RESOLUTION R- 4460

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND APPROVING THE KIRKLAND POLICE DEPARTMENT 2003-2008 STRATEGIC PLAN.

WHEREAS, in accordance with the Washington Association of Sheriffs and Police Chiefs accreditation standards, the Kirkland Police Department completed a strategic planning exercise; and

WHEREAS, the strategic planning process started in March of 2003 and was concluded in June of 2003; and

WHEREAS, the planning process included gathering input from four stakeholder groups: a Community Group, the City Council Public Safety Committee, an Internal Employee Group and a Police Management Group; and

WHEREAS, the strategic planning process also included an internal survey of Police Department employees designed to measure the strengths and weaknesses of the organization when compared to the previous survey of 2000; and

WHEREAS, since its completion, the Kirkland Police Department 2003-2008 Strategic Plan has been an asset to the Police Management Team to use as a guide for planning and decision-making within the Police Department; and
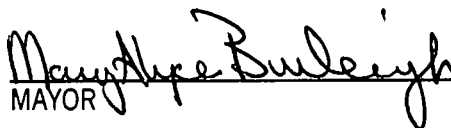
WHEREAS, the City Council reviewed the Kirkland Police Department 2003-2008 Strategic Plan at its Study Session on September 21, 2004;

NOW, THEREFORE, be it resolved by the City Council of the City of Kirkland as follows:

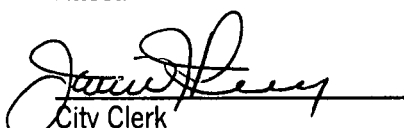Section 1. The Kirkland City Council hereby approves the Kirkland Police Department 2003-2008 Strategic Plan on file with the City Clerk and by this reference incorporated herein.

Passed by majority vote of the Kirkland City Council in open meeting this _5th_ day of __October__, 2004.

Signed in authentication thereof this _5th_ day of _October_, 2004.

MAYOR

Attest:

City Clerk

Reso\KPD Strategic plan

Kirkland Police Department 2003-2008 Strategic Plan

Created June – 2003
With Special Thanks to the Members of our Community, the Elected and Appointed Officials and the many Department Members who shared their time and ideas.

Amended January 15, 2004

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Appendix:

- ◆ Workload & Population Trends
- ◆ 5 Year Plan "GANTT" Chart (11x17 foldout)
- ◆ Agency Survey Results
  - • Community Group Survey results

2003-2008 Strategic Planning.

Process Overview:

The Kirkland Police Department (KPD) initiated a strategic planning process in early 2003, with the first actual activity being a briefing for all interested members of the department on March 19, 2003. The intent of the project was to create a 5-year strategic plan for the agency utilizing input from the community, elected and appointed officials and a broad representation of the agency through actual planning days and a detailed employee survey

An outside facilitator (JMF & Associates) was hired to facilitate a series of meetings, create and conduct the survey, and create appropriate reports. The internal employee survey was to be comparable to a survey conducted in 1999.

A series of "input" meetings:

1. Community Group Input (April 9, 2003): The initial briefing was followed by a day-long session with 15 representatives of various parts of the community who were to express their perceived values and expectations of the department. They represented business, schools, teens and seniors, churches and various neighborhoods.

This group was also surveyed for their priorities of current KPD services. The results of their input can be seen in the survey document in the appendix of this report. *(Their input can be seen on pages 14-17 in the General Report area of this document.)*

2. Public Safety Committee Input (May 8, 2003): The community group meeting was followed by an evening session with the Kirkland Public Safety Committee, composed of three council members, the City Manager, the Police Chief and the City's Finance Officer. *(Their input can be seen on pages 12-13 in the General Report area of this document.)*

3. Internal KPD Input (May 14, 2003): Next was an all day session with members of the KPD, representing all the various segments of the department, including civilian and commissioned members. *(Their input can be seen on pages 8-11 in the General Report area of this document.)*

4. The KPD Executive Staff (June 10-11, 2003): The final group, the Executive staff met for a day and a half, reviewing all the input from the prior groups and the results of an internal employee survey, from which they developed a series of goals and objectives seen at the end of this Overview. *(Their input can be seen on pages 6-7 in the General Report area of this document.)*

An Internal Employee Survey:

A significant part of the input process was a survey of the KPD employees. 86 employees responded to the survey and all but two were complete and included in the survey findings.

The results of the survey were compared to a survey done in 1999 and it is significant to note that there was a significant increase in positive perceptions of the employees toward their department.

The survey reviewed the prioritization of the current tasks performed by the department, employee satisfaction with their job, their environment and their command and supervisors. *(The total survey results and analysis are in the appendix at the rear of this report.)*

General Discussion:

All of the active sessions, Community, Public Safety Committee, Internal and Executive Planning group utilized facilitated prioritization and small group discussions to develop the end products from their individual sessions.

The small groups shared and discussed with the larger groups the product of their exercises and discussions in order to complete the final input product from each group. The small group sharing process was to ensure that broad conversation and explanation occurred throughout the process.

Each succeeding input group reviewed the input of the prior group(s) as a part of their initial planning process. The Internal and Final Planning Groups also had the advantage of the completed survey findings to utilize in their sessions.

Major Issues from the Groups:

All four sessions recognized funding and staffing as central issues that must be contended with in the future, they identified similar values and expectations and the strong sense of community and a uniqueness that is Kirkland's.

During the final planning session, the Executive Staff reviewed all the input from the three prior groups, the survey results and finalized a "VISION" statement, a "MISSION" statement and a set of departmental "VALUES" as the cores of the Strategic plan.

Funding Limitations: It should be noted that a significant portion of the strategic planning is dependent on continued or expanded funding of the KPD's programs. Though each strategy is valuable and needed from the many perspectives who those contributed their input for the plan, many of the strategies cannot be implemented without additional funding.

Continuing Review: The Executive Staff in their pursuit of the "vision", "mission" and "plan", shall conduct a formal semi-annual review of the entire plan. The reviews shall be conducted prior to the end of, and at or near the mid-point of each calendar year. The Executive Staff will review and discuss the status of all strategies, their continued feasibility and what course corrections may needed to ensure continued progress. They may also make decisions to establish new strategies and/or eliminate strategies that are deemed no longer viable or necessary

The "Vision" and "Mission" statements were actually developed by the KPD's Internal group in their session and ratified by the Executive Staff.

The Kirkland Police Department's "VISION" Statement is

> *" Community Commitment through Professional Service."*

The Kirkland Police Department "MISSION" Statement is:

> *"Our mission is to provide quality law enforcement, with fair and respectful treatment of our Community, through partnerships, personal dedication and courage."*

The "Values" established are on the following page. The "Values" section is followed by the Goals and Objectives established.

The Kirkland Police Department's "VALUES" are:

The Departmental "Values" were developed by the final planning group, and though some redundancy may appear between the individual value statements, the group felt each was important enough to be individually stated as a part of how this organization sees itself and its role in the community.

WORK ETHIC:

We are employees with a strong work ethic who consistently meet and support the goals and objectives of our organization. We are team players who share our successes and are able to perform our duties with little or no supervision and who can recognize problems and develop solutions. We believe in an honest days work for an honest days pay.

COMMITMENT & DEDICATION:

We are committed and dedicated employees who will do the right thing for the right reasons. We consistently act in ways that bring honor to the profession, and work as members of a team respecting and supporting each other's roles and responsibilities.

QUALITY OF SERVICE & COMMUNITY:

The citizen is our customer, we act in ways that bring honor to the profession and builds trust, confidence and respect within the community and with the citizens we serve. We believe in forming partnerships with our community and other city departments to problem solve and make our city a high quality place to live and work. We consistently deliver quality in all aspects of how we serve and protect our community.

PROFESSIONALISM:

We serve our community by consistently responding in a professional, courteous, and efficient manner. We practice sound fiscal principles and entrust our employees with the authority to make decisions at the most effective level.

PRIDE:

We consistently present ourselves and work in accordance with the highest standards of the department and our community. We serve our community in a professional, courteous and efficient manner delivering quality in all aspects, answering the community's needs.

TIMELY:

We consistently provide completed, error free staff work containing all the facts and conclusions needed to support the objective.

FAIRNESS:

We are dedicated to protecting the rights of all people, and we believe that all people deserve impartial and effective service from our department.

HONESTY:

We are truthful and open in our interactions with each other and members of our community.

INTEGRITY:

We uphold the highest moral and ethical standards and accept responsibility for our decisions and actions. We hold ourselves accountable for our actions in our professional as well as our personal lives.

ETHICS:

We do the right things for the right reasons, even when no one is watching.

"Community Commitment through Professional Service."

The Goals & Objectives established for the Kirkland Police Department's "2003-2008" strategic plan are: (Also see "GANTT" chart foldout at the rear of this report.

I. ADEQUATELY STAFF KIRKLAND POLICE DEPARTMENT TO MEET THE NEEDS, EXPECTATIONS AND PRIORITIES OF OUR COMMUNITY. <u>DEPENDENT ON BUDGET</u>

    A. *Create a staffing model for City Manager and Council <u>by end of 2004</u>*

    B. *Develop a Budget Plan to Support Staffing Needs (<u>Chief, Executive Staff with Guild Involvement) by end of 3rd Quarter of 2004)</u>*

    C. *Create an "Annexation" Staffing Model (<u>Parallel strategy to Goal I, Strategy A)</u>*

    D. *Create a Pro-Active unit to focus on identified problem areas*

II. CONSTRUCT AND OCCUPY A NEW PUBLIC SAFETY FACILITY BY YEAR END 2008. <u>DEPENDENT ON BUDGET</u>

    A. *Planning Team to complete Needs Assessment and Preliminary Plan <u>by end of 2004</u>*

    B. *Develop Public and Political Understanding and Support.*

    C. *Complete Construction <u>by Year End 2008.</u>*

III. PROVIDE THE BEST TRAINING POSSIBLE FOR OUR EMPLOYEES TO ENSURE THEIR SUCCESS AND THER SUCCESS OF OUR ORGANIZATION <u>RECOGNIZING BUDGET CONSTRAINTS</u>

    A. *Redefine the Training Officer/Coordinator Position <u>by Year End 2003</u>.*

- *To oversee/maintain the Departmental Training Matrix*
- *Establish Training that meets current Industry Standards*
- *Coordinate the Training Cadre*
- *Stay current with the emerging changes in training in the Law Enforcement arena.*

    B. *Refine Current Training Matrix <u>by First Quarter of 2004.</u>*

    C. *Training Officer/Coordinator will Define Individual Training Matrixes <u>by end of 3rd Quarter of 2004</u>.*

    D. *Executive Staff shall review the Master Training Matrix Quarterly after initial approval.*

IV. PROVIDE USEFUL AND MEANINGFUL INFORMATION TO OUR EMPLOYEES AND OUR COMMUNITY ON A CONTINUAL BASIS.

  COMMUNITY:

    A. *Develop a plan to educate and involve our community and enlist their support for staff and facility needs <u>by the end of the 2nd quarter of 2004</u>.*

    B. *Identify a method to disseminate Civilian Crime Information Bulletin to Community. <u>DEPENDING ON BUDGET & PERSONNEL RESOURCES</u>*

  INTERNAL:

    A. *Invite On-Duty Supervisors and Sergeants to Weekly Staff Meetings. <u>begin immediately.</u>*

    B. *Establish a monthly one-on-one between the Chief and the Guild President. <u>begin immediately.</u>*

V. ENCOURAGE AND SUPPORT HIGH MORALE THROUGHOUT THE DEPARTMENT THROUGH OPEN COMMUNICATION AND RESPECT FOR ALL EMPLOYEES.

    A. *Command, Supervisors and all employees shall continue to identify and discuss reasons for low morale and implement ways to improve it. <u>begin immediately.</u>*

    B. *Foster and Maintain an Employee recognition for a "Job Well Done" (<u>Verbally, Formally and Informally.)</u>*

VI. SUCCESSFULLY ACCOMPLISH THE RE-ACCREDITATION OF THE KIRKLAND POLICE DEPARTMENT *(3RD QUARTER 2004 & 3RD QUARTER 2007)*

Group Inputs:

Final Planning Group Input: June 10-11, 2003

The final group began the session with a brief overview of the schedule, activities and a discussion of a common vocabulary and expectations for "strategic planning". They had been provided all the materials developed from the Community Group, the Public Safety Committee and the Internal Planning group, and the results and analysis of the departmental survey.

"Concerns" Exercise:

The group was led in an exercise to identify their "concerns" as developed from the employee survey.

The primary "Concerns" identified by the Final Planning group were as follows, each concern is followed with a series of suggested solutions that eventually contributed to the Goals and strategies shown in the Executive Summary:
The number in parenthesis (X) indicates the votes the item received when the group was prioritizing the items.

Staffing: (6)
- o Staffing, lack thereof, for shifting priorities
- o Lack of staff to do the job
- o Prioritize services with basics of Law Enforcement (Staffing of Patrol & Investigations).

Staffing solutions:
- o *Aggressively push the critical need for additional staff*
- o *Consider other (More Efficient) work schedules*
- o *Consider:*
  - ▪ *Volunteers*
  - ▪ *Interns*
- o *Consider reallocating current positions, increase efficiencies and reprioritize Mission.*

Facility: (5)
- o Space Needs
- o Space/Work Areas
- o Larger facility

Facility's solutions:
- • *Recognize need for a new facility*
- • *Obtain Public & Political Support*
- • *Design a Public safety Building*
- • *Obtain Funding*

Ethics: (5)
- o Integrity
- o Integrity in communications,
- o in Promotional process,
- o & Job Assignments

Ethics solutions:
- • *"Recognize honesty & Integrity*
- • *Fair discipline practices*
- • *Involves promotional process*
- • *Ethics training & education*
- • *Accountability for all employees*

Ethics solutions: (continued)
- *Supervisors acknowledge employees for their integrity*
  - *Evaluations*
  - *Training opportunities*
  - *Promotional endorsements*

Communications: (3)
- Improve avenues of communication to include better effort & listening
- Communicate within the department
- Verbal communications
- Getting the word out to the community on what we do
- Improve communications

Communications solutions:
- *"Chief's notes on COPNET*
- *E-Mail Community updates to City*
- *Encourage "open" & "Frank" discussions.*
- *Regular and formalized communication with Guild and executive Board.*
- *Better use of City Website/update/Kirkland govt.*

Training: (2)
- Training & Mentoring
- Supervisor training
- Individual mentoring & employee development
- Continued professional development (i.e. training)
- Better mentorship commitment across all levels

Training solutions:
- *Long Range Training Plan – Provide employee training that ensures the individual has the tools necessary to successfully perform their duties.*
- *Career Development Plan – Establish standards that define job specific training needs for assignments.*
- *Mentoring – Provide opportunities and direction for mentoring of employees at all levels.*

Satisfaction
- Overall Job satisfaction
- Current levels high
- Some improvement needed in certain areas
- Fairness in compensation for assignments
- More overt appreciation of employees

Satisfaction solutions:
- *"Get employees involved in city budget intern program*
- *Employee involvement in City Council meetings & study sessions*
- *Involve PD employees in PD budget process*
- *End the philosophy of "Do more with Less"*

Vision & Mission Statement

The following statements were developed after considerable discussion and the review of the input from the employee survey, the community group and the public safety committee. A number of alternatives were developed and discussed by the group, as well as the inputs leading up to both the vision and the mission statement, they can be found at the end of this report.

Vision Statement:

" Community Commitment through Professional Service. "

Mission Statement:

"Our mission is to provide quality law enforcement,
with fair and respectful treatment of our Community,
through partnerships, personal dedication and courage. "

Goals:

The group prioritized and defined a set of goals established from their review of the survey materials, their discussions and the input from the community group and public safety committee.

The Goals developed are:

I. Staffing:

1. Create efficient and effective staffing levels by identifying quantitative needs through statistical reports based on relevant data on a periodic basis.

II. Personnel:

1. Communication and Information sharing in a timely and respectful manner.
2. Create a process that clearly states performance expectations with more accountability and provides feedback on a frequent basis.

