffing levels are among the lowest the organization has experienced, many staff have noted concerns about the pace and structure of this process as being one primary reason recruitment efforts appear to have stalled. However, staff also suggested that hiring may be influenced by broader organizational circumstances and could benefit from thoughtful review.	A thorough evaluation of and enhancement of recruitment strategies is a critical component of alleviating some of the organizational challenges being faced. There is an opportunity to address these challenges more effectively and support the future strength of the organization.
3.17	Operational Processes	Staffing	While engaging with staff at all levels, the current organizational structure is currently weighted toward supervisory roles (top heavy). This dynamic may be contributing to the evolving allocation of responsibilities, with operational duties increasingly carried by sergeants and lieutenants, while captains and the chief take on a broader range of supervisory functions.	Aligning roles and responsibilities in a way that best supports effective operations, staff development, and the department's mission requires further evaluation and analysis. A thoughtful evaluation of the structure can ultimately strengthen the department's capacity to serve both its members and the community.

Item	Theme	Sub-category	Observation	Opportunity
3.18	Job Satisfaction	Employee Commitment and Resilience	While the organization currently faces some challenges related to morale, internal cohesion, and communication, it is important to recognize the steadfast dedication many employees bring to their roles. Even amid uncertainty and change, staff members demonstrated genuine commitment to the department's mission and hope for positive transformation. Their desire to see the agency grow and succeed remains strong, reflecting a resilient spirit and a shared aspiration to build a stronger, more effective organization for both colleagues and the community they serve.	Despite challenges, there is a strong foundation of commitment to their purpose and the community within the employee group, which can be leveraged to support further organizational growth and excellence.

4.0 Future State Vision and Action Steps

On the following pages, BerryDunn provides the observations and gaps previously identified in Section 3. Based on the City's review and prioritization of the opportunities they want to pursue, the following will outline proposed solutions, decisions, and timelines for each.

Below is a sample of the format that each observation and opportunity will be identified and a proposed future state and proposed timeline:

No.	Observation	Opportunity
3.X	*Describes BerryDunn's observation.*	*Outlines how and why this observation varies from the desired operational state.*
Possible Solutions: *Describes how the BPD could bridge the operational gap.* **Key Decisions:** *Outlines key decisions that need to be made, as applicable.* **Timeline:** *Estimates the duration of time to implement the solution and bridge the gap.* 		

Timeline Recommendation		
		
1 Year – 2 Years	6 Months – 12 Months	2 Months – 5 Months

4.1 Future State Recommendations and Action Steps

No.	Observation	Opportunity
3.1	Feedback from staff suggests leadership struggles with consistency and approach when dealing with accountability measures within the organization.	Further aligning executive accountability and responsiveness with organizational needs will help reinforce a culture of engagement and follow through on identified priorities.

Possible Solutions:

Implement a performance management framework with clear metrics for leadership accountability. Include regular 360-degree feedback and transparent reporting on leadership actions and decisions. Identify a system of issues and projects with a cadence of meetings and activities to help ensure forward movement or team alignment with priority setting objectives.

Key Decisions:

1. *Establish a leadership accountability framework with measurable performance indicators.*
2. *Implement quarterly leadership reviews with staff feedback integration.*
3. *Create a transparent escalation and resolution protocol for leadership actions.*

Timeline:

Estimates the duration of time to implement the solution and bridge the gap.



No.	Observation	Opportunity
3.2	It was noted throughout the interviews that the levels of decisions and authority have moved to a centralized model at the executive level. This centralization can sometimes make it challenging for staff to handle or advance initiatives or develop within their roles.	Evaluating organizational structure and decision-making authority can optimize workflow, support timely action, and more fully leverage the capabilities of the entire team.

Possible Solutions:

Conduct a structural review to decentralize decision-making. Empower mid-level leaders with defined authority and decision rights to foster agility and ownership.

Key Decisions:

1. *Redesign the organizational chart to decentralize operational authority.*
2. *Define decision-making thresholds for each leadership tier.*
3. *Pilot empowerment initiatives in select divisions to test decentralized models.*

Timeline:

Estimates the duration of time to implement the solution and bridge the gap.



