2020

The Impact of Bankruptcy, Duty Related Stress and Policing in Detroit

Sarah Markel

The Impact of Bankruptcy, Duty Related Stress and Policing in Detroit

by

Sarah Markel

A Dissertation Presented to the
College of Arts, Humanities, and Social Sciences of Nova Southeastern University
in Partial Fulfillment of the Requirements for the Degree of
Doctor of Philosophy

Nova Southeastern University
2020

Nova Southeastern University
College of Arts, Humanities, and Social Sciences

This dissertation was submitted by <u>Sarah Markel</u> under the direction of the chair of the dissertation committee listed below. It was submitted to the College of Arts, Humanities, and Social Sciences and approved in partial fulfillment for the degree of Doctor of Philosophy in Conflict Analysis and Resolution at Nova Southeastern University.

Approved:

<u>March 12, 2020</u>
Date of Defense

Urszula Strawinska-Zanko, Ph.D.
Chair

Alexia Georgakopoulos, Ph.D.

Gregory Vecchi, Ph.D.

<u>April 29, 2020</u>
Date of Final Approval

Urszula Strawinska-Zanko, Ph.D.
Chair

Dedication

In memory of Captain Jonathan "Recon" Parnell.

End of Watch: March 24, 2020

A "real COP", respected leader and unforgettable example for everyone. It was an honor and privilege working with you.

"If your actions inspire others to dream more, learn more, do more and become more, you are a leader." - John Quincy Adams

Table of Contents

List of Tables

Abstract

Urban police officers are regularly exposed to trauma and duty-related stress. The City of

Detroit's highly publicized bankruptcy proceedings reached finality in December 2014

but led to an additional layer of stress via financial uncertainty to Detroit police officers.

The officers already experience high critical incident exposure rates and organizational

tension/instability. While certain types of stressors (critical incident, organizational and

family/personal) have been extensively researched and are largely anticipated within law

enforcement agencies, the bankruptcy resolution, which included wage, pension, and

medical insurance losses, may have compounded issues within the department.

This research project used a mixed method case study approach to evaluate the impact of

bankruptcy, duty related stress and coping methods/resiliency involving members of the

Detroit Police Department. The primary focus was the impact of the bankruptcy

proceedings with critical incident stress, organizational conflict, and family/personal

stress as sub-topics. The findings show that, while the majority of officers are satisfied

with and appear to enjoy their job, they also do not believe law enforcement is a long-

term, sustainable career choice. Without adequate pay and benefits, many participants

expressed the need to find another career path that will include affordable retirement

packages or continue to work until beyond a healthy retirement age.

Chapter 1: Introduction to the Study

Stress driven conflict has been shown to negatively impact internal and external aspects of law enforcement agencies. There are well known and documented sources of law enforcement stress that encompass critical incident exposure, organizational conflict and family/personal stress (Kates, 2010). Within the City of Detroit, financial problems have contributed to and impacted duty related stress felt by Detroit police officers. When these sources of stress are combined, a dangerous combination of duty related stressors might emerge that some officers will not be able to cope with. If these problems are left unresolved, duty related stressors could create a favorable environment for escalating hostility and conflict, which will affect the officer, agency, and community (Kates, 2010).

Introduction

This research project critically examined sources of stress within law enforcement with a specific focus on the Detroit Police Department and bankruptcy experiences of active members. This included personal and professional impacts experienced from bankruptcy and physical and psychological issues. While certain types of stressors (critical incident, organizational and family/personal) have been extensively researched and are largely anticipated within law enforcement, the bankruptcy resolution, which included wage cuts and loss of pension benefits/medical insurance upon retirement has compounded issues and left many officers feeling disappointed, mistreated, and angry. It was expected that some officers would display physical and psychological predictors indicating that, without supportive measures and effective coping methods, those officers would have an increased risk of developing psychological disorders up to and including Post Traumatic Stress Disorder (Rufo, 2015).

The literature review consists of foundational information regarding law enforcement terminology and ideologies as well as groups/entities, at every bureaucratic level, that have an impact on law enforcement activities. This includes a detailed review of police culture, critical incident exposure, organizational conflict and family/personal stress. These concepts must be explained to gain an understanding of potential contributing factors that may influence officer perceptions, coping mechanisms, and willingness to discuss duty related issues with someone outside the police realm. As part of the police culture, officers typically engage in poor/ineffective coping methods (Rufo, 2015). This chapter also includes an analysis of stress management techniques commonly used among police officers. Previous studies of duty related stressors within urban law enforcement agencies have shown that officers are vulnerable to physical and psychological problems due to traumatic incident exposure, organizational conflict and family/personal stress (Burke, 2016). In many cases, department leadership is aware of these issues, but generally offers reactive assistance to individual officers rather than proactive attempts to address problems throughout the entire department.

The research was specifically focused on the historical bankruptcy proceedings in Detroit and the impact the final resolution has had on the Detroit Police Department. Financial instability due to bankruptcy added an additional layer of conflict among Detroit officers. Documented facts and indicators regarding fiscal emergency in Detroit after decades of mismanagement have shown that bankruptcy was likely inevitable but sacrificing public safety may be an ineffective solution (Davey & Walsh, 2013). The full impact of bankruptcy in law enforcement is not readily known or well documented because this type of large-scale municipal bankruptcy was the first of its kind.

The goals of this study began with evaluating the bankruptcy process and impact it had on officers as well as the three additional identified sources of stress; critical incident exposure, organizational conflict, and family/personal stress. Financial uncertainty and the impact of bankruptcy is a separate form of duty related stress in law enforcement. This type of stress is brought on by factors out of the officers control. The financial stress focus in this study was not created by mismanagement of personal finances, but by bankruptcy decisions/rulings that have created financial losses and discontent. Critical incident stress occurs through experiences and exposure to violence within the community where officers work. This could be direct exposure such as violence toward officers or indirect exposure through responding to violent natured scenes (Rufo, 2015). Organizational stress presents itself through internal dynamics within the department or municipality. This type of stress could be caused by internal factors such as manpower/resource shortages or problems with supervision/co-workers (Rufo, 2015). Family/personal stress occurs outside of the work environment, but is caused by habits, traits, and lifestyles developed as a result of a career in law enforcement. These types of issues could present themselves through declining interactions and relationships with family/friends, alcohol/substance abuse, depression, and/or suicide (Rufo, 2015).

The purpose of this research project was to evaluate the impact of bankruptcy and duty related stressors among Detroit police officers and determine, from an officer perspective, the most important aspects for negotiations. A mixed method case study approach was utilized. To achieve the goals of identifying the priority benefits affected by the bankruptcy, significance of duty related stressors and the impact these have on

officers personal and professional lives, surveys were distributed to the majority of active Detroit officers. The surveys were designed to illicit information regarding the benefits affected by bankruptcy, duty related stress, and coping methods. Demographics such as gender, age, years of experience, etc. were part of the survey, but no specific identifying information was collected. Anonymity and confidentiality were strictly adhered to since many officers may be concerned with negative repercussions if personal information was linked to their participation (Burke, 2016). Officers may have also hesitated to provide honest responses if confidentiality agreements were not initially established.

Through survey distribution the losses resulting from bankruptcy as well as each of the stressors were included as measurable items with specific goals of evaluating the impact, if any, each of these areas has had on officers. Additionally, a goal of this project was to determine, if stress is present, what the main contributors of law enforcement stress are, the level of impact each source has had on officer's lives, and if any sources were more/less significant than others. The final goal included an evaluation of stress management techniques. Many times, officers may conceal or attempt to conceal stress felt by a career in law enforcement (Burke, 2016). Through survey questions related to stress management tactics, an analysis provided data to show if healthy, unhealthy, or no actions were being taken to cope with duty related stress, which also offers predictors to the health and well-being of the overall agency. The survey consisted of eighty-one questions that asked demographic information, impact of bankruptcy, critical incident response, organizational stress, family/personal stress, and stress management methods.

Personal interviews was the chosen qualitative method approach, as this project was specific and unique with a focused goal to thoroughly explain the impact of

bankruptcy and duty related stress as well as potential ramifications of such in the personal and professional lives of Detroit officers. Interviews took place after the survey data analysis had been completed. Eight voluntary participants were interviewed. The interviews, similar to survey procedures, did not ask for personal information regarding identities officers. The interview questions were formulated to ask about personal experiences within law enforcement, how bankruptcy and duty related stress had affected the individual participants, and what he/she was doing to alleviate the negative stress impact. The questions were open ended and allowed each participant to explain personal experiences, feelings, and perspectives regarding each source of stress as well as stress management techniques (Burke, 2016).

This research project was significant and highlighted the effects of municipal bankruptcy and significant losses accompanied by that process as well as filled current gaps in literature related to law enforcement stress. Bankruptcy proceedings and the impact of municipal financial distress had not been a prevalent topic within the public arena as very few large public entities have filed for bankruptcy protection. Due to the amount of debt that Detroit had accumulated, significant financial cuts were imposed. Benefits such as pension funds, medical insurance, salaries, etc. were reduced or eliminated, thus created additional hardships for many city employees (Satchel, 2012).

Previous research has shown that urban law enforcement officers are regularly exposed to a variety of duty related stressors. The impact of bankruptcy is now an additional duty related issue in Detroit and will potentially increase the likelihood of conflict among officers in their personal and professional lives. The goal of city leaders was to cut spending and return to financial stability (Satchel, 2012). In order for that

process to succeed, budgets and spending had to be reduced, but business centered approaches do not always consider the human aspect or negative impact that financial decisions will have on the working middle class population employed by the Detroit Police Department.

This study was unique and different from existing studies because it focused directly on officer perspectives related to financial survival and future life planning. Financial wellbeing can be a major source of stress affecting the ability to manage the impact of other known stressors such as critical incident, organizational and family/personal areas. Officers may become consumed with financial issues and less capable of managing or overcoming other stressful issues. Because of the potential to have multiple contributing factors within law enforcement stress which could eventually lead to negative and unintended consequences, this study offers valuable insight that other law enforcement related studies are lacking.

Following an evaluation of the experiences and perceptions of duty related stress on officers, another goal was to present the findings to interested law enforcement executives with hopes of reducing current and/or future conflict between leaders and public safety employees. This information may assist with promoting compromising methods of communication and positive relationships, as future financial cuts may be necessary, and no entity will ever be exempt, collaboration will be better achieved when parties enter into discussions with an understanding of every aspect involved. Concluding suggestions further expressed the need to maintain healthy and effective police officers in order to emerge from bankruptcy as "America's Great Comeback City" and allow growth and development in a secure environment.

Chapter 2: Literature Review

Literature Review

Everyone cares about their community, safety, security, and overall wellbeing of their environment. Social institutions include politics, economics, legal rules, norms, and standards. These groups can be formal institutions or community groups that all interact with each other to form our society (Wolf-Branigin, 2013). Some of the main issues in achieving success lie in our interpretation of how to gain success, maintain security, and serve our own interests while also protecting and serving those around us. Among the different people/groups, police, government, and community members, there are many differences in how each person/group wants to be perceived as acting in the best interest of the public. At the same time, each group also attempts to gain the most power and influence over others, potentially leaving their actions to appear as serving their own interests rather than the community as a whole (Wolf-Branigin, 2013).

Complexity theory has a foundation built upon an interconnectedness and dependency on all societal aspects that function together in a very complex system. Researchers study the balance and shifts between stability and chaos of the system as a whole where political decisions, societal expectations, etc. have differing views and goals (Wolf-Branigin, 2013). Each group is part of the system, which includes multiple actors trying to work together. A stable state of equilibrium is rare and shifts, major or minor, may induce change. This swinging pendulum can cause tension and stress within an organization and/or environment. Complexity theory analyzes human behavior, group thought, collective action, and other dynamics within society (Wolf-Branigin, 2013).

Building upon complexity theory, an additional theoretical application can be

used to analyze this problem through incorporating workplace wellness theory. The foundation of workplace wellness shows that through a healthy workplace, benefits are extended to the agency, employees and community. A positive work environment can lead to higher productivity, lower turnover rates, reduced absenteeism and an overall reduction in organizational tension/conflict (Georgakopoulos & Kelley, 2017). The status of health and wellness within the workplace can also impact and influence the system and how the parts collaborate or conflict with each other. According to Georgakopoulos & Kelley, "Improvements in workplace wellness systems have been shown to have a potential return on investment (ROI) of almost 300 percent when measuring the costs of the program against increased retention, reduced absences due to injury and stress, and improved employee performance" (Georgakopoulos & Kelley, p. 452, 2017).

Social institutions are rated based on their ability to provide basic functional needs within a community. Societies capable of growth and adaptation will survive whereas dysfunctional communities will fail (Byrne & Callaghan, 2013). Each level of bureaucracy experiences institutional conflict and everyone, from the rank and file to elected leaders, should know that social outcomes will likely result from a combination of choices and actions, as those choices affect the behavior and decisions of others. Furthermore, social expectations will affect the rationality of choices, but competing interests create conflicting opinions regarding expectations and acceptable practices that are meant to be in the best interest of the community (Byrne & Callaghan, 2013).

In the case of the Detroit bankruptcy and Detroit Police Department, pertinent social institutions included members of the police department at every rank, city government officials, and the community. Complexity theory was an ideal fit into this

arena because of the number of entities involved as well as differing viewpoints on effective policing. Additionally, workplace wellness theory was perhaps the most important theoretical perspective within this study as this position showed that, regardless of the complex set of actors and decisions, a healthy workplace environment with communication and corroboration is essential for progress to be successful.

Complexity theory and workplace wellness

Complexity science theory was developed to explain how complex adaptive components, made up of individual parts, come together in an interactive fashion and create a complete system. The emergent system consists of multiple agents that may follow a predictable pattern, may behave sporadically, or may change direction based on the decision/action of one agent or several agents (Byrne & Callaghan, 2013). Scientists involved with complexity theory have been more interested in observing the balance between static and chaotic modes and interconnections among components within the system rather than a separate analysis of each part. The actions of these nonlinear systems are not always predictable or easily explainable (Wolf-Branigin, 2013). Multiple internal and/or external factors may determine the course of action, changes, anticipated patterns, or expectations. It is not uncommon for a minor change to have a dramatic effect on the system or a seemingly large change to have a minimal effect (Wolf-Branigin, 2013).

While this research study was supported by a solid foundation based on facts, observations, and case studies, there will always be limitations and exceptions found within any theory applied to human behavior (Wolf-Branigin, 2013). Theories explaining any type of behavior will only be accurate within current or similar conflicts. This idea can display mannerisms of human action that lead to theoretical change of

existing concepts and development of new ideas that explain emerging observable actions and behaviors. In essence, a currently acceptable theory can only be valid as long as a person or group of people fall within the predetermined guidelines or explanations defined within that specific ideology. Theory of any type is also subjective in nature and can be bolstered or discredited based on interpretation or current status of an event (Wolf-Branigin, 2013). Each conflict that occurs will contain unique elements within causation, action, and/or resolution. Applicable theories or a combination of several theories should be determined on a case by case basis to ensure a thorough, quality analysis since every conflict will be different and will never be an exact carbon copy of a previous incident.

The roots of complexity theory can be associated with any of the classical theories. Realism believes that rational actors are present; liberalism states the system as a whole requires cooperation and equality, and Marxism focuses on equal distribution among citizens (Byrne & Callaghan, 2013). All of these basic conditions are either present or desired. In the City of Detroit there have been unstable and chaotic conditions within the police department. Active groups include police officers/union leadership, department executives, and city leaders (appointed and elected), each with opposing positions and interests. The issues within this conflict that needed to be addressed included identifying indicators from the impact of the Detroit bankruptcy on Detroit Police, how that has impacted duty related stress, responses from officers that may impact the department and/or community, and mutually agreeable solutions to address and resolve some of these issues. The system, in its current state, requires transition to return to stable conditions (Byrne & Callaghan, 2013).

Using complexity theory to analyze the group aspect in this study had strengths in

acknowledging complex dynamics within the situation where multiple actors have differing agendas. The officers want stability with respect to current employment and retirement benefits. The police department has to maintain a safe and secure community, reduce violence/ crime, and protect civil rights. City leaders hold political and financial aspects of this conflict but were also restricted due to bankruptcy proceedings (Davey and Walsh, 2013). The interconnectedness combined with limited ability to make decisions demonstrated the difficulty of achieving mutual resolutions when opposing interests had been unable to compromise or satisfy everyone's positions and goals (Wolf-Branigin, 2013). There were also weaknesses of complexity theory when it considered the system as whole and not separate parts. To effectively analyze a chaotic system, researchers may need to separate and study individual parts to understand how/why the system shifted into a state of chaos and instability (Wolf-Branigin, 2013).

Law enforcement as a whole is complex and the Detroit Police Department is unique because of the impact of the bankruptcy. There was not one theoretical perspective that could completely explain this system, but theoretical application and analysis helped to explain some of the inter-workings of this group. Police work is fast-paced, sometimes dangerous and stressful, but also exciting and fulfilling work (Burke, 2016). Incorporating workplace wellness into this study further explained this system, issues within the agency, and potential resolutions when programs are properly implemented. A crucial part of a successful workplace wellness program includes employee input and allowing perspectives/opinions from those directly involved in the agency to be heard (Mitchell & Dorian, 2017).

Detroit workplace wellness programs

Detroit has not had many resources for wellness programs in the past and assistance that was offered or available was generally reactive or in response to a major crisis situation. Following a major critical/traumatic incident, those involved would participate in an incident debriefing, but these sessions were centered on group discussions regarding what happened, response actions, good/bad tactical measures, etc. (Mitchell & Dorian, 2017). There were rarely personal, one-on-one discussions about the impact a stressful event had on the individual officer.

In 2015 the Detroit Police Department implemented a Peer Support Program (PSP) with intentions of providing individual and/or group support to officers that had experienced a critical incident. In a department administrative message, the Detroit Police Medical Section acknowledged that officers experiencing a critical/ traumatic incident may be physically and/or mentally impacted (Williams & Oxendine, 2015). The PSP was made up of department members that had met a list of qualifying criteria to become a peer support advisor. The criteria to become an advisor included: having previously experienced a significant critical incident and overcame/recovered from physical/mental challenges resulting from that incident, maintains a good attendance record, and desires to support members in need of assistance (Williams & Oxendine, 2015).

Table 1

Detroit Police Department Peer Support Program April 15, 2015

- Provide emotional support during and after times of crisis.
- Promote trust, allow appropriate anonymity, and preserve confidentiality for persons using Peer Support Advisors within the guidelines of the program.
- Check on status of illnesses and/or injuries and provide support where desired and needed.
- Develop other advisors who can identify personal conflicts and provide guidance

or referral to professional/alternate resources as required.
• Maintain an effective peer supporter training and response program.
• Provide sensitivity training to other department members.
• Provide emotional support during and after times of crisis.
• Promote trust, allow appropriate anonymity, and preserve confidentiality for persons using Peer Support Advisors within the guidelines of the program.

(Williams & Oxendine, Teletype # 15-0322, pg. 1-2, 2015) (Appendix A)

Table 2

Detroit Police Department Peer Support Program August 30, 2017

• Provide emotional support during / after times of personal and professional crisis.
• Support those who have had family tragedies.
• Promote trust, allow appropriate anonymity, and preserve confidentiality for persons using Peer Support Advisors within the guidelines of the program.
• Check on status of illnesses and/or injuries and provide support where desired and needed.
• Develop other advisors who can identify personal conflicts and provide guidance or referral to professional/alternate resources as required.
• Maintain an effective peer supporter training and response program.
• Educate the department on sensitivity training when dealing with affected members.
• Provide emotional support during / after times of personal and professional crisis.

(Lamar & Oxendine, Teletype # 17-0601, pg. 1-2, 2017) (Appendix B)

The PSP remains active and has continued to support officers involved in critical incidents. While this was a positive program and had been effective within the Detroit Police Department, it was primarily centered on critical incident stress (Lamar & Oxendine, 2017). The department had not yet implemented a complete or comprehensive workplace wellness program, but has progressively expanded to offer limited support and assistance if/when officers face challenges from other sources of stress including the impact of the bankruptcy, organizational conflict, and family/personal stress.

The overall purpose of this project was to highlight how and why Detroit police, as part of the system, were impaired following bankruptcy. As stated by Georgakopoulos and Kelley, "Like any system, if one part is impaired, other components may be

negatively impacted or the outcomes may not meet expectations and demand"
(Georgakopoulos & Kelley, p. 269, 2017). The possible damage resulting from
bankruptcy had the potential of negatively affecting other system parts, rendering a
larger, but avoidable or rectifiable problem. Additionally, a study of the Detroit Police
Department and impact of bankruptcy offers insight into how the law enforcement
portion of a system can be affected. This impact may be positive or negative, but police
agencies cannot be excluded or exempt from a government or community system.

These theories were chosen to show the complexity of law enforcement as a
group and part of a larger system. Workplace wellness was incorporated to show how
bankruptcy had impacted officer stress as well as how bankruptcy had potentially
exacerbated other stressors present within the police lifestyle. The inclusion of the
theoretical overview/analysis offered a more comprehensive understanding of general
stress within law enforcement and specifically looked at the problems created and/or
increased following a municipal bankruptcy. Each individual and/or group does not have
to agree or disagree on progressive decisions, but lines of communication must remain
open and unobstructed to allow input at each level, permit perspectives from participants
and consider positive and negative impacts that future decisions may have on the system
parts both individually and as a whole.

The system parts

A system is examined based on structure, patterns, and shifts in behavior (Byrne
& Callaghan, 2013). It is also viewed in terms of connectedness, integration, and
relationships. Systems theory describes the relationships shared among parts rather than
individual parts attempting to work together (Byrne & Callaghan, 2013). When one part

changes, for good or bad, the reverberations travel. The whole system could be affected, and the function or purpose may be altered. These constant disturbances and changes could be beneficial or detrimental depending on counter-responses and/or overall outcome. The results may be predicted or unexpected, but some type of reaction will generally occur (Byrne & Callaghan, 2013). People are also highly connected through communication, environment, culture, etc. In order to understand the research problem and purpose of this study, the parts of the system had to be further examined. The system parts identified as critical actors within this study included the rank and file, executives and managers, elected officials and administrators, community members, and media.

Rank and File

The job of a police officer is to protect and serve the community, enforce the law, and bring criminals to justice (Delattre, 2011). Police work, however, is more about effectively handling a situation as well as enforcing the law. Restoring order and earning respect from citizens is an art that comes with experience and not necessarily through written policy (Delattre, 2011). Citizens don't always know the law but expect officers to respond to chaos and restore peace despite being largely outnumbered. The reality of police work includes understanding street norms, responding to violent situations, and working under dangerous conditions. Patrol officers, neighborhood police, and precinct detectives make up the rank and file that has the most interaction with citizens. Establishing and fostering positive community relationships defines the public view of their police department more so than a written department mission statement hanging on a wall within each police station (Delattre, 2011).

Officers also have their own subculture, which may include different objectives than executives. Whether it is good or bad, this distinct separation is reality (Perez & Barkhurst, 2012). When an alleged crime occurs, officers are tasked with finding and arresting the perpetrator. This is not always easy to accomplish and a victim may not be a "true victim" (Delattre, 2011). Deceptive crime reporting tactics is a primary reason why officers learn to be skeptical and suspicious. Furthermore, organizational goals are meaningless in an uncontrolled and hostile situation (Perez & Barkhurst, 2012). Perpetrators learn new tactics and possess better weapons than average street officers. Suspects also have more to lose. When police are running after a suspect they are running to catch him/her. There is no bonus check or promotion if a criminal is apprehended. When a suspect is running, he/she is running to evade capture and preserve freedom.

Officers know these challenges and obstacles firsthand. The goals of an organization may be too vague or unrealistic to effectively achieve (Perez & Barkhurst, 2012). Factors that contribute to the inability of rank and file to adequately meet organizational goals include manpower shortages, lack of equipment, mismanagement of resources, etc. (Perez & Barkhurst, 2012). High expectations often require officers to perform more with less. When an officer does not follow department policy, best-case scenario is that officer is criticized or receives some type of discipline, but worst-case scenario could have a fatal outcome (Kates, 2010). Overall, from a patrol officer perspective, maintaining control and ensuring safety takes precedent over friendly enforcement and community policing however, the importance of quality community relations must also not be downplayed or neglected.

Executives and Managers

Law enforcement executives consist of police chief, assistant chief, deputy chief, and/or other high-ranking members of a police department. The positions held by executives in any community can be very stressful and these individuals will be subject to intense scrutiny (Baker, 2011). The contextual goals of organizations largely define supervisor actions. Procedures are written rules/directives that guide daily operations whereas outcomes are uncertain, not immediately known, and may not provide desired results (Delattre, 2011). For those reasons it is difficult to hold supervisors accountable for not attaining specific goals since outcomes do not always run parallel with anticipated results, but they can be held accountable for disregarding rules/regulations. Supervisors worry about these constraints that might limit success but are often perceived as more important than reaching outcomes through unacceptable procedures (Baker, 2011). The chief is ultimately responsible for maintaining a balance between officials, command staff, officers, police unions, local citizens, and the media (Baker, 2011).

There are many "battles" that take place within a police department, though some may be minor conflicts, others may turn into major issues. For example, public outcry may demand changes and reform within the agency, but the union and/or current contract may resist drastic changes to work rules/conditions (Perez & Barkhurst, 2012). Executives may feel that disciplinary actions are most effective in order maintain productive officers and/or possibly an indirect means of seeking promotional opportunities. Officers, on the other hand, could eventually resent supervision and, intentional or not, reduce the level of productivity (Perez & Barkhurst, 2012). Attempting to maintain cooperation from multiple levels of bureaucracy, with various

opinions about how the job should be done, can lead to a very challenging job for the chief and his/her staff (Perez & Barkhurst, 2012).

Balancing politics with reality can also be a daunting task and conforming to politically correct public expectations is sometimes valued over efficiency. Executives are generally more risk averse, which may appear submissive to the rank-and-file (Baker, 2011). Administrators don't usually lose their job when crime rates go up, but they may lose their job if a citizen's complaint surfaces about disrespectful treatment, poor quality of service, or other officer actions perceived as improper. Executives are caught in the middle of a balancing act and, at times, have to spend more energy catering to elected officials and citizens, worrying about public opinion, and/or being politically correct rather than addressing the functions, goals, and tasks required to operate an effective organization (Baker, 2011). This could give an appearance that compliance with external demands takes priority over providing public safety.

Elected officials and administrators

The people, through the democratic process, exercise their right to vote and elect officials. These elected positions include governor, mayor, county sheriff, etc. This person is responsible for appointing law enforcement executives, overseeing budgetary spending, and numerous other responsibilities (DeLord & York, 2017). Many elected officials include promises of safer communities and lower crime rates in campaign messages, as public safety is generally a hot topic during election time. Candidates will also seek support from the local police department. Leaders or potential leaders, especially in higher crime areas, usually try to work with officers to reduce crime rates

rather than create a leader vs. officer environment where each side opposes the other and very little progress can be achieved (DeLord & York, 2017).

Government administrators are those individuals that have been appointed by elected officials. Depending on the structure of each local government, this can include various department heads such as public safety, waste management, water/sewer, public lighting, and any other department under city control. There are usually multiple special interest groups that will advocate for different departments depending on their position and interests (DeLord & York, 2017). These groups are made up of taxpayers and their level of power and influence can vary. Due to the highly political nature of appointing a police chief, the decision would likely come from a consensus of officials and administrators. Law enforcement is, in most cities, the highest cost within a community, but not the only essential service (DeLord & York, 2017). Some law enforcement advocates that may attempt to influence the process include neighborhood watch groups, business owners, church groups, etc. (DeLord & York, 2017).

Committees, interest groups, journalists, and everyone else in the public sector will always scrutinize elected officials (Baker, 2011). This position includes many complex tasks and constraints and is dominated by the power of the constituency. If there is loss in public support, that official will not get re-elected. In some instances, elected officials are so entrenched in politics that they do not understand realities of lower government levels (Perez & Barkhurst, 2012). In law enforcement, officials may focus more on intentions and appearance such as minimizing use of force and/or creating a friendly atmosphere over goals/ accomplishments such as adequate safety and security within a community. There will be swift action if a prisoner is injured during a physical

altercation, but there is no public outcry when an officer is hurt since, according to

majority opinion, that is part of the job (Perez & Barkhurst, 2012).