III. Training:

1. Establish a long range training plan including budget, personnel, division, and a 5 year schedule.
   - Establish a cadre, select personnel, train trainers, coordinate monthly, quarterly, annually and a yearly assessment survey.
2. Develop the training officer position
   - Scouts out new training
   - Oversees other trainers
   - Ensures implementation and accountability
   - Promotes training advocacy

IV. COP/POP:

1. Utilize data analysis to identify problems to be focused upon.
   - Solicit public input, help & information
2. Creation of a Pro-Active unit to focus on identified problem areas. (contingent on budget/staffing allowances.)
   - Utilize "team" approach to address issues; Pro-act, crime analysis, CSU, SRO, Detectives, patrol.
   - "team" approach to Pro-act, cross squad team problem,
     o Team: Sergeant, Corporal, NRO, TFC, Detective, Crime analysis and SRO.
   - Pro-Act works with other city Departments to resolve issues. (Fire, Parks, Public Works)

IV. COP/POP continued:

3. Free up officer time for Pro-Act.
   - Determine the calls we will not respond to
     o ID Alternatives: volunteers, mail in reports, etc
   - Using crime analysis develop directed patrol plans,
     o Dates, days of the week, time frames, targets & suspects
4. Require community members to become involved in Pro-Act program
   - Senior volunteers – violence on seniors
   - Apt/condo management – involvement in tenant problem management.

V. Improve (new) facilities adequate for current needs and sufficient design to accommodate strategic plans.
   - Conference, meeting, training rooms
   - Adequate office space
   - Improved dispatch facilities
   - Secure parking for employees
   - Gun range
   - More & better jail space.
     o With secure entry way, away from public entrances
   - Private report writing area
   - Privacy Issue for counseling and personnel issues
   - More and updated interview rooms

VI. Maximize the efficiency of the department

1. Automation and collection of statistical data
   - Provide avenue for citizens to easily access crime data and trends so they can be better informed.
   - Maximize report writing capabilities to speed process and free officers time by:
     o Report writing stations in each fire district station
     o More user friendly format
2. Enhance data analysis capabilities to help identify problems so Departmental resources can be better directed.
3. Enhance ability to access resources from patrol car laptops.
   - Ex: internet, mug shot files, city network access (email) , crime maps, bulletins

Inputs for Vision & Mission Statement:

Vision Statement Options:

Professionalism with Integrity, Honesty & Respect

Quality Professional Service to our community.

Value of Individuals, Loyalty to Community

Community Commitment through Professional Service

Mission Statement Discussion Issues:

Respect:
- Unbiased decision making
- Fair & equal treatment
- Treat everyone the way you want to be treated
- Treat others as you would want to be treated
- Respect & understanding to others needs
- Respect is the positive reinforcement of individual value
- Listening to others
- Open-minded
- Listening carefully

Courage & Honor:
- Willingness to expose oneself to danger to protect the community
- Set high standards for yourself
- Honor your word
- Trust is shown in our willingness to put our lives in the hands of one another.

Teamwork:
- Working with all members of the Department a team in an open and cooperative manner.
- Teamwork means consistently working in collaboration with Department members to achieve the goal, across squads, Dept. divisions, etc.
- Team is communication and cooperation between all players
- Treating all we come in contact with in a caring, ethical concerned manner

Commitment:
- Commitment to complete each task
- Doing the right thing even when there is no one there to see
- Commitment to each other is demonstrated in our "family like" Bond

Leadership:
- Strong leadership comes from example (NOT just do as I say, but do as I am doing)
- Professionalism comes from the top and requires strong, active, decision making leadership. It also includes recognition and accountability.
- Leadership by example

Service:
- Providing quality service in a fair & consistent manner
- Projecting a positive & cheerful demeanor to the public regardless of personal or professional issues.
- Quality service is expected by our community
- Service to others
- Providing a high level of service positive attitude & fair regard for others.
- Professional service = treat others as I want to be treated
- Treating others as you would like to be treated

Inputs for Goals setting:

COP/Pro-Act:

- Establish a Pro-Act unit supported by accurate, reliable data to address crime issues & measure effectiveness.
- Create an Pro-Act Unit
- Create a Pro-Act Unit to work on POP issues (Problem Oriented Policing)
- Greater support & attention to enhancement & development of specialty assignments
- More police involvement at the proactive & community level (training/education for community)
- Additional resources made available for COP.
- Effect an decrease in criminal assaults among teen & young adult populations over a five year period.
- Analyze/remedy the deterioration of the safe family atmosphere in Peter Kirk Park & surrounding area.
- Decrease citizen complaints by outreach effort to community & groups to give a realistic view of dept. functions & capabilities.
- Work with other city depts. to reduce high collision areas through re-design & re-building
- Manage & improve the deterioration of youth in the city.
- Develop a "COP" organizational culture

Staffing:

- Proper staffing levels in all departments/units
- Increase personnel levels across all units
- Increase patrol staffing to be more proactive
- Checks & Balances to ensure supervisor accountability
- Staff investigations so cases can be handled in a timely manner
- Have more frequent Meetings w/ staff & management to discuss issues
- Increase staffing in areas such as corrections to reduce time spent by patrol on custody/jail details (transports/bookings)
- Adequately staff investigations division so they can be proactive & follow up on cases not just critical ones.
- Hire crime prevention position to work with citizens, community groups to address/reduce crime problems distinct from NRO functions.
- Civilian report writers for cold misdemeanor & info reports
- Increase funding to maintain our growing levels of service

Personnel:

- Clear guidelines for advancement or performance
- Positive working environment with good morale

Personnel continued:

- Implement a timely & effective personnel evaluation system
- Establish a "New Hire" mentoring program
- Have employees participate in policy decisions
- More accountability of leadership through evaluations or status reports
- Lead by example. If you show respect than you will get respect
- Things more open, not need to know basis
- Clear & consistent standards for all departments
- Increase communications between all divisions of the police department
- Information being available & encourage to share instead of info being passed through speculation & gossip channels
- Would allow eating in dispatch as long as away from the equipment

Training:

- Mentoring & career development in all divisions or work groups
- Enhanced/progressive training
- Provide on-going training (specific to needs) to comm. Techs to reduce # of complaints from patrol & community
- Training for all staff to make our department more professional
- Establish a full time "training cadre"
- Conduct quarterly live fire scenario based training
- Training related to promotions (Leadership)
- To continue to identify department training needs for all department members
- Provide for a large training budget

Technology:

- GPS in patrol units to improve officer safety & response times
- Leverage technology to work w/community to address/educate re crime problems
- Grater efficiency in computer/CAD/RMS system
- Reduce the amount of time expended by officers report writing freeing time to be proactive
- Needed equipment to do our jobs without relying on other department
- Establish monthly statistical report for Comm. center services
- Written SOP for dispatch center

Public Safety Group Input: May 8, 2003

Expectations:

The group reviewed the strategic planning program currently being conducted by the KPD and the Public Safety Committee's role in the process.

They developed a series of expectations and discussed and clarified their expectations. As a part of their process they also prioritized their expectations.

Following are the groupings in the order as prioritized by the group. The number in parentheses is the number of votes that category received.

Community (7):
- Community Trust & Confidence
- Make City Safe
- Maintain Stability
- Implementation of Community Policing
- Revisit Vision
  - Definition of Safety
- Police as Mentors
  - More training in Interpersonal Skills and Interpersonal Relations
- Recognized Core Values

Values (5):
- Professional Organization
- Professional Conduct
- Professional Image
- Integrity
- Ethics & Integrity

Relationships (4):
- Play nice with others
  - Value & use internal & external relationships
- Teamwork
  - Within & between departments
- Trust Others
- Part of the City Team
- Integrate into the Community
- Play nice with others

Resources (2)
- State of the art technology
- Better Facilities
- Innovate
- Prepared for Future

Personnel Management:
- Women in leadership
- Days work for a days pay
- Challenging Labor Relations

Expectations Defined:

The group was then separated into two smaller groups for the purpose of clarifying their expectations. Creating from their listed expectations specific statements of how the would measure the success of the KPD's strategic plan over the next five years.

The following are listed in the order of priority chosen by the group.

COMMUNITY:
- Decrease in complaints about police & by police
- City survey
  - 95% feel very safe & have great trust & confidence in PD
  - Crime rates (City in low 10% of Cities in state)
- Perception of more police on the street
- Every neighborhood association feels & has good relationship with KPD
- Increase in compliments
- Increase in "on-view" activity

"Community Commitment through Professional Service."

RELATIONSHIPS: (internal & external)
- Continue to improve the results of employee survey
- Better inter & intra workgroup communications throughout the city
- Better understanding of city corporate needs & culture
- Number of police on inter-city task forces
- Lower perception of "US" vs. "THEM" on city team

VALUES:
- Amount of resources dedicated to training & professional development
- Maintain departmental accreditation
- Continue to reduce the number of sustained citizen complaints and encourage their compliments
- Number of case dismissals
  o Monitored by supervisors
- Community Survey (satisfaction with the PD)
- Contact Survey
  o Handed out during citizen contacts

RESOURCES:
- Funded technology system, maintenance, replacement & updated
- Data capture and usability
  o Including the development of workload indicators)
  o State of the art facility within five years
    ▪ With room for expansion, solve current overcrowding and inability to expand
- Staffing Ratios: Identify appropriate ratio(s) for Kirkland
  o Enough staffing so people feel safe
  o Improve Community Policing
- Satisfaction survey

PERSONNEL MANAGEMENT:
- Encourage diversity within the department that reflects the diversity of the community.
  o Reflects and relates to our community
- Reduce the number of sustained grievances, ULPs. etc.
- Minimize the turnover in employees
- Decrease inappropriate sick leave usage

Community Group Input: April 9, 2003

Values:

The group reviewed the strategic planning program currently being conducted by the KPD and their role in the process.

The groups went through a process of developing their expectations and values for the Kirkland Police Department, they were also surveyed for the ratings of current services to compare to that section of the employee survey. Those expectations and values were expanded into simple statements to eliminate confusion as to the intent of the group's consensus findings.

The following are the group's values for the KPD:

Fairness (6)	Pride	Compassion
Respect (6)	Commitment to standards	Openness
Objective (5)	Integrity	Accessible
Ethics	Honesty	Positive presence
Knowledge	Understanding	Approachable

Fairness: (6)

    (1) Treating all citizens equally

    (2) Judging the situation not the person

    (3) Consistent application of the rules & laws.

Objective: (5)

    (1) Impartiality of work for all in Kirkland

    (2) Independently assess a situation before action or opinion is formed

    (3) Operate within the core values and mission statement of the city.

Integrity:

    (1) Doing the right thing for the community good (value

    (2) Accepting a police officer's role in society not abusing their power.

    (3) Feeling good about what you did (in a situation or at your job)

Honesty:

    (1) Willing to admit a mistake

    (2) Unwilling to compromise ethics

    (3) Follow the code of ethics

Understanding:

    (1) Use empathy

    (2) Fairly assesses a situation

    (3) Active listen

Compassion:

    (1) Putting self in some else's shoes

    (2) Listening actively

    (3) Seek first to understand (try to see other person's point of view)

Safety & Protection:

- Presence of Police
    - o Kirkland is a livable community in which residents feel safe & are safe, and wish to maintain that sense.
    - o Enforcement = being safe & is measured by crime statistics
    - o Presence = feeling safe and is measured by citizen surveys
- Action/response of Police
- Approachability

Positive Police Visibility among the youth & community

- Building lasting relationships
- Visible presence
- Community support (role models)

Law Enforcement must be an additional line of prevention to:

- Transition from a reactionary system of policing to a preventative/proactive system. (reactionary: overloaded criminal justice system - $$$$ to society)
- Create a relationship that develops a mutual and lasting respect for law enforcement throughout our community, from youth to adults.

Police must be visible, positive role models exhibiting core community values of fairness, respect, integrity, and professionalism towards all community citizens.

Following are the groupings in the order as prioritized by the group. The number in parentheses is the number of votes that category received.

#1 Issue: Lack of Funding

- Understanding of loss of services
    - o Understanding interests & current service delivery
- Explore alternatives to Provide service
    - o Volunteers
    - o Seek & use new resources
- Explore alternatives to continue and/or improve the current level of service
    - o Recognize alternatives within the community
        - Seniors, etc.
    - o Consider opportunity for regionalization

#2 Issue: Recognize the issue/threat of the "Big Bad" event & national Security related requirements.

- Additional training
- Reallocation/allocation of resources
- Technology Improvements

Recognize the need for open-mindedness in Leadership

- Think outside of the Box
- Explore "new & different" ways to do everything
- Budget related (Best use of limited dollars)

Recognize change & diversity within our community

- Diversity training related to work

Continue to explore alternatives to maintain the current level of services as opposed to cutting services.
- Recognize alternatives within the community (basic services)
- Consider opportunities for regionalization

Under no circumstances, "No across the board budget cuts."

In our quest for national security we do not want to compromise or see a reduction in our basic civil rights.
- No profiling
- This does not say to ignore or avoid enforcement of existing laws.

We see community involvement as an important and valued component of the PD's strategy.
- We see it as a way of furthering the Department's influence, and as an information and community resource.
  - Furthering the community's input into Department programs
  - Continue the Neighborhood resource program
  - Recognize when a program isn't working and work with group(s) to improve for change or eliminate.

Recognize loss production in officer's time in court (unused)

"We appreciate their efforts (KPD) and professionalism,
- We recognize the kind of work in spite of the risks and hazards we feel they are doing a very good job.

Threats:
- Random Big Bad event (DC sniper/terrorism) (1)
- Budgetary constraints
- Loss of Council Support
- Loss of federal help
- Unfunded mandates from HLS with excessive demands (1)
- Difficulty in recruiting due to a lack of incentives (1)
- Labor relations problems within the PD
- Loss of civil rights (4) #2

Opportunities:
- Building communication with youth starting at an early age (1)
- Recruiting from the military (1)
- Leadership in serving increasingly diverse populations (1)
- Expand neighborhood resources (2)
  - i.e. communication officers, sub stations)
- Continued improved communications between police communities
- Mini- city hall ala crossroads
- Police/Citizen academy expansion
- Expand multi-language capabilities
- Go into the jail business

Threats:
- Lack of funding (10) #1
- Political environment
- Mindset of leadership (1)
  - Narrow mindedness
  - Unwilling to change
- Communication Gap between department and the community
- National Security & International (4) #2
- Annexation & Population Growth

Opportunities:
- Political environment
- Sharing (pooling) resources (regionalization) (1)
- Mindset of leadership (1)
  - o Open mindedness
  - o "out of the box" thinking
- Economic upswing
- Community involvement programs (3) - #5
- Increased senior population

The following are the group's explanations of their values for the KPD:

> **Expectations Defined:**

The group was then separated into two smaller groups for the purpose of clarifying their expectations. Creating from their listed expectations specific statements of how the would measure the success of the KPD's strategic plan over the next five years.

The following are listed in the groupings they created and in the order of priority chosen by the group.

The following are the group's expectations of the KPD:

- Ensure Public Safety
- Provide a sense of safety
- Safe community
- Safety
- Provide a safe place to live
- Safety for youth

- Presence + crime deterrence & community assistance
- Proactive
- Rapid 911 response

- Enforce laws
- Provide safety (both real & perceived)
- Minimize crime
- Fast response to calls
- Accessibility

- Ethics
- Truth
- Fairness
- Integrity in relations
- High enforcement & behavior standards
- Professionalism

- Community information
- Compassion & Understanding
- Respect for all "groups"
- Role models
- Visible presence
- Maintain public awareness
- Provide community support
- Work with the community
- visibility in the community
- strong community leaders (role models/involved)

- Education/Prevention
- Prevention
- Proactive
- Anticipate public safety issues before they materialize
- Prevent the problems'
- Justice

- Involvement in youth in a positive manner
- Make youth a part of the community
- Build relationships with youth
- Visibility and involvement in the community

APPENDIX

Index:

Anticipated Workloads and Population Trends:

Anticipated Workloads and Population Trends:

The City of Kirkland is currently is studying a significant annexation that could move the city from 16th in population to the 8th most populated city in the state by the year 2005. Even though the areas to be annexed are predominantly residential, accommodating the services expected by the new areas could cause a near doubling in size of the Kirkland Police Department.

Such annexations and the staffing to accommodate them are based on both citizen interest in the areas to be annexed, and changes in King County Growth Plan that are forcing such actions.

Any annexation of this size is an issue that must be considered in light of the impact it will have on the City of Kirkland and the Kirkland Police Department. The timing will also be of major consideration as it will be necessary to have appropriate personnel and facilities in place prior to the date of initiation of providing services to any newly annexed areas.

The Department is currently developing a staffing plan based on both current needs and those that annexation might cause. The areas considered for annexation are primarily residential and the Kirkland Police Department is developing a workload model that is different from current workload models now in use.

A. Current Workload Factors:

As cited in the "Police Services Survey – September, 2003", a comparison of the five eastside cities prepared by the Kirkland Police Department, Kirkland ranks second from the lowest of the five cities for crime rate per 1000 persons in 2002. The Kirkland crime rate of 35.7 crimes per 1000 persons is far short of the 85.5 crimes per 1000 persons in Renton and just above the lowest city of Bothell with a rate of 26.8 crimes per 1000 persons.