No.	Observation	Opportunity
3.3	The shift toward concentrating decision-making authority at the executive level has affected the mid-level supervisors' autonomy and operational clarity or their role and responsibility. This shift has contributed to uncertainty within the mid-level ranks.	A decentralized decision model will help enhance empowerment and decision-making at all levels and will foster operational stability and support staff development and effectiveness.

Possible Solutions:

Develop a delegation matrix that outlines responsibilities across ranks. Provide leadership training to mid-level supervisors to reinforce their role clarity and confidence.

Key Decisions:

1. *Develop a delegation matrix that outlines responsibilities and decision authority.*
2. *Train mid-level supervisors in strategic decision-making and operational autonomy.*
3. *Develop Collateral Duties and Subject Matter Expert document for all disciplines within the police department. Work to ensure accountability structure within the chain of command.*

Timeline:

Estimates the duration of time to implement the solution and bridge the gap.



No.	Observation	Opportunity
3.4	Sergeants and lieutenants operate in a non-distinguishable position in the chain of command. At times, their expertise and decision-making abilities are underutilized, as responsibilities traditionally managed by field operations may not be fully delegated to them.	Clarifying roles and responsibilities across ranks will further enhance operational efficiency and communication throughout the organization.

Possible Solutions:

Create and disseminate updated role descriptions for sergeants and lieutenants. Use scenario-based training to reinforce distinctions in responsibilities

Key Decisions:

1. *Update and publish role descriptions for all supervisory ranks.*
2. *Conduct role-specific workshops to reinforce expectations and boundaries.*
3. *Develop a mentor program and encourage succession planning for all positions.*
4. *Align performance evaluations with role-specific competencies.*

Timeline:

Estimates the duration of time to implement the solution and bridge the gap.



No.	Observation	Opportunity
3.5	The transition of the Field Training program responsibilities to sergeants and lieutenants has reduced the opportunity for FTOs to share their specialized training and experience on a peer level to new officers. This change has also required sergeants and lieutenants to dedicate more attention to training, which may draw them away from their primary focus on supervising and supporting organizational functions and personnel during various calls and situations.	Best practices identify that the effectiveness of the Field Training program is optimized when the trainees receive hands-on learning from peers at the same level or rank and maintain consistent training standards across the FTO cadre. Additionally, the role of sergeants and lieutenants is to focus on their supervisory and oversight duties, enhancing overall organizational efficiency and effectiveness.

Possible Solutions:

Reintroduce peer-led FTO programs. Establish standardized FTO protocols and shift supervisory focus back to oversight and support.

Key Decisions:

1. *Reassign FTO duties to peer-level officers.*
2. *Standardize FTO curriculum and evaluation criteria across the department.*
3. *Refocus sergeants on supervisory oversight and strategic support.*
4. *Refocus lieutenants on management of personnel and resources and interdepartmental coordination.*

Timeline:

Estimates the duration of time to implement the solution and bridge the gap.



No.	Observation	Opportunity
3.6	Several staff identified receiving directions to go outside the normal chain of command to address concerns and were encouraged to seek guidance or support outside of the patrol division. This adjustment has inadvertently affected the supervisor's authority of the patrol division and contributed to challenges in internal alignment and trust across departments.	Restoring the integrity of the chain of command is crucial for maintaining organizational clarity, trust, and effective communication. Then continued attention to reinforcing the established chain of command will rebuild trust and collaboration across divisions.

Possible Solutions:

Reinforce chain-of-command protocols through policy updates and training. Monitor adherence and address deviations promptly to rebuild trust.

Key Decisions:

1. *Reaffirm chain-of-command protocols through departmentwide training.*
2. *Audit communication pathways to help ensure adherence to command structure.*
3. *Develop a tracking system of outstanding issues or topics that are on future agendas and*

No.	Observation	Opportunity
	requiring response through the chain of command.	
Timeline:		
Estimates the duration of time to implement the solution and bridge the gap.		