Community

When citizens experience or witness police interaction within the community,

they become judge and jury (Mitchell & Dorian, 2017). Depending on the type of

situation and whether or not the interaction is positive or negative will determine the

public view of the police and agency. When a citizen observes an event, or portion of

one, he/she may not understand the totality of such an occurrence (Mitchell & Dorian,

2017). The invention of mass media has also amplified the dynamics of the system and

can positively or negatively impact public opinion. Social media offers more openness

and transparency, which has been demanded by the public but there may also be an added

layer of confusion (Mitchell & Dorian, 2017).

For many years, police departments have had a negative public image and leaders

have actively attempted to overcome community grievances and work with community

leaders in order to establish a positive relationship (Baker, 2011). Direct communication

with the public takes place in many different forms and departments have taken many

different approaches to enhance community relations. Some agencies utilize their

department website to provide information regarding new programs, crime rates, crime

prevention tips, aspects on policing that the general community may not be aware of, and

any other information vital to law enforcement and community relations (Delattre, 2011).

Other departments have also initiated programs such as a citizen's police academy, teen

police academy, and citizen's advisory council. These programs were all created with the

intent to inform and educate the community on law enforcement policies/procedures,

enhance community involvement by allowing citizen's an opportunity to review and assist in updating policies, and to show citizen's that police work does, at times, come with difficulties and dangerous situations (Delattre, 2011).

Media involvement

The media serves as a public informant and has been very influential in shaping public opinion within the United States. The goal is to attract interested viewers, but investigative reporters have frequently raised questions by producing information filled with controversy and gossip. When there is no news or crisis, there are no viewers. If it bleeds, it leads, and it also attracts a larger audience (Lee, 2012). Direct knowledge or observations are not the only way media outlets have found to uncover a story. Investigative journalism, in particular, is heavily reliant on tips and leaks from a variety of sources in order to develop a story, uncover a scandal, or present the next media frenzy (Mitchell & Dorian, 2017). Just as journalists keep the public up to date on the latest newsworthy events, public response keeps media outlets informed of what they are interested in, what stories will be tolerated, and when members of the press have crossed the line between good and bad coverage (Mitchell & Dorian, 2017).

When crisis occurs, leaders can be assured that media personnel will be present and if facts are not available, speculations will be offered (Delattre, 2011). To prepare for media attention, officials should take steps for a press conference if necessary. Agencies should also designate a public relation's representative to maintain various contacts within the community. One of the most important factors when handling high profile situations is to provide factual information as soon as possible (Mitchell & Dorian, 2017). The details may be limited, but leaders can publicly explain that releasing

too many details may jeopardize an ongoing investigation. This type of transparency helps to maintain public trust and confidence in law enforcement (Delattre, 2011).

The system summary

Each of these groups were affected by the bankruptcy in various ways and each may have felt an impact resulting from law enforcement stress stemming from bankruptcy. Incorporating complexity theory and workplace wellness theory exemplifies the interconnectedness and potential conflict among groups as well as the importance to consider such conflict before resolutions can be achieved.

Law enforcement impact from bankruptcy and other duty related stressors can affect internal operations such as resignations, sick calls, and general discontent. This could spread to additional organizational stress from manpower and equipment shortages. Following this, similar to a snowball effect, community members receive less adequate public safety services. Finally, the media will insert a less than favorable outlook on safety and policing strategies. From the very top government officials, through the police department, and spreading throughout the community, everyone is touched by the impact bankruptcy and other duty related stress has on law enforcement officers.

The system in chaos – A historical timeline of bankruptcy in Detroit, the rise, fall and rebirth of this American city

Each era in Detroit, along with shifting system parts and power struggles, took Detroit through a tumultuous journey of ups and downs which eventually led to state takeover and subsequent bankruptcy. The "rise" during the early 20th century pushed Detroit into a popular, highly desirable place in America. The "fall" during the mid 20th century through early 21st century was wrought with corruption and urban decline in

nearly every imaginable aspect. During this time the road was paved for the inevitable bankruptcy of 2014. The "rebirth" of Detroit, while still ongoing, has offered hope to everyone involved with the City of Detroit including residents, employees, and other interested parties.

Detroit, during the 20th century, was considered to be the most important city in America. During the Great Migration Detroit's population had doubled from approximately 465,766 residents in 1910 to an estimated 993,078 people in 1920 (Falconer, 2011). The Industrial Revolution paved the way for unprecedented successes in this metropolitan city. Detroit led the nation in shipbuilding and cast-iron stove production. During World War II the majority of military equipment was made within Detroit factories. The auto industry further placed Detroit on the map and in 1914, when the assembly line was invented, the city quickly became the world's leader in automobile production (Falconer, 2011).

Detroit was a prosperous, welcoming city with great employment opportunities that many people were desperate to have. Employees within the auto industry could learn a job in approximately 15-20 minutes, join the union after sixty days of successful performance, and almost instantly become a middle-class citizen (Falconer, 2011). This was a time when language barriers, ethnic backgrounds, and higher education were not important, and Detroit was home to a very diverse population. At any given time, groups from thirty or more different nationalities could be seen working side-by-side within factories. Detroit was also home to one of the largest middle-class black populations in America. Detroit, Michigan was where the American dream was achieved, and the city was known as the "Arsenal of Democracy" (Falconer, 2011).

Urban Decline

As with many communities in America, Detroit had its share of racial tensions, segregation, crime, etc., but also enjoyed integration and diversity among residents. Problems escalated during several events including the riots of 1943 and again in 1967 (Sugrue, Stone, McGraw, Finkenbine, Dykes, & Boyle, 2017). The white flight phenomenon was apparent as white residents fled to surrounding suburbs. Business and residential populations decreased, taxes increased, and blight spread to many areas (Sugrue, et al, 2017). Crime, unemployment, and declining education further contributed to the rapid urban decline. Corrupt city leadership and fiscal mismanagement left the city with little hope for recovery (Sugrue, et al, 2017).

Without a retail base, any city would likely face challenges to remain financially independent. Businesses, shopping malls, and entertainment centers began leaving when basic city services were no longer reliable. Business owners attempting to conduct operations were left to deal with slow police response when needed, unpredictable trash collection, infrequent road maintenance, and other necessary services required for a successful retail industry (Binelli, 2012). Loans for new businesses were unavailable and prevented many aspiring entrepreneurs from opening new establishments. The poor image of Detroit, high costs of conducting business in the city, and difficulty recruiting good employees had all led to a limited business revenue (Binelli, 2012). Many owners, dissatisfied with city leadership and conditions, reported that they suffered too many losses and were simply unable to continue business within Detroit.

Residents were also leaving Detroit at unprecedented rates and those that did choose to stay were subject to tax increases as city leaders attempted to supplement the

losses. In 1960 there were approximately 1,080,649 occupied single-family residential homes. This number dropped to an estimated 274,853 occupied homes in 2008 (Falconer, 2011). This number only included residential homes and did not account for those living in apartments or other multi-family buildings. Higher taxes, unsafe neighborhoods, and a poor economy left many people unable to sell their homes or properties. The inability to sell did not prevent people from leaving and those buildings were left abandoned (Sugrue, et al, 2017).

Abandoned buildings quickly became the norm throughout residential neighborhoods and blight was obvious. In 1975 there was a reported 62,000 vacant buildings in the city of Detroit (Sugrue, et al, 2017). In 2008 there were well over 100,000 vacant buildings (Falconer, 2011). Further exacerbating the urban decline was the failure by city leaders to take advantage of government grant money and demolish the vacant, condemned, and dangerous structures (Sugrue, et al, 2017). The vacant houses provided a haven for scrappers who destroyed many properties by stripping any metal that they could find and selling it at local scrap yards. The buildings also became ideal locations for drug dealers, prostitutes, and squatters to conduct business and live for free.

The population loss led to very few employment opportunities, a declining education system, and an increase in criminal activity. Employment and education are considered to be critical aspects for a successful and happy lifestyle. In Detroit the statistics for both were alarming. As of 2011, the unemployment rate was 18.2%, with 33% of the population living below the poverty level and half of that being children (Falconer, 2011). Quality education had also suffered. Students and teachers stated they did not feel safe within Detroit Public School facilities and when there is no sense of

safety or security there is also no productive learning. Detroit Public Schools

experienced a 50% enrollment decrease since 2001. Furthermore, statistics have shown

that 47% of the population is functionally illiterate with a reading level below that of a 5th

grade student (Falconer, 2011).

Crime rates skyrocketed and were considered by many critics to be out of control.

Crime statistics are equally, if not more, alarming than unemployment and education

numbers. Since 1969 there have been over 20,864 homicides within Detroit's borders

(Falconer, 2011). The drug trade settled in Detroit and became the city's most reliable

source of income for those that were unable or unwilling to find gainful and legal

employment. In 2006 an estimated $1.3-2.5 billion in illegal narcotics were trafficked to,

from, and within Detroit (Falconer, 2011). In 2004 and 2009 there were more than 800

shootings within the first six months of each year. Police were responding to an average

of four to six shooting incidents per day (Falconer, 2011).

The urban decline felt by Detroiters due to economic and demographic changes

was troubling enough but adding insult to injury was the corruption happening in city

hall. Nearly everyone in the U.S. has heard the name Kwame Kilpatrick and associates

him with Detroit's financial problems. He was first elected to office in 2001 and

appeared to be the solution that residents needed to turn Detroit around from its

crumbling state (Binelli, 2012). This young politician, full of hope and promises of a

better tomorrow, turned city hall into his own personal banking institution. During his

first thirty-three months in office, Kilpatrick spent more than $210,000 with his city

credit card and approximately $50,000 on personal expenditures (Falconer, 2011).

As the Kilpatrick administration continued to operate, allegations surfaced claiming police personnel on Kilpatrick's security team had been paid thousands in overtime that they had not worked (Falconer, 2011). Internal Affairs began investigating these allegations, but once the investigation had become known to Kilpatrick he immediately terminated those involved. The infamous whistleblower/ wrongful termination lawsuit was filed, but Kilpatrick remained adamant that no one within his administration had committed any offense. The trial ended with a $9 million dollar settlement for the plaintiffs (Falconer, 2011). Kilpatrick resigned from office in 2008 right before he was convicted of perjury charges stemming from the civil suit. On March 11, 2013, Kilpatrick was convicted of twenty-six federal charges including racketeering, extortion, fraud, and many other charges. Kilpatrick was sentenced to twenty-eight years in federal prison (Baldas & Schaefer, 2013). The end of the Kilpatrick administration and associated corruption offered some closure to that chapter in Detroit's history.

Financial Emergency

The urban decline in Detroit resulted from a spiraling chain of events and ended with an out of control financial crisis (Davey and Walsh, 2013). City leaders were unable to maintain quality levels of city services and had come close to defaulting on employee payroll deposits several times (Davey and Walsh, 2013). Attempts to address the fiscal deficit included massive layoffs, reduction or elimination of certain departments, pay and benefit cuts to remaining employees, and many other measures that proved to be ineffective. Residents voiced complaints about slow police response, lack of streetlights, inadequate bus service, reduced trash collection, and other basic services that, as taxpayers, they were entitled to (Davey and Walsh, 2013).

In 2012, a sixty day State of Michigan authorized financial review began and determined that a fiscal emergency existed in Detroit. Furthermore, leaders were unable to present a satisfactory plan to resolve the $326.6 million general fund deficit (Department of Treasury, 2013). Additional findings included the likelihood that the city would be unable to meet long-term liabilities such as pension payments and post-employment benefit obligations. Finally, the review team recommended state intervention because of complicated bureaucratic structures that made progress under the city charter difficult and time-consuming (Department of Treasury, 2013). Numerous steps had to be taken before changes could be implemented and council members wasted time fighting over minute issues, such as whether or not to lease a city owned park to the state, rather than focus on the immediate crisis (Davey and Walsh, 2013).

Emergency Financial Manager

The Detroit Financial Review Team concluded that the city was unlikely to address the deficit without state assistance. This led Michigan Governor Rick Snyder to appoint Kevin Orr as Detroit's emergency financial manager (EFM) in accordance with Public Act 72 of 1990, the Local Government Fiscal Responsibility Act (State of Michigan, 2013). As EFM, Orr had authority to remove elected officials from most financial decision-making, change labor contracts, close or privatize departments, and/or recommend bankruptcy if other options had been exhausted (State of Michigan, 2013).

Orr allowed the mayor and city council to retain their positions and stated that he welcomed a cooperative relationship as they worked together to address issues within Detroit. If progress could be made, city control would eventually transition back to elected leaders (State of Michigan, 2013). The goals of state takeover in Detroit were to

effectively resolve the budget crisis and invest in public safety, lighting, transportation, and parks/recreational facilities (State of Michigan, 2013). These were essential areas required to provide a strong quality of life and promote growth. The city hoped to attract new residents and businesses once evidence of a successful turnaround was visible.

Collective bargaining

One of the most stressful times for union leaders and city officials is when contracts are close to expiring and collective bargaining must begin. Each side will naturally consider their own interests first. The municipality will generally look to save money and the union will seek to obtain better wage and benefit packages for their members (Delord & York, 2017). This process can be long and sometimes tedious if city leaders and union representatives are unable to reach an agreement. Public safety is a unique entity when negotiating begins. Due to the inability to strike if collective bargaining is unsuccessful, parties will enter into binding arbitration meetings to settle disputes. There are different approaches to make the collective bargaining experience as cooperative as possible, but all seek to achieve a final goal that resolves differences and finds agreeable solutions (Delord & York, 2017).

One crucial factor during mediation, negotiation, or ongoing discussion is the importance of allowing questions and answers. When changes are necessary, parties should discuss these issues and ask questions about current conditions and/or desired adjustments (Delord & York, 2017). Some important questions that should be addressed include: How will this affect all parties involved – city leaders, police officers, community members, etc.? How will services be affected? What are the positive and/or negative aspects of the changes?

Communication and information sharing is critical during discussions and can also help build trusting relationships and/or eliminate resistance that may be present (Delord & York, 2017). Officers are more likely to decrease productivity if they feel they are being manipulated and/or not treated fairly. Finally, implementing change is one step. Sustaining those changes includes different issues that have to be addressed as they arise. Parties should be aware and prepared to handle unexpected obstacles as they happen (Delord & York, 2017).

Pre-bankruptcy negotiation attempts

Law enforcement has come to depend on their union coalitions and union leaders to protect officers from unfair work practices through grievance procedures and collective bargaining techniques to gain competitive wage/benefit packages (Perez & Barkhurst, 2012). Collective bargaining and binding arbitration have been especially critical for public safety because members are legally prohibited from organizing workforce strikes. The primary purpose of the union is to negotiate for reasonable wages and benefits, improve work rules, protect members from unfair treatment, etc. (Perez & Barkhurst, 2012). Unions have gained strength and recognition over many years and have greatly improved many aspects within police agencies.

Union leaders are the group of elected officials chosen by the officers that they represent. Leaders face a lot of pressure from their officers, especially during contract negotiation time (Delord & York, 2017). While they do attempt to maintain a cooperative environment between supervision and the rank and file, this is often a difficult task. Union officials need to have a professional relationship with executives but must do so without displaying an appearance of always giving in to management

demands (Perez & Barkhurst, 2012). This may be achieved by resolving grievances "in house" without taking an issue to arbitration. The union must also fight for the best interest of officers, which may not always include actions that are perceived as in the best interest of the community (Perez & Barkhurst, 2012).

City Employment Terms

During the pre-bankruptcy proceedings, negotiation attempts were largely unsuccessful. Leaders eventually imposed a list of City Employment Terms (CET's) (Satchel, 2012).

Table 3

City Employment Terms implemented in July 2012

- 10% wage reduction
- Elimination of merit and step increases
- Reduction in shift premiums
- Vacation accrual cap from 320 hours to 160 hours
- Elimination of swing holiday and Election day as a holiday

- Sick time banks – sick time banks will have a 300-hour cap. If members currently had 300+ hours of sick time saved they would not accrue any additional time regardless of attendance.
- Elimination of jury duty pay – members may elect to use paid leave / comp time.
- Private car mileage reimbursement – If members had to use personal vehicles for duty related business, they received $3.00/day and actual mileage reimbursement. The $3.00/day payment was eliminated.
- Health care plan changes for active employees – The city eliminated BCBS Traditional and Comprehensive Major Medical as a plan choice. The revised choices included BCBSM PPO, Health Alliance Plan, and Total Health Care.

Additional health care plan changes also included:
- Deductibles increase to $750/person
- Coinsurance increase to 80/20
- Coinsurance maximum increase to $1,500/person and $3,000/family
- Office visit copay increase to $25/visit
- Urgent care copay increase to $25/visit
- Emergency room copay increase to $100/visit
- New hospital admission copay of $100/admission
- Prescription drug copy increase to $10 for generic, $35 for non-generic and $50 for non-preferred brand

- Mandatory generic prescription if available.
- Mandatory step therapy for medications
- Mandatory prior authorization for prescriptions
- Mandatory mail order prescriptions for all maintenance/long term medications
- Exclusion of lifestyle drugs except weight management, smoking cessation, and birth control medications
- All fully insured prescriptions will be administered by the HMO provider.
- Medical, dental and vision coverage costs will be 80% (city) / 20% (employee)
- Death benefit and life insurance will remain benefits provided by the city
- Retirement – The multiplier has been reduced to 1.5 and the escalator was eliminated.
- Elimination of supplemental unemployment benefits to eligible employees.
- Overtime – Overtime pay will be reduced to 1½ pay and daily overtime eliminated. Officers may only earn overtime after 40 hours/week of regular pay has been earned.
- Unused sick leave upon retirement – Sick time that has been earned after July 17, 2012 will not be paid out at retirement.
- Holiday pay – Members working a recognized federal holiday will receive 1½ pay, reduced from received double time.
- Funeral leave – Employees are allotted 2 days off with pay for an immediate family members death. 3 additional days may be allowed, but time will come from the members sick bank.
- Clothing and uniform allowance – Members will receive $1000 every two years for clothing and uniform expenses. This is reduced from receiving $1000 every year.
- Tuition refund – Tuition reimbursement has been eliminated.
- Longevity – Longevity payments have been eliminated.
- 125k Plan – Members may enroll in a 125k flexible spending account plan if desired.
- Out of class pay – Members working in a position that is out of their classification will receive payment after completing 30 days at the assignment.
- Bonus vacation days – Bonus vacation days are eliminated.
- Sick time inclusion in final average compensation – The inclusion of sick time in final average compensation will be discontinued.

(Satchel, Inter-Departmental Communication, pg. 1-4, 2012) (Appendix C)

According to the inter-department communication memorandum from Director of

Labor Relations Lamont D. Satchel, "It should be kept in mind that it is the City's intent

to implement the economic and non-economic provision of the City Employment Terms

in a reasonable manner so as to avoid or minimize personal and operational disruption"

(Satchel, 2012, p.1) While the unions and officers were not happy with these imposed

changes, they were also advised that by accepting the CET provisions, additional cuts would be minimal if any. As the bankruptcy proceedings continued, the final Plan of Adjustment delivered even more devastating financial cuts to the Detroit Police Department. These changes affected current and retired members pension plans and medical insurance (Satchel, 2012).

Pre-bankruptcy pension and medical

Prior to July 2014, officers could retire after 20 years of service (Detroit Police Officers Association) and after 25 years of service (Lieutenant and Sergeant Association). During the time that members were actively working they contributed 6% of the base pay into an annuity account. The city contributed 25% of payroll into the pension system. Upon retirement, the members pension payments were based on 62% of the base pay at the time of retirement and the number of years of service. The medical insurance at the time of retirement was the same as when the member was active. Retirees could keep the same insurance plan with the same deductibles and copays.

Post-bankruptcy pension and medical

In July 2014, as part of the final Plan of Adjustment, significant changes were imposed to Detroit police officers pension and medical benefits. The city froze/ discontinued the current pension system and adopted a new hybrid pension plan (Satchel, 2012). This new plan included an age requirement of 50 years old and a minimum of 25 years of service. Members must also contribute a mandatory 5%-10% pay, based on current market value, into the pension fund (Satchel, 2012). The annuity accounts were eliminated and no longer received any contributions. Additionally, the city is not required to contribute to the new pension system for ten years or until 2024 (Satchel, 2012). Upon

retirement, once the age and years of service requirements have been met, retirement pension payments are 50% of the base pay, which is a 12% reduction in pension payments. The medical insurance coverage for retirees was completely eliminated, forcing retirees to cover their own medical costs after retirement (Satchel, 2012).

These changes affected the majority of active and retired members of the Detroit Police Department. Officers with 25 years of service cannot retire until age 50 (Satchel, 2012). Many officers were hired when they were younger than 25 years old, which means the majority will have to work beyond the 25-year minimum. Furthermore, public safety employees do not contribute into Social Security, making pension payments the only source of income after retirement unless the retiree chooses to find another job. With these pension changes, many officers have to continue working or find a different job in order to meet financial obligations. Finally, and perhaps the most significant portion of the Plan of Adjustment, was the total loss of medical insurance upon retirement that will force many officers to continue working well beyond the age and years of service requirements. Private insurance costs are expensive and many times not affordable to retirees especially if he/she has pre-existing conditions that will result in increased insurance premiums or prevent individuals from finding appropriate health care coverage.

Separations and manpower

As stated earlier, workplace wellness theory has shown that a healthy and positive working environment leads to higher productivity, lower turnover rates and reduced organizational tension (Georgakopoulos & Kelley, 2017). The exact opposite, an unhealthy work environment, would presumably lead to lower productivity, high turnover rates and increased interagency tension and conflict. This trend of obvious discontent and

negativity was observed through manpower declines and increased resignations among

Detroit police officers since mid-2014 when separation data began to be collected.

The City of Detroit has struggled in recent years to retain qualified police officers.

The current manpower on December 31, 2017 reported 2,494 active members (Henning,

2017) (Appendix D). Other manpower numbers have shown how officers left the

department at a rapid pace. Detroit Police Personnel Unit reported 1,009 officer

separations occurring from 2013 through 2017 (Henning, 2017). A further breakdown

provided by Sergeant Mark Henning provided additional details regarding the reasons

officers chose to leave Detroit Police. This information was collected from July 2014

through December 2017 and included 695 officer separation reasons (Henning, 2017).

Table 4

Officer separations

- 259 – Left for a better job
- 235 – Retired
- 53 – Disabled/died
- 31 – Left under charges
- 88 – Failed to complete academy training
- 29 – Other/unknown

(Henning, 2017) (Appendix E)

This is only partial information based on data had been collected since mid-2014,

but it does show that the highest number of officer separations were due to members

leaving Detroit Police and finding better employment opportunities (Henning, 2017).

Bankruptcy summary

The impact of bankruptcy on law enforcement officers by itself is difficult and

challenging to overcome, but this type of financial stress also affects other sources of law

enforcement duty related stress. Existing studies have shown that critical incident

response and organizational conflict are frequent sources of stress within law enforcement (Kates, 2010). Stress created from municipal bankruptcy had not been considered a prevalent issue, but Detroit police officers have experienced this type of distress in addition to commonly cited sources of duty related stress.

In 2012, Detroit faced a financial deficit, which was an estimated $327 million (Department of Treasury, 2013). The mayor and city council were unable to implement any acceptable plan of action to reduce or eliminate this deficit. As a result, the City of Detroit became the largest municipality in U.S. history in terms of debt accumulation and population to file for Chapter 9 bankruptcy (Department of Treasury, 2013).

The system as a whole was clearly in chaos and each part of the system was competing for its own survival. The Detroit police rank and file were fighting against numerous financial losses and/or leaving the city for better opportunities. Police executives were trying to determine the best way to handle high turnover rates without sacrificing public safety. Elected officials were making changes to achieve fiscal stability without always considering the human factor impact. Finally, citizens wanted a safe and secure community to live and grow within.

This crisis needed to be addressed in order to make progress and improve conditions within Detroit. The ultimate goal was to restore Detroit back to a safe and attractive city where residents and visitors do not constantly worry about the possibility of becoming the next victim of a crime. There was a need for new effective leadership, who would possess traits such as being competent, socially conscious, fiscally minded, and able to implement strategies to address every failing area within the city (Davey and Walsh, 2013). On March 13, 2013, Governor Rick Snyder made the decision to appoint

an emergency financial manager. After reviewing the fiscal conditions within the city, contributing factors that led to the decline of services, and ineffective leadership, he determined that state intervention would be the best route to offer hope and change to those living and working in Detroit (Davey and Walsh, 2013).

As progress was made and bankruptcy proceedings reached a conclusion, each step of recovery was closely monitored to track current and improving status. In order for a major metropolitan area to make a comeback, as promised by leaders, citizens and visitors must feel safe and secure. If public safety is ineffective, community relations will suffer and crime rates will rise, leading to unsuccessful attempts to emerge from bankruptcy as a stable, fiscally sound area that welcomes growth and prosperity (State of Michigan, 2013). On April 30, 2018, after a unanimous vote by the financial review commission, the City of Detroit had finally regained full control over government operations and was no longer under state oversight (Terry, 2018).

As a result of the bankruptcy, officers were subject to reductions in pay, benefits, pension security, and medical insurance (State of Michigan, 2013). Twenty years ago, officers could enter into this type of job with secure retirement plans and appropriate benefits. This is no longer the case and officers cannot depend on those benefits. There have been many cases were officers cannot retire and survive on low pension payments plus high medical insurance premiums. They have been forced to either continue working at their current job or find a post-retirement job. The combined impact of bankruptcy and other duty related stressors could culminate into an environment where officer health and wellbeing as well as workplace health and wellbeing decline, thus rendering ineffective officers and sub-standard public safety services.

Primary research question rationale

The complex system encompassing a municipality has to recognize the vital contributions each group offers and acknowledge the fact that without a healthy workplace, the overall system will struggle for success. Financial uncertainty stemming from the Detroit bankruptcy has likely affected the majority of active members in various ways that included levels of accumulated debt, inability to plan for unforeseen emergencies, concerns regarding pension/medical benefits upon retirement, etc. Many officers planned to retire after a pre-determined number of years of service, but due to a loss in pension and medical benefits, that option may be unrealistic (Satchel, 2012).

This new reality could cause additional stress and concern as officers become older and less capable of performing street patrol functions but are also unable to retire and afford living expenses. Stress from this source could weigh on older officers that may be more vulnerable to injury while attempting to police a younger generation. Officers may also have a difficult time finding employment after law enforcement due to age, lack of experience in a different field, etc. By not addressing significant impacts felt among groups or individuals an unhealthy workplace may manifest into an environment of discontent where greivances have not been adequately addressed and workplace wellness programs have not conformed to the immediate needs of the agency, thus rendering such efforts largely ineffective.

Primary research question

Detroit offers a unique perspective of the impact a municipal bankruptcy may have on public safety personnel; therefore, the primary research question asked: What

were the most important benefits lost during bankruptcy and how did the losses impact

your plan for the future?

Duty related stressors

The focus of this research project was the impact of bankruptcy on the Detroit

Police Department and how officers were affected after financial instability and

uncertainty developed after years of fiscal mismanagement. The research and data set

would have been incomplete if additional known sources of duty related stress; critical

incident, organizational, and family/personal stressors were not included. Additionally,

stress management and coping strategies were incorporated to find out if officers were

effectively handling law enforcement related stress.

Complexity Theory and Workplace Wellness Theory offered an ideal theoretical

framework during the analysis of the impact of bankruptcy and duty related stress within

the Detroit Police Department. Because individuals may be impacted by duty related

stress and allow stressors to surface within their personal lives vice versa, allow personal

stress to impact effectiveness and productivity at work, workplace wellness may be

incorporated into these different areas of life as needed and/or appropriate

(Georgakopoulos & Kelley, 2017). In order to gain valuable insight into these additional

topics, sub-questions were included to determine if the impact of bankruptcy had affected

other sources of duty related stress.

Critical/traumatic incidents

When a crisis or disaster occurs, most people flee from the area and seek safety,

but police officers run into an active situation to help affected victims, apprehend

suspects, and provide a sense of safety and security to the community. Examples of what

could be considered a traumatic incident include any event involving a threat of death or

witnessing an actual death, serious injury, or other severe physical violation (Burke,

2016). Types of incidents urban officers are likely to encounter might include drug crime,

gang activity, robberies, shootings, and multiple other violent acts (Burke, 2016). High

crime rates offer a predictor that, in the City of Detroit, a rookie officer working the

afternoon or midnight shift would typically respond to a shooting within the first week of

his/her patrol assignment. Constant exposure to traumatic events can lead to

unintentional, detrimental effects in a police officer's life. Some problems that experts say

police officers may experience over the course of their career include the following:

stress, burnout, alcoholism, PTSD, and/or suicide (Rufo, 2015).