This rate has been accomplished with the lowest rate of commissioned officers per 1000 persons of the five cities studied.

- Calls for Service   27,629 CFS and 27,106 On-Views in 2002 *
- Class I, II & III Crimes   1,629 Part I crimes in 2002
- Reports: 7,240 Case Reports in 2002
- Traffic Accident Inv.   789 Traffic Accident Reports in 2002
- Traffic Citations: 8,913 (Infractions and Criminal Citations) in 2002
- Cases Referred for Inv.   N/A
- Cases Assigned to Inv.   442 (2002)
- Cases filed by Inv.   270 (2002)

* 2002 is the most recent data available

B. Population Factors:

The population figures were derived from the 2000 census, City of Kirkland Economic Development, and the Washington State Office of Financial Management population studies.

Population:	2003	2004	2005	2006	2007	2008
Without annexation	47,770	48,486	49,213	49,952	50,701	51,461
With Annexation	N.A.	N/A	88,583	89,912	91,260	92,629

Assumes a 80% increase with annexation

Anticipated Personnel Levels:

The current ratio of personnel to population stands at 1.4 officers per 1,000 citizens. Based on the current service delivery model this formula is utilized to evolve our anticipated personnel levels:

Without Annexation:

Employees	2003	2004	2005	2006	2007	2008
Sworn Officers	65	65	66	67	68	69
Civilian Employees	32	32	33	33.5	34	34.5
With Annexation:						
Sworn Officers			124	126	128	130

Note: Increases in support personnel would also be necessary, but the impacts of the improved use of technology and the New Public Safety Facility make it difficult at this time to provide a direct ratio to the number of commissioned personnel.

Further, studies being done in the region to provided centralized dispatching and the possibility of sharing records or others services between public safety providers in the surrounding cities is currently being researched. These would all have an impact on the number of civilian employees needed to support police operations in the city.

Anticipated Capital Improvements & Equipment Needs:

The Kirkland Police Department will continue to evaluate new technologies through our strategic planning review, and our annual budget development process that can now be utilized as our new CAD/Records system comes on line.

Capital Improvements:

New Public Safety Facility – Occupation by Year End 2008:

The City of Kirkland is currently in the final stages of completing a Public Safety Facility space needs plan. The design and completion of a new public safety facility is a major goal in this strategic plan, and is dependent on annexation with an anticipated occupancy date of the end of 2008.

This new public safety facility is dependent upon several factors, including a significant annexation that could cause the possible doubling of the Kirkland Police Department. Should the annexation not occur, it is the city's plan to accomplish a major remodeling of the current City Hall to accommodate the Police Department's needs.

The initial design for the new Public Safety Facility is scheduled to be presented to the City Council by the end of the First Quarter of 2004.

Equipment Needs:

CAD/Records System – Operational by June 30, 2004:

In 2003 a new Computer Aided Dispatch and records system was acquired and is to be installed by May 30, 2004. This new system will allow for new technologies to be brought into play for both operational as well as proactive planning and prevention use.

Kirkland Police Department - Strategic Plan -2003 -- 200

GOALS & OBJECTIVES	2003 3rd. QTR	4th. QTR	1st. QTR	2 C
I. Adequately staff KPD to meet the Needs, Expectations & Priorities of our Community. **Dependant on Budget**				
A. Create a Staffing Model for City Manager and Council by year end 2004				
B. Develop a Budget Plan to support Staffing Needs (Chief, Executive Staff with Guild Involvement by end of 3rd Quarter 2004.)				
C. Create an Annexation Staffing Model (parallel strategy IA.)				
D. Create a Pro-Active unit to focus on identified problem areas. **(Budget Dependent)**				
II. Construct & Occupy a new Public Safety Facility by Year End 2008 **Dependant on Budget**				
A. Planning Team to complete Needs Assessment & preliminary Plan by year end 2004				
B. Develop Public & Political Understanding & Support				
C. Complete Final design and Construction by Year end 2008				
III. Provide the Best Training Possible for Our Employees to Ensure their Success and the Success of our Organization. **Recognizing Budget Constraints**				
A. Redefine the Training Officer/Coordinator Position by Year End 2003		★		
* Oversee/Maintain the Departmental Training Matrix *(Employee & Career Path Development)*		★		
* Establish Training that meets current Industry Standards				
* Coordinate the Training Cadre		★		
* Stay current with the emerging changes in training in the Law Enforcement arena				
B. Refine Current Training Matrix by by First Quarter of 2004.				★
C. Training Officer/Coordinator will Define Individual Training Matrixes by end of 3nd Quarter 2004				
D. Executive Staff shall review the Master Training Matrix Quarterly after initial approval.		★		
IV. Provide Useful & Meaningful Information to Our Employees & Our Community on a Continual basis.				
Community				
A. Develop a Plan to Educate & Involve Our Community and Enlist their Support for Staff & facility Needs By End of 2nd Quarter of 2004.				
B. Identify a Method to Disseminate Civilian Crime Information Bulletin to Community.				
Internal:				
A. Invite On-Duty Supervisors & Sergeants to Weekly Staff meeting	★			
B. Establish a Monthly One-on-One between Chief & Guild President	★			
V. Encourage & Support High Morale throughout the Department through Open Communication & Respect for all Employees.				
A. Command, Supervisors and all Employees shall monitor morale & continue to Identify ways to improve it.	★	★		
B. Foster & Maintain an employee recognition for a "Job Well Done" (Verbal, Formal & Informal)	★	★		
VI. Successfully accomplish Re-Accreditation (3rd Quarter 2004 & 2007)				

	04	2005				2006				2007				2008			
	3. Q	4th QTR	1st QTR	2nd QTR	3rd QTR	4th QTR	1st QTR	2nd QTR	3rd QTR	4th QTR	1st QTR	2nd QTR	3rd QTR	4th QTR	1st QTR	2nd QTR	3rd QTR
On-going																★	
	★																
★																	
	★																
On-going with Continual Review of Progress																	★
	★																
On-going																	★
★ On-going with Continual Review of Progress																	★
On-going with Continual Review of Progress																	★
On-going with Continual Review of Progress																	★
On-going with Continual Review of Progress																	★
★																	
On-going with Quarterly Review of Progress																	★
On-going/Review Monthly																	★
★																	
★																	
On-going with Continual Review of Progress																	★
On-going with Continual Review of Progress										★	★	★	★	★	★	★	★
On-going with Continual Review of Progress										★	★	★	★	★	★	★	★
★												★					

KIRKLAND POLICE DEPARTMENT

EMPLOYEE SURVEY

May 26, 2003
EXECUTIVE SUMMARY

Kirkland Police Department
123 5th Avenue
Kirkland, WA 98033

Research Objectives:

This survey was conducted as apart of the 2003-2008 strategic planning process started by the Kirkland Police Department (KPD) in March of 2003 and targeted for completion by June 30, 2003.

In addition to the completion of a broad input strategic planning process it was decided to replicate, in part, an employee satisfaction survey conducted by the department in 1999. The 2003 findings would, where applicable, be compared with the 1999 findings.

The survey reviewed the perceptions of current personnel as to the importance of various activities they currently perform, and also surveyed a target community group for their perceptions of importance for the same activities.

In addition the survey was to:

1. Assess the morale of the employees and attitudes regarding employment and their work environment.

2. Gather insights and recommendations for improving the KPD

Confidentiality:

The sealed responses were forwarded, in mass, directly to JMF & Associates in Olympia for processing, and have been held in their possession since received. No individual in the KPD has reviewed any individual responses, or group of responses.

The KPD will be provided this report which contains the major findings and analysis from the responses.

Research Methodology:

All employees of the Kirkland Police Department (KPD), except new hires and those currently in training, were provided a self-administered questionnaire to complete in late March of 2003. They were also given a self-sealing envelope in which they were to return their completed questionnaire.

Supervisors were provided sufficient copies and envelopes for the staff reporting to them and they were held accountable to provide a like number of sealed envelopes. 86 responses were returned, and all but one were properly completed.

The questionnaire consisted of FOUR distinct sections:

Section #1:

Consisted of the demographic overview of the respondents:

- Where they worked in the KPD
- Their job classification
- If they supervised or managed other employees
- Tenure with the KPD
- Tenure in current position

Section #2:

Consisted of 61 questions:

- 1-28; the rating of 28 specific activities performed by the KPD and their relative importance.
- 29-61; the evaluation of 33 statements relating to:"Your Job & Work Environment" that the respondent could rate from "Strongly Disagree" to "Strongly Agree" as to their perception of the accuracy of the statement.

Section #3:

Consisted of two sections that would allow a respondent; if they were all powerful, to describe the three things they would "PROTECT FROM CHANGE" or would "CHANGE" within the KPD.

Section #4:

Consisted 26 statements broken into 3 sections, the respondents were asked to rate whether they had experienced "NO CHANGE" up to "GREATLY IMPROVED" working conditions over the past several years.

- Questions 1-14 dealt with "Competency", rating the competency, effectiveness, supportiveness, mentoring, training and development of command, supervision and peers.
- Questions 15-21 dealt with "Job Expectations" and working conditions.
- Questions 22-26 dealt with "Personal Self-Fulfillment".

2

Summary of Findings:

The following materials are the result of the compilation of the responses and comparisons to similar responses from the 1999 KPD employee survey analysis.

A much larger response was received this year by involving the supervisors in the distribution and collection of the sealed responses.

1. The top five police activities identified as "very important" by employees were:
   a. Arresting criminals (91%)
   b. Investigating report crimes (84%)
   c. Making arrests for domestic violence, (77%)
   d. Responding to dispatched calls (72%)
   e. Providing E-911 and dispatch services. (64%)

   The five police activities that received the least "very important" ratings by the employee group were: (employee ratings vs. community group ratings)
   a. Providing fingerprint services to citizens (7% vs. 0%)
   b. Working closely with non-police agencies (17% vs. 21%)
   c. Referring citizens to other agencies (19% vs. 14%)
   d. Providing extended records hours (evenings & weekends) (20% vs. 0%)
   e. Bicycle patrols (21% vs. 7%)

2. The top five police activities identified as "very important" by the community group were:
   a. Arresting Criminals (79%)
   b. Responding to dispatched calls (79%)
   c. Investigating reported crimes (57%)
   d. Making arrests for domestic violence (57%)
   e. Providing E-911 & dispatch services (54%)

   The five police activities that received the least "very important" ratings by the community group were: (community group ratings vs. employee ratings)
   a. Having your own jail (0% vs. 53%)
   b. Providing extended records hours (evenings & weekends) (0% vs. 20%)
   c. Providing parking enforcement by PEOs (0% vs. 22%)
   d. Providing fingerprint services to citizens (0% vs. 7%)
   e. Participation in regional task forces (7% vs. 33%, Foot patrols (7% vs. 26%, and Bicycle Patrols (7% vs. 21%)

3. As compared to the 1999 employee survey results, there was a significant improvement shown in almost every category of "The Job and Work Environment" section of the survey. Respondents showed that for the majority of the categories they perceived conditions to be "Better" through "Greatly Improved" in the areas of Competency, Job Expectations and Personal Self-Fulfillment. Yet a significant number of individuals in certain work groups rated items as "No better" or "Slightly Better."

4. Of special note is the high number of individuals within "Patrol", Investigations, Community Services and "Support Services" that gave the majority of their ratings of "Slightly Better" to "No better" in the "Departmental Change" section of the survey in the categories. Only the employees in the "Traffic" and "Administration" groups gave a majority of their ratings for "Noticeable Improvement" or "Greatly Improvement".

1) A significant number of individuals within the "Patrol" group scored "Disagree" and "Strongly Disagree" with the following four issues:
   a. Item #44; Assignments are based on merit.
   b. Item #45; There is widespread support for community policing within the department.
   c. Item #52; The department is open to suggestions.
   d. Item #61: KPD is a good organization to work for.

2) A significant number of individuals within the "Support Services" group scored "Disagree" and "Strongly Disagree" with the following eight issues:
   a. Item #32; My supervisor acknowledges work well done.
   b. Item #33; I am recognized for helping to solve problems that impact the community.
   c. Item #34; My co-workers & I communicate effectively
   d. Item #36; There is widespread sharing of information within the department.
   e. Item #52; The department is open to change.
   f. Item #53; I am satisfied with my job
   g. Item #54; My supervisor and I communicate effectively
   h. Item #60; Training has helped me to work better with a variety of people.

5. Under the section dealing with "Your Job & Work Environment"

   1) A majority of the Support Services group rated all items within the section as "Slightly Better" or "No Better", with the 15-19 year employees posting the lowest average ratings of any in the department. (See Appendix D-1 and D-2)

   2) The Patrol and Investigations groups rated a substantial number of the Departmental Change issues as "Slightly Better to No Better". (See Appendix C-1 & C-2)

6. A more detailed breakdown of the survey scores can be found in the APPENDIX at the rear of this report:
   1) A-1 & 2: Comparisons of responses to Job, Work Environment & Departmental Changes by Group.
   2) B-1 & 2: Analysis of most frequent responses by group. Grouped by number ranking the item 3 or higher and those ranking the item 2 or lower.
   3) C-1 & 2: Patrol item rankings by tenure.
   4) D 1 & 2: Support Services item rankings by tenure
   5) E 1: Community Group Rankings for importance of KPD activities.

7. The items they would "protect from change" and would "change" were significantly work area based. There was significant polarization between the "Protect from Change" and "Change" responses with almost equal numbers of individuals citing the same thing as good and not needing change as did those who felt it need to be changed.
   1) One of the more common answers for things they would "Protect from Change" was "nothing", several explaining that nothing should be protected from change.
   2) Two common answers for things they would "Change" related to "training" issues and "communications" within the department. These issues were also cited in the 1999 study as concerns in the minds of a large number of respondents.

Police Department Activities

Using a scale of 1 to 5, with 1 meaning "Not Important" to 5 meaning "Very Important", the respondents were asked to rate the following activities.

The community group was also asked to provide the same rating.

The following list is by the percentage of respondents rating an activity "Very Important", the first column shows the responses of departmental personnel and the second column shows the responses of the community group.

Activity - Average ratings (mean)	Rated as Very Important (5)	
	KPD	**Community Group**
Arresting Criminals	91%	79%
Investigating reported crimes	84%	57%
Making arrests for domestic violence	77%	57%
Responding to dispatched calls	72%	79%
Providing E-911 and Dispatch Services	64%	54%
Patrolling in marked cars	59%	14%
Closing down drug houses	55%	57%
Having your own jail	53%	0%
Providing jail transport services with PSO's	50%	8%
Enforcing Traffic Laws	43%	14%
Helping to solve domestic disputes	40%	21%
Working closely with other police agencies	37%	14%
Providing Advice on preventing crime	37%	21%
Drug Cases	37%	36%
Involving the community in fighting crime	35%	36%
Neighborhood Resource Officer Program	34%	36%
Participation in regional tasks forces	33%	7%
Officers in the schools	30%	21%
Working with citizens to solve crimes	28%	43%
Providing crime analysis information	27%	14%
Foot Patrols	26%	7%
Helping people to improve community safety	26%	43%
Providing Parking Enforcement by PEOS	22%	0%
Bicycle Patrols	21%	7%
Providing extended records hours (evenings & weekends)	20%	0%
Referring citizens to other agencies	19%	14%
Working closely with non-police agencies	17%	21%
Providing fingerprint services to citizens	7%	0%

The Job and Work Environment

Respondents were asked to indicate their level of agreement with statements regarding their job and work environment, using a scale of 1 to 5, with 1 meaning strongly disagree and 5 meaning strongly agree.

Almost every category showed significant improvement over the results of the 1999 survey, however, there were several individual responses that indicated significant disagreement with the majority of their co-workers. The two areas where that was most prevalent were Patrol and Support Services.

It should also be noted that there were some categories where the average (mean) score stayed the same or went down, while the percentage of respondents showing "Agree" to "Strongly Agree" went up significantly, indicating a number of individuals in those categories strongly disagreeing. Those categories had little middle ground in the opinions of the respondents; their perception was either very positive or very negative. Several respondents rated everything as "1" which skewed the average (mean) score, while the majority rated it "5" giving the strong percentage of "Strongly Agree/Agree".