No.	Observation	Opportunity
3.7	There was a consistent theme expressed that the department has become divided over the past few years, and various organizational decisions have eroded the professional culture of the organization. This has led to internal trust and morale issues, as well as declining operational effectiveness	Cultivating a cohesive and inclusive environment remains an area for growth, as it will promote unity, mutual trust, and a strong professional culture throughout the department.
Possible Solutions:		
Instill departmentwide culture initiative focused on team building, shared values, and inclusive decision-making. Include facilitated workshops and peer recognition program.		
Key Decisions:		
1. *Launch a departmentwide culture initiative focused on unity, trust, accountability and inclusion.* 2. *Facilitate cross-rank team building exercises and peer recognition programs.* 3. *Establish a workplace improvement advisory group to monitor morale and cohesion.*		
Timeline:		
Estimates the duration of time to implement the solution and bridge the gap.		

No.	Observation	Opportunity
3.8	Recently, there have been inaccuracies and misinformation circulating on social media and public platforms. The impact on the organization's reputation and employee morale is apparent. The absence of a clear response has led to feelings among staff that they are not supported. Addressing these narratives, even in small ways, could help foster a greater sense of reassurance and trust among employees.	Strengthening communication with external stakeholders will help ensure accurate information is shared, supporting both organizational reputation and employee morale.
Possible Solutions:		
Develop a proactive media and public engagement strategy. Align with the City communication director and develop a positive social media campaign designed to educate the community on police department operations and excellence. Assign a communications liaison to monitor misinformation and promote transparency. Incorporate the recruitment education directed at the Brevard College student		

No.	Observation	Opportunity
population and youth seeking the opportunity to serve the community. **Key Decisions:** 1. *Designate a public information officer to manage external messaging planning.* 2. *Develop a response protocol for misinformation and public concerns. Plan and deliver regular and consistent messaging on social media and through the City communication staff.* 3. *Engage community stakeholders through regular forums and updates.* **Timeline:** *Estimates the duration of time to implement the solution and bridge the gap.*		

No.	Observation	Opportunity
3.9	Employees identified the use of a county dispatch center for operations within the City has resulted in members of the public asking for clarification if they should contact the City or County for police assistance. Calls are often not forwarded to BPD, and the county just assumes responsibility for responding to the calls within the City.	Improving processes for public engagement and service delivery coordination will help ensure community members have clear access to needed resources and services.
Possible Solutions: *Collaborate with County officials to clarify responsibilities and communications with 24/7 police department staff on-duty and supervising patrol. Publish a public-facing guide on when and how to contact BPD versus County services.* **Key Decisions:** 1. *Collaborate with County officials to clarify communications center responsibilities and opportunities to help ensure 24/7 Brevard Police supervision accessibility to the community.* 2. *Publish a public-facing service guide to common and frequent direct community inquiries.* 3. *Monitor call routing and response patterns to help ensure service consistency.* **Timeline:** *Estimates the duration of time to implement the solution and bridge the gap.*		

No.	Observation	Opportunity
3.10	There has been an ongoing sense that communication throughout the organization could be more effective. For the most part, communication within the department has relied heavily on email, with few chances for direct conversation or clarification from leadership. Follow up to questions or issues raised are often lacking. This gap in timely,	Expanding opportunities for direct engagement and timely communication at all levels will support understanding, responsiveness, and a sense of organizational alignment.

No.	Observation	Opportunity
	meaningful communication has contributed to a feeling that, especially during critical moments, employees could benefit from greater clarity and support. While monthly meetings have recently returned, indicating a positive move toward more interactive exchanges, concerns remain about overall responsiveness.	

Possible Solutions:

Establish regular town halls and community meeting attendance. Introduce a centralized communication platform for real-time updates and feedback loops.

Key Decisions:

1. *Launch a feedback protocol with guaranteed leadership review and response timelines.*
2. *Create a structured feedback resolution workflow with tracking and reporting of outcomes.*
3. *Include feedback responsiveness as a metric in leadership performance evaluations.*

Timeline:

Estimates the duration of time to implement the solution and bridge the gap.



No.	Observation	Opportunity
3.11	Employees at all levels expressed frustration with bringing forward concerns and addressing these up to the top levels of the organization. The lack of consistent follow through has led to a sense of frustration among employees, who often question whether their input is truly valued. Fostering a culture where feedback is addressed with care and transparency could help rebuild trust and engagement across all levels of the organization.	Enhancing feedback opportunities or programs, in conjunction with identified follow-up processes will strengthen employee engagement and reinforce a culture of continuous improvement.