　　Officers experience traumatic events through one of two ways: being an active

participant versus responding after an incident has occurred (Burke, 2016). A

critical/traumatic incident does not always require police response to an active and hostile

scene. Throughout history there have been issues that have prevented the general

population from fully trusting police officers (Mitchell & Dorian, 2017). These problems

continue to plague communities and citizens especially within larger metropolitan cities

but have also been present within suburban police – community relations. Examples of

this type of critical/traumatic event could include allegations of misconduct, police

brutality, or law enforcement involvement in a deadly force situation (Burke, 2016).

Sub-research question 1 rationale

　　Nearly every member of the Detroit Police Department has responded to and/or

been involved in a critical incident. Critical incident stress indicators are confirmed

through officers' duty related experiences. Leading contributors that cause higher levels

of critical incident related stress may be assaultive behavior toward law enforcement, crimes against children or elderly, dangerous/volatile scenes, etc. (Burke, 2016).

Sub-research question 1

Due to the high volume and wide range of police events that officers are exposed to, the first sub-research question asked: What specific types of critical incidents caused the most stress and why?

Organizational stress

There have been several recent movements and emerging trends occurring in the United States. "Black lives matter" and "war on cops" are two of the more recently used terms (Mitchell & Dorian, 2017). Furthermore, it has been shown that when crime rates increase the community expresses diminishing feelings of safety, but when crime rates decrease citizen complaints typically rise (Rudofossi, 2012). Police executives and officers know that misconduct and brutality does exist and has occurred on numerous occasions. Agencies have implemented several training policies and procedures in an attempt to reduce the number of excessive force complaints. The nature of law enforcement is not always peaceful and those entering into the field must accept anticipated behavior such as disrespect, resistance, and/or verbal abuse from the public (Rudofossi, 2012). Officers are required to learn use of force guidelines and instructed to use only the minimum amount of force necessary to affect an arrest. When crime rates increase, social conflict has a tendency to erupt quickly and the vast majority of attention centers around the entire police department, which creates tension and discontent among the ranks (Perez & Barkhaurst, 2012).

Experts have argued that law enforcement executives are disconnected from the realities of daily policing (Mitchell & Dorian, 2017). Administrators want to minimize controversy between police and citizens and, at times, fail to recognize that offenders do not always cooperate. Officers face the dilemma of whether or not using physical force is the most appropriate method to arrest a subject and knowing that decision may result in intense scrutiny of him/her and the agency by the media and community (Mitchell & Dorian, 2017). Lack of executive support may cause more stress than critical events.

Organizational pressure can also include unrealistic expectations and demands that officers do more with less (Rudofossi, 2012). From a patrol aspect officers are required to answer runs, write tickets, arrest suspects, arrive at police runs within short response times, proactively patrol neighborhoods, and maintain positive stats. Detectives are expected to conduct investigations under strict time constraints, type warrants, and have high closure rates. Lengthy investigations cannot be completed quickly. Prosecutors also suffer from low manpower and low resources, which has resulted in their hesitation to sign a warrant without physical evidence, confessions, and nearly guaranteed convictions (Mitchell & Dorian, 2017). For patrol officers and detectives, successfully and effectively addressing these demands cannot be completed in an eight-hour shift, but overtime is another area of contention among supervision especially in a financially unstable city (Mitchell & Dorian, 2017). Other contributing factors to organizational stress include irregular shift hours, lack of manpower and equipment, unfair practices, and inconsistencies with supervision (Perez & Barkhaurst, 2012).

Sub-research question 2 rationale

Organizational stress has been shown to affect officers in different ways as ranks

and job assignments come with wide varieties of opinions about effective policing methods, utilizing resources efficiently, and fulfilling demanding responsibilities (Perez & Barkhaurst, 2012). Many agencies throughout the nation are expected to "do more with less". Officers may struggle with lack of manpower and resources, dealing directly with supervision, or many other internal department dynamics that can potentially lead to a stressful environment (Perez & Barkhaurst, 2012).

Sub-research question 2

In our current society, when public opinion of law enforcement seem to sometimes be at odds with current policing practices, the second sub-research question was designed to garner officer perspectives asking: Has the department supervision/ administration caused stress within the agency? Explain.

Personal/family stress

Law enforcement can become engrained in officers and turn into more of a lifestyle and career than a daily job and many times in police work, officers spend more time with co-workers/partners than with their families. This can, and many times does, create stress for officers in their personal and family lives (Violanti, Slaven, Charles, Burchfield, Andrew, & Homish, 2011). Through learned and experienced police traits officers may increasingly become detached, cynical, develop a need to always be in control, and consistently suppress emotions (Silverii, 2014). Whether they realize it or not, these traits carry over into their personal lives. Because of the inability to sometimes separate work and personal lives, law enforcement officers and their families experience higher rates of alcohol/substance abuse, domestic violence/physical abuse, divorce, poor physical and mental health, and suicide (Violanti et al, 2011).

As officers spend more time in law enforcement and gain seniority, it becomes more difficult to separate work from home life. They become the same person at work and away from work, which can create a tense atmosphere with family and friends who are not involved in law enforcement and don't always understand the difficulties that come with this career choice (Rufo, 2015). Officers believe that their family and friends don't understand the stress involved with police work, they want to protect them from the harsh realities of the criminal world, and they attempt to hide these issues from family and friends, so they won't know the truth about stress in policing (Rufo, 2015). Other contributing factors to personal/family stress include long working hours, not taking adequate leave from work, and job dedication that requires longer periods of time away from family. Studies have shown that when this happens, officers will stop communicating and/or socializing with anyone outside of law enforcement. They begin to let the job control their personal lives and daily routines (Mitchell & Dorian, 2017).

A sociocultural consequence of police work is alcohol consumption and abuse. Studies have shown that officers turn to alcohol to dull or decrease the impact of experiences and/or emotion from work (Violanti et al, 2011). Drinking has been a method used by officers to deal with stress from work and family pressures, a relaxation technique, way to promote camaraderie, and increase interaction with other officers. "Choir practice" or drinking with officers at the end of a shift is common practice known and used by officers as the cop way of destressing after a long day at work. As drinking increases, officers at risk of becoming alcoholics increases. Some studies have shown 25% of officers are alcohol dependent (Violanti et al, 2011).

Substance abuse, although not as common as alcohol abuse, is also a potential

problem within law enforcement. Officers come into regular contact with illegal drugs, making them easily obtainable (Violanti et al, 2011). Depending on the impact of stress on individual officers, they may turn to stronger drugs as a coping mechanism to deal with hardships. Officers may also become injured, whether on or off duty, and receive prescription pain medication. After a period of time, they may be at risk of becoming addicted to those prescription drugs and may feel a need to continue taking them and/or look for another drug if the prescriptions are no longer available (Violanti et al, 2011).

The stress of police work is not only felt by officers. It frequently impacts family and friends, which has led to increased rates of domestic violence, abuse, and divorce (Burke, 2016). Officers may have and/or develop authoritative characteristics, leading to an unwillingness to change or compromise and a need to be in control at all times. They may take out work frustrations at home with a spouse or child, which may lead to controlling a fight with force rather than talking (Burke, 2016). Over time, officers become suspicious of everyone, including family/friends and may give an appearance of interrogating family members instead of talking about daily topics. Finally, officers are generally risk-takers. Because of the willingness to take risks, officers have higher rates of infidelity, illegal activity, and other temptation driven activities (Burke, 2016).

Families of officers also feel stress stemming from police work. Spouses, children, family members, and friends may worry about dangerous working conditions, bad weather, police pursuits, and officer involved shootings (Burke, 2016). If/when they express these concerns to their loved one, the officer may become frustrated or annoyed, feeling like family is over-reacting to daily police routines. Officers also tend to maintain the "it won't happen to me" mentality, which increases their frustration if family

members worry about safety (Burke, 2016). An officer may begin to feel like their family doesn't have confidence in their ability to be safe. Family stress also comes in the form of meeting family obligations and/or expectations. Police work can be very demanding and time consuming; that is an expected part of the job, but officers also attempt to maintain a marriage/relationship, raise children, spend time with family, attend extracurricular activities, etc. Meeting the demands of work and family obligations becomes unrealistic for some, which leads to domestic violence, abuse, and divorce rates (Burke, 2016).

Finally, one of the worst impacts of police related stress is when an officer decides to take his/her life. Police suicides have generally been higher than the number of officers killed in the line of duty each year (Rufo, 2015). Studies have shown that law enforcement officers have higher rates of colon and liver cancer, diabetes, and heart disease. They may also suffer from depression, isolation, or other psychological conditions (Rufo 2015).

Declining or poor health is stressful on an officer and his/her family and physical/mental disorders are a contributing factor to the high rate of law enforcement suicides. Other contributing factors that have led to police suicides include overwhelming stress at work, making mistakes at work, internal investigations/suspensions, family problems, financial problems, and alcohol/substance abuse (Burke, 2016). It can be difficult to recognize signs or prevent police suicides because officers hide their real emotions, don't seek help when they need it, and ignore stressful issues that are causing their suicidal thoughts or tendencies (Burke, 2016).

Sub-research question 3 rationale

Police officers' personal lives can be negatively impacted because of duty related

stress and characteristics that they develop through law enforcement. Police work heavily relies on suppressing emotions, remaining in control, dominating aggressive behavior, and interrogating suspects (Silverii, 2014). These traits are necessary at work, but can also turn officers into undesirable spouses, parents, and friends (Burke, 2016). Officers may believe they have the ability to "leave the job at work", but this idea is sometimes impossible to do. The financial impact from Detroit's bankruptcy likely negatively impacted individual officers personal/family life.

Sub-research question 3

The third sub-question was: Did you or your family experience any increased personal and/or family stress during or after the bankruptcy? Explain.

Stress Management/Resiliency

Stress is a normal response to an abnormal event and defined as, "a physiological change brought about by environmental stimuli that place undue strain on an organism resulting in psychological and biological changes that increase the risk for disease" (Violanti & Paton, 2006, p. 17). Not all stress is harmful unless it exceeds intolerable limits and leads to dysfunctional behavior. Commonly reported symptoms may include flashbacks, nightmares/insomnia, panic attacks, helplessness, grief, and/or eating disorders (Burke, 2016). The inability to effectively address elevated stress levels has been identified as a primary contributing factor to PTSD. Some psychologists also believe that PTSD is essentially a state of constant hyper-vigilance, arousal, or excitement (Kates, 2010). Continuous exposure to critical incidents and duty-related stressors coupled with non-existent or ineffective coping skills may result in urban police officers developing physical and/or psychological disorders (Violanti & Paton, 2006).

Coping methods are largely based on the perception and appraisal of the situation (Burke, 2016). If a situation was deemed minor and/or relatively safe, officers will typically not have any problem recovering. If the event was a severe critical incident officers will need to employ adequate coping strategies, or they will likely remain stressed (Rudofossi, 2012). Threat appraisal primarily depends on how the event was interpreted and whether it was considered threatening, harmful, challenging, etc. (Rudofossi, 2012). Immediate responses to stress may include behaviors/ characteristics such as alarm, resistance, and/or exhaustion.

Post-Traumatic Stress Disorder is a mental health condition that can develop after experiencing or witnessing a traumatic event. Urban police officers are repeatedly exposed to critical incidents and potentially volatile environments, which make law enforcement employees more vulnerable to PTSD (Violanti et al, 2011). According to the American Psychiatric Association, Post Traumatic Stress Disorder has two basic elements: "(a) the person experienced, witnessed, or was confronted with an event that involved actual or threatened death or serious injury; and (b) the person's response involved intense fear, helplessness, or horror" (Violanti & Paton, 2006, p. 53).

Police culture

The idea of "police culture" is a way to explain some actions and behaviors that officers' exhibit as an established member of the law enforcement community. Police culture is generated from officers that share similar assumptions that may influence their ideas and attitudes. This learned lifestyle is part of the social organization that officers enter when joining a police department (Silverii, 2014). There are several internal and external influences that contribute to the ideology and beliefs of police culture. This

includes factors such as politics, citizens, executives, organizational structure, inter-

department dynamics, etc. Academy training teaches street survival, authority, and to

suppress/deny emotions. As a result of training and accumulated police experience,

officers tend to become physically and mentally hardened (Silverii, 2014).

      As with any culture, certain traits, practices, and/or responses will be present and

expected. This includes the common assumption that police officers should never show

any negative emotion, especially in front of their police family or they could appear to be

weak or scared. Experienced officers will usually develop various defense mechanisms

to prevent signs of weakness from appearing and always look like the "tough guy"

(Burke, 2016). The bond between officers has positive aspects such as understanding

how and why officers act, working together in volatile situations, and fitting in with

others that experience similar environmental hazards. There are also negative traits such

as peer pressure, dislike for supervision, and code of silence (Burke, 2016).

      Some cultural aspects can be observed through police jargon, impersonal

attitudes, and unwritten but common practices that emerge in many officer lifestyles

(Silverii, 2014). There are positive and negative implications associated with these

defense mechanisms. Some common defense mechanisms that are frequently observed

among officers are insensitivity, detachment, or making jokes at a crime scene (Silverii,

2014). For example, a positive trait from insensitivity could be the ability to control a

large crowd and maintain composure/confidence in front of the public. A negative

implication could be an unprofessional appearance and/or generating citizen complaints if

officers are laughing/joking at a homicide scene.

      Additionally, the "Code of Silence" is an unwritten rule that officers must always

stick together and protect each other (Silverii, 2014). This includes a long-standing belief

that supervision and internal affairs are considered the enemy and police officers should

remain silent if they witness an officer commit a moral, ethical, departmental, or criminal

violation. Police culture can be viewed as a support group and an "us against them"

organization (Silverii, 2014). Police work is not just a job it turns into a lifestyle.

One criterion for PTSD is to respond with fear or helplessness, but officers are

taught to refrain from such reactions because emotional and physical weakness is not

permissible in law enforcement (Silverii, 2014). Because of the engrained police

mentality, some officers negatively manage stress and exhibit behavior changes such as

anger, aggression, denial, and/or isolation (Kates, 2010). This type of maladaptive

conduct can lead to a perpetual state of hyper-vigilance, anxiety, impulsiveness, or

depression. Many times, officers believe these behaviors are normal, not problematic

(Violanti & Paton, 2006). These internal and external factors make this population more

vulnerable to PTSD. Other disorders commonly associated with or similar to PTSD are

depression, anxiety, and OCD (Burke, 2016). Alcohol abuse, marital problems, and

isolation are also frequently documented problems among officers. As issues continue to

build and are constantly ignored, officers become at higher risk of developing physical

and psychological illnesses. The consequences of untreated stress have led to addictive

drug/alcohol use, domestic violence, suicide, etc. (Violanti et al, 2011).

According to Allen Kates, an estimated 50 to 80% of officers involved in a

critical incident would develop at least one PTSD symptom. If stress is persistent and not

managed it could lead to full-blown PTSD (Kates, 2010). There are several documented

difficulties in diagnosing officers because they don't admit to symptoms (Kates, 2010).

Reasons for avoidance include mistrust between officers and clinicians, engrained belief that trusting others is a sign of weakness and feeling that no one understands the pressures of law enforcement except other cops (Violanti et al, 2011). There is a legitimate fear among police officers that admitting overwhelming stress or ineffective coping methods could lead to negative repercussions at work. If an officer is considered to have psychological issues, he/she could be placed on administrative duty, ostracized by fellow officers, and potentially lose his/her job (Violanti et al, 2011).

Sub-research question 4 rationale

There was a need to examine and get a deeper understanding/analysis of the stressors within law enforcement, which type had a more significant impact on officers, and what was being done to manage stress before it becomes harmful. Given the highly political and increasing negative sentiment toward law enforcement as well as numerous police shootings, the impact of each duty related stressor may shift or change based on current events (Mitchell & Dorian, 2017). The majority of officers have likely ignored symptoms, failed to recognize early warning signs, and/or failed to take proactive steps to improve their resiliency and individual futures.

Sub-research question 4

Given the four potential sources of stress examined within this study, the fourth sub-research question examined officers responses: When officers experience difficult issues at work, what methods are used to manage stress? Explain.

<center>**Summary**</center>

Social norms are products of ongoing interaction, change, and reform. Within the political system a great deal of competition exists and leaders attempt to maintain

authority. This can be achieved in several different ways such as constraining options that limit other interests, add options to achieve interests but contradict others, prevent options from becoming available, threats/coercion that limit option generation, or attempting to manipulate other interests. These options may serve as bargaining tools as officials and executives hope to satisfy self-interests as well as benefit the community as a whole (DeLord & York, 2017).

Competition is part of human nature and will naturally be present among each group as they seek to fulfill their interests, create social outcomes, and best meet their individual goals (Delattre, 2011). The groups that play a critical role in social cooperation and public safety/law enforcement include officers, law enforcement executives, elected officials, police unions, and the general public. Each group is also associated with and influenced by external forces such as changes in legislation, special interest groups, societal expectations, and major events that may disrupt daily operations. Many times, the various elements appear to work against the others, but all of these components are needed to maintain balance of power within communities as gainful efforts to provide the best possible services to citizens continue (Delattre, 2011).

It is not difficult to understand potential benefits of applying complexity science to the combined fields of law enforcement, politics, and conflict analysis and potential insight scientists could gain through detailed observations of such complicated, controversial systems in modern society. American government agencies, at all levels, consist of diverse, interacting parts that attempt to work together on a daily basis. These systems include several layers of internal and external components that rarely reach a state of stable equilibrium (Byrne & Callaghan, 2013). Additional factors that contribute

to an already complex system include changing societal conditions, social movements, and social media (Byrne & Callaghan, 2013). Public opinion remains influential in government progress and development. Public outcry demands action, criticism may end a political career, and scandals such as police corruption or police brutality will be judged based on available information and strategic responses (Delattre, 2011).

Leaders must recognize that individual employee performance will be a direct reflection of both professional and personal environments. Georgakopoulos and Kelley insert that when one part of the system becomes impaired, other parts may feel the impact immediately or over time, but will require attention and/or intervention to resolve conflict and improve system cohesiveness (Georgakopoulos & Kelley, 2017). Furthermore, as workplace wellness programs are developed and expanded, leaders must continuously raise awareness of current external and internal factors that will define the changing needs and pertinent interests of each individual, group and system.

All of the described factors, which included layers of bureaucracy, complexity of government systems and current societal events can affect workplace health and wellness of law enforcement agencies and officers. The four sources of identified duty related stress, similar to government social institutions, may be separate or combined, which may lead to blurred lines of distinction when they merge with each other. The level of impact will also shift and change depending on the numerus external factors and influences. The research questions separated each distinct part; impact of bankruptcy, critical incident stress, organizational stress, family/personal stress, and stress management. This study included a separate evaluation of each identified duty related source of stress as well as the resiliency of officers through survey questionnaires. Through interviews, the

experiences and perceptions from these stressors and coping methods were further examined in order to understand the full impact of individual sources of stress and/or a combination of stressors as well as stress management techniques.

Chapter 3: Research Method

Methodology

This research project was a complex topic with several different factors. Case study research was ideal for a number of reasons. Yin stated that case study inquiry, "investigates a contemporary phenomenon in-depth and within its real-life context, especially when boundaries between phenomenon and context are not clearly evident" (Yin, 2014, p.16) He also said, "case study inquiry copes with the technically distinctive situation in which there will be many more variables of interest than data points, and as one result relies on multiple sources of evidence, with data needing to converge in a triangulate fashion, and as another result benefits from the prior development of theoretical propositions to guide data collection and analysis" (Yin, 2014, p.17).

Previous research has shown that various sources of duty related stress are inherent in law enforcement, but the impact from a large municipal bankruptcy such as Detroit had not been extensively studied. This study was designed to explore the personal financial impact that bankruptcy has had on Detroit police officers. While the financial aspect was a primary focus of this project, the other sources of stress should not be considered secondary or diminished. Critical incident response, organizational stress and family/personal stress also had prominent effects on law enforcement especially with recent, highly publicized incidents involving police shootings, executive responses, and public perceptions of proper vs improper police actions (Burke, 2016).

Case study research was effectively applied to analyze and evaluate various dimensions of conflict involving duty related stress and potential outcomes for Detroit police officers. This case study design focused on a "case" or specific group/system that

is extreme or unique, in this study the focus was on the Detroit Police Department (Yin, 2014). The social climate towards law enforcement has been apparent on a nationwide level and there has been much disdain toward officers as a result of recent events. There have been allegations of inappropriate tactics, police brutality, and injustice by police officers (Burke, 2016). Rather than a citizen or journalist looking into a police department, this case study took on the perspective from inside a department and the personal struggles Detroit officers have been forced to endure due to increased hostility toward law enforcement, executives attempting to handle delicate situations in a manner that will not encourage anti-police sentiment, and/or inadequate financial conditions created by decades of Detroit leadership and mismanagement (Davey and Walsh, 2013).

A case involving Detroit police was unique due to the added stress after bankruptcy. Financial distress was specific to bankruptcy decisions and losses sustained from those proceedings. The financial portion of this study did not include instances of officers mismanaging finances and/or living beyond one's means, but rather focused on conditions that were outside officer control. For example, specific attention was on pay/benefits, pension funds, and retirement expectations that were previously considered to be contractual obligations. Public safety does not pay into Social Security, which made such losses an even greater hardship to those attempting to plan their retirement.

The strengths of case study research included the ability to critically analyze such a unique condition. The method included an embedded design with officers as subunits (Yin, 2014). This method also came with certain challenges. A primary challenge was to establish boundaries, which was difficult because there is no clear identifiable start or end point that led to the current conditions (Yin, 2014). There may have also been unrelated

factors that contributed to officers level of stress and/or perceived grievances towards the city. Such examples could include previous medical history, events that occured outside of law enforcement but still impact of the individual officer, etc.

This study was a mixed method case study project with quantitative surveys followed by interviews with voluntary participants. In this case, a mixed method design was needed in order to provide more data and saturate the areas of interest. Each source of data collection complements each other and produced well-rounded results (Flick, 2018). The quantitative survey questions were designed to ask about bankruptcy and duty related sources of stress felt by officers in both personal and professional environments. Survey participants included sworn members of the Detroit Police Department. Survey results provided measurable and general data (Flick, 2018). Interviews were needed to critically examine and analyze the multitude of factors contributing to this case and develop realistic interventions that may positively impact current grievances thus improving resolution techniques (Flick, 2018). Interview participants included eight sworn members of the Detroit Police Department. Qualitative interview questions were open-ended and designed to gain personal insight into direct perceptions/opinions, specific causes of stress, and coping methods by participants. This allowed the inclusion of personal experiences of participants that went beyond the general survey results and brought the "why" aspect offering more descriptive, personal insights (Flick, 2018).

Law enforcement encompasses a diverse population with a variety of internal and external factors that make police psychology and conflict resolution studies complex fields (Burke, 2016). The primary focus of this project was to analyze the impact Detroit police officers have experienced and/or perceived when subjected to the identified

sources of duty related stress and their ability to cope with these issues in order to

maintain resiliency and personal wellbeing. Additional variables that were evaluated

included possible contributing predictors such as job assignment/daily duties, assigned

shift hours, years of experience, gender, etc. These variables were operationalized

through survey questionnaires and personal interviews.

Stage 1 - Surveys

Since this conflict was not only about community relations, but also affected daily

lives of officers, the best way to analyze the situation was to determine the outlook and

viewpoints expressed by Detroit police officers (Creswell, 2013). Effective public safety

is derived from law enforcement; therefore conflict analysis and subsequent resolution

recommendations should be guided, in part by the officers. Because this was a specific

and focused study, participants had to be active sworn Detroit police personnel.

Purposeful sampling techniques were employed and provided a balanced combination of

officers assigned to patrol, investigations, special assignments and administrative duties

as well as different shift assignments. This was needed in order to saturate the research

problem from all aspects and identify varying and contrasting positions (Creswell, 2013).

Participant criteria for the surveys included sworn Detroit Police Department

members and recruitment was done via Detroit Police Officers Association (DPOA) and

Lieutenants and Sergeants Association (LSA) email list serves. The participant

demographics consisted of current members from all areas of the department, which

included all ranks from patrol, investigations, special assignments, and administrative

positions. The ranking officers were police officer, detective, sergeant, lieutenant,

captain, and commander. The number of sworn members, as of December 2018, was approximately 2,494 (Henning, 2019).

Assistance to distribute surveys was obtained from DPOA President Mark Diaz and LSA President Mark Young. The surveys were distributed via union list serve email to ensure each member had an opportunity to respond. The email included a brief summary explaining the purpose of the survey, request for voluntary participation, and reassurance of confidentiality (Nardi, 2014). Contact information was included if members requested additional information/explanation regarding the questionnaires and/or to voluntarily offer to participate in the interview process. Participants who were willing to be interviewed were asked to make direct contact, separate from the survey email, either through personal email or phone number. A link to the survey was attached to the email message.

The survey consisted of eighty-one multiple-choice/measurable scale type questions. The questionnaire design included multiple itemized lists relating to the impact of bankruptcy, duty related stress and resiliency/coping methods (Appendix F). The bankruptcy survey was created by using a 5-point Likert scale using the list of affected benefits from the bankruptcy. The list of benefits was taken from the City Employment Terms issued by Lamont Satchel on July 27, 2012 (Satchel, 2012). Other existing research instruments from previous stress and resiliency studies were selected for this project. The original instruments were modified because of the unique nature of this study and targeted focus on the law enforcement population and City of Detroit bankruptcy. Key topics that were specifically addressed in the surveys included determining if negative impacts from the bankruptcy were real and had affected officers,

if all sources of stress were present/consistent, if members have been affected by one or more, and if officers are employing healthy methods to cope with these daily stressors.

Each research question was tested through surveys and focused on each aspect of research. Questions 1-9 included demographic information regarding each participant. Questions 10-36 focused on the impact felt by individuals from the bankruptcy as well as important negotiation areas/benefits for future contract negotiations. The remaining questions focused on duty related stress and resiliency/coping methods. The critical incident stress portion asked about feelings/perceptions and lasting effects or symptoms stemming from memorable traumatic incidents (Carlson, 2012) (Appendix G). The organizational stress, family/personal stress, and resiliency section asked directed, measurable questions adopted from McCreary and Thompson's survey questionnaires "Organizational police stress questionnaire" (Appendix H) and "Operational police stress questionnaire" (Appendix I) (McCreary and Thompson, 2013). This section focused on organizational stress and contributing internal aspects, personal and family stressors that may be present due to a career in law enforcement and stress management/resiliency techniques. The responses to resiliency helped explore/analyze the level of stress weighing on participants, where the stress related questions helped determine if any specific source of stress affected participants more or less. This was an intentional measure to analyze if officers were showing signs of stress and if they were showing signs of maladaptive or ineffective resiliency techniques.

Following the modifications made to each section of surveys, pilot testing was completed with five members of Detroit police. The testing was done in the same manner that the official surveys were distributed during the actual data collection stage (Nardi,

2014). The participants were advised that emails containing instructions and surveys

would be sent. The instructions and surveys were emailed and no further discussion took

place until the pilot test participants completed the questionnaires. The participants in the

pilot test stage were not eligible to participate in further data collection involved in this

project (Nardi, 2014).

The pilot testing was completed to ensure the instructions, information regarding

the purpose/intent of the study, and associated questionnaires were clear and concise,

without confusing instructions or survey questions (Nardi, 2014). Following the pilot

testing, the process was reviewed with each participant. Three participants felt the survey

process was complete and adequate. One member suggested a "comment" section be

included to allow additional input from respondents. One participant felt the survey was

too long if the focus was on Detroit's bankruptcy and that it was unnecessary to include

other types of duty related stressors. The overall length of the survey remained the same

in order to collect data related to other forms of duty related stress and coping methods,

thus producing a well-rounded, comprehensive final product.

Impact of bankruptcy survey

The impact of bankruptcy survey list was developed from the City Employment

Terms issued by Lamont Satchel on July 27, 2012 (Satchel, 2012). The survey instrument

contained fourteen benefit areas that were reduced/eliminated during the bankruptcy and

a five-point Likert scale. The first part of this survey asked about specific benefits

affected by the bankruptcy which included wages, medical insurance – deductibles,

copays, and prescription coverage, dental insurance, vision coverage, pension benefits,

shift premium, life insurance, holiday pay, uniform allowance, tuition reimbursement,

and longevity (Satchel, 2012). Officers were asked, on a five-point scale, with one being minor impact through five being significant impact, how these areas affected by the bankruptcy had personally impacted the participant.