Job Satisfaction Domain:

Statement	%Strongly Agree/Agree - Average Rating (mean)			
	1999	2003	1999	2003
I feel good about the work I do	4.4	4.2	93%	97.6%
I enjoy doing my work	4.4	4.8	84%	100%
I like my current assignment	4.4	3.7	83%	97.6%
I am satisfied with my job	3.9	4	67%	94%

Supervisor Support Domain:

Statement	%Strongly Agree/Agree - Average Rating (mean)			
	1999	2003	1999	2003
I have a good working relationship with my supervisor	4.2	4.2	82%	88%
I feel my supervisor trusts me	4.2	4.5	82%	87%
My supervisor and I communicate effectively	4.1	3.9	75%	81%
My supervisor listens to my ideas	3.9	4.1	62%	87%

Autonomy Domain:

Statement	%Strongly Agree/Agree - Average Rating (mean)			
	1999	2003	1999	2003
I have the appropriate amount of independence on the job	4.1	4.1	83%	89%
I am encouraged to use initiative in my work	3.9	4.1	74%	85%
I am given the right level of decision making authority	3.8	4.1	71%	85%
I decide on my own how to do my job	3.7	3.8	67%	89%

Recognition Domain:

Statement	%Strongly Agree/Agree - Average Rating (mean)			
	1999	2003	1999	2003
My supervisor acknowledges work well done	3.7	3.9	64%	83%
People I work with let me know when I have done a good job	3.8	4.3	64%	92%
My co-workers help to make sure that credit is given where credit is due	3.6	4	55%	94%
The Police Department acknowledges good work	2.6	3.5	27%	78%

Teamwork Domain:

Statement	%Strongly Agree/Agree - Average Rating (mean)			
	1999	2003	1999	2003
I have a good working relationship with my co-workers	4.4	4.4	92%	98%
My co-workers and I work well together as a team	4.2	4.4	83%	97%
I feel I can rely on my co-workers to do their job	3.9	3.9	82%	93%
My co-workers value my work	4	3.9	79%	96%

Autonomy Domain:

Statement	%Strongly Agree/Agree - Average Rating (mean)			
	1999	2003	1999	2003
I have the appropriate amount of independence on the job	4.1	4.1	83%	89%
I am encouraged to use initiative in my work	3.9	4.1	74%	85%
I am given the right level of decision making authority	3.8	4.1	71%	85%
I decide on my own how to do my job	3.7	3.8	67%	89%

Fairness Domain:

Statement	%Strongly Agree/Agree - Average Rating (mean)			
	1999	2003	1999	2003
My shift/division handles personnel problems and conflicts well	3.7	3.6	60%	87%
Workload is evenly distributed	3.4	3.4	45%	80%
The promotion process is fair and open	2.7	3.7	23%	80%
Assignments are based on merit	2.6	3.3	19%	69%

Organizational Culture Domain:

Statement	%Strongly Agree/Agree - Average Rating (mean)			
	1999	2003	1999	2003
The Department is constantly trying to improve its services	2.8	4.1	26%	79%
There is widespread support for community policing within the Department	2.7	3.8	22%	69%
The Department is open to suggestions for change	2.3	3.9	11%	64%
There is widespread sharing of information within the Department	2	3.7	5%	52%

General Questions:

Statement	%Strongly Agree/Agree - Average Rating (mean)			
	1999	2003	1999	2003
My co-workers and I communicate effectively	4	4	80%	100%
The Police Department is a good organization to work for	3.7	3.8	57%	87%
The Police Department treats me fairly	3.7	3.7	54%	98%
I am recognized for helping solve problems that impact the community	2.9	4.1	28%	78%
Training has helped me work better with a variety Of people.	2.7	3.9	27%	74%

7

The Job and Work Environment

Respondents were asked to indicate their level of agreement with statements regarding improvement in their job and work environment over the past several years.

Scoring used a scale of 1 to 5, with 1 meaning "No Change" and 5 meaning "Greatly Improved".

The percentages listed below are the percentage of respondents who rated the statement "Better", "Noticeable Improvement" or "Greatly Improved".

Competency: **% Rated "Better" through "Greatly Improved"**

1. Competency of Command	70%
2. Competency of supervisors	63%
3. Competency of peers	73%
4. Effectiveness of Command	64%
5. Effectiveness of supervisors	64%
6. Effectiveness of peers	68%
7. Supportive of command	59%
8. Support of supervisors	66%
9. Support of peers	71%
10. Mentoring of employees	45%
11. Mentoring of command staff	47%
12. Mentoring of Supervisors	49%
13. Training of employees	56%
14. Development of individuals	47%

My Job Expectations: **% Rated "Better" through "Greatly Improved"**

15. Compensation is	31%
16. Working conditions are	51%
17. As a professional environment	58%
18. As a place to work	59%
19. Command staff are meeting my job expectations	47%
20. Supervisors are meeting my job expectations	57%
21. Peers are meeting my job expectations	63%

Personal Self-Fulfillment: **% Rated "Better" through "Greatly Improved"**

22. Individual training/professional development	50%
23. Individual mentoring	38%
24. A good place to work	55%
25. Pride in what I do for my community	58%
26. Pride in being a member of this department	56%

APPENDIX

Index:

1) A-1 & A-2: Comparison of by Group responses to Job Work Environment.

2) B-1 & B-2: Job, Work Environment & Change with most frequent answers of 4 and above compared to 2 and below by Group.

3) C-1 & C-2: Patrol Responses by Tenure

4) D-1 & D-2: Support Services responses by Tenure

5) E-1: Community Groups ratings of KPD Activities compared to overall KPD ratings

6) Responses to Issues to be "Protected from Change" and issues to be "Changed"

7) Original Survey Document

Comparison of Responses to Job, Work Environment & Departmental Changes							Page	A-1
Questions Number and Focus	Overall ratings by work area						Overall Agency Ratings	Q#
	Patrol	Traffic	Investigations	Community Services	Support Services	Administration		
Your Job & Work Environment	(Range: 1=strongly disagree to 5=strongly agree)							
29 I enjoy doing my work	4.28	4.80	4.00	4.83	4.27	4.20	**4.42**	29
30 I have a good working relationship with my supervisor	4.21	4.80	4.43	4.33	3.45	4.40	**4.28**	30
31 I am given right level of decision making authority	4.14	4.60	4.14	4.50	**3.11**	4.30	**4.13**	31
32 My supervisor acknowledges work well done	3.93	4.60	4.29	4.33	**2.66**	3.90	**3.98**	32
33 I am recognized for helping to solve problems - comm.	3.50	3.80	2.86	3.50	2.26	3.00	**3.18**	33
34 My co-workers & I communicate effectively	4.10	4.40	3.86	4.50	4.09	4.00	**4.18**	34
35 My shift/div handles personnel problems/conflicts well	3.80	4.60	3.86	3.83	3.45	4.10	**3.95**	35
36 There is widespread sharing of information within Dept.	2.57	4.00	2.86	2.83	2.26	3.50	**3.02**	36
37 I like current assignment	4.38	4.60	4.14	4.67	4.32	4.20	**4.37**	37
38 The PD treats me fairly	3.71	4.20	4.00	4.00	3.29	4.50	**3.93**	38
39 I feel my supervisor trusts me	4.16	4.60	4.14	4.67	3.47	4.40	**4.51**	39
40 I am encouraged to use initiative in my work	3.90	4.60	3.57	4.83	3.18	4.10	**4.07**	40
41 People I work with let me know when I've done good job	3.94	4.60	3.57	4.50	3.30	4.00	**3.99**	41
42 I have a good working relationship with co-workers	4.21	4.60	4.14	4.67	4.28	4.20	**4.37**	42
43 The PD acknowledges good work	3.29	4.40	3.14	3.33	2.65	4.20	**3.52**	43
44 Assignments are based on merit	2.95	4.00	3.00	3.17	2.90	3.90	**3.30**	44
45 widespread support for community policing w/i dept.	2.69	4.00	2.43	3.00	3.00	3.30	**3.07**	45
46 I feel good about the work I do	4.15	4.80	4.00	4.83	4.41	4.20	**4.40**	46
47 My supervisor listens to my suggestions	4.08	4.40	4.14	4.67	3.25	4.20	**4.12**	47
48 I decide on my own how to do my job	3.59	4.00	3.57	4.17	3.07	4.30	**3.79**	48
49 My co-workers value my work	3.84	4.00	3.86	4.17	3.87	3.80	**3.95**	49
50 I feel I can rely on my co-workers to do their job	3.85	4.00	3.71	4.17	4.00	3.70	**3.90**	50
51 The promotion process is fair and open	3.17	5.00	3.29	3.50	3.16	4.20	**3.70**	51
52 Dept. is open to suggestions for change	2.80	3.80	2.86	3.00	2.39	4.20	**3.18**	52
53 I am satisfied with my job	3.99	4.60	3.86	4.17	3.56	4.10	**4.04**	53
54 My supervisor & I communicate effectively	4.06	4.40	4.14	4.17	2.95	4.00	**3.96**	54
55 I have appropriate amount of independence on the job	3.95	4.60	4.00	4.33	3.31	4.20	**4.07**	55
56 My co-workers help make sure creit is given when due	3.90	4.80	3.71	4.33	3.36	3.90	**4.03**	56
57 My co-workers & I work well together as a team	4.20	5.00	4.14	4.67	4.14	4.20	**4.40**	57
58 The work load is evenly distributed	3.44	3.80	3.14	3.50	2.94	3.30	**3.38**	58
59 The dept is constaintly trying to improve its services	3.11	4.40	3.00	2.83	2.94	4.20	**3.43**	59
60 Training has helped me to work better -variety of people	3.15	4.00	3.29	3.00	2.96	3.70	**3.35**	60
61 KPD is a good organization to work for	3.89	4.40	3.71	4.17	3.72	4.60	**4.09**	60

Departmental Changes - Second Section of Survey							Page	A-2
Questions Number and Focus	Patrol	Traffic	Investigations	Community Services	Support Services	Administration	Overall Agency Ratings	Q#
Competency of (Range: 1= No Change, 2= Slightly Better, 3=Better, 4= Noticible Improvement, 5= Greatly Improved)								
1 Command	3.32	4.00	2.43	2.80	2.47	4.40	**3.25**	1
2 Supervisors	3.30	4.00	2.29	3.00	2.25	3.50	**3.06**	2
3 Peers	2.91	4.40	2.86	3.40	2.54	3.40	**3.30**	3
Effectiveness of (Range: 1= No Change, 2= Slightly Better, 3=Better, 4= Noticible Improvement, 5= Greatly Improved)								
4 Command	3.02	4.20	2.29	3.00	2.17	4.20	**3.16**	4
5 Supervisors	3.29	4.20	2.29	3.40	2.17	3.40	**3.13**	5
6 Peers	3.12	4.40	2.71	3.60	2.38	3.20	**3.26**	6
Support of (Range: 1= No Change, 2= Slightly Better, 3=Better, 4= Noticible Improvement, 5= Greatly Improved)								
7 Command	2.74	4.00	2.57	2.80	1.91	4.20	**3.07**	7
8 Supervisors	3.22	4.00	2.43	3.40	2.05	3.90	**3.19**	8
9 Peers	3.29	4.20	3.14	3.40	2.30	3.30	**3.31**	9
Mentoring of (Range: 1= No Change, 2= Slightly Better, 3=Better, 4= Noticible Improvement, 5= Greatly Improved)								
10 Employees	2.45	3.60	1.86	2.40	1.79	3.80	**2.69**	10
11 Command Staff	2.49	3.80	1.43	2.00	1.64	3.80	**2.54**	11
12 Supervisors	2.54	4.00	1.43	2.20	1.57	3.80	**2.62**	12
13 Training of Employees	2.91	3.60	2.71	3.00	2.07	4.00	**3.04**	13
14 Development of individuals	2.46	3.40	2.14	3.00	1.78	3.50	**2.74**	14
My Job Expectations (Range: 1= No Change, 2= Slightly Better, 3=Better, 4= Noticible Improvement, 5= Greatly Improved)								
15 Compensation is	2.23	2.60	1.43	1.60	1.58	2.60	**2.04**	15
16 Working conditions are	2.56	3.20	1.86	1.60	2.21	3.60	**2.52**	16
17 As a professional environment	2.96	3.60	2.00	1.80	2.13	4.10	**2.76**	17
18 As a place to work	2.89	3.60	2.14	2.00	2.11	4.00	**2.79**	18
19 Command staff are meeting my job expectations	2.52	3.20	1.57	1.60	1.93	3.80	**2.46**	19
20 Supervisors are meeting my job expectations	3.06	3.40	1.86	2.60	1.99	3.30	**2.71**	20
21 Peers are meeting my job expectations	2.84	4.20	2.57	2.40	2.00	3.40	**2.93**	21
Personal Self Fulfillment (Range: 1= No Change, 2= Slightly Better, 3=Better, 4= Noticible Improvement, 5= Greatly Improved)								
22 Individual training/professional development	2.47	2.80	2.29	2.60	1.99	3.90	**2.68**	22
23 Individual mentoring	2.13	2.00	1.29	2.40	1.72	3.30	**2.15**	23
24 A good place to work	2.93	2.80	1.86	3.20	2.08	4.20	**2.84**	24
25 Pride in what I do for my community	3.10	2.80	1.71	3.60	2.12	3.80	**2.87**	25
26 Pride in being a member of this department	3.03	3.00	1.71	3.20	2.07	4.20	**2.90**	26

Your Job & Work Environment	Patrol		Traffic		Investigations		Community Services		Support Services		Administration	
Ratings 3 and above(agree to strongly agree) Vs: 2 or less (disagree or strongly disagree)	3 or more	2 or less	3 or more	2 or less	3 or more	2 or less	3 or more	2 or less	3 or more	2 or less	3 or more	2 or less
29 I enjoy doing my work	33	1	5	0	7	0	5	1	22	1	10	0
30 I have a good working relationship with my supervisor	31	2	5	0	7	0	5	1	16	7	10	0
31 I am given right level of decision making authority	30	3	5	0	6	1	6	0	15	8	10	0
32 My supervisor acknowledges work well done	31	3	5	0	7	0	6	0	10	13	10	0
33 I am recognized for helping to solve problems - comm.	34	0	4	1	4	3	6	0	10	13	8	2
34 My co-workers & I communicate effectively	30	4	5	0	7	0	6	0	13	10	10	0
35 My shift/div handles personnel problems/conflicts well	32	2	5	0	7	0	5	1	19	4	10	0
36 There is widespread sharing of information within Dept.	33	1	4	1	4	3	4	2	7	16	8	2
37 I like current assignment	28	6	5	0	7	0	6	0	23	0	10	0
38 The PD treats me fairly	29	5	5	0	7	0	5	1	17	6	10	0
39 I feel my supervisor trusts me	31	3	5	0	6	1	6	0	16	7	10	0
40 I am encouraged to use initiative in my work	30	4	5	0	6	1	6	0	15	8	10	0
41 People I work with let me know when I've done good job	34	0	5	0	6	1	6	0	17	6	10	0
42 I have a good working relationship with co-workers	34	0	5	0	7	0	6	0	22	1	10	0
43 The PD acknowledges good work	26	8	4	1	5	2	4	2	14	9	10	0
44 Assignments are based on merit	19	15	4	1	5	2	4	2	15	8	10	0
45 Widespread support for community policing w/in dept.	18	16	5	0	4	3	4	2	17	6	9	1
46 I feel good about the work I do	32	2	5	0	7	0	6	0	23	0	10	0
47 My supervisor listens to my suggestions	33	1	5	0	6	1	6	0	15	8	9	1
48 I decide on my own how to do my job	33	1	5	0	6	1	6	0	17	6	9	1
49 My co-workers value my work	34	0	5	0	6	1	6	0	22	1	10	0
50 I feel I can rely on my co-workers to do their job	30	4	5	0	6	1	5	1	22	1	10	1
51 The promotion process is fair and open	24	10	5	0	4	2	5	1	18	5	10	0
52 Dept. is open to suggestions for change	21	13	5	0	4	2	3	3	10	13	10	0
53 I am satisfied with my job	32	2	4	1	7	0	6	0	10	13	10	0
54 My supervisor & I communicate effectively	32	2	5	0	7	0	5	1	11	12	9	1
55 I have appropriate amount of independence on the job	30	4	5	0	6	1	6	0	18	5	9	1
56 My co-workers help make sure creit is given when due	33	1	5	0	6	1	6	0	11	2	9	1
57 My co-workers & I work well together as a team	31	3	5	0	7	0	6	0	23	0	10	0
58 The work load is evenly distributed	30	4	4	1	4	3	5	1	20	3	7	3
59 The dept is constatntly trying to improve its services	27	7	5	0	4	3	4	2	17	6	10	0
60 Training has helped me to work better -variety of people	26	8	5	0	5	2	4	2	13	10	9	1
61 KPD is a good organization to work for	18	16	5	0	6	1	6	0	19	4	10	0