Possible Solutions:

Implement an anonymous survey and feedback system with guaranteed follow-up. Track resolution timelines and share outcomes to demonstrate responsiveness. Engage staff with meetings at a regular cadence which allows for an exchange of information and addresses key issues for department operations.

Key Decisions:

1. *Establish biweekly department staff meetings and minutes to allow staff to share information with briefings directly to the line-level personnel.*
2. *Implement a centralized communication platform (e.g., intranet or Teams channel) for updates, announcements, and Q&A.*

3. *Assign a liaison or clearinghouse of events, meetings, and pending issues to help ensure timely dissemination and feedback loops.*

Timeline:

Estimates the duration of time to implement the solution and bridge the gap.



No.	Observation	Opportunity
3.12	Policy and training communications have not reached the organization in an effective and efficient cycle. The process of updating policies required for certification has presented a couple of challenges. Changes that require approval at the chief or command level can sometimes experience delays. Additionally, once policies are approved, the primary means of communicating these updates has been through Power DMS acknowledgment, with limited opportunities for in-depth training or discussion. Creating more space for training and open conversation could help ensure that staff fully understand new policies and have a chance to share their feedback or concerns.	Optimizing and identifying a release cycle for policies, in conjunction with a policy training program, that is communicated throughout the organization will support greater understanding, compliance, and staff confidence in organizational processes.

Possible Solutions:

Create a policy release calendar and integrate training sessions with each update. Use interactive formats (e.g., workshops, Q&A forums) to help ensure comprehension of policy update legislative and best practice requirements.

Key Decisions:

1. *Develop a policy release calendar with scheduled training sessions tied to each update.*
2. *Require interactive training formats (e.g., workshops, simulations) for policy rollouts.*
3. *Assign policy champions to facilitate understanding and gather feedback from staff.*

Timeline:

Estimates the duration of time to implement the solution and bridge the gap.



No.	Observation	Opportunity
3.13	While there have been changes to work schedules, policies, shift assignments, and functional operations, the organization has not consistently communicated the anticipated outcomes or underlying reasons for these adjustments, leading to employee confusion and uncertainty. Enhanced communication around these changes would help foster a more informed and engaged environment.	Implementing comprehensive communication strategies during periods of change will improve awareness, engagement, and effective adaptation across the organization.

Possible Solutions:

Develop a change communication protocol that includes rationale, impact, and support resources. Assign change champions to facilitate transitions. Utilize the resources and time to instill the concept of connecting to employees one on one and bring issues into the executive suite to discuss and respond with gratitude to employee's engagement.

Key Decisions:

1. *Create a formal change management protocol that includes pre-change briefings, rationale documentation, and post-change evaluations.*
2. *Designate change ambassadors within each unit to support transitions and gather feedback.*
3. *Use visual dashboards to communicate change impacts and timelines across the department.*

Timeline:

Estimates the duration of time to implement the solution and bridge the gap.



No.	Observation	Opportunity
3.14	Staff agenda and meeting notes are not being created or captured. This lack of business process focus has resulted in apathetic response to meeting attendance functional changes.	Strengthening meeting documentation and accountability practices will promote transparency and sustain engagement with evolving operational changes.

Possible Solutions:

Standardize meeting agendas and minutes. Use shared digital repositories for access and assign action items with deadlines and owners. Utilize an open calendar with manager-to-executive level staff meetings to include agendas and minutes of items and issues that are not confidential or sensitive to employee privacy.

Key Decisions:

1. *Standardize meeting agendas and minutes using a shared digital template.*
2. *Assign a note-taker role, management review and approval process and publish meeting outcomes within 24 hours for distribution to all managers and supervisors to discuss in briefings with line-level staff.*

3. *Track action items from meetings with deadlines and responsible parties visible to all staff.*

Timeline:

Estimates the duration of time to implement the solution and bridge the gap.