The second part of the impact of bankruptcy section used the same survey items and same five-point scale, but asked participants how important these areas were for future contract negotiations. Officers were asked, on a five-point scale, with one being not important through five being very important, the level of importance for each item to be improved and negotiated during contract renewal discussions. The first part of this section showed the impact of bankruptcy and the second part showed if these areas continued to impact members and/or were an important part of upcoming negotiations between union officials and city leaders.

Critical incident stress survey

The critical incident questions were taken from "The Screen for Posttraumatic Stress Symptoms (SPTSS)" (Carlson, 2012). The questions in the survey were generalized to suit any type of traumatic incident a participant may have experienced. The modifications made to the questions were limited and only shifted the focus specifically to law enforcement activities. For example, the original survey symptoms stated, "I feel cut off and isolated from other people" and "I have trouble getting to sleep or staying asleep" (Carlson, 2012). The modified version kept the symptoms the same, but prefaced with, "After responding to a critical incident have you ever experienced any of the following?" The list continued with signs/symptoms from the original instrument. The original survey instrument also contained seventeen questions and a ten-point scale

(Carlson, 2012). The modified version had five questions, one question included a list of twelve symptoms, and measured responses with a five-point scale and yes/no choices.

Organizational and operational stress survey

The organizational and operational stress questions were taken from "Organizational Police Stress Questionnaire" and "Operational Police Stress Questionnaire" (McCreary and Thompson, 2013). Each original instrument consisted of a list of twenty items, or combined forty items, related to stress/resiliency aspects (organizational, family/personal and resiliency/coping methods) and used a seven-point scale (McCreary and Thompson, 2013). For this research project, these two surveys were combined into one and included items focusing on organizational, family/personal and resiliency/coping methods.

The modifications for these surveys were limited and included reducing the scale from a seven-point scale to a five-point scale. Additionally, the modified version included thirty-three out of forty items. The items that were not included were those that were not applicable to Detroit police. For example, "working alone at night" was an item on the original "Operational Police Stress Questionnaire", but the Detroit Police Department has a standing policy that prohibits officers from working alone at night for officer safety purposes. "Bureaucratic red tape" was listed on the original "Organizational Police Stress Questionnaire", but most officers, unless working in an executive or specific administrative position, would not have any personal experiences with this type of issue. Finally, "pressure to volunteer free time" was on the original "Organizational Police Stress Questionnaire", but the majority of events outside of an officer's regular duties

would be paid and/or assigned out for the event. It is rare that members would be asked to volunteer their free time for department related functions.

Stage 2 - Interviews

Following the quantitative analysis, interviews were conducted to provide an in-depth examination into individual impacts and determine if there were further similarities/differences between survey responses and interview answers. Survey research was a critical part of this project to reach the maximum number of participants and get measurable results (Flick, 2018). Interviews were equally as crucial in order to examine these issues from a personal perspective. Through interviews, a more in-depth evaluation relating to the sources of stress within law enforcement and their impact on daily functions of an officer could be analyzed (Flick, 2018). The interviews also helped determine if/how much the duty related sources of stress identified in this project were separate or combined and how officers chose to manage stress in their personal lives.

Surveys, through direct and measurable questions, show the impact of duty related stress from a statistical viewpoint, whereas interviews included personal feelings and experiences needed to complete a well-rounded, comprehensive research project (Flick, 2018). The interview questions developed for this case study project included open-ended questions that allowed more personal insight. The initial questions, similar to the demographics page in the surveys, included background information about the participant, his/her choice to join the police department, and pros and cons of being a Detroit police officer (Appendix J).

The interview recruitment process was based on the number of members willing to participant in the interviews. An evaluation of volunteer demographics (job

assignment, rank, experience) was completed and study participants were selected based on those demographics to ensure a well-rounded, diverse group (Brinkmann & Kvale, 2015). Ideally the study participants would consist of various ranks of officers from patrol, investigations, and special assignments, and have different levels of experience.

The semi-structured interview was utilized to obtain descriptions of experiences and perceptions from the interviewee and also to allow more flexibility to conduct the interview rather than use a rigid guideline of questions without the ability to steer from the direct path (Brinkmann & Kvale, 2015). As stated by Brinkmann & Kvale, "The semi structured life world interview seeks to obtain descriptions of the life world of the interviewees with respect to interpreting the meaning of the described phenomena; it has a sequence of themes to be covered as well as some suggested questions. Yet at the same time there is openness to changes of sequence and forms of questions in order to follow up on the specific answers given and the stories told by subjects" (Brinkmann & Kvale, 2015, p. 150). The primary focus of this study was to explore the impact of bankruptcy on Detroit police as well as the impact of other identified sources of stress. The semi-structured format included these themes and questions, but if any participants offered new or unexpected responses, follow-up questions to clarify the meanings of that aspect were incorporated (Brinkmann & Kvale, 2015).

The interview process had three stages; introduction, questions, and conclusion. The introduction included an explanation of the study purpose, so the participant had an understanding of what questions would be asked as well as why they were of interest in this project (Brinkmann & Kvale, 2015). This was also the time when consent, right to withdraw and confidentiality agreements were reviewed. The interviewee was advised

that a voice recorder would be used to record the interview for future analysis. Prior to questioning, the participant had an opportunity to ask any questions about the topic, process, and purpose (Brinkmann & Kvale, 2015).

The second stage of the interview process consisted of topic questions where participants were able to share personal experiences and descriptive feelings/perspectives (Brinkmann & Kvale, 2015). This began with a discussion about the bankruptcy and its impact on the interviewee. The participants had an opportunity to explain their personal memories of the bankruptcy process from the emergency financial manager appointment through the final resolution. This included the impact felt from financial cuts on personal finances, retirement plans, medical costs, etc. (Brinkmann & Kvale, 2015). Additionally, questions were asked about whether or not participants had considered leaving the Detroit Police Department and/or had actively looked for other employment. If they had not, why they chose to remain with Detroit.

As the interviews progressed, the topics of critical incident response, organizational stress, family/personal stressors and stress management/coping techniques were discussed. This followed the same structure by allowing participants to open up and explain personal experiences and feelings about each topic. Throughout the interviews, participants had opportunities to talk freely and openly (Brinkmann & Kvale, 2015). Follow-up questions were written down and asked at a point when the participant would not be interrupted.

The final stage was the conclusion of the interview. The interviewee was asked if he/she had anything else to add that may not have been discussed. If there were any additional areas that needed clarification, they were addressed before concluding

(Brinkmann & Kvale, 2015). The main points were summarized to ensure the meaning of the responses was correctly interpreted and understood. Finally, participants had an opportunity to ask questions and express ideas/concerns about the topic and/or interview process (Brinkmann & Kvale, 2015).

Impact of bankruptcy interview

When many Detroit police officers joined the department, they were offered benefit packages that included wages, retirement pension, medical benefits as an active officer and retiree, and other compensatory benefits. These benefit plans that were promised through contract negotiations and binding arbitration rulings were once believed to be secure and provide a stable future (Mitchell & Dorian, 2017). Following bankruptcy, those contractual benefits were reduced or eliminated, causing many members to re-evaluate personal finances and plans for retirement. Major financial changes such as reduction of wages or eliminating retiree health care were stressful and caused members to alter plans for the future (Mitchell & Dorian, 2017). The financial stress interview questions asked about how the bankruptcy affected personal finances and retirement plans. This included participants plans to leave the department seeking better financial stability, postponing retirement plans, etc.

Critical incident stress interview

The critical incident stress questions asked about one or more incidents that the participant had been involved in and why that incident remained more vivid than others. Questions regarding the nature of the incident, what happened, and why the participant believed that incident was memorable and/or significant in his/her career were discussed (Mitchell & Dorian, 2017). The goal of these questions was to discover the root of the

critical incident, if stress is/was present as a result, and the impact it has had on the participants continued critical incident response experiences.

Organizational stress interview

Police officers have often claimed that supervisors cause more stress than citizens and being in the office is sometimes more stressful than being in the streets (Mitchell & Dorian, 2017). The organizational interview questions focused on interagency dynamics and conditions that created stressful working environments for officers. There were numerous potential organizational factors such as supervision, working conditions, resources, etc. that contribute to organizational stress (Mitchell & Dorian, 2017). The interview questions asked about factors more or less difficult to deal with than others, if anything had been done previously to rectify issues, and if/why the participant felt that organizational stress is more/less impactful than the other sources of duty related stress.

Personal/family stress interview

The personal/family stress questions asked about experiences away from work that involve an officer's personal life, friends and family. Because of the "police lifestyle", officers may develop traits commonly observed within law enforcement such as alcohol or substance dependency/abuse, detachment from family and friends, isolation from people with non-law enforcement backgrounds and/or suicidal tendencies (Silverii, 2014). Questions regarding a members personal/family stress offered insight into whether or not he/she was active with family and friends, separating themselves from people they used to spend time with and/or finding maladaptive ways of fitting in or coping with stress from work. The goal of these questions was to evaluate how officers engage with others while off-duty and if stress has had an impact on their personal lives.

Stress management interview

The stress management survey questions included a directed list of areas such as eating habits, exercise routines, and sleeping patterns as part of a stress management/resiliency evaluation. The interview questions sought to obtain a more in depth understanding about specific types of stress management techniques/healthy lifestyle choices being implemented in officers' daily lives. For example, questions such as eating habits, why officers do/don't choose healthy food (i.e. shift times, long working hours, expenses, etc.) were asked. Similarly, were sleeping patterns healthy or unhealthy and what factors played a role in this (i.e. shift hours, overuse of caffeine, alcohol consumption, etc.) were also examined. This section was significant because in order to address the impact of stress, individuals have to employ effective stress management techniques, or they may be at risk of becoming overwhelmed and/or sick (Mitchell & Dorian, 2017). The final interview question asked for suggestions to help reduce the impact of duty related stress and increase the use of effective stress management ideas and techniques.

Chapter 4: Results

Mixed Method Analysis and Results

Quantitative data analysis

The quantitative data was analyzed to provide a rich description and identify

meaningful patterns of relationships between key study constructs. The independent

variables were captured by the demographic part of the survey instruments and pertained

to the following variables: gender, age, experience, job assignment. The key constructs of

duty related stress and stress management were conceptualized as dependent variables

and operationalized through survey instruments. Specifically, dependent variables

included the impact felt from bankruptcy (pre/post-bankruptcy stressors), critical incident

stress (remembering specific critical incidents, worrying about risks of injury, and

experiencing signs/symptoms associated with stress disorders), organizational stress

(stress from supervision/co-workers, manpower/resources shortages, internal

investigations/favoritism within the agency), and stress management (healthy eating,

regular exercise, sufficient sleep, and feeling stressed or unable to relax after working).

Descriptive statistics were calculated for all study variables. This included the

mean and standard deviation for continuous data, counts and percentages for categorical

measures. To better estimate and review survey responses to answer the research

questions, we used a three-step approach. First, all descriptive statistics were reviewed

for content analysis. Second, all question types created to measure the constructs (1)

impact of bankruptcy, (2) importance of factors related to bankruptcy and (3) stress

related to bankruptcy, were reduced using principal component analysis. We employed

parallel analysis to determine the number of factors or principal components. Parallel

analysis is a method for determining the number of components to retain from the principal component analysis (pca). Essentially, the analysis works by creating a random dataset with the same numbers of observations and variables as the original data. A correlation matrix is computed from the randomly generated dataset and then eigenvalues of the correlation matrix are computed. When the eigenvalues from the random data are larger than the eigenvalues from the pca or factor analysis you known that the components or factors are mostly random noise.

The components were saved and three multivariate models using the principal components, along with the demographic variables race, gender, marital status, job, shift, and rank were regressed on the dependent variable satisfaction. We treated the satisfaction variable as continuous and employed robust standard errors. Robust standard errors are a technique to obtain unbiased standard errors of regression coefficients. Finally, we employed principal component analysis using a polychoric correlation matrix to identify the components. A multivariate model using the subject's trauma score, along with the demographic variables race, gender, marital status, job, shift, and rank were regressed on the dependent variable satisfaction. Again, we treated the satisfaction variable as continuous and employed robust standard errors.

One-hundred and eighty individuals completed the survey. A review of the sample demographics indicates that 61% were White, 83% male, 61% married, 48% were investigators, 61% were on platoon two, 48% were police officers, and the majority (85%) were either satisfied or very satisfied with their position—Table 5. In terms of highest and lowest rated options – Tables 6 and 7:

- Impact score - rating from 1 (low impact) to 5 (significant impact): The question *tuition reimbursement* had the lowest rated impact ($M = 2.1$, $SD = 1.4$) while the question *pension* had the most significant rated impact ($M = 4.6$, $SD = 1.0$).

- Importance score - rating from 1 (not important) to 5 (very important): The question *tuition reimbursement* was the least important option ($M = 3.1$, $SD = 1.5$) while *pension* was the most important option ($M = 4.9$, $SD = 0.5$).

- Stress score - rating from 1 (no stress at all) to 5 (a lot of stress): The question *co-workers look down on you if you are sick or injured* was the lowest rated stressor ($M = 1.8$, $SD = 1.2$) while, the questions *finding time to stay in good physical condition* ($M = 3.6 \pm 1.1$), *fatigue* ($M = 3.6$, $SD = 1.1$), *manpower shortages* ($M = 3.6$, $SD = 1.3$), and *lack of resources* ($M = 3.6$, $SD = 1.2$) were the highest stressors.

- Results also demonstrate that respondents reported *being on guard more than before* (82%) as the most common trauma response, while *exaggerated startle response* was the least common response (30%) – Table 8.

Table 5

Demographic descriptive statistics

	Measure	Count (Percent)
Race	Asian / Pacific Islander	1 (0.6)
	Black or African American	43 (24.4)
	Hispanic or Latino	20 (11.4)
	Native American or American Indian	2 (1.1)
	Other	3 (1.7)
	White	107 (60.8)
Gender	Female	30 (17.1)
	Male	145 (82.9)
Marital Status	Single	37 (21.0)
	Married	108 (61.4)
	Separated	3 (1.7)

	Divorced	27 (15.3)
	Widowed	1 (0.6)
Job	Patrol	61 (33.9)
	Investigations	86 (47.8)
	Administration	16 (8.9)
	Other	17 (9.4)
Shift	Platoon One	16 (8.9)
	Platoon Two	109 (60.9)
	Platoon Three	22 (12.3)
	Platoon Four	32 (17.9)
Rank	Police officer	86 (47.8)
	Corporal	10 (5.6)
	Sergeant	43 (23.9)
	Lieutenant	10 (5.6)
	Detective	26 (14.4)
	Executive	5 (2.8)

Table 6

Descriptive statistics for impact and importance questions

	Impact		Importance	
	Mean (SD)	Range	Mean (SD)	Range
Wages (N=179)	3.9 (1.3)	1 - 5	4.7 (0.7)	1- 5
Medical Deductibles (N=180)	3.9 (1.3)	1 - 5	4.5 (0.9)	1- 5
Medical - Copays (N=180)	3.6 (1.3)	1 - 5	4.3 (1.0)	1- 5
Medical - Prescription Coverage (N=179)	3.3 (1.4)	1 - 5	4.3 (1.1)	1- 5
Dental Coverage (N=179)	3.1 (1.5)	1 - 5	4.1 (1.1)	1- 5
Vision Coverage (N=177)	2.8 (1.5)	1 - 5	3.9 (1.3)	1- 5
Pension (N=180)	4.6 (1.0)	1 - 5	4.9 (0.5)	1- 5
Shift Premium (N=180)	2.4 (1.4)	1 - 5	3.2 (1.5)	1- 5
Life Insurance (N=178)	2.5 (1.4)	1 - 5	3.7 (1.5)	1- 5
Holiday Pay (N=178)	3.5 (1.6)	1 - 5	4.2 (1.3)	1- 5
Uniform Allowance (N=179)	2.7 (1.5)	1 - 5	3.9 (1.3)	1- 5
Tuition Reimbursement (N=179)	2.1 (1.4)	1 - 5	3.1 (1.5)	1- 5
Longevity (N=179)	4.2 (1.3)	1 - 5	4.4 (1.1)	1- 5

Table 7

Descriptive statistics for stress questions

Question	Mean (SD)	Range
Shiftwork (N=179)	3.3 (1.1)	1- 5
Over-time demands (N=179)	3.1 (1.3)	1- 5
Risk of being injured on the job (N=180)	3.2 (1.3)	1- 5
Work-related activities on days off (N=180)	3.1 (1.2)	1- 5
Traumatic events (N=180)	3.1 (1.3)	1- 5
Managing your social life outside of work (N=179)	2.8 (1.3)	1- 5
Not enough time available to spend with friends/family (N=180)	3.4 (1.3)	1- 5
Paperwork (N=180)	2.8 (1.2)	1- 5
Eating healthy at work (N=180)	3.5 (1.3)	1- 5
Finding time to stay in good physical condition (N=180)	3.6 (1.1)	1- 5
Fatigue (N=180)	3.6 (1.2)	1- 5
Occupation-related health issues (N=180)	3.2 (1.3)	1- 5
Lack of understanding from family/friends about your work (N=180)	2.8 (1.3)	1- 5
Making friends outside the job (N=180)	2.3 (1.3)	1- 5
Upholding a "higher image" in public (N=180)	2.5 (1.3)	1- 5
Negative comments from the public (N=179)	3.0 (1.3)	1- 5
Limitations to your social life (N=179)	2.8 (1.2)	1- 5
Feeling like you are always on the job (N=180)	3.1 (1.3)	1- 5
Friends/family feel the effects of the stigma associated with your job (N=180)	2.8 (1.3)	1- 5
Dealing with co-workers (N=180)	2.7 (1.0)	1- 5
The feeling that different rules apply to different people FAVORITISM (N=179)	3.2 (1.3)	1- 5
Feeling like you always have to prove yourself to the department (N=180)	2.9 (1.4)	1- 5
Constant changes in policy (N=180)	3.2 (1.3)	1- 5
Manpower shortages (N=180)	3.6 (1.3)	1- 5
Lack of training on new equipment and/or policies	3.3 (1.3)	1- 5

(N=180)		
Dealing with supervisors (N=179)	2.9 (1.2)	1- 5
Inconsistent leadership style (N=180)	3.5 (1.3)	1- 5
Lack of resources (N=180)	3.6 (1.2)	1- 5
Co-workers look down on you if you are sick or injured (N=179)	1.8 (1.2)	1- 5
Supervisors over-emphasize the negative (citizen complaints) (N=180)	2.7 (1.4)	1- 5
Internal investigations (N=179)	2.7 (1.4)	1- 5
Dealing with the court system (N=180)	3.0 (1.3)	1- 5
Inadequate equipment (N=180)	3.3 (1.2)	1- 5

Table 8

Descriptive statistics for categorical trauma questions

	No	Yes	
Nightmares (N=180)	83 (46.1)	97 (53.9)	
Flashbacks (N=180)	72 (40.0)	108 (60.0)	
Trouble sleeping (N=180)	56 (31.1)	124 (68.9)	
Feelings of guilt (N=180)	95 (52.8)	85 (47.2)	
Avoiding thoughts, feelings, conversation about (N=179)	55 (30.7)	124 (69.3)	
Avoiding activities, places, people that remind (N=180)	106 (58.9)	74 (41.1)	
Irritability (N=180)	55 (30.6)	125 (69.4)	
Outbursts (N=180)	124 (68.9)	56 (31.1)	
Being on guard more than before (N=180)	32 (17.8)	148 (82.2)	
Exaggerated startle response (N=179)	128 (71.1)	52 (28.9)	
Losing interest in activities you once enjoyed (N=179)	103 (57.5)	76 (42.5)	
Feeling detached from others (N=180)	82 (45.6)	98 (54.4)	
	Dissatisfied	Satisfied	Very satisfied
Overall satisfaction (N=180)	27 (15.0)	113 (62.8)	40 (22.2)

Impact of bankruptcy and importance for negotiations survey results

Based on the parallel principal component analysis it was determined that two components should be retained for the impact of bankruptcy questions – Table 9. We defined the two components as pay and other. Results from the regression model indicate that race [Native American or American Indian] and those on job assignment [Patrol] were the significantly less satisfied, while those on shift hours [Platoon Four] were significantly more satisfied ($p < 0.05$). Native American or American Indian were three-quarters of a standard deviation below the mean satisfaction level, while law enforcement on patrol were .25 below the average satisfaction. Law enforcement on platoon four were .25 above the average satisfaction level. Neither principal component was significant in predicting satisfaction level. Table 10 provides the standardized or scaled estimates where a higher score indicates more satisfaction and a lower score indicates less.

Based on parallel principal component analysis it was determined that two components should be retained for the importance for future negotiations questions – Table 9. We defined the two components as pay and other. Results from the regression model indicate that race [Native American or American Indian] and those on job assignment [Patrol] were least satisfied while those on shift hours [Platoon Four] were significantly more satisfied ($p < 0.05$). Native American or American Indian were three-quarters of a standard deviation below the mean satisfaction level, while law enforcement on patrol were .25 below the average satisfaction. Law enforcement on platoon four were .25 above the average satisfaction level. Neither principal component was significant in predicting satisfaction level. Table 10 provides the standardized or scaled estimates where a higher score indicates more satisfaction and a lower score indicates less.

The impact of bankruptcy and importance for future negotiations results were very closely aligned with the same highest four items (pension, longevity, wages and medical deductibles) and lowest four items (uniform allowance, life insurance, shift premium and tuition reimbursement) being the same. These results showed that the items which had a significant impact after bankruptcy and are most important for negotiations are also the highest cost/expense for the City of Detroit as well as the largest financial loss for participants. Pension benefits, wages, medical insurance and longevity payments have been identified as the most critical financial benefits for lifestyle (current and retirement) sustainability.

The items with the lowest impact and importance rating were uniform allowance, life insurance, shift premium and tuition reimbursement are also the least costly for Detroit and the lowest, if applicable, financial loss to officers. Officers received $1,000/year for uniform allowance but may or may not need to purchase additional uniform equipment. Many members, especially younger officers, may not believe life insurance was a necessary expense until they become older. Shift premium payments included an additional $0.30/hour on platoon three (afternoon shift / 4pm – 12am) and $0.60/hour on platoon one (midnight shift / 12am – 8am). This was equivalent to only a few dollars per day, which was minor financial loss compared to overall wages. Finally, tuition reimbursement was provided to members up to $1,800/year. While this offers some assistance for officers enrolled in higher education programs, this benefit had no effect on members that were not pursuing a college degree.

Table 9

PCA loading plot for impact and importance questions

	Factor Loading Impact			Factor Loading Importance	
	Pay	Other		Other	Pay
Wages	0.55	0.18	Wages	0.39	
Medical - Deductibles	0.85	0.06	Medical - Deductibles	0.81	
Medical - Copays	0.87	0.09	Medical - Copays	0.83	
Medical - Prescription Coverage	0.80	0.22	Medical - Prescription Coverage	0.86	
Dental Coverage	0.69	0.41	Dental Coverage	0.81	
Vision Coverage	0.67	0.36	Vision Coverage	0.71	
Pension	0.46	0.08	Pension	0.22	
Shift Premium		0.74	Shift Premium		0.78
Life Insurance		0.72	Life Insurance		0.67
Holiday Pay		0.61	Holiday Pay		0.79
Uniform Allowance		0.85	Uniform Allowance		0.84
Tuition Reimbursement		0.75	Tuition Reimbursement		0.63
Longevity		0.36	Longevity		0.68

Table 10

Scaled regression estimates for predicting satisfaction based on impact and demographic

questions

Term	Scaled Estimate	Std Error	t Ratio	Prob>|t|
Intercept	1.83	0.22	8.30	<.0001*
Age	0.20	0.24	0.83	0.406
Race[Asian / Pacific Islander]	0.04	0.52	0.07	0.945
Race[Black or African American]	0.05	0.17	0.29	0.775
Race[Hispanic or Latino]	0.17	0.19	0.92	0.358
Race[Native American or American Indian]	-0.78	0.39	-2.02	0.044*
Race[Other]	0.35	0.33	1.06	0.293
Race[White]	0.18	0.16	1.13	0.260
Gender[Female]	-0.12	0.07	-1.68	0.094
Gender[Male]	0.12	0.07	1.68	0.094
Marital status[Divorced]	0.12	0.17	0.70	0.483
Marital status[Married]	-0.02	0.16	-0.14	0.893
Marital status[Separated]	0.21	0.31	0.70	0.488
Marital status[Single]	-0.04	0.18	-0.22	0.823
Marital status[Widowed]	-0.27	0.50	-0.55	0.585

Number of children	-0.05	0.14	-0.34	0.735
Year hired	0.03	0.24	0.13	0.900
Job assignment[Administration]	0.25	0.15	1.65	0.102
Job assignment[Investigations]	0.13	0.10	1.38	0.170
Job assignment[Other]	-0.16	0.13	-1.26	0.211
Job assignment[Patrol]	-0.22	0.10	-2.22	0.027*
Shift hours[Platoon One]	-0.09	0.15	-0.61	0.541
Shift hours[Platoon Two]	-0.06	0.10	-0.60	0.551
Shift hours[Platoon Three]	-0.07	0.11	-0.60	0.547
Shift hours[Platoon Four]	0.22	0.11	2.07	0.040*
Rank[Corporal]	-0.01	0.18	-0.07	0.946
Rank[Detective]	-0.01	0.14	-0.08	0.937
Rank[Executive]	0.21	0.28	0.74	0.460
Rank[Lieutenant]	-0.31	0.20	-1.54	0.126
Rank[Police officer]	0.05	0.11	0.48	0.632
Rank[Sergeant]	0.08	0.11	0.73	0.469
Impact PCA 1	-0.16	0.12	-1.34	0.182
Impact PCA 2	-0.14	0.12	-1.21	0.228

Nominal factors expanded to all levels. Continuous factors centered by mean, scaled by range/2

Table 11

Scaled regression estimates for predicting satisfaction based on importance and

demographic questions

Term	Scaled Estimate	Std Error	t Ratio	Prob>|t|
Intercept	1.85	0.22	8.49	<.001*
Age	0.14	0.23	0.58	0.563
Race[Asian / Pacific Islander]	0.04	0.52	0.09	0.932
Race[Black or African American]	0.05	0.17	0.32	0.749
Race[Hispanic or Latino]	0.21	0.19	1.13	0.260
Race[Native American or American Indian]	-0.83	0.39	-2.11	0.036*
Race[Other]	0.32	0.33	0.97	0.335
Race[White]	0.20	0.16	1.24	0.218
Gender[Female]	-0.09	0.07	-1.17	0.243
Gender[Male]	0.09	0.07	1.17	0.243
Marital status[Divorced]	0.11	0.17	0.66	0.513
Marital status[Married]	-0.02	0.16	-0.13	0.899
Marital status[Separated]	0.18	0.31	0.60	0.552
Marital status[Single]	-0.08	0.18	-0.43	0.666
Marital status[Widowed]	-0.20	0.49	-0.40	0.687
Number of children	-0.04	0.14	-0.29	0.771

Year hired	0.07	0.24	0.29	0.775
Job assignment[Administration]	0.25	0.15	1.69	0.094
Job assignment[Investigations]	0.15	0.10	1.55	0.123
Job assignment[Other]	-0.17	0.13	-1.30	0.196
Job assignment[Patrol]	-0.24	0.10	-2.29	0.023*
Shift hours[Platoon One]	-0.08	0.15	-0.51	0.609
Shift hours[Platoon Two]	-0.07	0.10	-0.68	0.498
Shift hours[Platoon Three]	-0.06	0.11	-0.54	0.593
Shift hours[Platoon Four]	0.21	0.11	1.93	0.050*
Rank[Corporal]	-0.11	0.19	-0.59	0.559
Rank[Detective]	-0.02	0.15	-0.16	0.874
Rank[Executive]	0.22	0.28	0.78	0.439
Rank[Lieutenant]	-0.19	0.22	-0.83	0.406
Rank[Police officer]	0.03	0.11	0.30	0.762
Rank[Sergeant]	0.07	0.12	0.58	0.560
Importance PCA1	-0.11	0.11	-1.00	0.320
Importance PCA2	-0.06	0.19	-0.31	0.756

Nominal factors expanded to all levels. Continuous factors centered by mean, scaled by range/2

Critical incident stress survey results

Based on the parallel principal component analysis it was determined that two components should be retained for the trauma questions – Table 14. We defined the two components as internal and external factors. Results from the regression model indicate that race [Native American or American Indian] and those on job assignment [Patrol], along with individuals who scored high on either trauma measure were the least satisfied ($p < 0.05$). Native American or American Indian were three-quarters of a standard deviation below the mean satisfaction level, while law enforcement on patrol were .21 below the average satisfaction, and law enforcement who rated high on either trauma factor (internal or external) were .20 below the average satisfaction. Table 15 provides the standardized or scaled estimates where a higher score indicates more satisfaction and a lower score indicates less.