Departmental Change	Patrol		Traffic		Investigations		Community Services		Support Services		Administration	
Ratings 3 and above (Better to Greatly Improved) Vs: 2 or less (No Change to Slightly Better)	3 or more	2 or less	3 or more	2 or less	3 or more	2 or less	3 or more	2 or less	3 or more	2 or less	3 or more	2 or less
1 Competency of Command	24	10	5	0	4	3	3	3	10	13	10	0
2 Competency of Supervisors	23	11	5	0	3	4	4	2	8	15	8	2
3 Competency of Peers	14	9	5	0	4	3	5	1	12	11	8	2
4 Effectiveness of Command	22	12	5	0	3	4	3	3	7	16	10	0
5 Effectiveness of Supervisors	25	9	5	0	2	5	3	3	7	16	9	1
6 Effectiveness of Peers	26	8	5	0	3	4	5	1	8	15	8	2
7 Support of Command	19	15	5	0	5	2	3	3	5	18	10	0
8 Support of Supervisors	24	10	5	0	3	4	5	1	7	16	9	1
9 Support of Peers	26	8	5	0	6	1	5	1	7	16	8	2
10 Mentoring of Employees	15	19	4	1	2	5	3	3	4	19	9	1
11 Mentoring of Command Staff	14	20	5	0	0	7	2	4	4	19	9	1
12 Mentoring of Supervisors	17	17	5	0	0	7	2	4	4	19	9	1
13 Training of Employees	20	14	3	2	4	3	3	3	6	17	10	0
14 Development of individuals	15	19	3	2	2	5	4	2	5	18	8	2
15 Compensation is	13	21	2	3	0	7	1	5	3	20	5	5
16 Working conditions are	15	19	3	2	1	6	2	4	7	16	10	0
17 As a professional environment	21	13	3	2	2	5	4	2	5	18	10	0
18 As a place to work	19	15	3	2	2	5	2	4	5	18	10	0
19 Command staff are meeting my job expectations	16	18	3	2	0	7	2	4	6	17	10	0
20 Supervisors are meeting my job expectations	23	11	4	1	1	6	4	2	6	17	7	3
21 Peers are meeting my job expectations	22	12	5	0	3	4	3	2	7	16	8	2
22 Individual training/professional development	15	19	3	2	3	4	3	3	6	17	10	0
23 Individual mentoring	10	24	3	2	0	7	3	2	5	18	8	2
24 A good place to work	20	14	3	2	1	6	6	0	6	17	10	0
25 Pride in what I do for my community	21	13	3	2	1	6	4	2	8	15	9	1
26 Pride in being a member of this department	21	13	3	2	1	6	5	1	8	15	9	1

Patrol - (Range: 1 thru 5, 1=Not Important, 5= Very Important)

Q #	Less than 3	avr.	3-5 years	avr.	5-9 years	avr.	10-14 yrs	avr.	15-19 yrs	avr.	Patrol Overall Average	Agency Overall Average	
1	4 5 4 5 5	4.600	4 5 5 5 4 5 5 5	4.750	5 5 4 5 5 5 5 5 4 5 4 5 3	4.615	5 4 5 5	4.750	5 5 4 5	4.750	4.693	4.882	1
2	4 3 3 4 5	3.800	5 5 5 5 5 5 3 5	4.750	3 2 1 4 4 3 3 4 3 5 3 5 3	3.308	5 4 5 3	4.250	3 3 3 4	3.250	3.872	4.035	2
3	5 5 4 5 5	4.800	5 5 5 5 5 5 5 5	5.000	5 5 4 5 5 5 5 5 5 4 4 5 3	4.615	5 4 5 5	4.750	5 5 5 5	5.000	4.833	4.892	3
4	3 3 4 4 4	3.600	4 5 4 5 4 5 3 5	4.375	3 2 1 5 5 4 3 5 2 3 3 5 2	3.308	5 4 3 3	3.750	5 3 3 5	4.000	3.807	4.097	4
5	5 5 5 5 4	4.800	5 5 5 5 5 5 4 4	4.750	5 5 4 5 5 4 4 5 4 5 4 5 4	4.615	4 3 5 5	4.250	5 5 4 5	4.750	4.633	4.717	5
6	4 4 4 4 3	3.800	3 5 3 5 4 5 3 5	4.125	5 3 1 4 4 3 3 4 2 3 5 3 3	3.308	3 4 3 3	3.500	4 3 3 4	3.500	3.647	4.046	6
7	5 5 4 5 5	4.400	3 5 4 5 4 5 4 2	4.125	5 5 4 5 5 5 5 5 5 5 5 3 4	4.615	3 3 4 4	3.500	4 5 4 4	4.250	4.178	4.462	7
8	4 4 4 4 3	3.800	4 5 4 5 4 3 5 4	4.375	2 2 1 4 5 4 4 4 3 5 3 5 1	3.308	4 3 5 2	3.500	2 3 3 4	3.000	3.597	3.730	8
9	4 3 2 4 2	3.000	2 5 4 4 3 3 2 5	3.500	1 1 1 3 4 4 1 4 4 4 3 3 1	2.615	4 3 5 2	3.500	2 3 3 3	2.750	3.073	3.722	9
10	4 4 5 5 5	4.600	4 5 4 4 4 4 3 3	3.875	4 5 4 5 5 4 5 3 5 4 4 3 3	4.154	3 3 4 4	3.500	3 4 4 5	4.000	4.026	4.344	10
11	4 3 4 5 2	3.600	5 5 3 4 4 5 3 5	4.250	4 2 1 5 4 3 4 3 4 3 5 3 4	3.308	4 4 4 2	3.500	3 3 3 5	3.500	3.632	4.028	11
12	4 5 4 4 4	4.200	4 5 3 4 5 5 3 5	4.250	4 2 3 5 5 5 4 4 4 4 3 4 2	3.769	4 4 5 4	4.250	3 5 4 5	4.250	4.144	4.289	12
13	3 3 4 4 3	3.400	3 5 2 3 4 5 2 5	3.625	3 2 1 5 4 4 2 3 4 3 3 3 2	3.000	3 3 4 3	3.250	3 4 2 4	3.250	3.305	3.654	13
14	5 4 4 5 4	4.400	3 5 4 5 4 4 3 5	4.125	4 3 2 4 5 5 3 5 5 3 3 3 3	3.692	3 3 4 3	3.250	4 5 3 4	4.000	3.893	4.103	14
15	4 4 4 4 5	4.400	3 5 5 5 5 5 5 5	4.625	5 1 1 4 5 5 3 5 5 5 3 3 3	3.692	4 4 5 4	4.250	4 5 3 5	4.250	4.243	4.320	15
16	4 3 4 4 4	3.800	3 5 4 5 4 5 2 2	3.750	3 3 3 4 4 3 4 3 4 3 3 2 3	3.154	5 3 5 4	4.250	3 4 3 3	3.250	3.641	3.669	16
17	5 5 5 4 5	4.800	4 5 5 5 5 5 5 5	4.875	5 5 4 5 5 5 5 5 5 5 3 5 3	4.615	5 3 5 4	4.250	4 5 3 5	4.250	4.558	4.781	17
18	5 5 4 4 4	4.400	3 5 4 5 5 5 4 5	4.500	5 4 3 4 5 4 4 4 5 3 4 3 4	4.000	5 4 5 4	4.500	4 4 2 5	3.750	4.230	4.148	18
19	5 5 4 5 4	4.600	5 5 5 5 4 5 5 5	4.875	5 5 3 5 4 4 5 4 5 4 5 6 3	4.385	5 4 5 4	4.500	2 1 1 3	1.750	4.022	4.411	19
20	5 5 3 5 4	4.400	3 5 4 5 4 5 3 5	4.500	5 5 5 5 3 5 3 5 4 5 4 3 4	3.846	3 5 4 1	3.250	4 5 4 5	4.500	4.099	4.315	20
21	5 5 3 5 5	4.600	3 5 4 5 4 5 5 5	4.750	5 5 5 2 5 5 2 1 5 4 5 4 3	3.769	4 5 5 1	3.750	4 5 5 4	4.500	4.274	4.367	21
22	2 3 1 3 5	2.800	2 5 4 4 4 4 4 5	4.000	1 1 1 3 4 2 3 1 1 4 3 2 3	2.231	3 3 3 1	2.500	2 4 3 2	2.750	2.856	3.278	22
23	4 3 3 5 4	3.800	2 5 4 5 4 4 2 5	4.000	3 2 2 2 5 4 2 1 3 3 3 3 3	2.923	3 2 2 2	2.500	2 4 2 4	3.000	3.245	3.762	23
24	4 3 1 4 5	3.400	4 5 4 5 5 3 3 5	4.250	5 5 1 3 5 3 4 4 2 5 4 3 2	3.538	3 4 1 3	2.750	4 3 1 3	2.750	3.338	3.877	24
25	4 3 3 4 3	3.400	4 5 3 4 2 2 1 5	3.250	5 5 3 4 5 3 3 3 2 5 4 4 2	3.692	3 4 2 4	3.250	3 3 2 5	3.250	3.368	4.065	25
26	5 5 3 4 5	4.400	3 5 4 5 4 3 5	4.250	5 1 3 4 5 5 3 3 5 5 4 3 2	3.692	3 3 3 3	3.000	3 2 3 3	2.750	3.618	3.930	26
27	4 4 5 4 1	3.600	4 5 4 4 2 2 4 3	3.500	4 5 4 3 5 3 1 5 4 4 3 5 3	3.769	3 3 4 3	3.250	3 5 1 4	3.250	3.474	3.766	27
28	3 3 4 3 2	3.000	2 5 4 4 2 2 3 3	3.125	3 3 3 2 4 3 3 1 2 4 3 2 3	2.769	2 2 1 1	1.500	2 3 1 2	2.000	2.479	2.664	28

Your Job & Your Work Environment (Range: 1 thru 5, 1=Strongly Disagree - Strongly Agree)

Q #	Less than 3	avr.	3-5 years	avr.	5-9 years	avr.	10-14 yrs	avr.	15-19 yrs	avr.	Patrol Overall Average	Agency Overall Average	
29	5 3 5 5 5	4.60	4 5 5 5 5 5 5 4	4.63	5 5 3 4 5 5 5 3 5 3 3 4 4	4.15	4 4 5 5	4.50	1 5 4 4	3.50	4.276	4.417	29
30	5 4 5 3 5	4.40	5 5 4 5 5 5 5 5	4.88	3 5 4 3 3 5 5 4 4 5 4 5 2	4.00	2 4 5 4	3.75	2 5 4 5	4.00	4.205	4.283	30
31	5 3 4 4 5	4.20	5 5 4 5 5 5 5 3	4.63	2 5 4 3 2 5 4 2 5 3 4 3 3	3.62	3 5 5 4	4.25	2 5 4 5	4.00	4.138	4.128	31
32	5 3 4 4 5	4.20	5 5 3 4 5 5 4 4	4.38	3 5 4 3 5 5 5 5 4 5 4 4 2	4.08	2 5 3 4	3.50	2 4 3 5	3.50	3.930	3.976	32
33	4 3 4 4 4	3.80	4 5 3 4 5 4 5 3	4.00	2 3 4 3 5 4 5 3 4 3 4 3 2	3.46	2 4 2 3	3.25	3 4 1 4	3.00	3.502	3.182	33
34	5 3 4 4 4	4.20	4 5 3 4 5 5 4 5	4.38	3 5 5 4 5 5 5 4 5 4 4 4 3	4.15	3 4 5 5	4.25	3 4 3 4	3.50	4.096	4.178	34
35	5 3 4 5 3	4.20	4 5 4 4 5 3 3 2	3.88	1 5 4 4 2 5 5 4 5 3 5 3 3	3.69	3 4 3 4	3.50	2 5 4 4	3.75	3.803	3.954	35
36	3 2 3 3 3	2.80	3 5 3 4 2 3 3 1	3.00	1 2 2 2 2 3 5 2 4 1 2 2 2	2.31	3 1 1 1	1.75	3 3 2 4	3.00	2.572	3.021	36
37	5 4 4 5 5	4.60	4 5 4 5 5 4 4 4	4.50	5 5 4 4 5 5 4 5 4 4 4 4 4	4.31	5 4 5 5	4.75	1 5 4 5	3.75	4.382	4.367	37
38	5 3 4 5 5	4.40	4 5 4 5 3 5 4 3	4.13	1 3 2 3 1 4 5 3 5 1 3 3 2	2.77	4 4 5 3	4.00	1 5 2 5	3.25	3.709	3.934	38
39	5 5 4 4 4	4.40	4 5 4 4 5 5 5 3	4.50	3 5 4 3 2 5 5 5 5 5 3 4 2	3.92	3 4 5 4	4.00	2 5 4 5	4.00	4.165	4.514	39
40	5 5 4 4 5	4.60	4 5 5 5 5 5 5 4	4.75	3 4 4 4 5 5 5 4 5 3 4 4 4	4.15	2 4 1 2	2.25	2 4 4 5	3.75	3.901	4.067	40
41	5 3 4 4 5	4.20	4 5 5 4 5 5 4 3	4.38	3 4 4 3 1 5 5 5 4 4 3 3 3	3.62	3 4 4 4	3.75	3 4 4 4	3.75	3.938	3.993	41
42	5 3 4 4 5	4.20	4 5 4 5 5 4 5 5	4.63	4 5 4 5 4 5 4 5 4 5 3 4 3	4.23	3 4 5 5	4.25	3 4 4 4	3.75	4.211	4.368	42
43	5 3 4 5 3	4.00	3 5 4 5 4 3 3 2	3.63	3 2 2 2 3 5 3 3 4 1 3 4 2	2.85	4 3 2 3	3.00	3 3 2 4	3.00	3.294	3.517	43
44	4 3 2 4 4	3.40	3 5 3 4 3 4 3 3	3.50	2 2 2 2 3 4 2 1 1 3 2 2 2	2.08	3 3 3 3	3.00	3 4 2 2	2.75	2.945	3.296	44
45	4 4 3 3 4	3.60	2 6 3 4 3 4 3 2	3.50	2 2 1 2 1 3 2 1 1 3 2 1 3	1.85	1 3 1 1	1.50	4 4 1 3	3.00	2.689	3.074	45
46	5 5 4 4 5	4.80	4 4 4 5 4 5 4 5	4.38	3 5 4 4 5 5 5 5 5 4 3 4 4	4.08	4 4 5 5	4.50	1 4 3 4	3.00	4.150	4.404	46
47	5 5 4 4 4	4.40	4 5 4 5 5 4 4 5	4.50	4 5 4 3 3 5 5 4 4 5 3 3 4	4.00	3 4 3 4	3.50	2 5 4 5	4.00	4.080	4.123	47
48	5 4 3 3 3	3.60	3 5 3 4 4 3 3 5	3.88	3 4 3 2 3 5 4 4 3 5 3 3 3	3.46	3 4 3 3	3.25	3 5 3 4	3.75	3.587	3.792	48
49	5 4 4 4 4	4.20	3 5 4 4 5 5 4 2	4.00	3 5 3 4 2 5 5 4 4 5 3 3 3	3.77	3 4 4 4	3.75	3 4 3 4	3.50	3.844	3.946	49
50	5 4 4 4 5	4.40	4 5 5 5 3 1 4 5	4.00	2 5 4 4 5 4 4 5 4 5 3 4 4	3.85	3 4 4 4	3.75	2 4 3 4	3.25	3.849	3.904	50
51	3 4 2 4 5	3.40	3 5 3 4 2 1 4 1	3.50	1 3 3 2 1 2 5 3 3 1 2 3 2	2.46	3 4 2 3	3.00	3 5 1 5	3.50	3.172	3.697	51
52	4 3 3 4 3	3.40	3 2 2 2 1 3 4 2	3.13	3 2 2 2 1 3 4 2 3 2 2 2 2	2.46	2 3 2 1	2.00	3 3 2 4	3.00	2.797	3.180	52
53	5 3 4 5 4	4.20	3 4 4 5 5 4 3 3	4.13	5 4 4 5 5 3 5 3 3 5 4 3 1	3.62	4 4 5 5	4.50	2 5 4 3	3.50	3.888	4.036	53
54	5 4 4 4 5	4.40	5 5 4 5 5 5 4 4	4.63	3 5 4 3 5 5 4 4 5 3 4 4 4	4.00	2 4 4 4	3.50	2 5 4 4	3.75	4.055	3.964	54
55	5 3 4 4 5	4.20	4 4 4 5 5 4 4 4	4.50	4 3 3 2 5 5 4 1 5 3 3 2 3	3.31	3 4 4 4	3.75	2 5 4 5	4.00	3.952	4.067	55
56	5 4 4 4 4	4.20	3 5 5 5 5 5 4 4	4.38	4 3 4 3 5 5 4 4 3 4 3 2 3	3.69	3 4 4 4	3.75	3 4 3 4	3.50	3.903	4.027	56
57	5 4 4 5 5	4.60	4 5 4 5 5 5 5 4	4.63	4 5 4 4 5 5 5 5 5 4 3 4 2	4.00	3 5 5 5	4.25	2 5 3 4	3.50	4.195	4.404	57
58	4 4 4 4 3	3.80	3 5 3 4 4 3 4 4	3.75	2 3 2 N/A 4 4 3 4 3 2	3.15	3 4 2 3	3.00	3 3 4 4	3.50	3.441	3.380	58
59	4 3 3 3 4	3.40	3 5 4 5 3 3 3 2	3.50	5 2 1 3 4 4 3 3 2 3 2 3 2	2.92	3 4 2 3	3.00	2 3 3 2	2.75	3.115	3.432	59
60	4 3 2 3 5	3.40	3 5 4 5 3 1 3 4	3.50	3 1 3 4 5 3 3 5 3 2 2 2 2	3.08	1 3 3 2	2.50	3 4 2 4	3.25	3.145	3.353	60
61	5 2 4 5 5	4.20	4 5 4 5 4 4 4 5	4.38	3 4 2 4 4 5 5 5 4 5 2 3 4	3.62	5 4 5 3	4.25	1 4 2 5	3.00	3.888	4.086	61