No.	Observation	Opportunity
3.15	Traditionally, detailed operational plans for large events or those requiring coordination with other city/county departments have not been developed. This gap often leads to valuable information being unavailable to those managing or working the event, making coordinated operations more challenging. Furthermore, the absence of thorough planning means missed opportunities to capture insights and lessons learned, which could inform and enhance future events.	Developing robust event planning and risk management documentation will support organizational learning, continuous improvement, and risk mitigation.

Possible Solutions:

Create an event operational planning template and checklist. Identify risk mitigation, emergency response planning, communication and notification requirements, staff responsibilities, timeline events activities and community notification actions. Require pre-event briefings and post-event debriefs to capture lessons learned.

Key Decisions:

1. *Develop a standardized event planning protocol and documentation that includes pre-event briefings, interagency coordination, and post-event debriefs.*
2. *Assign event coordinator/manager for all special event operations with clear responsibilities and access to planning templates.*
3. *Create a lessons learned repository to capture insights from past events and inform future planning.*

Timeline:

Estimates the duration of time to implement the solution and bridge the gap.



No.	Observation	Opportunity
3.16	While current staffing levels are among the lowest the organization has experienced, many staff have noted concerns about the pace and structure of this process as being one primary reason recruitment efforts appear to have stalled. However, staff also suggested that hiring may be influenced by broader organizational circumstances and could	A thorough evaluation of and enhancement of recruitment strategies is a critical component of alleviating some of the organizational challenges being faced. There is an opportunity to address these challenges more effectively and support the future strength of the organization.

	benefit from thoughtful review.	

Possible Solutions:

Revamp recruitment strategy with targeted outreach, streamlined hiring processes, and incentives. Include staff in recruitment planning to help ensure alignment. Coordinate with communications activities to incorporate social media and focus on key populations who will contribute to the future of Brevard.

Key Decisions:

1. *Conduct a comprehensive review of current recruitment workflows to identify bottlenecks and inefficiencies.*
2. *Launch a targeted recruitment campaign with incentives and community outreach to attract diverse candidates. Seek out opportunities to present recruitment discussions in meetings with community groups.*
3. *Establish a recruitment working group that includes frontline staff to help ensure alignment with operational needs and culture.*

Timeline:

Estimates the duration of time to implement the solution and bridge the gap.



No.	Observation	Opportunity
3.17	While engaging with staff at all levels, it became clear that there is a perception that the current organizational structure is somewhat weighted toward supervisory roles (top heavy). This dynamic may be contributing to the evolving allocation of responsibilities, with operational duties increasingly carried by sergeants and lieutenants, while captains and the chief take on a broader range of supervisory functions.	Aligning roles and responsibilities in a way that best supports effective operations, staff development, and the department's mission requires further evaluation and analysis. Thoughtful evaluation of the structure can ultimately strengthen the departments and City to serve both its members and the community.

Possible Solutions:

Conduct a workload and role distribution analysis. Adjust supervisory ratios and redistribute operational duties to optimize efficiency.

Key Decisions:

1. *Perform a workload and role distribution analysis to assess the impact of supervisory weight on operations.*
2. *Rebalance the organizational structure by adjusting supervisory ratios and redistributing operational duties.*
3. *Introduce rotational leadership opportunities to develop future leaders and reduce top-heavy dynamics.*

No.	Observation	Opportunity
Timeline: *Estimates the duration of time to implement the solution and bridge the gap.*		

No.	Observation	Opportunity
3.18	While the organization currently faces some challenges related to morale, internal cohesion, and communication, it is important to recognize the steadfast dedication many employees bring to their roles. Even amid uncertainty and change, staff members demonstrated genuine commitment to the department's mission and hope for positive transformation. Their desire to see the agency grow and succeed remains strong, reflecting a resilient spirit and a shared aspiration to build a stronger, more effective organization for both colleagues and the community they serve.	Despite challenges, there is a strong foundation of commitment to their purpose and the community, within the employee group, which can be leveraged to support further organizational growth and excellence.
Possible Solutions: *Launch a recognition and wellness program that celebrates dedication and supports resilience. Include mentorship opportunities and career development pathways.* **Key Decisions:** 1. *Launch a departmentwide recognition program that highlights employee contributions and milestones.* 2. *Create structured career development pathways, including mentorship, training, and advancement opportunities.* 3. *Implement regular wellness check-ins and support programs to reinforce resilience and morale.* **Timeline:** *Estimates the duration of time to implement the solution and bridge the gap.*		