Participants reported the highest level of critical incident exposure experiences they had felt included being on guard more often, irritability, avoiding thoughts, feelings or conversations about certain critical incidents and having trouble sleeping. These symptoms reflected previous studies regarding law enforcement stress and are also possible symptoms of hypervigilance and/or PTSD. The results further strengthened arguments that officers do develop learned law enforcement traits to be constantly on guard/aware of surroundings, suppressing emotions and refraining from talking about emotional critical incident exposure. The lowest level reported items were experiencing exaggerated startle response, outbursts, avoiding activities, people or places that may induce thoughts of certain critical incident exposure and losing interest in once enjoyable activities. The two lowest items (exaggerated startle response and outbursts) involve an observable act. These results further strengthened arguments that officers do feel stress related symptoms due to critical incident exposure but are also able to suppress emotional reactions and outbursts.

Table 12

PCA loading plot for stress questions

	Factor Loading Stress	
	Personal Factor	Work-Related
Shiftwork	0.50	
Over-time demands	0.53	
Risk of being injured on the job	0.43	
Work related activities on days off (e.g. court, community events)	0.61	
Traumatic events (e.g. MVA, domestics, death, injury)	0.54	
Managing your social life outside of work	0.69	
Not enough time available to spend with friends and family	0.80	
Paperwork	0.45	
Eating healthy at work	0.52	

Finding time to stay in good physical condition	0.59	
Fatigue (e.g. shift work, over-time)	0.71	
Occupation-related health issues (e.g. back pain)	0.62	
Lack of understanding from family and friends about your work	0.68	
Making friends outside the job	0.59	
Upholding a "higher image" in public	0.47	
Negative comments from the public	0.51	
Limitations to your social life (e.g. friends, where you socialize)	0.68	
Feeling like you are always on the job	0.65	
Friends / family feel the effects of the stigma associated with your job	0.56	
Dealing with co-workers	0.38	0.33
The feeling that different rules apply to different people (favoritism)		0.65
Feeling like you always have to prove yourself to the department		0.64
Constant changes in policy		0.71
Manpower shortages		0.60
Lack of training on new equipment and/or policies		0.52
Dealing with supervisors		0.65
Inconsistent leadership style		0.73
Lack of resources		0.66
Co-workers look down on you if you are sick or injured		0.52
Supervisors over-emphasize the negatives (citizen complaints)		0.73
Internal investigations		0.70
Dealing with the court system		0.41
Inadequate equipment		0.67

Table 13

Scaled regression estimates for predicting satisfaction based on stress and demographic

questions

Term	Scaled Estimate	Std Error	t Ratio	Prob>|t|
Intercept	1.91	0.22	8.87	<.0001*
Age	0.12	0.25	0.46	0.647
Race[Asian / Pacific Islander]	0.17	0.50	0.35	0.730
Race[Black or African American]	-0.01	0.16	-0.08	0.936
Race[Hispanic or Latino]	0.09	0.18	0.51	0.611
Race[Native American or American Indian]	-0.79	0.38	-2.09	0.038*
Race[Other]	0.40	0.32	1.24	0.217
Race[White]	0.14	0.16	0.90	0.370
Gender[Female]	-0.07	0.07	-1.07	0.286
Gender[Male]	0.07	0.07	1.07	0.286
Marital status[Divorced]	0.08	0.17	0.48	0.632
Marital status[Married]	-0.07	0.15	-0.43	0.665
Marital status[Separated]	0.29	0.30	0.96	0.338
Marital status[Single]	-0.08	0.17	-0.47	0.639
Marital status[Widowed]	-0.22	0.48	-0.46	0.648
Number of children	-0.07	0.14	-0.53	0.594
Year hired	-0.07	0.24	-0.31	0.760
Job assignment[Administration]	0.13	0.15	0.87	0.385
Job assignment[Investigations]	0.17	0.09	1.81	0.072
Job assignment[Other]	-0.12	0.13	-0.91	0.366
Job assignment[Patrol]	-0.19	0.10	-1.93	0.056
Shift hours[Platoon One]	-0.07	0.14	-0.46	0.648
Shift hours[Platoon Two]	-0.06	0.10	-0.60	0.550
Shift hours[Platoon Three]	-0.02	0.11	-0.14	0.890
Shift hours[Platoon Four]	0.14	0.11	1.34	0.183
Rank[Corporal]	-0.09	0.18	-0.49	0.628
Rank[Detective]	-0.03	0.14	-0.24	0.811
Rank[Executive]	0.08	0.30	0.25	0.805
Rank[Lieutenant]	-0.13	0.19	-0.68	0.498
Rank[Police officer]	0.08	0.11	0.78	0.439
Rank[Sergeant]	0.09	0.11	0.78	0.437
Stress PC1	-0.40	0.12	-3.47	0.001*
Stress PC2	0.04	0.13	0.27	0.787

Table 14

PCA loading plot for categorical questions

	External	Internal
Nightmares		0.83
Flashbacks		0.73
Trouble sleeping		0.70
Feelings of guilt		0.66
Avoiding thoughts, feelings, or conversations about it	0.53	
Avoiding activities, places, or people that remind you of it	0.63	
Irritability	0.54	
Outbursts	0.69	
Being on guard more than before	0.44	
Exaggerated startle response	0.57	
Losing interest in activities you once enjoyed	0.78	
Feeling detached from other people	0.83	

Table 15

Scaled regression estimates for predicting satisfaction based on categorical trauma and

demographic questions

Term	Scaled Estimate	Std Error	t Ratio	Prob>|t|
Intercept	1.93	0.21	9.07	<.0001*
Race[Asian / Pacific Islander]	0.16	0.51	0.32	0.748
Race[Black or African American]	-0.04	0.16	-0.27	0.785
Race[Hispanic or Latino]	0.17	0.18	0.94	0.349
Race[Native American or American Indian]	-0.76	0.38	-2.00	0.046*
Race[Other]	0.33	0.32	1.03	0.305
Race[White]	0.14	0.15	0.94	0.351
Gender[Female]	-0.12	0.07	-1.79	0.076
Gender[Male]	0.12	0.07	1.79	0.076
Marital status[Divorced]	0.08	0.17	0.49	0.624
Marital status[Married]	-0.08	0.16	-0.50	0.616
Marital status[Separated]	0.24	0.30	0.80	0.424
Marital status[Single]	-0.08	0.18	-0.47	0.640
Marital status[Widowed]	-0.16	0.49	-0.34	0.738
Number of children	-0.02	0.14	-0.14	0.887
Year hired	-0.11	0.14	-0.81	0.422
Job assignment[Administration]	0.17	0.15	1.17	0.244
Job assignment[Investigations]	0.13	0.09	1.46	0.145

Job assignment[Other (please specify)]	-0.09	0.13	-0.75	0.456
Job assignment[Patrol]	-0.21	0.10	-2.21	0.028*
Shift hours[Platoon One]	-0.08	0.14	-0.58	0.560
Shift hours[Platoon Two]	-0.03	0.10	-0.30	0.765
Shift hours[Platoon Three]	-0.02	0.11	-0.19	0.853
Shift hours[Platoon Four]	0.13	0.10	1.29	0.198
Rank[Corporal]	-0.12	0.18	-0.65	0.516
Rank[Detective]	-0.01	0.14	-0.07	0.941
Rank[Executive]	0.19	0.27	0.70	0.488
Rank[Lieutenant]	-0.14	0.19	-0.75	0.454
Rank[Police officer]	-0.01	0.10	-0.08	0.939
Rank[Sergeant]	0.09	0.11	0.79	0.433
trauma 1	-0.18	0.09	-1.99	0.048*
trauma 2	-0.19	0.09	-2.11	0.036*

Organizational and operational stress survey results

Based on the parallel principal component analysis it was determined that two

components should be retained for the stress questions – Table 12. We defined the two

components as personal and worked-related factors. Results from the regression model

indicate that race [Native American or American Indian] and those who scored highest on

Factor one as the least satisfied ($p < 0.05$). Native American or American Indian were

three-quarters of a standard deviation below the mean satisfaction level, while those who

scored high on personal stressors (principal component) were .40 below the average

satisfaction. Table 13 provides the standardized or scaled estimates where a higher score

indicates more satisfaction and a lower score indicates less.

The organizational and operational stress surveys combined areas of

organizational stress, family/personal stress and stress management. Organizational stress

items that had the highest impact on participants were manpower shortages, lack of

resources/inadequate equipment and inconsistent leadership styles. The lowest level of

reported organizational stressors were co-workers looking down on members when they

are sick or injured and dealing with co-workers. Other noteworthy organizational items that reportedly created moderate stress among participants included lack of training on new equipment/policies, constant changes in policy and favoritism. The highest personal/family related stressor was not having enough time to spend with family/friends while the lowest stressor in this category was making friends outside of law enforcement. The stress management items all resulted in high results showing that participants felt they do not have enough time to exercise/stay in good physical condition, have difficulty eating healthy at work, often feel fatigued and are moderately concerned about occupational related health issues.

The survey results were significant for several reasons. The impact of bankruptcy showed that pension, wages and medical insurance were the most impactful and the most important for future negotiations. The highest scoring items of organizational stressors (manpower shortages, lack of resources/inadequate equipment and inconsistent leadership styles) and stress management (not have enough time to stay in good physical condition, eating healthy at work, fatigue) also displayed perceptions and feelings of participants. These items yielded the highest level of stress impact from participants. When carefully examined, the results may indicate an undesirable pattern or snowball effect which shows officers have low wages/low manpower > increased required overtime and fatigue with less opportunity to exercise or eat healthy > results in less time to relax and/or spend off duty time with family or friends. According to the results, officers do believe they now work more hours with less manpower and equipment. This has likely caused stress among officers when they sacrifice off duty time in order to supplement income. This may also impact their health and well-being by increasing

levels of hypervigilance and fatigue thus creating a challenging environment where members can effectively balance work demands and personal lifestyles.

Qualitative data analysis

The qualitative data analysis process thoroughly examined conditions of conflict, real/perceived issues, emotions, and possible consequences. This focused on case description and case base themes. During the analysis process, key issues and emerging themes were identified with expectations that patterns would develop (Yin, 2014). Due to the fact that this crisis in Detroit had progressed and caused the largest municipal bankruptcy in United States history, new themes emerged to explain how social processes, historical sentiment, and law enforcement related stress impacts professional and personal issues and what types of challenges may arise within leadership/officer/ community desires, interactions, and reactions from shifts in power between local control to federal court oversight and back to local control (Creswell, 2013).

Recording and transcribing

A voice recorder was used during each interview. Recording the interviews was important for later analysis. During the interview, notes were taken to help remember specific points and to write down follow-up questions (Brinkmann & Kvale, 2015). The recordings captured participants tone of voice, emotional undertones, pauses, etc. This was valuable during the analysis stage since transcribing the interview was not able to express tone of voice or level of emotional response (Brinkmann & Kvale, 2015).

Following the interview completion, they were transcribed to written form. Transcriptions were done word by word but did not include fillers such as "uh" or "mmm" (Brinkmann & Kvale, 2015). In order to maintain ethical and confidentiality

standards, participant identity was concealed and not included in the transcriptions. Participants were given labels such as "Officer A' and "Officer B". Finally, to ensure reliability and validity of the transcripts, a complete review of the recordings, notes, and transcriptions were part of the analysis and final report (Brinkmann & Kvale, 2015).

Coding analysis

The interview transcripts were analyzed through coding techniques. First cycle coding focused on descriptive words or phrases to capture the importance of various interview segments. Second cycle coding expanded on first cycle coding and looked for meanings within descriptive words and phrases (Creswell, 2013). During the coding processes, categories and sub-categories were noted. Initial analysis revealed some common phrases/themes among interviews which included officers taking pride in police work as expressed through phrases such as "helping people", "justice for victims" and "serving the community". Opposite of these positive key terms were the more troubling part of police work that showed financial strain and organizational stress were most impactful with phrases including "cannot survive on current pay and benefits", "no one would leave Detroit if we were comparable to other departments" and "we have lost our dignity". Key phrases related to organizational stress themes that immediately surfaced during initial coding were "they don't care", "out of touch" and "lack of support".

The coding was completed in a slow, methodical manner so that key segments were not overlooked (Creswell, 2013). This was important to note different emerging themes as they related to the impact of bankruptcy and each source of duty related stress, critical incident, organizational, and family/personal, as well as emerging themes from the stress management/resiliency section. The most commonly expressed theme

regarding the impact of bankruptcy was lower pay, reductions in benefit packages and all retirement plans would have to be postponed because of pension reductions and loss of healthcare. The critical incident responses yielded mixed results between direct and indirect exposure but the commonality among responses was each incident being readily recalled and discussed indicating that critical incident response to traumatic incidents did remain with officers and was not forgotten over time. Organizational stress was reported to cause more tension/conflict than critical incident stress with themes regarding executive/administrative detachment, inconsistency and lack of support. The family/ personal stress responses were similar among interviews as commonality among responses all desired to spend more time with family and less time on overtime. The increased work hours and financial supplement work had caused many missed family functions thus adding to the overall stress/impact felt by participants. Finally, the stress management techniques brought mixed results with productive and counter-productive methods being utilized to relax and/or alleviate stress. Coding was beneficial for data analysis in order to remain organized with longer transcripts and develop these key elements from the interviews (Creswell, 2013).

This research design was developed to inquire about the categories of duty related stress and potential impact a combination of these have had on officers at the center of this conflict, which included determining if perceived sentiments were a valid reflection of officers. It was hypothesized that the long-term damage may ultimately be minimized through future negotiations and agreements, but short-term issues of trust, stability, security, mutual respect, and more were likely to emerge from statements expressed by active Detroit police officers. It should also be noted that this is a fluid situation and,

considering the current climate with law enforcement and American society, the sources

of stress and impact on officers may shift depending on public perception (Burke, 2016).

Qualitative results

Working in law enforcement is an honorable career choice but generally does not

include very high pay/benefits or other significant monetary gains. It can be dangerous at

times and, with increased public scrutiny of police officers, many may wonder why

someone would choose this type of career path. Half of the interview participants said

they always wanted a career in law enforcement, three needed a job and the police

department called first before other opportunities were available and one wanted a job to

support his family, secure retirement benefits and serve community.

When asked about the best part of their job, the majority of answers included

community help and justice for crime victims. Other answers included excitement and

adrenaline from working, encountering new things every day, and being an athlete at

work. The most troubling part of law enforcement yielded mixed answers, but many

responses included lack of support from administration and court system. Primary

complaints included a disconnect from administrators, low pay and lack of support/

cooperation from the court system. Participants discussed increased public scrutiny and

uncooperative citizens as being troubling with the belief, "Everybody hates the police".

The court system discussions included a couple different results. Current

conditions appear to make it easier/more acceptable to criminally charge officers over

citizens and the associated challenges (prosecutors want an assured conviction before

signing) of getting warrants signed on cases involving citizens. In the cases of charging

officers, prosecutors work harder, are more willing to sign warrants and find rarely used

charges (i.e security work without security license) or overly broad charges (i.e. common law offense / neglect of duty) when officers are involved.

The other court related complaint was the lack of resources and support from court when dealing with mental persons and narcotic complaints. Officers have limited options for handling mental persons and can only take them to a hospital for evaluation. Narcotics are so prevalent and widespread that, many times when arrests are made the defendants are given probation and sent home without any real consequences, making the court appear to be a revolving door for criminals.

Impact of bankruptcy interview results

The bankruptcy affected all participants personal finances. The primary complaint among participants was the 10% pay cut and higher medical insurance premiums. Concerns about a general loss of stability and security were also noted throughout several interviews. The approximate average loss after the 10% pay cut was $500/month. This amount was doubled for two respondents who were married to officers. One participant reported having to file personal bankruptcy and one had a vehicle repossessed. Others were unable to purchase a new car or other personal items. Many said their budgets had to change to exclude things like eating out at restaurants, going to movies, or other entertainment type activities after the pay cuts were imposed. Those financially affected by the pay cut and insurance premiums had to work additional overtime shifts and go to court frequently in order to supplement their income. Two respondents said their daily finances were not negatively impacted from the bankruptcy.

The extra medical costs were apparent during the interviews due to a variety of medical conditions which included cancer, spouse with cancer, miscarriage and fertility

treatments. Not only was there a rise in premium costs and annual deductible (family cost $122/pay and $3,000 annual deductible), but certain medications and procedures that were previously covered with insurance plans were no longer covered with the new insurance plan available to members. It should be noted that fertility treatments are rarely covered by insurance companies and were not covered in previous or current plans.

When asked about how bankruptcy affected retirement plans, all participants said plans for retirement would be delayed and when/how was largely unknown. The required age and years of service changes for retirement eligibility along with decreased pension income created an environment where many participants expressed feelings of having to "work until they die". The pre-bankruptcy plan required twenty-five years of service but, the new plan, based on age, forces some to work thirty+ years in law enforcement. (refers to new officers hired at eighteen-twenty years old). The two primary factors impacting this decision was pension payments and medical costs.

All of the study participants had ten or more years of service with Detroit police, with five out of eight having twenty+ years of service. Everyone had money invested in the pre-bankruptcy pension system as well as the new hybrid pension system. While many did admit to not fully understanding the details of these combined retirement accounts and/or the complete monthly payments they would be eligible for at retirement, participants did know that the monthly amounts would be significantly less. These estimates were calculated by officers based on the elimination of the old system, no longer contributing to annuity accounts, decreased city contributions into the hybrid plan and retirement pension taxes implemented within Michigan. Additionally, with officers facing the reality of not having health insurance once leaving the police department,

many were unwilling or unprepared to handle the extra expense of being self-insured. Pre-existing conditions and/or increased health needs of aging officers has forced many to postpone retirement or find other employment that provides adequate coverage. Only three officers reported actively seeking other employment while five were still committed to staying with Detroit.

Throughout the interviews, the emotional strain felt by officers as they discussed the financial and health insurance changes implemented as a result of Detroit's bankruptcy was apparent. Respondents indicated feelings of betrayal, insecurities and broken promises when discussing their hiring conditions, which included a middle-class pension and retiree healthcare after twenty-five years of law enforcement service. One participant clearly stated he felt the police department had lost its dignity and now looked like a watered-down version of what an American police department should be. Other responses included feeling stress during and after bankruptcy, less time with family due to financial needs and overtime hours as a wage supplement and being forced to continue working in a "younger person's profession" despite rising age and health needs.

The answers regarding areas of importance for future contract negotiations also reflected similar concerns as the impact bankruptcy. Current wage and retirement benefit packages must be improved before Detroit could be viewed as a competitive municipality, retain current officers and attract new officers to the police department. At this point, DPD has been viewed as a training ground for suburban departments because, after a short period of service, many rookie officers leave for better pay and benefits.

Impact of critical incident response interview results

Interview participants were asked about the most stressful/memorable traumatic incident that they had responded to and why that incident remained in their memory despite how much time had passed. Five participants shared stories of direct/targeted involvement in a traumatic incident while three had memories of incidents that did not include direct involvement but did have a personal impact. The direct involvement stories involved officers being in life threatening situations with suspects possessing a firearm. The three indirect involvement stories included police response to violent/traumatic homicide scenes where the officer's personal life was not threatened but witnessing a death or investigating the immediate aftermath of a gruesome homicide was disturbing and memorable. In all of these cases, the study participants did not show any hesitation when recalling these critical/traumatic incidents and their answers were described as though the incident had recently occurred even though all eight officers said several years had passed since the original event.

Impact of organizational stress interview results

Among the eight study participants, the responses were unanimous when organizational vs critical incident stressors were discussed. Every participant said organizational stress impacts officers and the overall agency more than critical/traumatic incidents. Critical incidents happen and are handled well but, organizational issues never stop, "They (administration/executives) don't listen or care what we think".

Regarding administration/executive organizational stress, results included feelings/ perceptions of cronyism and favoritism playing a role within agency operations and officer assignments or treatment. Upper management was also reportedly detached

from policing realities and disconnected from day to day operations. Constant policy changes had created feelings of inconsistency throughout agency, with no clear direction or stability. Disciplinary procedures were discussed by two study participants and included feelings that executives do not give officers the same presumption of innocence as citizens when they are involved in suspected violations and executives appear to support charges against officers more readily than charges against citizens. Finally, respondents expressed concerns over promotional practices and believed it would be beneficial to incorporate merit/experience into the selection process. Regarding direct supervisors, participants reported that low/middle level supervisors assign more tasks to hard workers and have unrealistic expectations, which makes it difficult to meet the demands.

Impact of personal/family stress interview results

Personal/family stress within the lives of law enforcement officers is generally assumed to be present and a natural side-effect of police work. The interview participants did not deny having felt stress within their families but the level of impact varied. Half of the responses included feelings from experienced officers having learned to detach from job, but always remain on protection mode.

Job demands and necessary overtime had resulted in missed family functions but, study participants also expressed their ability to enjoy time off, make the most of family time and know that going to work is how they are able to provide for their families. During off-duty time, interview results showed officer involvement in a variety of activities, both individual and with family/friends, that included attending church, listening to music, reading/writing, and participating in sports.

Stress management interview results

Effective stress management techniques are critical for every person, but especially important for those employed in a high stress job such as law enforcement and public safety. Some of the positive techniques employed by participants included church/prayer, staying busy with family activities, talking to friends and exercising. These officers said the separation of work and private time was a priority, but that it was also a learned behavior after several years of experience. The negative techniques included sleeping, self-coping, drinking and medicating for depression. Three of the participants said they have turned to drinking in the past to cope. One said he did that as a younger officer and no longer drinks alcohol while two said they do still drink but have decreased the number of days and amounts. Two officers have experienced depression in the past and believed this was a direct result of their job. They had both attempted to take prescription medication to help alleviate the depression, but both said it was ineffective and were no longer taking any medication.

Over half of the respondents believed they were able to purposely suppress emotions and stress in front of their families and intentionally chose to do that out of the need to protect/shelter loved ones from the realities of policing. The officers that did admit to ineffective and/or self-destructive stress management techniques also admitted to knowing these activities were not beneficial to their overall health and well-being. Some of the reasoning or justification for not seeking positive stress management techniques were being too busy with work and family, everything has to go on a schedule to get it done and being raised to never bring work stress home.

Ethical considerations

There were predicted challenges associated with this research. Officer

participation was required but posed an additional challenge. Maintaining strict ethical

standards was required while attempting to illicit truthful responses from participants

(Miller, 2012). These measures were necessary since officers may have been reluctant to

answer truthfully based on fear of embarrassment, mistrust for supervision, and potential

negative job repercussions. Prior to beginning data collection (survey/interview)

voluntary consent was obtained from each participant and it was understood that he/she

had the right to withdraw such consent at any point during questioning (Appendix K)

(Miller, 2012). In order to provide participant protection, all survey participants remained

anonymous and confidentiality during interviews was respected and adhered to.

Additionally, in order to preserve confidentiality and adhere to ethical data collection and

retention standards, all data collected during this project has been securely stored and will

be destroyed/erased once it is no longer needed (Miller, 2012).

The results may or may not have included impartial responses from participants.

Within any research project there will be a potential of bias responses and complete

elimination of bias elements will probably never be achieved within a politically charged

conflict especially when law enforcement agencies have come under such intense

scrutiny (Miller, 2012). Furthermore, due to the subjective nature of law enforcement,

ethical standards are also required from the researcher conducting data collection and

analysis (Miller, 2012). Results will provide explanations to distinguish between factual

data, opinions, and assumptions. Finally, all findings must be presented in an ethical,

truthful manner. Any type of falsification would be considered a severe ethical violation resulting with the entire project being invalidated and discarded (Miller, 2012).

Despite personal goals and/or expectations from a research inquiry, neutrality on behalf of the researcher must remain consistent in accordance with ethical guidelines. This researcher/author has been employed by Detroit Police Department for the past twenty years and also has a personal interest in the issues discussed in this project. The Detroit police "group" is part of the system and, according to Schwarz, "as a facilitator, you enter into this system when you help a group" (Schwarz, 2005, p.32) (Georgakopoulos & Kelly, 2017, p. 453). As an established member of this group this researcher has been affected by the bankruptcy. As the author, this research project was not only a personal interest, it was also meant to help the Detroit police "group".

There were positive and potentially negative aspects that came with personal involvement in a research project. The positive aspects may be higher level of participation by members of the Detroit police department. Because the research was conducted by someone not considered an "outsider" but a member of the affected group, officers may have been more willing to participate and trusted they would remain confidential. Negative aspects would be potential questions of bias and neutrality. The ability to present valid and reliable results following the conclusion of this research project was a high priority and, even having a personal interest in the project, the author also knew and understood the importance of separating roles of researcher and involved party (Miller, 2012). The researcher role during the survey and interview data collection and analysis processes remained in effect throughout the course of this project, open ended questions which allowed participants to express him/herself were asked, and

insertion of any author influence was strictly prohibited. Because this project covers areas

that have affected officers in different ways with varying levels of impact, the authors

personal feelings may not have aligned with other officers and therefore remained absent

during this study (Miller, 2012).

Chapter 5: Discussion, Conclusions, and Recommendations

Discussion, Conclusions, and Recommendations

Following an analysis of several factors that directly impact the health and wellbeing of police officers, it was clear that these issues warranted further and more in-depth examination. This research project evaluated the impact of duty related stress and conflict experienced by members of Detroit police. It examined multiple sources of stress/conflict within law enforcement specifically focused on the City of Detroit, i.e. bankruptcy outcomes, critical incidents, organizational conflict, and family/personal stress. It sought to understand officer perspectives and how duty related stress has impacted their personal and professional lives, i.e. financial, psychological and physical. It thoroughly reviewed positions of officers and their feelings about areas that could be improved upon to lessen conflict and improve mutual cooperation when future issues arise. It was expected that the majority of officers would express having one or more sources of stress impacting their lives. Following data collection it was determined that one or more significantly impacts, intensifies, wanes, shifts, etc. during any specific time as well as various internal or external factors that have played a role in these occurrences.

Discussion and conclusions of lessons learned

The primary focus of this study was centered on the impact of bankruptcy in Detroit. Financial strain/instability is a major stressor in many people's lives. The City Employment Terms imposed financial cuts, not only to everyday paychecks, but to retirement plans, healthcare and many more areas of concern. This study showed the bankruptcy significantly impacted members in a negative way and benefits including pay and retirement packages were most important. Many times, leaders are driven by

statistics before making changes. When crime statistics go up, more officers are needed. When crime stats go down, leaders review current policies or programs to determine what has been working best. This study provided statistics obtained directly from the affected officers. These statistics show how many officers have left the department since the start of the bankruptcy as well as the reason for leaving (Henning, 2017). It also showed which benefit areas were viewed as more important/less important, which may have an impact on future negotiations as Detroit is no longer in bankruptcy or under state oversight.

Many of the survery and interview responses were closely aligned in several areas. The majority showed that officers do like their law enforcement job but do not like current conditions within Detroit. As law enforcement agencies throughout the country struggle to find/retain quality officers, this study showed that there are individuals that do enjoy police work but also must have basic employment needs (adequate pay/benefits) fulfilled to maintain an average lifestyle.

Financial decisions and outcomes from bankruptcy heavily impacted lives and contributed to other areas of law enforcement stress. The immediate financial impact significantly impacted a few study respondents. One officer discussed his personal struggle after his spouse was diagnosed with cancer. As a result of the diagnosis, his spouse was unable to work, making the family income completely dependent on the officer's paycheck. With two children, spouse battling this disease and attempting to maintain monthly living expenses as well as higher medical costs, this officer had no options other than to file personal bankruptcy. He was at risk of losing his home and vehicles and was behind on utility payments. The officer did not extravagantly or wastefully spend money, but after the wage/benefit losses, numerous medical bills

continuing to accumulate and regular monthly living expenses became overwhelming, he felt trapped with no resources or assistance.