Patrol - Departmental Change (Range: 1=No Change, 2=Slightly Better, 3=Better, 4=Noticible Improvement, 5=Greatly Improved)

#Q	Less than 3					avr.	3-5 years								avr.	5-9 years													avr.	10-14 yrs.				avr.	15-19 yrs				avr.	Patrol Overall Average	Agency Overall Average	
1	3	3	4	3	5	3.60	4	3	4	4	5	4	3	4	3.88	2	1	2	2	4	4	4	3	4	1	1	4	2	2.62	3	4	4	2	3.25	4	2	2	6	3.25	3.318	3.248	1
2	3	4	4	3	5	3.80	4	3	3	2	5	4	2	4	3.38	1	2	2	2	3	4	1	4	4	1	1	3	2	2.31	2	4	4	3	3.25	4	4	3	4	3.75	3.297	3.061	2
3	3	3	4	1	4	3.00	4	3	4	1	3	2	3	4	3.00	2	3	3	3	4	3	1	4	1	2	1	3	3	2.54	2	3	3	3	2.75	3	3	3	4	3.25	2.808	3.299	3
4	3	3	4	4	4	3.60	3	3	3	4	4	3	2	4	3.25	1	1	2	2	4	3	3	3	2	1	1	4	2	2.23	3	4	4	2	3.25	4	2	1	4	2.75	3.016	3.162	4
5	4	4	4	4	4	4.00	4	3	3	4	3	4	2	4	3.38	1	2	2	2	4	4	1	3	2	1	1	4	3	2.31	3	4	3	3	3.25	4	3	3	4	3.50	3.287	3.130	5
6	4	3	4	3	4	3.60	4	2	4	4	3	3	3	4	3.38	1	3	2	2	4	4	1	4	1	1	1	4	3	2.38	3	3	3	3	3.00	3	3	3	4	3.25	3.122	3.256	6
7	4	2	4	3	4	3.40	3	2	3	2	4	3	2	4	2.88	1	1	2	2	3	4	3	3	2	1	1	4	1	2.15	1	3	4	1	2.25	4	3	1	4	3.00	2.736	3.068	7
8	4	4	4	3	5	4.00	4	2	3	2	4	5	3	4	3.38	1	3	2	2	2	4	1	4	2	1	1	3	3	2.23	3	3	4	3	3.25	4	3	3	3	3.25	3.221	3.187	8
9	4	5	4	2	5	4.00	4	3	5	2	4	5	3	4	3.75	2	3	3	2	3	4	1	4	1	2	1	3	3	2.46	3	3	4	3	3.25	3	3	3	3	3.00	3.292	3.314	9
10	4	2	4	4	3	3.40	2	3	3	2	4	4	2	4	3.00	1	3	3	2	2	3	2	1	1	1	1	2	2	1.85	1	2	2	1	1.50	3	3	1	3	2.50	2.449	2.688	10
11	4	3	4	4	3	3.60	3	2	1	4	4	3	2	4	2.88	1	1	2	1	2	2	3	2	1	1	1	1	1	1.46	3	3	2	1	2.25	3	2	1	3	2.25	2.487	2.539	11
12	4	3	4	4	4	3.80	2	2	1	4	4	4	4	4	3.13	1	1	3	1	2	3	3	3	1	1	1	1	2	1.77	1	3	2	1	1.75	3	2	1	3	2.25	2.539	2.623	12
13	4	3	4	3	5	3.80	2	3	1	5	4	2	3	4	3.00	1	1	3	2	3	4	2	1	4	2	1	4	1	2.23	1	4	2	1	2.00	3	3	4	4	3.50	2.908	3.042	13
14	4	2	4	3	3	3.20	2	2	1	4	4	2	3	4	2.75	1	1	3	2	2	3	2	2	2	1	1	3	1	1.85	1	3	2	1	1.75	3	2	3	3	2.75	2.459	2.740	14
15	3	3	3	1	3	2.60	2	2	1	2	3	2	1	4	2.13	2	1	1	2	3	2	3	3	1	1	1	1	1	1.69	4	3	3	2	3.00	1	2	1	3	1.75	2.233	2.038	15
16	3	3	4	4	3	3.40	1	1	1	2	5	2	2	5	2.38	2	1	2	1	3	1	5	3	1	1	1	3	2	2.00	2	3	1	2	2.00	3	3	2	4	3.00	2.555	2.517	16
17	3	2	4	4	4	3.40	3	2	1	2	3	4	3	4	2.75	2	1	1	1	3	3	4	3	3	1	1	3	2	2.15	3	4	4	2	3.25	3	4	2	4	3.25	2.961	2.757	17
18	3	2	4	4	5	3.60	3	2	1	2	3	4	3	4	2.75	2	1	1	1	3	3	4	3	3	1	1	2	2	2.08	2	3	3	2	2.50	4	4	2	4	3.50	2.885	2.795	18
19	3	2	4	4	4	3.40	2	2	1	2	3	4	2	3	2.38	1	1	1	2	3	2	3	2	3	1	1	3	1	1.85	1	4	4	1	2.50	3	2	1	4	2.50	2.524	2.457	19
20	3	4	4	4	4	3.80	3	3	1	2	5	4	3	5	3.25	1	3	3	2	2	3	1	4	2	3	1	3	1	2.23	2	3	4	2	2.75	3	3	3	4	3.25	3.056	2.709	20
21	3	3	4	4	3	3.40	3	3	2	2	3	3	3	2	2.63	1	3	3	2	3	3	1	4	2	2	1	2	1	2.15	2	3	4	3	3.00	3	3	3	3	3.00	2.838	2.935	21
22	3	2	4	4	4	3.40	1	5	1	1	4	1	3	3	2.38	1	1	1	3	2	4	3	2	4	2	1	1	2	2.08	1	3	3	1	2.00	2	2	2	4	2.50	2.470	2.683	22
23	3	2	4	3	3	3.00	1	4	1	1	4	4	2	1	2.25	1	1	2	1	2	3	1	1	2	1	1	1	1	1.38	1	3	1	1	1.50	2	2	2	4	2.50	2.127	2.152	23
24	4	2	4	3	4	3.40	1	3	2	2	5	4	4	3	3.00	2	1	1	2	3	2	4	2	3	1	1	3	1	2.00	3	3	3	2	2.75	4	3	2	6	3.50	2.930	2.845	24
25	4	4	4	3	5	4.00	1	3	2	2	5	5	4	4	3.25	3	1	3	2	4	2	1	2	1	3	1	2	1	2.00	3	3	3	3	3.00	2	4	3	4	3.25	3.100	2.867	25
26	4	4	4	4	5	4.20	1	3	3	2	5	5	5	5	3.63	3	1	1	2	1	4	3	1	1	1	1	4	1	1.85	1	3	3	2	2.25	2	4	3	4	3.25	3.034	2.895	26

Q#	Less than 3							Avr.	3-5 years				Avr.	5-9 years			Avr.	10-14 years							Avr.	15-19 yrs			Avr.	Support Services Overall Average	KPD Overall Average	
Support Services (Range: 1 thru 5, 1=Not Important, 5 = Very Important)																																
1	5	5	5	5	5	5	5	5.00	5	4	5	5	4.75	5	5	5	5.00	5	5	5	5	5	5	1	4.43	4	5	5	4.67	4.769	4.882	1
2	4	4	5	4	5	5	5	4.57	3	3	5	5	4.00	5	3	3	3.67	4	4	3	4	5	3	1	3.43	2	5	3	3.33	3.800	4.035	2
3	5	5	5	5	5	5	5	5.00	5	4	5	5	4.75	5	5	5	5.00	5	5	5	5	5	5	1	4.43	5	5	5	5.00	4.836	4.892	3
4	3	4	5	4	4	5	4	4.14	5	4	5	5	4.75	5	4	4	4.33	4	3	3	4	5	2	1	3.14	3	5	4	4.00	4.074	4.097	4
5	4	5	5	4	5	5	5	4.71	5	5	5	5	5.00	5	5	5	5.00	4	5	5	5	5	3	3	4.29	4	5	5	4.67	4.733	4.717	5
6	3	4	5	4	5	5	5	4.43	5	4	4	5	4.25	5	3	4	4.00	4	3	3	4	5	2	1	3.14	4	5	5	4.33	4.031	4.046	6
7	4	4	3	4	5	5	5	4.14	5	5	5	5	5.00	5	5	5	5.00	4	4	5	5	5	3	1	3.86	5	5	4	4.67	4.533	4.462	7
8	3	3	5	3	5	5	5	4.14	4	3	5	5	4.25	4	3	3	3.33	4	4	5	5	5	1	1	3.57	2	5	3	3.33	3.726	3.730	8
9	1	3	3	3	2	3	5	2.86	4	4	5	5	4.50	4	3	4	3.67	4	4	5	5	5	1	1	3.57	2	5	3	3.33	3.586	3.722	9
10	4	4	5	4	4	5	5	4.43	5	4	5	5	4.75	5	5	4	4.67	4	5	5	5	5	4	1	4.14	5	4	4	4.33	4.464	4.344	10
11	3	3	5	4	4	4	5	4.00	3	4	5	5	4.25	5	3	4	4.00	4	3	3	4	5	2	3	3.43	2	5	3	3.33	3.802	4.028	11
12	3	4	5	4	4	4	5	4.14	5	4	5	5	4.75	5	5	4	4.67	4	4	5	4	5	4	1	3.86	5	5	4	4.67	4.417	4.289	12
13	2	3	4	4	3	4	5	3.57	4	4	5	5	4.25	5	4	3	4.00	4	3	3	4	5	2	1	3.14	3	5	4	4.00	3.793	3.654	13
14	3	5	5	4	3	4	5	4.14	5	4	5	5	4.75	5	5	4	4.67	4	3	5	4	5	3	1	3.57	3	5	5	4.33	4.293	4.103	14
15	3	5	5	4	3	4	5	4.14	5	4	5	5	4.75	5	5	5	5.00	4	4	5	4	5	2	1	3.57	3	5	5	4.33	4.360	4.320	15
16	2	3	4	4	2	4	5	3.43	2	4	5	5	4.00	5	3	4	4.00	4	3	3	4	5	2	1	3.14	4	5	4	4.33	3.781	3.669	16
17	4	4	5	5	4	5	5	4.57	5	4	5	5	4.75	5	5	5	5.00	4	5	5	5	5	4	1	4.14	4	5	4	4.33	4.560	4.781	17
18	5	2	5	4	4	4	5	4.14	3	4	5	5	4.25	5	3	5	4.33	4	4	5	5	5	2	1	3.71	3	3	3	3.00	3.888	4.148	18
19	2	5	5	5	5	5	5	4.57	3	5	5	5	4.50	5	3	3	3.67	4	4	5	5	5	3	3	4.14	2	5	5	4.00	4.176	4.411	19
20	3	5	5	4	4	3	5	4.14	5	4	5	5	4.75	5	5	4	4.67	5	4	4	5	5	3	3	4.14	5	5	5	5.00	4.540	4.315	20
21	4	4	5	5	4	3	5	4.29	5	4	5	5	4.75	4	2	1	2.33	5	2	4	5	4	3	1	3.43	5	5	3	4.33	3.826	4.367	21
22	1	2	5	5	3	5	3	3.43	1	2	3	5	2.75	3	3	1	2.33	5	3	4	5	3	1	1	3.14	2	5	3	3.33	2.998	3.278	22
23	2	3	5	4	3	3	5	3.57	2	3	4	5	3.50	4	5	2	3.67	4	4	3	5	3	1	1	3.00	3	5	3	3.67	3.481	3.762	23
24	3	3	5	3	4	3	5	3.71	4	5	4	5	4.50	5	5	3	4.33	4	3	5	5	3	2	1	3.29	3	4	3	3.33	3.833	3.877	24
25	3	3	5	4	5	3	5	4.00	5	3	4	5	4.25	5	4	3	4.00	4	4	5	5	5	2	1	3.71	4	2	3	3.00	3.793	4.065	25
26	3	4	5	4	4	3	5	4.00	4	4	4	5	4.25	5	5	3	4.33	3	3	5	5	4	2	1	3.29	2	5	2	3.00	3.774	3.930	26
27	3	3	5	3	4	3	5	3.71	5	4	4	5	4.50	4	4	2	3.33	3	3	5	5	5	3	1	3.57	4	4	4	4.00	3.824	3.766	27
28	2	3	5	3	3	1	3	2.86	1	2	3	5	2.75	4	3	2	3.00	3	3	3	3	2	2	1	2.43	4	1	2	2.33	2.674	2.664	28
Your Job & Work Environment (Range: 1 thru 5, 1=Strongly Disagree, 5= Strongly Agree)																																
29	3	5	5	5	5	5	4	4.57	5	2	5	4	4.00	5	5	4	4.67	5	4	5	5	5	3	4	4.43	4	4	3	3.67	4.267	4.267	29
30	1	5	5	4	5	1	4	3.57	1	2	5	2	2.50	5	5	4	4.67	5	3	5	5	3	1	5	3.86	3	3	2	2.67	3.452	4.283	30
31	1	5	5	4	3	1	3	3.14	2	2	4	3	2.75	3	5	4	4.00	5	4	1	4	2	2	3	3.00	3	1	4	2.67	3.112	4.128	31
32	1	5	3	2	3	1	3	2.57	1	2	5	1	2.25	4	4	4	4.00	5	2	1	3	2	1	1	2.14	2	2	3	2.33	2.660	3.976	32
33	1	3	1	3	3	1	2	2.00	0	4	3	1	2.00	2	4	2	2.67	4	4	1	3	2	1	1	2.29	3	1	3	2.33	2.257	3.182	33
34	5	5	5	3	4	4	4	4.29	5	5	4	4	4.50	5	4	3	4.00	4	4	5	4	3	4	4	4.00	3	3	5	3.67	4.090	4.178	34
35	5	4	5	3	4	3	3	3.86	1	2	4	1	2.00	4	4	3	3.67	5	3	3	4	2	5	4	3.71	3	4	5	4.00	3.448	3.954	35
36	1	4	5	2	2	1	2	2.43	3	2	3	3	2.75	2	4	1	2.33	4	2	1	2	2	1	3	2.14	2	1	2	1.67	2.264	3.021	36
37	3	5	5	4	5	4	4	4.29	4	3	5	4	4.00	5	5	4	4.67	5	3	3	4	5	3	5	4.00	4	6	4	4.67	4.324	4.367	37
38	1	4	5	4	4	2	4	3.43	2	3	5	3	3.25	3	4	4	3.67	5	4	1	4	4	2	4	3.43	3	1	4	2.67	3.288	3.934	38
39	1	4	5	3	4	2	3	3.14	1	3	5	1	2.50	5	5	5	5.00	5	5	2	4	4	1	5	3.71	2	3	4	3.00	3.471	4.514	39
40	1	4	5	3	4	1	2	2.86	2	4	5	3	3.50	4	5	4	4.33	5	3	1	4	4	1	2	2.86	2	3	2	2.33	3.176	4.067	40
41	5	4	3	3	4	4	3	3.71	3	3	4	2	3.00	5	4	4	4.33	4	2	1	4	4	1	1	2.43	3	1	5	3.00	3.295	3.993	41
42	5	5	5	4	4	5	4	4.57	5	4	5	4	4.50	5	4	4	4.33	4	4	5	4	2	5	4	4.00	4	3	5	4.00	4.281	4.368	42
43	1	4	4	3	3	3	3	3.00	3	2	4	1	2.50	3	4	2	3.00	4	3	1	3	3	1	2	2.43	3	2	2	2.33	2.652	3.517	43
44	1	3	5	2	3	3	5	2.86	3	2	3	5	3.25	4	4	2	3.33	5	0	1	3	5	1	4	2.71	3	1	3	2.33	2.898	3.296	44
45	3	3	5	3	4	3	2	3.29	3	3	4	3	3.25	4	2	2	2.67	4	3	2	4	4	1	4	3.14	3	1	4	2.67	3.002	3.074	45
46	4	5	5	4	5	4	4	4.43	5	4	5	4	4.50	5	5	4	4.67	5	4	5	4	4	3	4	4.14	4	5	4	4.33	4.414	4.404	46
47	1	4	5	2	4	1	3	2.86	2	3	5	1	2.75	5	5	5	5.00	5	0	2	4	3	1	3	3.00	2	3	2	2.67	3.255	4.123	47
48	2	4	3	3	3	3	1	2.71	1	3	4	3	2.75	2	5	4	3.67	5	3	4	3	3	3	4	3.57	2	2	4	2.67	3.074	3.792	48
49	5	4	5	4	3	3	3	3.86	5	4	4	3	4.00	5	5	4	4.67	5	3	5	4	4	5	3	4.14	3	1	4	2.67	3.867	3.946	49
50	5	4	5	4	5	3	3	4.14	4	4	4	2	3.50	5	5	4	4.67	4	3	3	4	3	4	5	3.71	4	3	5	4.00	4.005	3.904	50
51	1	3	5	2	4	2	3	2.86	3	3	3	3	3.00	5	3	3	3.67	5	4	0	4	5	1	4	3.29	3	3	3	3.00	3.162	3.697	51
52	1	3	3	3	2	2	2	2.29	2	3	3	1	2.25	4	3	3	3.33	5	2	1	3	2	1	3	2.43	2	1	2	1.67	2.393	3.180	52
53	3	5	2	4	5	3	3	3.57	4	2	5	3	3.50	5	4	3	4.00	5	3	2	4	4	3	5	3.71	3	3	3	3.00	3.557	4.036	53
54	2	4	5	2	4	1	2	2.86	1	2	5	2	2.25	5	5	4	4.67	5	3	1	4	3	1	4	3.00	2	2	2	2.00	2.955	3.964	54
55	2	4	5	4	3	2	3	3.29	3	3	4	3	3.25	3	5	3	3.67	5	4	1	4	4	2	1	3.00	3	3	4	3.33	3.307	4.067	55
56	5	3	4	4	3	3	3	3.57	5	3	4	2	3.50	5	3	3	3.67	4	3	4	4	3	4	4	3.71	3	1	3	2.33	3.357	4.027	56
57	5	5	4	4	5	3	4	4.29	4	4	4	3	3.75	5	4	4	4.33	5	3	4	4	4	5	3	4.00	4	4	5	4.33	4.140	4.404	57
58	5	4	4	4	3	1	4	3.57	3	2	3	2	2.50	3	3	3	3.00	3	3	4	3	4	2	4	3.29	3	1	3	2.33	2.938	3.380	58
59	1	3	5	3	3	3	3	3.00	2	3	4	3	3.00	4	3	3	3.33	5	3	1	4	3	1	2	2.71	3	1	4	2.67	2.943	3.432	59
60	2	3	5	3	5	1	2	3.00	3	4	5	4	4.00	5	3	3	3.67	5	0	1	3	2	1	3	2.14	2	2	2	2.00	2.962	3.353	60
61	2	4	5	5	5	3	3	3.86	3	3	5	3	3.50	5	5	4	4.67	5	4	2	3	5	2	4	3.57	3	2	4	3.00	3.719	4.086	61