5.0 Next Steps and Considerations

As the City and BPD begin to evaluate the various current and future states, BerryDunn recommends that a project manager be assigned to coordinate the overall efforts of implementing each of the opportunities, and an owner be assigned for each initiative. Momentum for long-term process improvement projects can falter among daily responsibilities without the committed sponsorship of an owner and clear delineations as to who is responsible for which piece of the initiative. Formally documenting this can be a helpful starting place and serve as a resource to refer to in the coming months.

In the next step of the engagement with the City, BerryDunn will work with the new chief of police and their staff to develop a strategic plan incorporating many of the identified opportunities. As part of that process, BerryDunn will work with the City on leveraging organizational change management strategies to help manage any resistance to change. In general, people need to understand the underlying reason for the change and how it is going to benefit the BPD. Further, people need to be equipped to navigate the change personally by understanding how their jobs will change and having the tools to do so successfully.

Appendix A

1. **Increased presence of leadership** - Command Staff and Interim Chief have provided an increased presence at shift change, special events, and routine interactions. As an example, the Interim Chief has been at every 6pm shift change this week. Other examples include participation by Captain Page and Interim Chief in the No Kings Protests coverage, participation by both Captains and the Interim Chief in the Halloween Festival, and participation in Halloween night patrol. These types of activities facilitate interaction with personnel in an informal setting and encourage open discussion. This has increased executive accountability and responsiveness. The presence of the Command Staff at daily shift changes also provide the opportunity for clarification of policies and to ensure consistence in communication. **(3.1 Executive Accountability / Responsiveness) (3.7 Departmental Cohesion and Trust) (3.10 Internal Communication Practices).**

2. **Return to the Dupont Schedule** – This was accomplished based on the desires of the Patrol Officers and Supervisors and shows a deviation from previous centralized authority. The individuals who were impacted by the decision were allowed to make the decision and their participation facilitated an understanding of the need for the change. **(3.2 Organizational Structure and Empowerment) (3.11 Employee Feedback and Issue Resolution) (3.13 Change Management and Communication) (3.18 Job Satisfaction)**.

3. **Input from CID on Coverage of Shifts** – The CID Lieutenant and the entire CID Division was consulted prior to assigning CID to cover shifts to supplement patrol. CID participated in the development of the schedule. **(3.3 Delegation and Empowerment) (3.7 Departmental Cohesion and Trust) (3.13 Change Management and Communication).**

4. **Delegation of Responsibilities –** Responsibilities previously centralized at the Command Level have been delegated to the Lieutenant rank . **(3.3 Delegation and Empowerment) (3.7 Departmental Cohesion and Trust).** These responsibilities are:

   A. Governor's Highways Safety Program Coordinator – Lt. Twomey

   B. FTO Coordinator – Lt. Twomey

   C. Training Coordinator – Lt. Holden

   D. Fusion Center / ISAAC (Information Sharing and Analysis Center) Liaison – Lt. Cobb

5. **One Sergeant remains on Patrol / Other Sgt. Positions are vacant –** There is only one sergeant on patrol. The other positions have been left vacant. This is the first step in a revisit to the supervisory structure. The appointment of 2 lieutenants to Interim Captain has also added duties to their previous responsibilities which have help distinguish the clarity among ranks. **(3.4 – Role Clarity Among Ranks).**