The long-term retirement and healthcare impact from bankruptcy also impacted study respondents. One officer openly discussed his diagnosis with cancer and medical treatments. This officer had twenty-five years seniority with Detroit police. The past three years had been particularly difficult for him as he has been battling cancer. Following the bankruptcy and changes to healthcare plans, some of the necessary treatments were no longer convered by insurance plans and the officer was responsible for the entire cost. He also had planned to retire, but with the reality of leaving the department without continued healthcare coverage had effectively prevented his retirement plans and forced them to be indefinitely postponed. This officer further discussed his age, dedication to the city for many years and feelings of betrayal as he found himself working for the sole purpose of maintaining current medical insurance or risk allowing cancer to win his battle if he found himself uninsured and unable to continue treatments.

These types of impacts related to financial and healthcare issues stemming from bankruptcy rulings resounded throughout the survey and interview responses and have shown a true testament to the obstacles felt by the study participants. Public safety could be comparable to other community services that are necessary for growth but also have an average middle-class lifestyle. Law enforcement officers do not expect to become rich but should be paid/compensated enough to have an average/modest lifestyle. The financial strain expressed through result analysis would undoubtably span to cause an impact on the other identified duty related sources of stress.

Another area of closely aligned study responses was from organizational stress impacts. The highest impact found from the organizational stress survey results included lack of manpower, equipment and resources. The highest impact found from the organizational stress interview results included lack of executive support and appearance of executives not caring about the rank and file. Considering the majority of responses showed that officers are still satisified with their job, these combined results prove that if law enforcement officers are provided with the necessary reources to do the job and have visible support from leaders, the overall agency will increase successful measures. This does not mean that violations or mistakes would not occur, but could be minimized if officers are properly equipped.

Furthermore, additional efforts should be made in order to bridge the gap between the rank and file and executives. Agency wide involvement and communication methods should be improved. Rather than making impulsive policy changes based on reactive measures, discussions should take place to determine facts and circumstances of each incident. Such meetings could include discussions regarding what happened leading up to each incident, positive/negative actions during and after response, etc. Eecutives can also increase the number of dash camera and body camera reviews in order to gain valuable insight into the factors impacting decisions and perspectives from individual officers. Through collaborative meetings, decisions or changes can be made as a group where transparency and explanaitions for change would be more readily understood and accepted. This type of additional involvement through group efforts would assist in minimizing interagency conflict and reducing executive appearances of being detached from the realities of daily policing operations.

Complexity theory discussion and conclusions

Community relations, at times, appears to be an active pendulum swinging back and forth, depending on current events. It must be acknowledged that this study only included one part (Detroit police department) of the overall system which was the focus of this research project. The additional and equally important parts of the system were included but limited to describe the historical events and totality of circumstances and outcomes from bankruptcy. These other system parts played a role in the overall before, during and after bankruptcy process, influenced other areas and/or decisions and impacted the overall state of the city from downfall to current progress.

The results of this study may contribute to promoting community relations by allowing citizens an inside-out view of policing perspectives, challenges, family perspectives of law enforcement, etc. If any part in the system is excluded, that group may feel isolated or unheard, which will lead to counter-productive discussions and plans to improve the overall community. When the community being served, city leaders, and police officers work together and mutually respect positions of each other, progress can be made toward overall improvement in conditions that will benefit everyone.

Workplace wellness discussion and recommendations

Previous studies have shown that when basic human needs are reduced and/or eliminated the majority of people will have a difficult time overcoming these losses. The very nature of human behavior is explained through this idea of psychological success/failure model and showed the loss of a real or perceived need may prevent progress to obtaining additional needs, wants or desires (Georgakopoulos & Kelley, 2017). The same type of ideology has been applicable and beneficial within this study.

As a result of the bankruptcy, officers felt as though the City Employment Terms and final Plan of Adjustment had taken away some of the basic needs/expectations such as wages, healthcare, pension which has shown to negatively impact the workplace and personal lives. It is difficult to remain positive and successfully grow within the agency when the overall workplace is struggling.

As specifically highlighted in Detroit, the police department has struggled to deal with high turnover rates and attempts to replace officers after so may have continued to leave. The loss of experience and guidance to train new officers has also been a source of tension within the agency as supervisors have been faced with increased level of poor decision making by officers but not due to laziness or neglect of duty as much as from inexperience, lack of field training and uncertainty with appropriately handling active, hostile incidents.

Detroit's workplace wellness program is still new and has only existed for a few years. While the peer support program has been a much-needed addition to Detroit police, there are several other areas of assistance that officers may benefit from. This study allowed participants to voice their concerns through surveys and interviews which showed areas of concern that officers were experiencing. The results further offered insight into areas of workplace wellness that could be expanded or implemented. The serious issues expressed by some officers such as cancer, medical issues, personal bankruptcy/repossession has created more discontent within the agency. Some may want to retire but can't because of high healthcare costs or age/work experience which has made specific individuals less marketable/unable to find other employment.

This study provided data and information to identify specific workplace wellness areas that may be lacking within current programs and recommendations to allow increased involvement at all levels. Workplace wellness programs in Detroit should be expanded to include assistance with financial planning, retirement planning, supplemental healthcare upon retirement, etc. Additional resources could be added to expand assistance to officers struggling after a critical incident or family crisis. More officers or advisors could also receive additional training to recognize signs of stress and inadequate coping methods/resiliency. It is important to note that one program with rigid guidelines will not promote cohesiveness and may compromise healthy workplace wellness programs (Georgakopoulos & Kelley, 2017). In order to establish a thriving, successful program, leaders have to constantly monitor conditions and adapt to changing/shifting priorities within the group or system. Through implementing progressive expansions based on department and officer needs, Detroit could become a contemporary/modern agency providing guidance through direct assistance and/or indirect examples for other workplaces.

Case study contributions and recommendations

There were identifiable gaps in existing literature. Many previous studies have taken a psychology or criminal justice approach. There had not been many sources found that incorporated a conflict resolution position of analysis. The majority of previous studies had also utilized quantitative approaches. A mixed method approach offered additional insight into impacts of duty related stress and the Detroit Police Department. The specific factors within this topic were unique due to the fact that Detroit was the largest city to file bankruptcy. There were multiple complexities surrounding this case.

The full impact from the final bankruptcy ruling by Judge Rhodes may not be completely understood for several years, but the anticipated impact can be predicted.

This study will further help departments and officers deal with realistic stress, cause and impact, and will foster community relations when mutual understanding is achieved from all aspects. This conflict has damaged the fragile trust that existed within this community, but it is also important to note that policing in Detroit has been the source of controversy for decades. There will always be suspicion and allegations. Predictions can be made regarding the impact of this conflict relating to power, security, and economic issues. These factors are far too complex for rapid change to occur. No one knows the absolute impact it could have.

Additionally, given the current political climate and negative scrutiny law enforcement has faced on a national level, critical incident and organizational stressors may be increasing. This study has contributed to the field of conflict analysis and resolution through research methods that analyzed the conditions within the Detroit police department to determine if one or more sources of stress has impacted officers at a greater level or if there have been identifiable shifts in the intensity of stress based on the environment and/or societal shifts. While the bankruptcy had a significant financial impact on members, so has the apparent violence toward law enforcement, which has also increased in the past several years. Duty related deaths and law enforcement ambushes have increased in previous years across the nation. This included Detroit, which lost three officers, two from the Detroit Police Department and one from Wayne State University (Detroit campus) Police Department in the latter part of 2016. Within the

first few months of 2018, three Detroit officers suffered from non-fatal gunshot wounds and two officers were killed in the line of duty.

This study could be applied to or used as a guide/framework for other agencies facing similar problems. Agencies may include police departments or other workplaces unrelated to public safety. The main recommendation in this aspect is an appeal to executives, leaders, managers, etc. to ensure/promote the concept of including and considering experiences/perceptions from all affected parts of the system or conflict. Decision makers typically focus more on a fiscal or business mindset to resolve financial problems. Lower level employees will focus on the impact at their individual level. The human aspect/impact cannot be ignored or downplayed and, if it is not considered, the agency may be faced with similar problems as Detroit with high turnover rates and an aging population that may/may not be able to meet the needs of the agency and community. This same recommendation could be applied to other areas unrelated to financial problems or bankruptcy. This could be a basic framework for any agency facing a major incident and used to incorporate communication/collaboration among all actors involved in the current crisis/situation.

Future research contributions and recommendations

The results of this project were not necessarily meant to be predictive, but meant to offer an in-depth examination with the intention of providing a detailed understanding of the problem and promoting intervention techniques and policy recommendations. Future studies directly related to this conflict regarding bankruptcy in Detroit could be completed to analyze the perspectives/experiences from other parts of the system, i.e. elected officials, executives, community members. These studies could then be combined

to produce a complete dataset showing the differing opinions and perspectives from all involved levels within the system.

Not only was the ultimate goal to help Detroit police, but to also help other departments that may face future problems related to similar issues and to help the community at large understand complex issues within law enforcement. Additionally, if other municipalities face similar financial challenges and/or possible bankruptcy, they may review the previous conditions in Detroit, see how many officers left the department and possibly gain valuable insight regarding the impact felt by the police department. Contributions from this study may also help other departments work with law enforcement to find mutual solutions to regain financial stability rather than impose harsh cuts that could have a long-lasting impact on the city and police department.

This study could offer significant insight for conflict resolution experts and law enforcement agencies. If a police department is subject to ongoing conflict that is not acknowledged or resolved, officers may develop a variety of physical and psychological problems. Without a healthy, productive agency, a city will be left with ineffective methods to provide adequate public safety for the community. Based on the results, this research project identified areas where inclusion, communication, existing programs and training was lacking and offered recommendations of alternative conflict resolution methods for addressing future problems as they arise.

Conflicts of interest is apparent at each level of bureaucracy in any social institution. Emphasis should focus on institutions working together to solve collective problems and meet social goals where rationality at the individual level can work with rationality at the collective level. Irreconcilable tensions between desired interests and

realistic capabilities could manifest into conflict so severe that a rift between groups

becomes apparent. Most social outcomes are products of conflict among actors with

competing interests. Social institutions, conflict, and change occur when attempts are

made to constrain actions of others in a system where reality and politics rarely meet.

References

Baker, T. (2011). *Effective police leadership: moving beyond management 3rd Ed.*
Flushing: Looseleaf Law Productions Inc.

Baldas, T. & Schaefer, J. (2013). *Former Detroit mayor sentenced to 28 years in prison.*
Detroit Free Press. Published Oct. 10, 2013

Binelli, M. (2012). *Detroit City is the place to be: The afterlife of an American
metropolis*. New York: Metropolitan Books.

Brinkmann, S. & Kvale, S. (2015). *InterViews: Learning the craft of qualitative research
interviewing*. Thousand Oaks: Sage Publications.

Burke, R. (2016). *Stress in policing: sources, consequences and interventions*. Retrieved
from https://ebookcentral.proquest.com.

Byrne, D. & Callaghan, G. (2013). *Complexity theory and the social sciences*. Routledge.
http://www.myilibrary.com?ID=516534

Carlson (2012). *The screen for posttraumatic stress symptoms (SPTSS) measurement
instrument.*
Database for the Social Science. Retrieved from www.midss.ie

Creswell, J. (2013). *Qualitative inquiry and research design: Choosing among five
approaches 3rd Ed*. Thousand Oaks: Sage Publications.

Davey, M. and Walsh, M. (2013). *For Detroit, a crisis of bad decisions and crossed
fingers.* New York Times. Retrieved from - www.nytimes.com/.../for-detroit-a-
financial-crisis-was-long-coming.html

Delattre, E. (2011). *Character and cops: ethics in policing*. Retrieved from
https://ebookcentral.proquest.com

DeLord, R. & York, R. (2017). *Law enforcement, police unions, and the future: Educating police management and unions about the challenges ahead.* Charles C. Thomas Publisher.

Department of Treasury. (2013). *Report of Detroit financial review team.* State of Michigan. Retrieved from – www.michigan.gov/treasury

Falconer, D. (2011). *Deforce: America's past. America's future. Detroit's present.* Detroit Documentary Productions LLC.

Flick, U. (2018). *The SAGE handbook of qualitative data collection.* London: SAGE Publications Ltd.

Georgakopoulos, A. & Kelly, M, (2015). *Addressing workplace bullying with workplace bullying initiatives and programs: A case study utilizing facilitation methodologies.* CAHSS Faculty Presentations, Proceedings, Lectures, and Symposia. 552.

Henning, M. (2017). *Detroit Police Department manpower report.* Detroit Police Personnel.

Henning, M. (2017). *Detroit Police Department separations report 2014-2017.* Detroit Police Personnel.

Kates, A. (2010). *CopShock: Surviving posttraumatic stress disorder, 2nd Ed.* Tuscan: Holbrook Street Press.

Lamar B. & Oxedine, G. (2017). *Detroit Police Department's peer support team recruitment.* Teletype # 17-0601. Detroit Police Department. Communication Operations. Published: August 30, 2017.

Lee, R. (2012). *Social media and political engagement*. Pew Internet and American Life

Project. Pew Research Center. Retrieved from:

http://pewinternet.org/Reports/2012/Political-Engagement.aspx

Miller, T. (2012). *Ethics in qualitative research*. London: SAGE.

McCreary, D. R. & Thompson, M. M. (2013). *Organizational police stress questionnaire*

(PSQ-Org). Measurement Instrument Database for the Social Science. Retrieved

from www.midss.ie

McCreary, D. R. & Thompson, M. M. (2013). *Operational police stress questionnaire*

(PSQ-Op). Measurement Instrument Database for the Social Science. Retrieved

from www.midss.ie

Mitchell, C., & Dorian, E. (2017). *Police psychology and its growing impact on modern*

law enforcement. Hershey, PA: IGI Global. doi:10.4018/978-1-5225-0813-7

Nardi, P. (2014). *Doing survey research: A guide to quantitative methods, 3rd Ed*.

London: Paradigm Publishers.

Perez, D. and Barkhurst, M. (2012). *Paradoxes of leadership in police management*.

Clifton Park: Delmar Cengage Learning.

Rudofossi, D. M. (2012). *A street survival guide for public safety officers*. New York:

Routledge.

Rufo, R. (2015). *Police suicide*. Boca Raton: CRC Press.

Satchel, L. (2012). *City employment terms.* Detroit Police Department. Inter-departmental

communication. Published: July 27, 2012.

Silverii, PhD, L. (2014). *Cop culture*. Boca Raton: CRC Press.

State of Michigan. (2013). *Detroit's financial crisis*. Retrieved from –

    detroitcantwait.com

Sugrue, T., Stone, J., McGraw, B., Finkenbine, R., Dykes, D. & Boyle, K. (2017). *Detroit*

    1967: origins, impacts, legacies. Detroit: Wayne State University Press.

Terry, N. (2018). *Detroit in full control of self for 1st time in decades.* The Detroit News.

    Published: April 30, 2018. Retrieved from:

    https://www.detroitnews.com/story/news/local/detroit-city/2018/04/30/detroit-

    released-state-control/34408755/

Urdan, T. C. (2015). *Statistics in plain English, 3rd Ed*. Place of publication not

    identified: Routledge.

Violanti, J & Paton, D. (2006). *Who gets PTSD? Issues of posttraumatic stress*

    vulnerability.

Violanti, J., Slaven, J., Charles, L., Burchfiel, C., Andrew, M., & Homish, G.

    (2011). *Police and alcohol use: A descriptive analysis and associations with*

    stress outcomes. American Journal of Criminal Justice, 36, 344–356.

Williams, P. & Oxedine, G. (2015). *Detroit Police Department peer support program.*

    Teletype # 15-0322. Detroit Police Department. Communication Operations.

    Published: April 15, 2015.

Wolf-Branigin, M. (2013). *Introduction: The history and theory of complexity. In using*

    complexity theory for research and program evaluation Oxford University Press.

Yin, R. (2014). Case study research design and methods. 5th Ed. Thousand Oaks: Sage

    Publications.

Appendix A: Teletype 15-0322

detroit police **DETROIT POLICE DEPARTMENT**
Communications Operations

APRIL 15, 2015

ADMINISTRATIVE MESSAGES

TELETYPE #15- 0322
REFLASH ***REFLASH***REFLASH***REFLASH***

DETROIT POLICE DEPARTMENT PEER SUPPORT PROGRAM

The Detroit Police Department is committed to ensuring that members, who have experienced a critical incident (i.e. shooting, traumatic scene) which has had a profound effect physically and/or mentally, will receive the necessary support and medical care. To help achieve this goal, Police Medical is implementing a Post-Traumatic Stress Disorder program, which includes a **Peer Support Program (PSP)**. The PSP will consist of a team of officers (advisors) who have experienced critical incidents, faced challenges and overcame/recovered from those challenges, and who are interested in working with other members. The program will be designed to:

- Provide emotional support during and after times of crisis.
- Promote trust, allow appropriate anonymity, and preserve confidentiality for persons using Peer Support Advisors within the guidelines of the program.
- Check on status of illnesses and or injuries and provide support where desired and needed.
- Develop other advisors who can identify personal conflicts and provide guidance or referral to professional/alternate resources as required.
- Maintain an effective peer supporter training and response program
- Provide sensitivity training to other department members

We are seeking up to 35 members (of all ranks) to volunteer as part of the Peer Support Team. The selection process will identify members who have been involved in critical incidents, and require a successful interview with the Peer Support Advisory Committee.

If you are interested, you must have experienced a significant critical incident, (e.g. police-involved shootings), have a good attendance record, and have the desire to serve and support members needing assistance. The selected PSP team will be required to attend a five-day training session in **Basic Peer Support**. If you have the desire to give back to your fellow officers and are interested, please forward the following information to the Police Medical email address: policemedical@detroitmi.gov:

Rank, Name, Badge #, Assignment, Contact Number, Date of Incident(s), and a brief summary of the critical incident(s) you were involved in and why you want to become a member of the Peer Support Team.

Requests should be submitted no later than April 23, 2015.

Together, with support, we can encourage and assist our brothers and sisters in blue, who are facing these challenges. Together, we can make a difference. This will be a team effort!

PASTELLA B. WILLIAMS   **GAIL A. OXENDINE**

Lieutenant, Police Medical   Director, Human Resources Bureau

Appendix B: Teletype 17-0601

DETROIT POLICE DEPARTMENT

Communications Operations

AUGUST 30, 2017

ADMINISTRATIVE MESSAGES

TELETYPE # 17-0601 (RE-FLASH)

DETROIT POLICE DEPARTMENT'S PEER SUPPORT TEAM RECRUITMENT

The Detroit Police Department's Police Medical is committed to ensuring that its members, Who have experienced a critical incident (i.e. shooting, traumatic scene) that has had a profound effect on them physically and/or mentally, and have compromised their abilities to perform their public servant duties, will receive the necessary support and medical care that will enable them to return to a wellness state of mind and body.

Under the leadership of Chief James E. Craig, our goal is to strengthen the Department's Peer Support Program, which will consist of team of officers and civilians who have faced and overcome their challenges and are willing to work with members who are involved in critical incidents and are having a difficult time adjusting. The program will be designed to:

- Provide emotional support during and after times of personal or professional crisis.
- Support those who have had family tragedies.
- Promote trust, allow appropriate anonymity, and preserve confidentiality for persons using Peer Support Advisors within the guidelines of the program.
- Check on status of illnesses and or injuries and provide support where and needed.
- Develop advisors who can identify personal conflicts and provide guidance or referral to professional/alternate resources as required.

- Maintain an effective peer supporter training
and response program
- Educate the department on sensitivity training when
dealing with affected members

We are seeking up to 28 members to volunteer (sworn and civilians) with our current 22 member Peer Support Team. A selection process will identify members who have been involved in one or more critical incidents, and successfully pass an interview with the Peer Support Selection Team. Members who are selected to become part of the Peer Support Team, must be in a full duty status with the Department. The Peer Support Team application process is open to all department employees, including Command Staff, Supervisors, Officers and Civilians.

If you are interested and meet the above criteria, have a good attendance record, and are full duty, we encourage you to apply. Selected members will be required to attend a five- day training session in Basic Peer Support Training. Interested parties, please forward the following information to the Police Medical's email address: policemedical@detroitmi.gov:

1. **Rank/Title**
2. **Name**
3. **Badge # or Pension #**
4. **Assignment**
5. **Contact Number**
6. **Date of incident(s) and a brief summary of what occurred**
7. **Why you want to become a member of the Peer Support Team.**

Requests should be submitted no later than September 29, 2017.

Together, with support, we can encourage and assist our brothers and sisters in blue, who are facing challenges. Together, we can make a difference!

BRIDGET D. LAMAR   **GAIL A. OXENDINE**
Executive Manager, Police Medical   Director, Human Resources

Appendix C: City Employment Terms

CITY OF DETROIT
HUMAN RESOURCES DEPARTMENT
LABOR RELATIONS DIVISION

COLEMAN A. YOUNG
MUNICIPAL CENTER
2 WOODWARD AVENUE, SUITE 332
DETROIT, MICHIGAN 48226
PHONE 313•224•3860
FAX 313•224•0738
WWW.DETROITMI.GOV

INTER-DEPARTMENTAL COMMUNICATION

July 27, 2012

To: City of Detroit Employee

From: Lamont D. Satchel, Esq.
        Director of Labor Relations

RE: City Employment Terms

As you know, the City of Detroit has implemented employment terms ("City Employment Terms" or "CET") for employees in certain unions. Employees are encouraged to contact their respective unions for questions regarding the applicability of the City Employment Terms to them. We understand that there are a number of questions employees have regarding the actual implementation of various City Employment Terms as they affect wages, vacation, sick banks, healthcare and other areas of importance to employees. Below are a number of items covered by the City Employment Terms, accompanied by the City's approach to implementation.

It should be kept in mind that it is the City's intent to implement the economic and non-economic provision of the City Employment Terms in a reasonable manner so as to avoid or minimize personal and operational disruption.

Implementation of the item below for non-union employees will be communicated at a later date.

10% Wage Reduction and Cessation of Furlough – A 10% wage reduction will be reflected in employee's paychecks on August 24 or August 31, 2012, depending on the employee's pay cycle. Budgeted Required Furlough ("BRF") days will be discontinued and coincide with replacement by the 10% wage reduction. The last Budgeted Required Furlough day will be July 30, 2012. For employees who do not have BRF days the 10% wage reduction shall be effective July 17, 2012.

Merit and Step Increases – All merit and step increases have been eliminated effective July 17, 2012.

Shift Premium – Shift premiums will be $.25 for the afternoon shift and $.50 for the night shift, effective August 12, 2012.

Vacation Accrual Cap – Currently vacation hours are capped at 320 hours and accrual over this amount must be used before September 30, 2012. Going forward the cap on accrual of vacation hours will be reduced to 160 hours. However, this year employees will be allowed to carry over up to 320 hours on October 1, 2012. This cap will be implemented pursuant to the Human Resource Vacation Policy.

1

Elimination of Swing Holidays and Election Day as Holiday – Swing holidays received this July 1, 2012 will be honored. However, there will be no future receipt of swing holidays after July 1, 2012. Effective July 17, 2012, proration of swing holidays for new hires has ceased. Effective July 17, 2012, Election Days formerly treated as holidays will be considered work days.

Sick Time Banks – Award of Reserve and Seniority Sick Banks will be discontinued. No more accruals to these banks will be made after July 1, 2012, but they will be available for use. Current Sick Banks will be capped at 300 hours. Employees will be notified prior to the effective date of the cap.

Jury Duty – Supplemental jury duty pay will be eliminated. .However, employees will be allowed to use available paid leave time while off on jury duty. Employees will be notified prior to implementation of this change in the city's jury duty policy.

Private Car Mileage Reimbursement - Effective September 2012, City of Detroit employees who qualify for mileage reimbursement will no longer receive the $3.00/day reimbursement for use of their vehicle on city business. Such employees will, however, continue to receive actual mileage reimbursement. Also, supplemental accident payments are eliminated effective September 2012.

Health Care – The City has made changes to the plan design of its health care benefits including BCBSM PPO, Health Alliance Plan & Total Health Care. The City is eliminating BCBSM Traditional and Comprehensive Major Medical as plan options for all active employees subject to the CET. Open Enrollment is expected to occur October 1 – October 31, 2012 and the 80/20 employee healthcare contribution is expected to be implemented in October 2012.

Health Care Plan Changes

- Deductibles increase to $250 per person/$500 per family for all plans
- Coinsurance increase to 80/20 for all plans
- Coinsurance maximum increase to $1,500 per person/$3,000 per family
- Office Visit Copay increase to $25 per visit
- Urgent Care Copay increase to $25 per visit
- Emergency Room Copay increase to $100 per visit
- New Hospital Admission Copay of $100 per admission
- Prescription drug Copay increase to $10 generic/$35 preferred brand/$50 non-preferred brand.
- Mandatory generic
- Mandatory step therapy
- Mandatory prior authorization

- Mandatory mail order for maintenance medications
- Exclusion of lifestyle drugs except Weight Management, Smoking Cessation and Birth Control medications
- Self Funded prescription drug administration changed to new vendor. All fully insured prescription drugs will continue to be administered by the respective HMO provider i.e. HAP, BCN, THC.
- Medical, Dental and Vision employee premium cost sharing is changed to 80/20.

Death Benefit & Life Insurance – The City will continue to provide death benefits and life insurance as previously outlined in the most recently expired collective bargaining agreements. The life insurance benefits will be contained in city policy.

Retirement – The multiplier has been reduced to 1.5 and the escalator eliminated. The expected implementation date for these changes is November 2012.

Supplemental Unemployment Benefit – The City will no longer provide the supplemental unemployment benefit to employees who become eligible for the benefits after July 17, 2012. Employees currently receiving this benefit will receive their last payment on August 10 or August 17, 2012, depending on their pay cycle.

Overtime – All changes reflected in the overtime provision of the CET, including the reduction of overtime to 1 ½ and elimination of daily overtime will be implemented prior to the end of the calendar year for relevant employees. Advance notification of implementation will be provided. .

Unused Sick Leave on Retirement – Any sick leave accumulated after July 17, 2012 and remaining unused at retirement will not be paid out.

Holiday – The holiday premium rate is reduced from double time to 1 ½ . This change will be implemented November 1, 2012.

Funeral Leave – Effective August 1, 2012, employees may take up to two days off, with pay, for funeral leave for immediate family members. Up to an additional three (3) days may be taken and charged to an employee's sick leave bank.

Clothing & Uniform Allowance – Where applicable, clothing and uniform allowances will now be paid every two (2) years, instead of every year. Eligible employees will receive such allowance this fiscal year.

Tuition Refund – The Tuition Refund program is eliminated effective July 17, 2012. Employees taking eligible classes and receiving tuition refunds as of the effective date will receive refunds for that semester only.

Longevity – Effective October 1, 2012 there will be no annual longevity payment and no proration upon separation of employment.

125k Plan – The City will be implementing a 125K Flexible Spending Account Plan. Employees will receive prior notification of the implementation date and details regarding participation.

Out-of-Class Pay – Employees working out of classification will receive out-of-class payment after 30 consecutive days of working out of classification. This practice will become effective September 1, 2012.

Bonus Vacation Days – Bonus Vacation Days received this July 1, 2012 will be honored. However, there will be no future receipt of Bonus Vacation Days after July 1, 2012.

Sick Time Inclusion in Final Average Compensation – The inclusion of sick time in an employee's Final Average Compensation will be discontinued. The expected implementation date is November 15, 2012

The following rule will apply to DPLSA members for benefits under the OLD PFRS only

Fiscal Year	Age and Service
2015	Age 45 and 24 years
2016	Age 46 and 24 years
2017	Age 47 and 23 years
2018	Age 48 and 23 years
2019	Age 49 and 23 years
2020 and thereafter	Current 25 years of service

The follow seven year transition rule for benefits is under the new Hybrid Pension Plan but will run concurrent to the above plan if provisions are met.