Support Services - Deptmental Change

(Range: 1=No Change, 2= Slightly Better, 3=Better, 4=Noticible Improvement, 5= Greatly Improved)

Q#	Less than 3							Avr	3-5 years				Avr.	5-9 years			Avr.	10-14 years							Avr.	15-18 yrs			Avr.	Support Services Overall Average	KPD Overall Average	
1	1	4	5	0	2	1	1	2.00	2	2	4	2	2.50	4	5	3	4.00	5	4	1	3	3	1	3	2.86	1	1	1	1.00	2.471	3.248	1
2	1	4	5	0	2	1	2	2.14	2	1	4	1	2.00	3	4	4	3.67	5	4	1	3	2	1	1	2.43	1	1	1	1.00	2.248	3.061	2
3	3	4	5	0	3	1	2	2.57	5	2	4	2	3.25	3	3	3	3.00	5	3	3	2	4	2	1	2.86	1	1	1	1.00	2.536	3.299	3
4	1	4	5	0	2	1	1	2.00	2	2	3	2	2.25	3	4	3	3.33	5	3	1	2	3	1	1	2.29	1	1	1	1.00	2.174	3.162	4
5	1	4	5	0	2	1	1	2.00	2	2	4	1	2.25	2	4	3	3.00	5	3	1	2	3	1	1	2.29	2	1	1	1.33	2.174	3.130	5
6	1	4	5	0	2	2	1	2.43	4	2	3	2	2.75	2	3	3	2.67	5	2	3	2	2	2	3	2.71	1	1	2	1.33	2.379	3.256	6
7	1	4	5	0	2	1	1	2.00	2	1	3	1	1.75	2	4	2	2.67	5	2	1	3	2	1	1	2.14	1	1	1	1.00	1.912	3.068	7
8	1	4	5	0	2	1	2	2.14	2	1	4	1	2.00	3	2	2	2.33	5	3	1	3	3	1	1	2.43	2	1	1	1.33	2.048	3.187	8
9	3	4	5	0	2	2	3	2.71	5	1	4	2	3.00	2	2	2	2.00	5	2	3	2	2	2	1	2.43	2	1	1	1.33	2.295	3.314	9
10	1	4	3	0	2	1	2	1.86	1	1	3	2	1.75	1	2	3	2.00	5	2	1	2	2	1	1	2.00	1	1	2	1.33	1.788	2.688	10
11	1	3	3	0	2	1	1	1.57	2	1	3	1	1.75	0	4	2	2.00	5	2	1	1	2	1	1	1.86	1	1	1	1.00	1.636	2.539	11
12	1	3	3	0	2	1	1	1.57	2	1	3	1	1.75	0	3	2	1.67	5	2	1	1	2	1	1	1.86	1	1	1	1.00	1.569	2.623	12
13	2	3	5	0	2	2	2	2.29	1	2	3	3	2.25	3	2	2	2.33	5	2	1	1	2	1	3	2.14	1	1	2	1.33	2.069	3.042	13
14	1	3	5	0	2	1	1	1.86	1	2	3	2	2.00	3	2	2	2.33	5	1	1	1	2	1	1	1.71	1	1	1	1.00	1.781	2.740	14
15	2	3	2	0	3	2	3	2.14	2	1	2	1	1.50	3	1	1	1.67	2	2	1	1	2	2	1	1.57	1	1	1	1.00	1.576	2.038	15
16	2	4	3	0	2	2	2	2.14	2	2	3	2	2.25	2	3	2	2.33	4	3	1	1	3	1	1	2.00	5	1	1	2.33	2.212	2.517	16
17	1	4	5	0	2	1	2	2.14	2	1	4	2	2.25	5	4	2	3.67	4	1	1	2	1	1	1	1.57	1	1	1	1.00	2.126	2.757	17
18	1	4	5	0	2	1	2	2.14	1	1	4	1	1.75	2	5	3	3.33	5	2	1	2	2	1	1	2.00	2	1	1	1.33	2.112	2.795	18
19	1	4	5	0	2	1	1	2.00	1	1	3	1	1.50	2	4	3	3.00	4	2	1	2	4	1	1	2.14	1	1	1	1.00	1.929	2.457	19
20	1	3	5	1	2	1	1	2.00	1	1	4	1	1.75	3	3	3	3.00	4	2	1	2	2	1	1	1.86	1	1	2	1.33	1.988	2.709	20
21	3	2	5	0	2	1	3	2.29	4	2	3	2	2.75	1	2	2	1.67	4	1	3	2	3	2	1	2.29	1	1	1	1.00	1.998	2.935	21
22	1	3	5	0	1	1	2	1.86	2	2	3	2	2.25	5	3	1	3.00	5	1	1	1	1	1	3	1.86	1	1	1	1.00	1.993	2.683	22
23	1	3	3	0	1	1	1	1.43	1	1	3	1	1.50	1	4	2	2.33	5	2	1	1	3	1	1	2.00	1	1	2	1.33	1.719	2.152	23
24	1	4	5	0	2	1	2	2.14	1	1	5	1	2.00	1	5	2	2.67	5	2	1	2	3	1	4	2.57	1	1	1	1.00	2.076	2.845	24
25	1	3	5	0	3	1	2	2.14	5	1	4	2	3.00	1	3	3	2.33	5	2	1	2	3	1	1	2.14	1	1	1	1.00	2.124	2.867	25
26	1	4	5	0	3	1	2	2.29	1	1	5	2	2.25	1	4	3	2.67	5	2	1	1	4	1	1	2.14	1	1	1	1.00	2.069	2.895	26

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Community Survey - Police Department Activities Compared to Agency Response
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#	Resident				Bus/Employer			Ch	Comm Assoc		Students				Community Rating Average	Agency Rating Average	Community Plus Or Minus Agency
1	5	4	5	5	5	4	4	5	5	5	3	4	4	5	4.500	4.882	0.382
2	5	3	4	3	5	4	4	3	4	4	3	3	5	3	3.786	4.035	0.250
3	5	5	5	5	5	5	4	5	5	5	4	5	4	5	4.786	4.892	0.106
4	5	4	5	4	5	4	5	3	4	4	3	5	4	3	4.143	4.097	0.046
5	5	4	5	5	5	5	5	5	5	5	4	5	4	5	4.786	4.717	0.069
6	5	3	5	4	5	4	4	5	5	4	4	3	5	4	4.286	4.046	0.240
7	3	3	4	3	4	4	4	5	4	5	3	4	3	2	3.643	4.462	0.819
8	3	3	3	1	4	4	3	2	4	5	2	2	4	2	3.000	3.730	0.730
9	3	4	3	1	4	4	4	3	3	5	3	1	2	3	3.071	3.722	0.651
10	5	4	4	3	3	3	3	4	4	5	4	2	4	3	3.643	4.344	0.701
11	5	3	5	4	5	3	4	5	5	4	3	3	5	3	4.071	4.028	0.043
12	5	5	4	1	4	2	4	4	4	4	3	4	3	4	3.643	4.289	0.646
13	5	4	4	1	3	2	5	3	4	4	2	5	4	3	3.500	3.654	0.154
14	5	5	5	4	4	4	3	4	4	5	3	4	4	5	4.214	4.103	0.112
15	5	5	5	3	4	4	3	5	5	5	3	5	3	5	4.286	4.320	0.034
16	5	3	3	2	4	3	4	3	4	4	2	5	4	3	3.500	3.669	0.169
17	5	4	5	4	4	4	5	5	4	5	4	5	5	5	4.571	4.781	0.209
18	5	3	4	4	4	4	4	3	4	5	3	4	5	3	3.929	4.148	0.220
19	5	4	4	5	5	dk	4	5	4	5	4	5	4	5	4.538	4.411	0.127
20	5	3	4	2	3	dk	3	2	3	4	3	3	3	3	3.154	4.315	1.161
21	1	1	4	1	2	dk	3	2	2	3	2	1	2	2	2.000	4.367	2.367
22	3	2	2	1	3	1	3	1	4	3	2	4	3	4	2.571	3.278	0.707
23	3	2	3	5	4	2	4	2	2	5	2	4	3	4	3.214	3.762	0.548
24	2	3	5	4	5	2	5	4	4	4	4	2	3	3	3.571	3.877	0.306
25	5	3	5	2	5	4	5	5	4	4	4	3	3	4	4.000	4.065	0.065
26	5	3	4	2	3	2	4	3	3	4	3	4	4	4	3.429	3.930	0.502
27	4	2	3	3	3	2	3	3	3	3	2	1	2	3	2.643	3.766	1.123
28	3	2	2	1	3	dk	3	3	1	4	3	3	3	2	2.538	2.664	0.126

"dk" rating - individual indicated "don't know"

Departmental Changes

This section gathered the respondent's perceptions of changes over the past three years. It asked the respondents to offer three things they would "Protect from Change" and three things they would "Change".

The items that respondents would PROTECT FROM CHANGE were:

- Change is a part of growth
- Nothing would be protected from change
- Having a smaller traffic division
- Testing process
- Current shift schedules
- High standards we have in the hiring process of police officers & employees
- Maintain the high quality of training we provide our people
- Maintain the ethical standards established in the promotion process & selection process for specialty positions to ensure we get the most qualified candidate.
- Quality of equipment used
- Technology improvements keeping pace
- Peer support
- The current command staff personnel
- The level of accountability that currently exists
- Current employee recognition practice
- The discretion granted employees in accomplishing the mission
- The reputation of the department as progressive and competent
- The professional bonds that form and grow in a team environment
- Keep the city hall and PD in one building
- Keep the city hall and PD close to downtown Kirkland
- The budget cuts
- Close working relationship among command
- The goal of having a quality professional PD
- Accountability levels established by the new chief
- New pride and tradition "feel"
- Rewarding good people who do good work
- Open lines of communications
- Philosophy of accountability
- Department's direction of mentoring subordinates for success
- The quality of people we hire
- The current 4-10 detectives & traffic schedule
- The color of the patrol cars
- The quality of issued equipment
- The quality of equipment issued to us
- Our current promotional process
- Weapons program
- Technology updates
- Vehicles & color scheme
- Uniforms
- CSU
- No change
- Everything can and should change
- Shift schedule

- Guild (comm. People)
- RATT training/active shooter
- Pay
- Benefits
- General friendly feeling from office staff (familiar)
- Guild representation for officers
- Compensation
- Expectations of officer standards/professionalism
- Keep the CSU unit in place & expand the positions
- The departments reputation for high quality work
- Working relationships with other agencies & city departments
- Involvement of Sgt's & Lt's in admin & planning
- Off duty employment
- Patrol schedule
- Computers in the vehicles
- My squad
- Nature of calls for service – crimes involving technology
- Commissioned guild members
- Promotion criteria
- Schedule
- Our current schedule
- SRT regionalization
- The department's loss of budget
- Keep SRT in house
- Shift schedule to stay the same
- Keep on cutting edge w/ equipment
- The use of new technology
- The department issued equipment
- My sgt – management
- That we respond to nearly all calls for service (people appreciate that)
- Schedule (unless there is a more viable alternative)
- Squad shift configurations i.e. hrs, rotation of days etc.
- The burden on patrol – we are asked to do more with the same resources
- Compensation – it is flat and should not be cut anymore
- Staffing – there can be no reduction and it should be increased
- Philosophical belief in proper training
- Unity of my squad

- Development of corporals as supervisor
- Community resource officer positions
- DUI unit
- Training Ofc position
- Nothing – entire process should be open to review
- NRO position
- FVU position
- Jail
- Equipment
- Uniforms
- A lot of good people that work here
- No less training
- Computers in cars
- Annual training
- All areas should be subject to review and should not be considered protected
- Nothing – everything should be open to change
- Patrol shift schedule
- The current FTO program
- Maintain emphasis of our own personnel providing dept training
- Assignment of officers in our schools
- Any further reduction in manpower in patrol & detectives to task forces & off-road units
- Approachability of command staff
- Continued expansion of technology
- PSO & NRO Programs
- Training
- Technology we utilize at KPD

- The quality of life we provide to those in our community
- Maintain dispatch in department-not regionalize
- Do not regionalize
- Do not prevent officers from coming into dispatch
- Do not take away the trade time
- Staffing levels
- Benefit levels – keep from decreasing
- Correction dept. being separated from dispatch
- Chain of command structure
- Protect nothing
- Nothing
- Casual Friday
- Non-commissioned hours
- Chief
- The way we are allowed to do our job w/out micromanagement
- Progressive training
- Handicapped door into the front lobby
- Carpet in dispatch
- Color of paint in dispatch
- Communication between support staff & officers
- Staffing levels
- Benefits
- Wages
- Job
- Reject "regionalization" in all areas
- Allow low level traffic through communication center – locking doors leads to isolation