6. **Officers selected to become FTOs** - Two Officers have been identified and will be attending upcoming FTO Certification Schools, which will relieve the supervisors of some of the FTO responsibilities **(3.5 Training Program Management).**
7. **Recruit reassigned to FTO** – A recruit who did not complete Field Training was assigned to CID without completing Field Training. That recruit was assigned to return to field training with a different FTO and ultimately resigned. **(3.5 Training Program Management)**
8. **Emphasis on Chain of Command** – A command staff meeting was held to identify reporting structures and area of responsibilities. This has also provided clarification to the Org Chart. Personnel do not bypass the chain of command without a legitimate reason. **(3.6 Chain of Command Integrity)**.
9. **Return of Social Media Interaction** – The Social Media Accounts of BPD have been promoting positive comments and allowing comments from the public. This has resulted in better information and citizens have been able to respond to misinformation. The number of positive comments also greatly outnumber the negative comments and represents a spirit of engagement. **(3.8 External Stakeholder Communication).**
10. **Return to 24/7 coverage by BPD –** BPD now provides 24/7 coverage, which should relieve confusion about whether to call the City or the County. (**3.9 Service Delivery and Public Engagement).**
11. **White Squirrel Radio Bi-weekly Interviews –** The Interim Chief and other members of the agency have been participating in live broadcasts on the local radio station (WSQL) every other Monday at 12:15. This has been an opportunity to provide the community with safety information and to also announce the return to 24/7 coverage. **(3.8 External Stakeholder Communication), (3.9 Service Delivery and Public Engagement).**
12. **Building Relationships with Partner Agencies –** BPD has been active in the involvement of standing groups and committees and have also been working to improve the relationships with other stakeholders including: **(3.8 External Stakeholder Communication), (3.9 Service Delivery and Public Engagement)**

    A. **Brevard College –** The Interim Chief and the Command Staff met with the Public Safety Director and the Housing Director from Brevard College and also attended a holiday luncheon with Brevard College this week.

    B. **Blue Ridge Community College –** The Interim Chief met with the Dean of Public Safety at Blue Ridge Community College to talk about partnership opportunities.

    C. **Transylvania County Sheriff's Office –** The Interim Chief and Command Staff have had multiple meetings with Sheriff Owenby and TCSO.

    D. **Transylvania Regional Hospital –** The Interim Chief and the Command Staff met with the Transylvania Regional Hospital Security at BPD, and also participated in an ASHER (Active Shooter Emergency Response) Tabletop drill at the hospital.

E. **Transylvania County District Attorney –** The Interim Chief has met with the Transylvania County District Attorney and the ADA.

13. **Group Discussion of Policies –** BPD has had "Policy Day" where everyone is invited to come and discuss policies that are under review and to provide input. The Captains and the Interim Chief discuss policies changes at shift briefing as a supplement to signing off on the policies in Power DMS. **(3.12 Policy and Training Communication Efficiency).**

14. **Captain Page's focus on Operations Plans –** Captain Page has expressed an interest in working on Operations Plan. He has been provided with sample plans from other agencies and will be created an operations plan for the Christmas Parade and Festival. Additionally, it is recommended that more training is to be conducted on the Incident Command System. It is also recommended to explore educational opportunities through associations such as the IAVM (International Association of Venue Managers). Reserve Officer Norton does a great job with coordinating special events. Pairing Captain Page with him could help Capt. Page to develop into a SME in this area. **(3.15 Event Planning and Risk Management).**

15. **Recruitment / Retention Efforts –** The entire command staff went to Asheville Buncombe County Community College last week to meet BPD's three cadets and to encourage them as they ran the POPAT (Police Officer Physical Agility Test). The Academy Staff stated that all 3 cadets are doing great and are scheduled to graduate on December 18. The entire Command Staff will also attend this graduation. Building the relationship between the agency and these cadets should help with retention at a critical time. HR has also posted cadet and officer positions. Interviews have been conducted, and it is anticipated that 2 or 3 conditional offers will be given next week. An emphasis on Reserve Officers, the completion of a recruit's FTO program, and the assistance of CID has alleviated some of the staffing issues. **(3.16 Staffing).**

16. **Evidence –** The Evidence Room is a high liability area and there have been tremendous strides made in the disposition of evidence. Several hundred evidence destruction orders have already been signed by the District Attorney. The move of evidence to the new police department is expected to be completed in December.

17. **Accreditation –** An extension has been granted by NCLEA pertaining to the deadline for accreditation. Certain key policies have already been implemented to bring the department into compliance with accreditation standards and state law (Example – Personnel Early Warning System Policy is now compliant). Outside assessors have agreed to come back and conduct a mock assessment in a month or so.

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