Fiscal Year	Age and Service
2015	Age 43 and 20 years
2016	Age 43 and 20 years
2017	Age 44 and 21 years
2018	Age 45 and 22 years
2019	Age 46 and 23 years
2020	Age 47 and 24 years
2021 and there after	Age 50 and 25 years

Appendix D: Manpower Report

MANPOWER REPORT
December 31, 2017

RANK	Black Males	White Males	Hispanic Male	Native American Males	Asian Males	Black Females	White Females	Hispanic Females	Native American Females	Asian Female	TOTAL
EXECUTIVES	5	2				1					8
COMMANDERS	5	5				4		1			15
CAPTAINS	9	7	3			4	2				25
LIEUTENANTS	41	29	1			12	11				94
SERGEANTS	134	118	14	1	3	67	13	3	1		354
INVESTIGATORS	9	4				8	2				23
DETECTIVES	65	36	7			34	9				151
POLICE OFFICERS	686	572	69	1	14	289	112	19		4	1766
POLICE ASSISTANTS	24	4	3			25	2				58
TOTALS	978	777	97	2	17	444	151	23	1	4	2494

Percentages

	NUMBER	PERCENTAGE
MALE	1871	75.0%
FEMALE	623	25.0%
WHITE	928	37.2%
BLACK	1422	57.0%
*OTHER	144	5.8%

Prepared by Sgt. Mark Henning

Appendix E: Separations

DEPARTMENT SEPARATION SUMMARY REPORT FOR 2013*

SHADED AREAS ARE PENDING SEPARATIONS													
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
CHIEF						1	1						2
ASSISTANT CHIEF						1							1
DEPUTY CHIEF				1		1				1			3
COMMANDER						1				3			4
INSPECTOR							1			1			2
LIEUTENANT	2	1	1		3	2			1		1	1	12
SERGEANT	8	3	9	2	3	8			1	1			35
INVESTIGATOR	1	3	3	1		6	1	2					17
POLICE OFFICER	11	11	14	11	21	9	17	6	5	12	7	7	131
TOTAL	22	18	27	15	27	29	20	8	7	18	8	8	207

*Excludes leaves of absences

Prepared by Sgt. Mark Henning

DEPARTMENT SEPARATION SUMMARY REPORT FOR 2014*

SHADED AREAS ARE PENDING SEPARATIONS													
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
CHIEF													0
ASSISTANT CHIEF					1								1
DEPUTY CHIEF			1							1			2
COMMANDER						2							2
CAPTAIN							1						1
LIEUTENANT	2		1		1	2	1	2	1		2		12
SERGEANT	1	1	1	3		6	5		3	4	3	2	29
INVESTIGATOR				1	4			3					8
DETECTIVE													0
POLICE OFFICER	10	11	12	12	8	12	18	13	11	11	7	12	137
TOTAL	13	12	15	16	14	22	25	18	15	16	12	14	192

*Excludes leaves of absences

Prepared by Sgt. Mark Henning

DEPARTMENT SEPARATION SUMMARY REPORT FOR 2015

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
CHIEF													0
ASSISTANT CHIEF													0
DEPUTY CHIEF													0
COMMANDER													0
CAPTAIN					1								1
LIEUTENANT			1		1		1	1	1		1		6
SERGEANT	2	4	2		2		2	1	1	4	1		19
INVESTIGATOR													0
DETECTIVE	1			1	1			2	1		1	1	8
POLICE OFFICER	13	7	5	6	14	4	13	12	13	14	10	7	118
POLICE ASSISTANT					1	3	5	1	5	1	4		20
TOTAL	16	11	8	7	20	7	21	17	21	19	17	8	172

*Excludes leaves of absences

Prepared by Sgt. Mark Henning

DEPARTMENT SEPARATION SUMMARY REPORT FOR 2016

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
CHIEF													0
ASSISTANT CHIEF													0
DEPUTY CHIEF													0
COMMANDER													0
CAPTAIN				1						1			2
LIEUTENANT	1			1	1					1			4
SERGEANT	1	1	4	1	1	4			2	1		3	18
INVESTIGATOR		1		2									3
DETECTIVE			1		1	3	2		1				8
POLICE OFFICER	18	9	18	11	7	16	22	19	9	13	16	12	170
POLICE ASSISTANT	2	3			1			1					7
TOTAL	22	14	23	16	11	23	24	20	12	16	16	15	212

*Excludes leaves of absences

Prepared by Sgt. Mark Henning

DEPARTMENT SEPARATION SUMMARY REPORT FOR 2017

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
CHIEF													0
ASSISTANT CHIEF				1									1
DEPUTY CHIEF									1				1
COMMANDER													0
CAPTAIN													0
LIEUTENANT		1			1		1	1		1			5
SERGEANT	3		2	1	1		1	1	1	2		2	14
INVESTIGATOR			1								1		2
DETECTIVE	1			3	1	1				2		1	9
POLICE OFFICER	26	23	23	9	11	12	13	19	20	10	16	12	194
TOTAL	30	24	26	14	14	13	15	21	22	15	17	15	226

*Excludes leaves of absences

Prepared by Sgt. Mark Henning

Appendix F: Quantitative Survey Questions

Quantitative Survey Questions

Demographic Questions

1.   Age   _____

2.   Race   White
                Hispanic or Latino
                Black or African American
                Native American or American Indian
                Asian / Pacific Islander
                Other

3.   Gender   Male   Female

4.   Marital status   Single   Married   Divorced   Separated   Widowed

5.   Number of children   _____

6.   Year hired   _____

7.   Job assignment   Patrol   Investigations   Administration

                    Other (please specify) _____

8.   Shift hours   Platoon One   Platoon Two   Platoon Three   Platoon Four

9.   Rank   _____

Content-Based Questions

Overall, how satisfied are you with your job?   Dissatisfied   Satisfied   Very satisfied

After each item, please circle how these areas affected by the bankruptcy have impacted you, using a 5-point scale (see below) that ranges from "Minor impact" to "Significant impact":

Minor impact		Moderate		Significant impact
1	**2**	**3**	**4**	**5**

Wages   1 2 3 4 5

Healthcare

    Medical

        Deductibles   1 2 3 4 5

        Copay   1 2 3 4 5

        Prescription coverage   1 2 3 4 5

Dental   1 2 3 4 5

Vision   1 2 3 4 5

Pension   1 2 3 4 5

Shift premium   1 2 3 4 5

Life insurance   1 2 3 4 5

Holiday pay   1 2 3 4 5

Uniform allowance   1 2 3 4 5

Tuition reimbursement   1 2 3 4 5

Longevity   1 2 3 4 5

Using the same list, after each item, please circle how important these areas are for future contract negotiations, using a 5-point scale (see below) that ranges from "Not important" to "Very important":

Not important		Moderately important		Very important
1	**2**	**3**	**4**	**5**

Wages   1 2 3 4 5

Healthcare

    Medical

        Deductibles   1 2 3 4 5

        Copay   1 2 3 4 5

        Prescription coverage   1 2 3 4 5

Dental   1 2 3 4 5

Vision   1 2 3 4 5

Pension   1 2 3 4 5

Shift premium   1 2 3 4 5

Life insurance   1 2 3 4 5

Holiday pay   1 2 3 4 5

Uniform allowance   1 2 3 4 5

Tuition reimbursement   1 2 3 4 5

Longevity   1 2 3 4 5

After responding to a critical incident have you ever experienced any of the following:

Nightmares	Yes	No
Flashbacks	Yes	No
Trouble sleeping	Yes	No
Feelings of guilt	Yes	No
Avoiding thoughts, feelings, or conversations about it	Yes	No
Avoiding activities, places, or people that remind you of it	Yes	No
Irritability	Yes	No
Outbursts	Yes	No
Being on guard more than before	Yes	No
Exaggerated startle response	Yes	No
Losing interest in activities you once enjoyed	Yes	No

Feeling detached from other people   Yes   No

Carlson (2012). The screen for posttraumatic stress symptoms (SPTSS). Measurement instrument. Database for the Social Science. Retrieved from www.midss.ie

After each item, please circle how much stress it has caused you, using a 5-point scale (see below) that ranges from "No Stress at All" to "A Lot of Stress":

No Stress at All		Moderate Stress		A Lot of Stress
1	2	3	4	5

Shiftwork   1 2 3 4 5

Over-time demands   1 2 3 4 5

Risk of being injured on the job   1 2 3 4 5

Work related activities on days off (e.g. court, community events)   1 2 3 4 5

Traumatic events (e.g. MVA, domestics, death, injury)   1 2 3 4 5

Managing your social life outside of work   1 2 3 4 5

Not enough time available to spend with friends and family   1 2 3 4 5

Paperwork   1 2 3 4 5

Eating healthy at work   1 2 3 4 5

Finding time to stay in good physical condition   1 2 3 4 5

Fatigue (e.g. shift work, over-time)   1 2 3 4 5

Occupation-related health issues (e.g. back pain)   1 2 3 4 5

Lack of understanding from family and friends about your work   1 2 3 4 5

Making friends outside the job   1 2 3 4 5

Upholding a "higher image" in public   1 2 3 4 5

Negative comments from the public   1 2 3 4 5

Limitations to your social life (e.g. friends, where you socialize)   1 2 3 4 5

Feeling like you are always on the job   1 2 3 4 5

Friends / family feel the effects of the stigma associated with your job   1 2 3 4 5

Dealing with co-workers   1 2 3 4 5

The feeling that different rules apply to different people (favoritism)   1 2 3 4 5

Feeling like you always have to prove yourself to the department	1 2 3 4 5
Constant changes in policy	1 2 3 4 5
Manpower shortages	1 2 3 4 5
Lack of training on new equipment and/or policies	1 2 3 4 5
Dealing with supervisors	1 2 3 4 5
Inconsistent leadership style	1 2 3 4 5
Lack of resources	1 2 3 4 5
Co-workers look down on you if you are sick or injured	1 2 3 4 5
Supervisors over-emphasize the negatives (citizen complaints)	1 2 3 4 5
Internal investigations	1 2 3 4 5
Dealing with the court system	1 2 3 4 5
Inadequate equipment	1 2 3 4 5

McCreary, D. R. & Thompson, M. M. (2013). Organizational police stress questionnaire (PSQ-Org). Measurement Instrument Database for the Social Science. Retrieved from www.midss.ie

McCreary, D. R. & Thompson, M. M. (2013). The operational police stress questionnaire (PSQ-Org). Measurement Instrument Database for the Social Science. Retrieved from www.midss.ie

Appendix G: SPTSS Questionaire

SPTSS

IN THE BLANK SPACE BEFORE EACH QUESTION, PUT A NUMBER TO TELL HOW MUCH THAT THING HAS HAPPENED TO YOU DURING THE PAST TWO WEEKS. Use the scale below to decide which number to put in the blank space. Put "0" if you never had the experience during the past two weeks, and put "10" if it was always happening to you or happened every day during the past two weeks. If it happens sometimes, but not every day, put in one of the numbers between "0" and "10" to show how much.

0	1	2	3	4	5	6	7	8	9	10
(never)										(always)

____ 1. I don't feel like doing things that I used to like doing.

____ 2. I can't remember much about bad things that have happened to me.

____ 3. I feel cut off and isolated from other people.

____ 4. I try not to think about things that remind me of something bad that happened to me.

____ 5. I feel numb: I don't feel emotions as strongly as I used to.

____ 6. I have trouble concentrating on things or paying attention to something for a long time.

____ 7. I have a hard time thinking about the future and believing that I'm going to live to old age.

____ 8. I feel very irritable and lose my temper.

____ 9. I avoid doing things or being in situations that might remind me of something terrible that happened to me in the past.

____ 10. I am very aware of my surroundings and nervous about what's going on around me.

____ 11. I find myself remembering bad things that happened to me over and over, even when I don't want to think about them.

____ 12. I get startled or surprised very easily and "jump" when I hear a sudden sound.

____ 13. I have bad dreams about terrible things that happened to me.

____ 14. I get very upset when something reminds me of something bad that happened to me.

____ 15. I have trouble getting to sleep or staying asleep.

____ 16. When something reminds me of something bad that happened to me, I feel shaky, sweaty, nervous and my heart beats really fast.

____ 17. I suddenly feel like I am back in the past, in a bad situation that I was once in, and it's like it was happening it all over again.

Appendix H: Organizational Police Stress Questionaire

Organizational Police Stress Questionnaire

Below is a list of items that describe different aspects of being a police officer. After each item, please circle how much stress it has caused you over the past 6 months, using a 7-point scale (see below) that ranges from "No Stress At All" to "A Lot Of Stress":

No Stress At All			Moderate Stress			A Lot Of Stress
1	2	3	4	5	6	7

1. Dealing with co-workers — 1 2 3 4 5 6 7
2. The feeling that different rules apply to different people (e.g. favouritism) — 1 2 3 4 5 6 7
3. Feeling like you always have to prove yourself to the organization — 1 2 3 4 5 6 7
4. Excessive administrative duties — 1 2 3 4 5 6 7
5. Constant changes in policy / legislation — 1 2 3 4 5 6 7
6. Staff shortages — 1 2 3 4 5 6 7
7. Bureaucratic red tape — 1 2 3 4 5 6 7
8. Too much computer work — 1 2 3 4 5 6 7
9. Lack of training on new equipment — 1 2 3 4 5 6 7
10. Perceived pressure to volunteer free time — 1 2 3 4 5 6 7
11. Dealing with supervisors — 1 2 3 4 5 6 7
12. Inconsistent leadership style — 1 2 3 4 5 6 7
13. Lack of resources — 1 2 3 4 5 6 7
14. Unequal sharing of work responsibilities — 1 2 3 4 5 6 7
15. If you are sick or injured your co-workers seem to look down on you — 1 2 3 4 5 6 7
16. Leaders over-emphasise the negatives (e.g. supervisor evaluations, public complaints) — 1 2 3 4 5 6 7
17. Internal investigations — 1 2 3 4 5 6 7
18. Dealing the court system — 1 2 3 4 5 6 7
19. The need to be accountable for doing your job — 1 2 3 4 5 6 7
20. Inadequate equipment — 1 2 3 4 5 6 7

The Organizational Police Stress Questionnaire is provided free for non-commercial, educational, and research purpos

Appendix I: Operational Police Stress Questionaire

Operational Police Stress Questionnaire

Below is a list of items that describe different aspects of being a police officer. After each item, please circle how much stress it has caused you over the past 6 months, using a 7-point scale (see below) that ranges from "No Stress At All" to "A Lot Of Stress":

No Stress At All			Moderate Stress			A Lot Of Stress
1	2	3	4	5	6	7

1. Shift work   1 2 3 4 5 6 7
2. Working alone at night   1 2 3 4 5 6 7
3. Over-time demands   1 2 3 4 5 6 7
4. Risk of being injured on the job   1 2 3 4 5 6 7
5. Work related activities on days off (e.g. court, community events)   1 2 3 4 5 6 7
6. Traumatic events (e.g. MVA, domestics, death, injury)   1 2 3 4 5 6 7
7. Managing your social life outside of work   1 2 3 4 5 6 7
8. Not enough time available to spend with friends and family   1 2 3 4 5 6 7
9. Paperwork   1 2 3 4 5 6 7
10. Eating healthy at work   1 2 3 4 5 6 7
11. Finding time to stay in good physical condition   1 2 3 4 5 6 7
12. Fatigue (e.g. shift work, over-time)   1 2 3 4 5 6 7
13. Occupation-related health issues (e.g. back pain)   1 2 3 4 5 6 7
14. Lack of understanding from family and friends about your work   1 2 3 4 5 6 7
15. Making friends outside the job   1 2 3 4 5 6 7
16. Upholding a "higher image" in public   1 2 3 4 5 6 7
17. Negative comments from the public   1 2 3 4 5 6 7
18. Limitations to your social life (e.g. who your friends are, where you socialize) 1 2 3 4 5 6 7
19. Feeling like you are always on the job   1 2 3 4 5 6 7
20. Friends / family feel the effects of the stigma associated with your job 1 2 3 4 5 6 7

The Operational Police Stress Questionnaire is provided free for non-commercial, educational, and research purposes.

Appendix J: Qualitative Interview Questions

Qualitative Interview Questions

1. Why did you choose a career in law enforcement?

2. What do you like the most about your job?

3. What is the most troubling part of your job?

4. How did the bankruptcy affect your personal finances?

5. How did the bankruptcy affect your plans for retirement?

6. Did you ever consider or attempt to find other employment because of the bankruptcy, why and what type of employment did you consider?

7. In your opinion, what were the most significant losses from the bankruptcy and why were they so significant to you?

8. In your opinion, what areas do you feel are most important to improve during contract negotiations and why do you feel these are more important than others?

9. What was the most stressful/memorable traumatic incident that you have responded to?

10. Why do you think you remember this incident so clearly?

11. How does the department supervision/administration cause stress within the agency?

12. In your opinion do you feel that critical incident response or organizational factors cause more stress related problems and why do you feel this way?

13. How is your relationship with your family and friends?

14. How do you relax after a long shift at work or on your days off?

15. Do you spend more off-duty time with family, friends or officers and what activities do you participate in?

16. What types of methods do you use to help manage stress?

17. Do you believe these skills are helpful to relieve stress? Why or why not?

18. What are some ideas or suggestions that you could offer to make law enforcement less stressful for yourself and other officers?

Appendix K: Informed Consent Form

Informed Consent Form

Purpose of Research: This research is being conducted to evaluate the impact of the City Employment Terms (CET's) and bankruptcy resolution experienced by members of the Detroit Police Department. The bankruptcy related questions include how officers were affected, what areas were most difficult to manage after the benefit losses and what areas members feel are most important for their future and future contract negotiations. Additional research included in this study incorporates an examination of duty related stressors; critical incident response, organizational stress and family/personal stress as well as resiliency/coping methods employed to reduce/eliminate personal stress stemming from a law enforcement career. An evaluation of the data will help determine if members have been affected by any of these areas within the study, the impact these specific areas have had on officers and factors that can be improved in order to make positive changes for everyone involved.

Participants: Participants will include active members of the Detroit Police Department.

Activity: Individuals who agree to participate will be personally interviewed for approximately
60-90 minutes and will be asked a variety of questions regarding their personal experiences
related to the bankruptcy, duty related stress and coping methods/resiliency.

Location: Interviews will be conducted in a private location and scheduling will be completed in such a manner that adequate time periods will separate each interview. Participants will be unaware of the identities of other participants unless individuals discuss such information outside the interviewing location. It will be requested that study participants do not discuss their involvement
regarding the project however, the researcher is unable to guarantee that each participant will not discuss information upon leaving the interview site.

Data Collection Methods: The researcher will use an audio recorder and take written notes during each interview. This will be done to help with the analysis portion of the study and to ensure each area within the study is thoroughly examined. The final results are dependent upon accurate and valid analysis of data collected. In order to preserve confidentiality and adhere to required ethical data collection and retention standards, data collected during this project will be securely stored while in use and destroyed/erased once it is no longer needed.

Confidentiality: Confidentiality will be maintained to the best of the researcher's ability. Participant identities will remain concealed throughout the entirety of data collection, analysis and results presentation. Participants will be given pseudonyms, i.e. Officer A, Officer B, etc. in order to protect identities and maintain confidentiality standards. Exceptions to confidentiality agreements may occur in rare cases where the researcher is

legally obligated to report specific incidents such as abuse, suicide, or other disclosures of significant harm to oneself or others.

Risks: Participation in this research project may have unknown and/or unpredictable risks. Any
risk associated with participation would be minimal.

Benefits: There are no immediate or direct benefits for agreeing to participate in the interview
session. Participants will not be compensated for their time.

Right to Withdraw: Participation is strictly voluntary. Each participant has the right to withdraw from the study and/or discontinue the interview at any time without penalty. Information or data collected prior to withdrawal may still be used as part of the project findings
however, anonymity will remain in place to protect current or former participant identities.

Goals: The goal of this project is to examine the impact that the CET's and bankruptcy resolution has had on members of the Detroit Police Department, what areas have been more/less significant and what areas are more/less important for the future. The findings within the report will be available to city leaders and union officials to potentially assist in future contract negotiations. Additional goals include identifying areas of duty related stress and resiliency among officers that may help to expand or implement new ideas within the departments workplace wellness/peer support programs.

Contact information: If there are any questions/concerns regarding this research project, I can be reached by the following methods:
        Researcher name: Sarah Markel
        Phone # 734-740-7481
        Email address markels587@detroitmi.gov

I have read and understood the information provided about this research project. I have had the opportunity to ask questions. I understand that my participation is voluntary and that I am free to withdraw at any time, without a reason and without cost. I voluntarily agree to take part in this study.

Participant's signature _____ Date _____

Investigator's signature _____ Date _____

Appendix L: Officer A interview

Officer A

Officer A is a patrol officer with ten years' experience. He joined the police department in 2008 and made this decision because of his family upbringing and wanting to follow in his dads' footsteps. One of the things he likes most about his job is having the opportunity to work in the same neighborhood where he grew up, "I know the community and I'm very attached to that community". One of the most troubling parts of his job was described as not being able to help everybody because of the lack of necessary resources. When it comes to mental health runs there are limited things that officers can do other than take that person to the hospital/crisis center. Sometimes, those same individuals that are regularly the subject of police runs have escalating issues and they may end up hurting themselves, people in the neighborhood, or just random citizens.

The bankruptcy affected Officer A's personal finances after the 10% pay cut. Because he is married to another police officer, they experienced a 20% pay cut in their household income. The out-of-pocket medical insurance premiums also rose and less treatments were covered by the new medical plans. One of the hardest personal obstacles after the bankruptcy for Officer A was the combination of these losses. Officer A and his wife were trying to have a child and fertility treatments were not covered (most times these types of treatments are not covered by insurance). After several failed fertility treatments, a miscarriage, and associated medical complications, the bills (general household and medical) became too expensive. Officer A was forced to work as much available overtime as possible, many times that meant working 6 days with little time off.

A couple years later, Officer A and his wife were successful and welcomed a new baby into their family.

When Officer A was asked about how the bankruptcy affected his plans for retirement, he didn't have a clear understanding of what his pension would consist of once he reached the retirement age. He only had 4 years on the job when the bankruptcy was declared, and he did not know many details about the implemented hybrid pension.

The most significant losses from the bankruptcy for Officer A were the healthcare and the pension cuts. He described retirement age as when medical insurance is needed the most, "When you get old shit happens, you start breaking down like a car". He also said that the immediate losses were difficult but with budgeting and overtime they found a way to reduce those affects. As officers get closer to the retirement age, they are less able to supplement their income with overtime or a second job.

When asked about the most stressful/memorable traumatic incident that he has responded to, Officer A said there were two different incidents that stuck out to him. The first one was when he and his partner had been shot at. He had been shot at several times however, he said those were generally being at the wrong place at the wrong time and he wasn't the target. The incident that he was referring to here was when the suspect opened a door and fired shots in their direction. He said, in this case, he and his partners were definitely the targets. The second was an incident when he was trying to assist another officer. This officer was calling on the radio for help, he was "screaming for his life" Officer A had never felt the hairs on his neck or goosebumps on his arms stand up so much. Once he arrived, he and other officers realized the officer had lost control of the

situation and was not in any life-threatening danger. This was memorable because Officer A remembered the way he was screaming over the radio and thinking he was dying.

The first incident was memorable because it was life threatening to Officer A, and as he described, the closest he had been to death. The second incident, he described a feeling of hopelessness when seconds feel like minutes or longer and nothing can be done until you get there.

Officer A described the department supervision/administration as causing organizational stress because of "too many egos, too many personal feelings, too much left hand doesn't know what the right hand is doing and too many personal politics involved". He used to be part of a specialized unit that did surveillance, raids and patrol. They had to be ready to do any of those jobs very quickly and, rather than regular patrol vests, his unit utilized molly vests. Molly vests (tactical vests) hold more equipment and have hard plates in the carrier to do raids. The officers were told they were no longer allowed to use this style of protective equipment. In his opinion, he believed this decision was based on personal opinion and the executive not liking the aggressive appearance of these vests. Officer A stated that in his opinion, minor issues brought to light from department supervisors and policy changes created more stress within the agency than critical incident response.

Officer A said he would describe his relationship with family and friends as good but also admits that he doesn't generally separate work from home life. Because both adults in his home are officers they find themselves constantly talking about law enforcement related issues. He also said that they stay busy with their kids, sports

practices, homework, etc. He doesn't associate with many people outside of law enforcement because he works a lot.

After a long shift and on his days off, Officer A likes to spend time with his kids and go fishing. He believes he may be the worst fisherman in the world but still likes fishing because it's relaxing. He also said that when work becomes stressful he does more self-coping or ignoring because he is busy with his kids and, working the midnight shift, he tends to sleep a lot. Admittedly, trying to find time to sleep, spend time with family, and work a lot of hours is not a good, healthy balance but everything has to go on a schedule in order to get things accomplished.

Appendix M: Officer B interview

Officer B

Officer B is a patrol sergeant with 22 years of law enforcement experience. He initially chose a career in law enforcement because he wanted a full-time job. He was working a part time at the time of applying to Detroit police. Officer B said he likes his job, helping people and sharing his knowledge and experience with younger officers. He thinks the administration is sometimes out of touch with the day to day aspects of policing. In his opinion, one of the common issues and sources of conflict within the agency between patrol and administration is what considered use of force. He said the current administrative position regarding use of force criteria is anything other than normal handcuffing or escorting. This includes any type of resistance, minor or severe, that occurs during any direct police contact such as foot chases, fighting and the numerous tactical skills learned in the defense tactics classes in the police academy.

Officer B was asked about the impact bankruptcy had on his personal finances and he said it did not affect regular day-to-day finances, but it did affect his ability to retire. As a result of bankruptcy, Officer B will have to work longer or find another form of employment once he is eligible to retire for healthcare purposes. After working a few years longer than the 25-year requirement he estimated his pension would be almost where it should have been if he was to leave after 25 years. Officer B noted that, while many would agree that fifty is young to retire, police work is a younger person's profession. From a patrol aspect, it becomes difficult to keep up with a suspect that is half the age of the officer. This includes arresting, chasing, or fighting with someone that is much younger than the officer attempting to provide effective police protection.

Officer B elaborated on the pension and healthcare problems he is experiencing after the bankruptcy. Rather than retiring after 25 years of service, he has to work until age fifty, which is an extra three years of service prior to reaching retirement eligibility. He estimated his pension payments (old and new plans combined) will be less than $3,000 a month. If he had a $1,000 per month healthcare insurance policy, his remaining living expenses income would be under $2,000, which Officer B said would not cover his basic recurring monthly expenses.

He is currently in a position where he will have to decide within the next few years if he will stay with Detroit police or seek another job for healthcare purposes. At this point he has not attempted to find other employment.

Under the old pension system monthly payments were based on current pay at the time of retirement with a 2.5% multiplier. Officer B explained that sergeants retiring pre-bankruptcy received approximately $2,800 - $3,300 in 2012 or 2013. If he retires in 2022, he will receive partial pension payments from a pension fund that was frozen a decade prior to retirement. He believes that will be at least $1,000 per month difference. He further explained that base pay for a sergeant now currently $66,000. In 2020, after pay raises, it could be assumed that base pay will be $75,000. Instead of the multiplier based off of $75,000, Officer B's will be based off of the frozen pension account from 2014 and the current hybrid plan implemented after the bankruptcy.

Officer B described the most stressful/memorable traumatic incident that he has responded to as a police run that involved a mother who fatally stabbed her daughter with scissors and placed her in a kitchen closet. He said the run didn't sound believable but when he arrived he found the deceased female victim in the kitchen pantry folded in half.

The mother had attempted to clean the blood from the house. She was allegedly upset because her daughter had called Child Protective Services (CPS) on her. The mother was a drug addict and wasn't taking care of her children. The girl was fifteen years old when she was killed.

When asked about organization stress within the agency, Officer B said he did not feel like the administration caused stress, but he said executives do cause unnecessary work. He doesn't agree with a lot of things that he has to do but understand that it's his job and the executives are in charge of making these decisions. Therefore, he said organizational aspects are not necessarily stressful but, many times unnecessary yet required work ordered by the administration.

Officer B said he does believe organizational factors cause more stress related problems in the agency. He felt that critical incidents are now handled well. There was a time that if an officer was involved in a shooting, he/she would come back to work the very next day. He thinks the department has made several improvements in critical incidents involving police officers such as offering peer support and allowing officers time off after a critical incident if/when needed. From his perspective, more stress comes from the organizational structure and unrealistic expectations. For example, on his shift he is responsible for executing search warrants, following up on shootings and knowing up-to-date intel on robbery patterns, gang activity and gang data collection. The average senior officer on a patrol shift has four years' experience. There are rookies teaching rookies and problems arise when the officers do not know how to effectively respond to police situations or balance/prioritize various job responsibilities.