The items listed that respondents would CHANGE were:

- More training for low-level supervisors, especially ones that haven't had prior leadership training. like the military, not enough training for new sergeants especially in social skills, interpersonal skills
- Move to actual community oriented policing
- Have standardized written criteria for specialty details
- More officers
- Across the board incentive pay for specialty units rather than favoritism
- Allow for individuals to participate in their own professional development rather than having their paths chosen for them
- Establish trust & open lines of communication for command staff down to officers.
- Better enforcement of policies and procedures for everyone
- Better communication between supervisors and subordinates, especially before disciplinary actions are taken in order to avoid
- This new dept is being run more like a dictatorship not an all inclusive department
- Repolace the command staff
- Get rid of weekly activity report
- Get report writing capabilities at fire department

- The arrogant attitude displayed by commissioned male officers to non-commissioned personnel
- Distribution of training dollars
- Work hours – increase flexibility
- Establish a more effective chain of command
- Appropriate equivalent authority in non-commissioned chain of command
- Management style (lack of communication, unilateral decision making)
- Reverse chasm between divisions
- Public safety building with space for growth
- Top heavy in command/supervisors lacking in staff
- Departmental focus on value of different divisions (SRT,etc)
- Replace Chief with an administrator w/integrity & leadership skills
- Have that administrative mentor the remaining managers into leaders
- Replace the communication center supervisor
- Add more support staff/and traffic officers
- Move dispatch to a centralized comm. Center
- Have a records supervisor position
- Structure of Lts.
- Get rid of D squad
- Commissioned personnel in charge of dispatch

- Personnel evaluations
- Promotion process
- Communication between sgts – have independent sgt meetings
- More time to supervise/more personal
- Better idea what training is being worked on
- Command communications
- Communication division's accountability
- Training – Patrol is still stuck with 1 week of training per year
- Give employees more decision making authority
- Dispatch – seems to require an inordinate amount of dept resources
- Jail – needs more infrastructure & staffing
- Investigations – too reactive
- Uniforms
- Information sharing
- More copier/work space areas
- Change the way employees are recognized by command staff for a job well done
- Get all employees on the street every now and then so they can see the changes in the city
- There is still a perception rules are still being made with no input from the troops.
- The FTO coordinator/Sgt. Should be involved in hiring
- Supervisor/command staff supervisor skills
- Holding people accountable for actions
- Schedule to 4/10 or 4/12 with squads of a team
- Leadership training & accountability for 1st line supervisors
- Newer bigger inmate housing facility
- More FTEs to operate the new facility
- Rank structure with in the new corrections facility
- Instill respect for individuals in all work groups
- Hire 3rd party to evaluate, recommend changes and work with COK to ensure implementation.
- Encourage more interaction between patrol & dispatcher
- Make supervisors more accountable for the mis-doings
- The chief
- Relationship with officer – allow for more camaraderie
- Food in dispatch
- Responding to alarms
- More police officers
- Seniority based bidding in dispatch
- Records dept. take on different hours to better aid the community
- More non-commissioned officers
- Bigger jail facility
- Implement 24-7 PSO coverage to free up officers time for police work, a marked reduction in productivity on Sundays and Mondays when no PSO works is obvious.
- Responsiveness of command to submitted proposals, evals, inquiries from subordinates
- Adequately staff Investigations division

- Increase the minimum staffing for patrol
- Report writing from laptops in cars
- Additional officers to properly staff all of the existing units
- New chief that has real law enforcement experience
- Discontinue SRO/CRO and DV positions
- Expand traffic unit as the citizens have indicated that is their biggest concern
- Central dispatch services
- Expand mail out report program, increase dollar value loss, and use of program
- Increase the diversity of the department – very important
- Increase personnel on front lines – we are too understaffed to provide quality/quantity of service expected by ourselves and the community
- A variety of shift hours to better utilize manpower
- Increase firearms training
- Less autocratic and more innovative thinking
- More personnel (commissioned & non-commissioned)
- Large training facility & large training budget
- Create a milti-use police training facility, classroom, range, DT
- Open the firearms policy to allow/encourage officers to purchase their own weapons from an expanded list of allowable weapons
- Expand the detectives division, more detectives
- Patrol schedule
- Staff traffic unit
- Crime analysis
- Increase DT training
- Increase EVOC training
- Expand traffic division
- Improve training availability for all
- Create fair promotional standards
- Focus on stats vs. community policing
- Exclusion of corporals from specialty positions
- Open communication between admin & patrol and others
- Patrol schedule
- Having to keep our own stats (too much variance in reporting)
- More training in our specific areas of interest
- Improve communication from admin- there currently is poor flow of communication
- Requested training is non-existent & people's requests should be considered
- How overtime is treated: it is avoided to the extent that staffing is impacted
- No more comparing squads based on stats
- Chief more accessible, friendly, open
- Friday casual day would return
- Feedback given more freely & taken well by officers & commissioned staff
- Hire more female officers
- Train admin on how to deal with female officers more effectively

- Add workout incentive program
- Report writing terminals w/ packet cluster access at fire stations & alliance
- Unmarked patrol vehicles assigned for daily patrol
- Secured parking for personal vehicles
- Officer discretion on filing reports – some types
- Employee pay/compensation
- Some employee assignments
- Our own gun range
- Diversity – a more racial mix of employees
- Some calls we take – screened by dispatch
- "Old School" method of thinking in all areas - favoritism
- A second k-9 unit
- New, bigger police station
- Annex
- Add at least one K-9 unit
- Allow patrol to use unmarked crown vics on a limited basis
- Increase staffing levels in CSU, traffic & detectives
- Negative attitudes toward CSO, NRO, SRO, SRT
- Increase training time for SRT and HNT Work schedule 4x12s
- Mix squads up
- Train supervisors more efficiency before promotions or new job assignments
- Shift schedule for patrol
- The "squad" organization, i.e. four separate squads
- Increase patrol officer staffing per 1000 citizens
- This is not the state patrol – set standards & conditions accordingly
- Work schedule (12 hr work days)
- Training schedule (which officers get certain training
- Administration responsibilities
- Patrol schedules
- Staffing levels
- Patrol to file easy to felony cases
- Size of the traffic division
- Shift make-up & hours
- Take all SROs out of the schools and get back to basics
- Add appropriate personnel to detectives
- Chain of command from top down (follow it)
- Don't add to C of CSU or task forces unless basic functions of a police department can be followed first.
- More info sharing among squads
- Greater personal accountability with departmental equipment
- Hold command staff accountable, they do not respond to memos, proposals, etc.
- Open communication between command staff & everyone else
- Get needed equipment, training and manpower to bring us to a level of surrounding police departments.
- More openness to diversity of work styles

- Increase number of traffic officers in traffic unit
- The current patrol & SRO schedules
- Quality of detective vehicles – Take home vehicles
- Staffing levels in detectives and traffic
- More motorcycle officers
- No mandatory rotation from specialty units/assignments
- Separate 1st line supervisory union members from the rank and file union, have two separate bargaining units for supervisors & employees.
- Create additional command positions to better manage the organization & distribute the work load more evenly.
- Provide senior management training to all command personnel
- Resume casual Friday to include nice jeans
- Increase work space privacy
- New floor plan with working office spaces
- 12 hour patrol shifts
- Contract for dispatch services
- Elimination of guild business on department time
- Implement a promotion system that measures true worth and potential
- The emphasis on responding to minor "non-criminal" calls
- The small amount of dynamic leadership within the chain of command
- More room for everyone
- Better HVAC system
- Better arrangement to alleviate noise
- Dependence on outside law enforcement – King County
- Turn communications as a professional work unit
- Develop a better mgt/guild relationship
- Staffing levels are too low – Impacts moral
- Reassignment of current service levels (SROs, NROs, etc.) at current staffing levels
- Even distribution of workload department wide.
- Go to a regional communication center & get rid of our communication center
- Get rid of the 4x12 schedule & go back to a schedule not as inflexible
- Get rid of comp time & go to straight overtime
- Manpower not enough staff
- Get rid of 12 hour shifts in patrol
- Build new police dept. now
- Trust between command staff & line staff
- Importance placed on SWAT services/tactics/training
- Greater acceptance & emphasis on "people" & human service skills/true community oriented policing i.e. more assignments/support for schools, NRO, crime prevention, family violence.

> **Instructions:** Please fill out the survey using pencil only. Cleanly erase any scores you wish to change.
>
> **Confidentiality:** Results from this survey will be presented in summary form only. Individual questionnaires will be anonymous and will not be identified.
>
> **Completed Surveys:** Please place your completed survey in the envelope provided, seal it shut and return it to your supervisor.

Background Information:

The following background information will be used to compare the views of different categories of employees. Results will be presented in summary form only. Please check (✓) one answer for each of the following categories.

1. **Where do you work in the Kirkland Police Department?**
   - _____ Patrol
   - _____ Traffic
   - _____ Investigations
   - _____ Community Services (SRO, NRO, Family Violence Unit, Police Partners)
   - _____ Support Services (Communications, Records, PSO, PEO, Crime Analysis)
   - _____ Administration

2. **What is your job classification?**
   - _____ Police Officer
   - _____ Corporal
   - _____ Sergeant
   - _____ Command Officer
   - _____ Supervisor
   - _____ Lead
   - _____ Non-Commissioned

3. **Do you currently supervise or manage other employees?**
   - _____ Yes
   - _____ No

4. **How long have you worked for the Kirkland Police Department?**
   - _____ Less than 3 years
   - _____ 3-5 years
   - _____ 5-9 years
   - _____ 10-14 years
   - _____ 15-19 years
   - _____ 20-24 years
   - _____ 25 years or more

5. **How long have you been in your current assignment?:**
   - _____ Less than 1 year
   - _____ 1-2 years
   - _____ 3-4 years
   - _____ 5-9 years
   - _____ 10 years or more

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Police Department Activities:

For each activity listed below, assign a value by circling a number from 1 (Not Important) to 5 (Very Important). *Your rating should be based on your perception of the significance of the activity as it relates to the overall functions performed by the Department,*

		Not Important				Very Important
1.	Investigating reported crimes.	1	2	3	4	5
2.	Providing advice on preventing crime.	1	2	3	4	5
3.	Arresting criminals.	1	2	3	4	5
4.	Involving the community in fighting crime.	1	2	3	4	5
5.	Responding to dispatched calls.	1	2	3	4	5
6.	Working with citizens to solve problems.	1	2	3	4	5
7.	Patrolling in marked cars.	1	2	3	4	5
8.	Foot Patrols.	1	2	3	4	5
9.	Bicycle Patrols.	1	2	3	4	5
10.	Enforcing Traffic Laws.	1	2	3	4	5
11.	Helping people to improve community safety.	1	2	3	4	5
12.	Working closely with other police agencies.	1	2	3	4	5
13.	Working closely with non-police agencies.	1	2	3	4	5
14.	Drug Cases.	1	2	3	4	5
15.	Closing down drug houses.	1	2	3	4	5
16.	Referring citizens to other agencies.	1	2	3	4	5
17.	Making arrests for domestic violence.	1	2	3	4	5
18.	Helping people to solve domestic disputes.	1	2	3	4	5
19.	Providing E-911 and Dispatch Services.	1	2	3	4	5
20.	Providing jail transport services with PSO's.	1	2	3	4	5
21.	Having our own jail.	1	2	3	4	5
22.	Providing extended records hours (evenings & weekends).	1	2	3	4	5
23.	Providing crime analysis information.	1	2	3	4	5
24.	Officers in the schools.	1	2	3	4	5
25.	Neighborhood Resource Office Program.	1	2	3	4	5
26.	Participation in regional task forces.	1	2	3	4	5
27.	Providing Parking Enforcement by PEOs.	1	2	3	4	5
28.	Providing fingerprint services to citizens.	1	2	3	4	5

Your Job and Work Environment:

For each statement listed below indicate how much you agree or disagree with the statement by circling a number between 1 (strongly disagree) and 5 (strongly agree).

		Strongly Disagree				Strongly Agree
29.	I enjoy doing my work.	1	2	3	4	5
30.	I have a good working relationship with my supervisor.	1	2	3	4	5
31.	I am given the right level of decision making authority.	1	2	3	4	5
32.	My supervisor acknowledges work well done	1	2	3	4	5
33.	I am recognized for helping to solve problems that impact the community.	1	2	3	4	5
34.	My co-workers & I communicate effectively.	1	2	3	4	5
35.	My shift/division handles personnel problems and conflicts well.	1	2	3	4	5
36.	There is widespread sharing of information within the Department.	1	2	3	4	5

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Your Job and Work Environment (continued):	Strongly Disagree				Strongly Agree
37. I like my current assignment.	1	2	3	4	5
38. The Police Department treats me fairly	1	2	3	4	5
39. I feel my supervisor trusts me	1	2	3	4	5
40. I am encouraged to use initiative in my work.	1	2	3	4	5
41. People I work with let me know when I've done a good job	1	2	3	4	5
42. I have a good working relationship with my co-workers.	1	2	3	4	5
43. The Police Department acknowledges good work	1	2	3	4	5
44. Assignments are based on merit.	1	2	3	4	5
45. There is widespread support for community policing within the Department.	1	2	3	4	5
46. I feel good about the work I do.	1	2	3	4	5
47. My supervisor listens to my suggestions.	1	2	3	4	5
48. I decide on my own how to do my job	1	2	3	4	5
49. My co-workers value my work.	1	2	3	4	5
50. I feel I can rely on my co-workers to do their job.	1	2	3	4	5
51. The promotion process is fair and open.	1	2	3	4	5
52. The Department is open to suggestions for change	1	2	3	4	5
53. I am satisfied with my job.	1	2	3	4	5
54. My supervisor and I communicate effectively.	1	2	3	4	5
55. I have the appropriate amount of independence on the job.	1	2	3	4	5
56. My co-workers help to make sure that credit is given when credit is due.	1	2	3	4	5
57. My co-workers and I work well together as a team	1	2	3	4	5
58. The work load is evenly distributed.	1	2	3	4	5
59. The department is constantly trying to improve its services	1	2	3	4	5
60. Training has helped me work better with a variety of people	1	2	3	4	5
61. The Police Department is a good organization to work for.	1	2	3	4	5

Departmental Changes:

This section reviews your perception of the past three years since the last survey. It seeks your observations regarding change and the working conditions then and now.

If you were all powerful, what would be the first three things you would **PROTECT FROM CHANGE** in the Kirkland Police Department.

1._____

2._____

3._____

If you were all powerful, what would be the first three things you would **CHANGE** in the Kirkland Police Department.

1._____

2._____

3._____

Departmental Changes (continued)

Over the past several years a number of changes have taken place within the Kirkland Police Department. Please indicate your perception of the improvement or lack of improvement in the following categories **by circling a number** between 1 (No Change) and 5 (Greatly Improved).

Competency:

	No Change	Slightly Better	Better	Noticeable Improvement	Greatly Improved
1. Competence of command.	1	2	3	4	5
2. Competence of supervisors.	1	2	3	4	5
3. Competence of peers	1	2	3	4	5
4. Effectiveness of command	1	2	3	4	5
5. Effectiveness of supervisors.	1	2	3	4	5
6. Effectiveness of peers.	1	2	3	4	5
7. Supportive of command	1	2	3	4	5
8. Support of supervisors.	1	2	3	4	5
9. Support of peers	1	2	3	4	5
10. Mentoring of employees	1	2	3	4	5
11. Mentoring of Command Staff	1	2	3	4	5
12. Mentoring of Supervisors	1	2	3	4	5
13. Training of employees	1	2	3	4	5
14. Development of individuals	1	2	3	4	5

My Job Expectations:

	No Change	Slightly Better	Better	Noticeable Improvement	Greatly Improved
15. Compensation is	1	2	3	4	5
16. Working conditions are	1	2	3	4	5
17. As a professional environment	1	2	3	4	5
18. As a place to work.	1	2	3	4	5
19. Command staff are meeting my job expectations.	1	2	3	4	5
20. Supervisors are meeting my job expectations.	1	2	3	4	5
21. Peers are meeting my job expectations.	1	2	3	4	5

Personal Self Fulfillment:

	No Change	Slightly Better	Better	Noticeable Improvement	Greatly Improved
22. Individual training /professional development	1	2	3	4	5
23. Individual mentoring.	1	2	3	4	5
24. A good place to work.	1	2	3	4	5
25. Pride in what I do for my community.	1	2	3	4	5
26. Pride in being a member of this department.	1	2	3	4	5