Officer B is the only person in his family in law enforcement. He said he is not as police oriented around friends that are not police officers than around friends that are officers. His friendship or bond with officers started at work and because of work, whereas the bond with his friends that are not officers started outside of police work. On his days off he tries to ignore work and find something else to focus on such as family and household jobs.

Officer B said he manages stress by talking to other people about what is bothering him, but the person/people he discusses it with depends on what the source of stress is. If he is stressed out about something at work, he will talk to someone affiliated with law enforcement who has an understanding of work responsibilities. If it is not work problem, he will talk to someone else that understands what he is going through.

Officer B knows that adding more officers is necessary to maintain a productive police department, but he also said there is a general disconnect among patrol officers. There are not many older officers on the shifts and younger officers are learning from themselves. There isn't anyone to teach and he feels that there should be more experienced officers on the street. These conditions are his motivating drive to help teach as many young officers as he can.

Finally, Officer B thinks that mutual progress could be made with department policies if administrators allowed more input from actual field personnel to help make a decision. He knows that decisions cannot be based strictly off of patrols perspective because there are other aspects such as liability that patrol likely will not consider. He thinks that, from an executive perspective, they only about liability and less about practicality.

Appendix N: Officer C interview

Officer C

Officer C is a patrol officer with 19 years of law enforcement experience. Being a police officer was something he always wanted to do. Society has rules that need to be enforced and he thought he could be a part of that. He said that a lot of things have changed over the years. He originally liked the status symbol of being on the job and the respect of the public. Now he says the scrutiny from the public and the low pay have made a career in law enforcement very challenging.

Officer C reported that, as a result of the city bankruptcy, his family had to file personal bankruptcy. The 10% pay cut and the raise in the insurance rates caused a financial strain and decimated his family income. The most troubling part of the financial losses from municipal bankruptcy for Officer C were described as, "I shouldn't have to live pay check to pay check for doing the job that we do. I don't think I live outside of my means either. I don't have a new car, it's not like I'm living extravagant."

The increased insurance rates were especially difficult to manage. Officer C's spouse had been receiving cancer treatments, and while at the end of the treatment plan, there were still many follow-up testing and procedures that were necessary to ensure the cancer remained in remission. Prior to bankruptcy officers contributed minimal amounts to healthcare coverage. In 2012, the employee contribution increased to $122 per check for a family and a $3,000 per year deductible. There were a lot of old medical bills and increased insurance costs that posed a significant financial burden on the family.

Officer C said his plans for retirement are in limbo. Dealing with the reality of lower pension payments and not having healthcare at retirement because of bankruptcy

has left him uncertain about a retirement date and unable to plan for the future after his career is over. The old pension system allowed officers to retire after 25 years of service with full benefits regardless of age. Under the guidelines of the new hybrid system, officers cannot retire and collect their pension until they reach 52 years old. While he feels he has too many years vested in Detroit to leave and has not looked for other employment, he has observed many younger officers leaving after a few years to go to other police departments that offer better pay and benefit packages.

According to Officer C, "I don't think anybody would ever leave Detroit if we were at the same pay and retirement comparable to other cities. It doesn't even have to be as high, but it has to be comparable or at least somewhat comparable." He believes the city leaders are aware of these issues but have failed to adequately address them, likely because of the financial cost it would require to bring the Detroit Police Department back to a competitive agency among other suburbs that can afford more.

When asked about critical incident response, Officer C remembered a specific incident when a man had been shot while he was driving a minivan. After the shooting, the van struck a tree and flipped upside down leaving the victim pinned inside. Officer C said the man was still alive and was talking for 15-20 minutes while they waited for additional help to get him out of the vehicle. The victim was begging for help and there was nothing they could do for him because his legs were stuck in the crushed van. Minutes before the fire department and EMS arrived, the victim stopped breathing and died. For Officer C, this incident has remained with him because he watched that individual die and there wasn't anything he could have done to help. He described it as a horrible feeling for him and the other officers present at the scene.

Officer C also said that organizational stress outweighs critical incident stress. When it came to organizational stress, Officer C said the most troubling part of the agency structure that he has experienced is preventing officers from moving around in the department to other positions and opportunities. Within Detroit police there are multiple different job assignments ranging from patrol, investigations, administration, and specialty jobs. In his experience, he has applied for several different jobs but feels that he has been unfairly passed over because of favoritism and nepotism. At seventeen years' experience, Officer C applied for three different positions; two of those job assignments were given to four-year rookies and one was given to a ten year officer. None of the officers that did get the new assignment had any specialized set of skills that would make him/her more qualified than Officer C and he was the most senior officer to apply. He said the lack of opportunities without befriending someone in an executive were few and far between which has created frustration and discontent for him.

When off duty and away from work, Officer C said he has the same friends that he has had for years and does not believe that a career in law enforcement has changed him outside of work. He enjoys spending time with family and friends and is very involved in his kid's extra-curricular activities such as sports and cub scouts. He feels that he has never been the type of person that will bring work home or let work related stress affect his personal life.

Officer C worked the midnight shift for many years and he would relax and/or manage stress primarily be sleeping or watching TV. He admitted that probably wasn't a very beneficial or positive way to handle stress but also said that he never talked to his family about work. He did not want to worry or burden his family with incidents from

work out of fear that may cause stress and worry for his spouse and children. Officer C is the only law enforcement officer in his family.

Officer C's suggestions to make law enforcement less stressful included ensuring officers had adequate time off in order to reenergize and destress. He feels that patrol likely has the most stress from exposure to incidents and responding while the situation is still fluid and chaotic.

He also thinks the financial hardships after bankruptcy need to be addressed and, if that happened, it could help to decrease additional stress bought on from financial instability. Stress from money problems tend to negatively impact officers both at work and off duty. "You're taking it both places and making it worse. I think money is a huge factor. It's just as important as destressing and taking a break from work. I think we should be compensated for the job that we do. I use the word compensation because I look at the other agencies right around us and the way they're compensated compared to the way we are, it's an injustice."

Appendix O: Officer D interview

Officer D

Officer D is a patrol sergeant with 22 years law enforcement experience. When he was 20 years old, he decided to join the police department. The best part of his job is that police work brings something different every day and he especially likes the patrol aspect. The most troubling/difficult part of his job is dealing with uncooperative citizens and citizen complaints. As a supervisor, one of his responsibilities is investigating complaints made against officers working on his shift.

For Officer D, the impact of the bankruptcy on his current lifestyle was minimal but still made tighter budgeting necessary. The 10% pay cut reduced his income by approximately $500 a month. He said one example of this is that he kept his current vehicle for 13 years instead of getting a new one. The bigger impact from the bankruptcy for Officer D is the losses that he will experience when he decides to retire. He estimated that his pension will be reduced by over $1,000 a month and annuity account by almost $100,000. He will also not have any retiree healthcare.

Officer D calculated his personal retirement plan losses. He planned to retire on his 25th anniversary and continue working for ten additional years in the deferred retirement option plan (DROP). Under the old pension system (25 years of service and 10 years DROP), his DROP account would have totaled around $500,000 as a fully vested sergeant or lieutenant. His pension was frozen during the bankruptcy at 17 years and 9 months which makes his a non-fully vested sergeant pension. He estimated his ending DROP account will be approximately $240,000 vs the $500,000 it would have been.

He further elaborated on his findings with the time/age requirements for retirement. He said he will still have to retire at the same time (after 25 years of service and 45 years old) because after meeting with a retirement advisor, he found that he would lose money by staying longer. If he waited until he met both requirements (25 years of service and 50 years old) for a full pension he would be employed by Detroit police for 30 years before starting the DROP plan. After 10 years in the DROP, he would be almost 61 years old. His advisor determined that this would reduce his drop account by approximately $10,000 less. Officer D considers this a guaranteed end date on his career.

NOTE: The described annuity, pension and DROP account losses were based on the fact that, following the final resolution in 2014, officers are no longer contributing to the old pension/annuity plan and the compounded interest earned in these accounts was eliminated. Accounts are earning 5.5% interest prior to that they were earning the compounded interest at 12%. The losses are not actual monetary losses but are from planned contributions into accounts that are no longer available.

The second significant loss after the bankruptcy for Officer D is the elimination of retiree healthcare. Officer D says he will now have to work until age 65 to get Medicaid or have to pay about $10,000 a year for decent healthcare coverage. As he described, after a legislative decision by former Michigan Governor Rick Snyder to impose taxes on retiree pensions and having to pay for healthcare, there will a significant financial strain to his monthly income when he does decide to retire. He will be 55 when he retires with 35 years of service to the Detroit Police Department (25 years of service and 10 years in the DROP) but is not eligible for Medicaid until 65 years old, leaving him with at least 10

years when he will need healthcare. Since there is a ten-year cap for members in the DROP, he will have to find another job with healthcare or pay for a private plan.

Officer D remains hopefully optimistic that he will see improvements to the hybrid pension system implemented after the bankruptcy after does not believe healthcare will be restored. The loss of retiree healthcare is a trend with departments across the country. He considers it a liability to municipalities and a legacy cost that would cost agencies millions to pay for retiree healthcare. One alternative suggestion he offered is to implement a VIVA plan where each employee contributes a predetermined amount into an account and the city matches it at an agreed upon percentage. This type of healthcare payment plan is a benefit that has to be negotiated.

When asked about a stressful/memorable traumatic incident that he has responded to, Officer D said he does not generally feel stress when responding to police runs but he is bothered by incidents involving sexual assaults of children. He used to work in the hospital district and frequently went to these types of incidents when they were reported to Children's Hospital. There was one police run that he remembered and admitted had made it hard to sleep. A 90-year-old woman had tried to shoot Officer D and he froze. "Her gun, I remember looking down the barrel of her gun and my supervisor pushed me out of the way because I managed to yell gun." He said he remembered looking at her finger when she was trying to pull the trigger, she just wasn't strong enough to pull the trigger. That happened several years ago and, at that time, everyone laughed it off and went to the bar after work, but that was the one incident that Officer D said caused him to lose sleep and that he clearly remembered.

When discussing department supervision/administration, Officer D overall, he believes the administration is pretty disconnected from the day to day operations within the precincts. He said he learned while studying for a promotional exam that, once you have been removed from the patrol aspect of operations for 3-4 years, leaders become disconnected to the realities of patrol operations.

Officer D feels that organization stress outweighs critical incident stress. Critical incidents are something that officers train for and learn throughout their career. The organizational stress is there every day and, even though it shifts with different leadership, it remains constant within agencies.

When off duty, Officer D said he thoroughly enjoys time off and does not let stress from work affect his time off. He spends time with family and likes to spend time boating and vacationing. He explained that his method of managing duty related stress is to decompress during his drive home. He will listen to music or talk radio to relax and destress on the way home so that when he is home does not think about work.

As a supervisor, Officer D said he has had opportunities in the past to help officers that work on his shift. He said he has had officers tell him they were feeling stress after a critical incident or organizational issue. In the past, he has recommended those officers get confidential help offered through the department medical section. He believed they needed somebody impartial that they could talk to in confidence. He recommends that programs be put in place and/or expanded upon, similar to the Peer support program, where officers can talk about duty or non-duty related stress without fear of repercussions.

Appendix P: Officer E interview

Officer E

Officer E was hired in 2008 and is currently assignment to a specialized unit. He was raised in Detroit and wanted to be a police officers since he was a child. His favorite part of police work is the excitement and described himself as an adrenaline junky. The most troubling part of his job is the apparent scrutiny from the public, department and prosecutor's office. He noted that he believes officers are being criminally charged more now than ever before and believes some of these cases come from public pressure and lack of support for law enforcement, "Everybody hates the police. It makes it harder."

Officer E said the bankruptcy didn't affect his personal finances. He contributes that to having grown up poor and said he is able to adjust and budget within his means without spending money on unnecessary or frivolous items. The bankruptcy did affect his plans for retirement after healthcare was eliminated. He knows that he has many years of service still ahead of him and has not figured out what his retirement benefits will be or starting planning for the future. Officer E said he has accepted the fact that he will "have to stay here until I die". With three children under the age of fourteen, he plans to work for at least twenty or more years and retirement plans are too far away for him to consider options/choices. Regarding retiree healthcare, Officer E did say that it is his belief that a normal officer lifespan after retirement is approximately 5-10 years. He feels that, after 30+ years of service and dedication to public safety, the city/agency should provide healthcare coverage for an officers remaining years.

Officer E remembered the most stressful incident he has been involved in was a shooting with a robbery suspect. Prior to going to work that day, he had a conversation

with his daughter. They had been watching a reality police TV show where a police shooting had been part of that episode. Part way through his shift, he was involved in a shootout in the middle of the street with an armed robbery suspect. At one point Officer E thought his partner was shot. At that time, Officer E had 2 children and he was the primary parent in his daughters lives with full-custody for both. He has replayed that incident over in his head many times and thinks about how close he came to not going home to his daughters.

Officer E's first response when asked about organizational stress within the agency was laughter. He explained that his view of the executives are those positions are primarily obtained by individuals that have no real policing experience. He believes that many, not all, had spent many years working in administrative assignments rather than street assignments. The promotional process includes a written exam and oral board interview. The scoring for each section is weighed differently and extra points are given with members that have college degrees and/or military experience. He would like to see the promotional process change to include experience and a merit-based scale rather than heavily decided by written exams and education. While he was not opposed to education being a partial factor, he also feels that many officers spend time working and supporting their families that they do not have time or drive to seek higher education degrees. He does not believe that a good leader can be defined by test taking skills and respectful leadership is earned through real life policing experience, leading by example, and dedication to law enforcement.

Another source of stress that Officer E talked about was the younger generation of officers now joining the police department. He believes that those categorized as

millennial officers come onto the job already thinking they know how to do police work, have a sense of entitlement to be able to enjoy certain benefits that senior officers had to work for, and do not want to learn the realities of policing from older officers. He said many of them have no street experience and have a false sense of security through carrying a taser and gun. They do not know how to control an unruly crown or hostile situation and many times, their tactics are ineffective, sometimes escalating a situation rather than calming it. This source of frustration experienced by Officer E is present at many different commands throughout the department.

Officer E said when he is off duty, he spends the majority of time with family, but also said he works long hours and a lot of overtime, so time off is minimal. He admitted that early in his career he turned to drinking as a way to relieve stress. He was a heavy drinker and regularly spend his nights drinking with other officers. As he gets older, he now uses his time with his kids and his dog as a way to relax and destress from work. He has cut back on the amount of drinking he does and would like to establish a regular exercise routine to improve healthy habits.

Officer E's personal/family life has been stressful, but he also said it helps him keep a level head. He said unfortunately he does have family members that sell drugs and have been involved in criminal activity. They are still his family and he still loves them but, he has made the difficult decision to limit the time he associates with them. He also said that they help keep him grounded with real life situations, real life awareness, street knowledge, and not believing he is above or better than anyone else. One important life lesson Officer E has maintained is having respect for people regardless of their societal

status. Treating people with respect regardless of what side of the law he/she is on is a basic principle that everyone should follow.

Officer E's final thoughts included a desire for overall improvement within the agency, but with a couple main suggestions to achieve that; better pay and pro-active support from the executive staff. "A lot of us want to help the citizens. We prefer to take the criminals off the streets but when you take away our drive to want to do that, you have lost this department and you're letting the criminals take over the City of Detroit."

Appendix Q: Officer F interview

Officer F

Officer F is a 20-year veteran and is currently assigned to an investigative assignment. He chose a career in law enforcement because it offered him an opportunity to support his family and serve the community at the same time. He said it also offered a great benefit and retirement so he wouldn't have to search for healthcare for his wife or family. In the beginning what he liked most about his job was that he considered it be getting paid to be an athlete and a superhero. Now what he enjoys about the job is the fact that he is able to give back what he has learned over 20 years in law enforcement. As a young man, he was headed down the wrong path and several people told him he was making a mistake. He now has the opportunity to change the lives of others in the same way that was done for him may years ago.

Officer F said the bankruptcy affected his finances by taking away securities that were guaranteed when he retired. Instead of retiring, collecting a pension, and having healthcare, his pension was frozen with 16 years vested with the department. More importantly, was the loss of having healthcare at retirement. He believes the outlook is poor and is anticipating the need for a full-fledged second career rather than being able to "enjoy life after serving the community and being battered by society for 20 years".

According to Officer F, this is the result of the bankruptcy. "It created a circumstance where instead of the first career being law enforcement, creating a launchpad into retirement where I get to relax, I won't get to relax, I will work until I die. That is the result of what has happened with the bankruptcy or the circumstances that it has created." His disappointment was apparent as he described the feelings of betrayal

and broken promises from Detroit leaders. With lower pension payments, no healthcare coverage and the constant inflation of medical costs, enjoying a comfortable retirement will not be feasible without a second source of income. Officer F explained that, as veteran officers, we are not the same people leaving that we were coming in but even though many know those things would happen, they were still ok. "We agreed to pay that price because we knew that we would be rewarded and taken care of in the end and that dream that was sold to us was bullshit."

In his opinion, he believes that law enforcement and military personnel should have a pension and lifetime medical insurance upon retirement for the prices they pay in the line of duty. He would like to see this become a federally mandated benefit. He has been an advocate for law enforcement and military benefits but said the hardest part of achieving change is getting people to band together and effectively fight for these deserved benefits. Another point made by Officer F was that the cost of living allowance was removed before he joined the police department. If Detroit police still had the cost of living allowance, it would be one of the highest paid departments in the state. That is no longer the case. Although pay raises have come, with inflation factored in, officers are making less money year by year.

The most stressful incident that Officer F talked about was responding to a location where a large, hostile crowd had formed at an apartment complex. When he arrived with his partner, they began investigating the crowd and talking to at least three citizens. As he attempted to arrest one of the subjects under investigation, a fight started with Officer F and bystanders attempting to prevent the arrest. One of the men fighting with Officer F grabbed his gun while another grabbed his vest. They continued fighting

and he watched his gun fly into the air. As Officer F was trying to retrieve his weapon, he saw another woman from the crowd attempt to grab his gun, which was on the ground. His partner also saw what had happened. The woman saw Officer F coming toward her and she ran away. He was able to regain control of his weapon and get the crowd under control. Additional officers were also arriving to their location to assist. Officer F described that incident as the most horrible five minutes of his life and the most pivotal point in his career. He began to speak in prisons, work more in the community, and create a children's creative writing and photography program. All of those things were to give back and help make society better.

For Officer F, the department administration causes stress within the agency with their promotional practices. He talked about the promotional exam for detectives in 2013 and the structure of the test. Instead of being a standardized exam with multiple choice answers A – D it was a hand-written exam with the test takers name at the top. He discusses past promotional exams where cheating and/or bias has come into question and believed that test was also very bias. The test was a scenario-based exam with questions and written answers. Selected department personnel/supervisors were chosen to evaluate this exam and rank the candidates based on their answers. All of the evaluating supervisors were current members of the police department with assignments within investigative units and had long standing working relationships with many of the candidates. This caused some members to believe that the final list of qualified detective candidates was partially based on who people knew rather than solely on the quality of their responses to the questions.

He further said he has received the most stress on this job from supervision that did not understand the job. For instance, there are specialized units within each precinct that are tasked with knowing the neighborhoods they patrol, gathering information and responding to the higher priority calls. Officer F feels that when a problem arises, these officers are the first they go to but, when that problem no longer exists, these officers become are the first ones they disrespect. "That is extremely stressful, extremely, but nobody listens to that, nobody cares what we think."

When asked about his relationship with family and friends, Officer F said this area has been stressful since he moved his family to a community with a very active and well-groomed public education system. He did not realize at the time of the move how much racism he and his family would be subjected to in this area. He works in a demanding unit that requires long hours, but he was forced to cut back on some of the overtime when one of his children came home from school and told his parents that he had been called a derogatory name on the school bus. This caused Officer F to become more active in his community and school district by speaking to community leaders and advocating for his children as well as other children in the same school district that had been subjected to racial discrimination.

Officer F said that the combination of stress from work and home has been difficult, but he does try to manage stress by reading, writing and spending as much time as he can with his family. He also continues to be a community advocate both in his working and personal communities.

One of the important suggestions offered by Officer F to reduce stress within law enforcement starts at the basic police academy level. He believes that teaching new

recruits to have an outlet to relieve the pressures that will build up over time is critical in the long-term stress management and retention of younger officers. Instructors need to instill the importance of positive stress management that does not include heavy drinking or other poor choices that have been proven to make stress worse. The second recommendation that he feels is of utmost importance is to use a merit-based system that places more emphasis on merit or experience rather than on education. According to Officer F, scholastic achievement is not a great measurement tool because he could pay someone to write a paper but, he cannot pay someone to respond to a scene, take control of a hostile crowd, talk to citizens and achieve results through community policing. There is no substitute for merit-based skills and real-life experience.

Appendix R: Officer G interview

Officer G

Officer G is a detective with 25 years' experience in law enforcement. He fell into a career in law enforcement by accident. He graduated from college and there were no jobs available, so he applied for the police department and was hired. The most rewarding part of the job for him is bringing justice to families and the most troubling part he said is seeing officers risk their lives for their city and the administration not seeming to care. Officers are considered just another person out there getting statistics for leaders.

Initially, when the bankruptcy happened Officer G was on patrol and the 10% cut was devastating. He said 10% doesn't sound like a lot but it was a monetary loss that forced him to work overtime and go to court to make ends meet. His car was repossessed because he could no longer afford the monthly payment. He struggled to put food on the table and pay other monthly bills at home. After his car was repossessed, he bought a used car in order to avoid a car payment and high insurance rates.

His plans for retirement have been put on hold indefinitely. He said he would like to retire but can't because he won't have medical benefits as a retiree. He compared his monthly retiree pension payments as "like being on welfare". With the low pension and no insurance Officer G said he feels stuck and must continue working. He has been actively searching for employment in Michigan and out of Michigan, but the most important thing he is looking for is a job with medical benefits. He does not want to continue working in law enforcement.

He also said he feels cheated because the long-term goal for most working people is to have a retirement plan that is stable and secure for when the time comes that you can

no longer work. He believes Detroit leaders contradicted themselves as a result of the bankruptcy. Officers are no longer going to get the same benefits that were promised and that they should have; that other companies still have when their employees retire.

Officer G described the most memorable incident that he could clearly remember as a homicide case where the suspect killed his wife. They had two small children, a nine-year-old girl and a one-year old boy, that have been missing since the homicide. The bodies of the two children have never been found and, although they are presumed dead, this case remains open and the whereabouts of the children are unknown. He said this case in particular has stayed with him for so long because of the innocent children that were involved and the fact that no one knowns what actually happened to them or where they are so many years later.

When asked about the department supervision/administration causing stress within the agency, Officer G laughed and commented that was a good question. The direct supervision, he said, push a lot of work on the officers they supervise instead of assisting with the heavy workload when it gets busy. Once members get into management positions, they become detached from the rank/file. He said it sometimes seems like they forgot where they came from and the department leadership resembles more of a dictatorship rather than a democracy within the management portion. He believes organizational stress creates more conflict among the agency than critical incident response because leaders are constantly bickering with each other and there is never one set of rules, it changes daily and that's not a stable atmosphere for employees.

Officer G said he has learned over several years to detach himself from the job when he is off duty. He said it is a true statement, that officers are the police 24/7 because

they are always in protection mode, whether it be protecting themselves or their families.

For him, the part that affects is family life is the fact that he works a lot and, at times, has

felt detached from his family. He described always being on call and waiting for that next

scene as the most stressful part for a family because no one can make it to every function

and do this job.

Officer G said he earned to detach himself from law enforcement when off duty

and spends his time strictly with family. As a young officer he turned to alcohol and used

to be a heavy drinker. Now, he attends church, listens to music, plays musical instruments

and anything other than police work to relax and destress. He does not want to spend time

with other officers or doing anything police related because that interferes with the family

time that he does have. He said what he wants most is to just want to be a regular guy.

When asked about his ideas or suggestions that could make law enforcement less

stressful Officer G said the department could pay officers what they're worth while

they're working. He also suggested mandatory mental health evaluations and/or

counseling to help officers of all levels of experience and job assignments learn how to

effectively handle stress from this type of career. Finally, he said he believes that morale

would be better if supervisors would stop dictating and become more actively involved

with their units and officers working for them.

Appendix S: Officer H interview

Officer H

Officer H said he had always wanted to be a police officer and wanted to protect and serve the community. He looks at criminals like they are bullies and the best part of his job is putting bullies away. The worst part of his job is politics and narcissistic behavior among the command structure once they start rising above. He said he has observed and experienced over the years some officers that won't take responsibility for what they do. When they become executives, those same officers won't take responsibility. They will make leadership decisions and then, if that decision is a mistake, they won't stand behind it. They won't be leaders.

When it came to the impact of the bankruptcy, Officer H said it specifically added stress to his medical costs. The new insurance plans implemented after bankruptcy included higher premiums and deductibles and some prescription medications that are no longer covered. Officer H is currently receiving treatments for cancer and he found that some cancer treatments were not covered anymore with the new plans. Due to the stress stemming from his medical expenses, he said it also affected him mentally too in terms of stability within the department, stability in the community, personal property, and many other emotional aspects of the losses after bankruptcy.

Officer H talked about the damage and stress this caused to his family as well as to him personally. He felt that a lot of families, including his own, suffered during this time as quality time became limited because officers had to work more overtime in order to make up for the wage and insurance losses. He thought those losses were hard to gauge but it took an emotional toll on officer's overall wellbeing.

The bankruptcy also stopped his plans for retirement. It eliminated his medical coverage and it took a large percentage from his pension. With the rising costs of cancer treatments, he is unable to leave and still afford to receive necessary treatments while he battles cancer. At the end of an officer's career when they are supposed to relax and enjoy retirement, Detroit police officers are not able to do this. Some health problems are part of life and cannot necessarily be prevented but other conditions are a direct result of this career. After giving many years to Detroit and finally being able to retire, instead of getting the retirement that has been earned, Detroit gives their officers an extra bill (health insurance).

Officer H said one of the most significant overall losses was that we lost our dignity and it didn't feel like he was working for a police department that was thriving or a police department that was managed properly. We (Detroit police) looked like a watered-down version of a police department or law enforcement agency as opposed to what it should be looking like, a viable police department.

With 23 years seniority with Detroit police, Officer H has experienced numerous critical incidents but the one that was most traumatic for him was when he was involved in a shooting and then charged with murder. He responded to a police run for a group of men armed with weapons. As he and his partner investigated a few people, Officer H heard his partner yell "gun", heard a gunshot and saw his partner fall to the ground. Believing his partner had just been shot, Officer H fired his weapon and fatally wounded the suspect that he believed had shot at his partner. He later found out that his partner had tripped and fell which caused his partner to fire the shot that was heard. The suspect that Officer H had fatally shot was unarmed. Officer H was suspended for fourteen months,

charged with murder, went to trial and was eventually found not guilty of all charges. When he returned to work, he said he was bitter about the way his case had been handled but over time, he was able to put those memories behind him and go back to doing the job that he loved.

When it came to organizational stress within the agency, Officer H said he thinks cronyism creates stress. He said he has benefitted from cronyism in the past and understands both sides but he also knows that it hurts morale and functionality when people are placed in positions because of who they know over what they know. Experience is invaluable and good leadership relies on experience and knowledge of the job that those supervisors are in charge of. He also said that organizational issues cause more problems in the department. There are constant changes that occur and there are times when officers don't know who their supervisors are because of the constant changes and shifting of executive personnel. The inconsistency is present enough where officers can't develop properly.

Officer H said he thinks the older you get and the more life experience that is gained, helps to separate police life vs personal life more, but most officers are still always a cop 99% of the time. For example, he can't go to the movies without a contingency plan just in case somebody walks in there with trench coat on. He admitted to being hypervigilant when he is in a public setting. When he does have time off and is able to relax, he does a lot of writing. He considers writing to be a form of therapy that allows his an escape from the realities of life, including cancer. When he was younger, he would exercise much more, but as he gets older, he writes a lot and watches television.

When he is off duty, Officer H said he spends a lot of time with officers. He doesn't have a lot of outside friends that he trusts in his personal environment or in his personal space. He believes the job that has molded him over the years. It's learned behavior. He said he also thinks it may be a little bit of laziness too, to socialize with a lot of people will take a person out of their comfort zone. He already knows who he can trust, and he chooses to stay close to them.

Officer H said his suggestion to help reduce the stress within law enforcement would be to pay officers what they are worth, give them decent healthcare, give them a decent retirement and they will have a better quality of life. Give them time to spend with their family, to grow with their family.