



CITY OF PACIFIC GROVE
300 Forest Avenue, Pacific Grove, California 93950

AGENDA REPORT

TO: Honorable Mayor and Members of City Council

FROM: Hank Armstrong, Resident and Aquarium Vice President of Communications
Carl Lafata, Ph.D., Police Sergeant

MEETING DATE: February 5, 2014

SUBJECT: Results of the 2013 Police Services Survey, Part I

CEQA: Does not Constitute a “Project” per California Environmental Quality Act (CEQA) Guidelines

RECOMMENDATION

1. Receive and review the analyses of the Police Services Survey prepared by Statistical Consulting Group and the internal survey group;
2. Direct the City Manager to formally thank the Cities of Seaside and Monterey, as well as the County Sheriff, for their consolidation proposals prepared last spring, and share with them that the expressed current wishes of the Pacific Grove community and Council are to not contract for Police services.
3. Direct the City Manager and Police Chief to work with the neighboring Monterey Peninsula cities to seek additional service sharing opportunities that meet selected criteria, and are in areas that do not directly impact the provision of services by the City’s current patrol officers and sergeants.

DISCUSSION

Background. The City of Pacific Grove has been exploring ways to reduce public safety operational costs for many years, most notably long-term pensions and other personnel costs, administrative costs, and costs of support services.

Among the many steps already taken are: periodic sharing of a motor officer and other needed shift personnel with Carmel; sharing a police chief with the City of Seaside; and previously obtaining assistance with nightshift supervision from the Seaside Police Department (Attachment 2). Before progressing further, the Council decided to survey Pacific Grove residents and businesses, to determine the public’s views and questions/concerns.

The City Manager created a steering group, taking advantage of the extensive capabilities of: Dr. Jan Roehl, a criminal justice researcher and crime analyst who was a lead investigator for the 2004 Police services survey in Pacific Grove; Mr. Hank Armstrong, who is Vice President of Communications at the Aquarium and has previously directed its market research strategies; and Sgt. Carl Lafata, of the Pacific Grove Police Department, who holds a doctorate degree in sociology. The group was tasked with educating citizens about the options currently available to the City and with capturing citizen opinions as to how the City of Pacific Grove should provide police services in the future. The survey was also intended to determine the level of citizen

satisfaction with the Police Department and what they currently perceive to be the most important crime issues. In regard to the latter, the responses to those questions were designed to allow comparison with the information collected from the 2004 Police Services survey.

Instead of selecting only a random sample of citizens to participate in the survey, in the spirit of inclusion all those who live and work in the City of Pacific Grove were invited to participate. Given the cost of mailing and collecting a paper survey to thousands of people, as well as the subsequent data entry, it was decided that an internet-based survey would be the best option. QuestionPro was selected as service provider, because it is well known in both the public and private sectors, and its policy of providing non-profit organizations (such as the City) a free year of its corporate-level service as long as the company is mentioned on the organization's website and in the final analysis report. This represented a cost savings of thousands of dollars. (In addition, the Library and others are thinking of conducting similar surveys during the one-year period.)

Online surveys submissions were accepted from November 15, 2013 until December 15, 2013. In addition to completing the survey online, citizens had the option of obtaining paper copies from City Hall and the Public Library and returning them to City Hall to be manually entered into the QuestionPro system. At the conclusion of the data collection period, there were 948 completed surveys and 105 partially completed surveys for a total of 1,053 usable surveys.

Sgt. Lafata closely monitored the survey's progress to ensure that no one attempted to compromise the integrity of the results and skew them by completing the survey multiple times. Sgt. Lafata monitored IP addresses and found that, even in situations where the same IP address came up multiple times, the responses submitted were unique and clearly reflected the thoughts of individual respondents at the same residential or business address. Only three submitted surveys had to be deleted because the responses were profanity-laden rants that had nothing to do with the issues at hand.

In order to protect against bias, the group decided to have both the group and an outside survey expert conduct independent analyses of the collected data. Bids were obtained and Statistical Consulting Group was selected. (Statistical Consulting's full report is included as Attachment 2.) Statistical Consulting concentrated on analyzing and reporting the open-ended, qualitative results, and that the specific, quantitative results of some questions are reported herein in the Part I analysis and the remainder will be reported in a subsequent Part II report.

The group has divided the more significant findings into two parts. Part I, included herein, relates to the sharing of Police services; Part II, which will be brought to the Council in the near future, will analyze all other issues addressed by the survey, present related survey results (including fear of crime, problems of concern, etc.) and compare these results to the results of related questions in the 2004 survey

Findings. Almost nine out of ten (89%) of the respondents identified themselves as residents of the City of Pacific Grove age 41 or older, with the largest group of respondents (34%) falling into the 61 – 70 age range. The group of respondents was split between men (54%) and women (46%).

Those who chose to provide responses to the open-ended questions were generally very supportive of the police department. Although there were a number of criticisms, they were generally limited to specific situations and not criticisms of the department as a whole. Respondents frequently

offered positive comments about officers' professionalism, effectiveness, and connection to the community. In addition, 74% of respondents felt either very satisfied or somewhat satisfied with the department.

After providing an explanation of contracting and participating in regional policing, the survey then followed with three interrelated questions regarding respondents' views on sharing police services. In response to the first question, 48% of respondents said they would prefer that the City of Pacific Grove continue to employ its own police department, and 42% preferred to have the City participate in a regional policing plan once one is established. Only 10% chose to have the city contract with another law enforcement agency for police services.

The second question asked respondents which of the three options they would prefer if it were shown that having the City continue to employ its own police department would cost considerably more than the other two options. In response, 76% said that they would prefer to have the City of Pacific Grove continue to employ its own police department, 16% preferred to have the City participate in a regional policing plan once one is established, and 8% chose to have the city contract with another law enforcement agency.

The third interrelated question asked respondents how likely they would be to support the idea of contracting or sharing police services if it were shown that either one would save the City of Pacific Grove an amount conservatively estimated to be \$500,000 to \$1,000,000 per year based on the contract proposals previously received, while at the same time maintaining or improving police service delivery, roughly 69% of respondents stated they were either very likely or somewhat likely to do so, 10% were neutral, and 22% stated that they were either somewhat or very unlikely. A tabular presentation of the responses to these three questions can be found in Attachment 4, page 10).

At some levels, these responses are clearly inconsistent. (It should also be noted that when the questions were asked of the pilot group, created to test the validity and reliability of the questions, the answers demonstrated reasonable consistency.) There are, however, several possible at-least-partial explanations for this seeming inconsistency, based on the positioning and wording of the questions, as well as some current research into human cognition. The first question immediately followed the brief explanatory paragraph on shared services. That paragraph talked about the demonstrated potential for shared services to both save money and improve services. The second question did not specify the improvement in services that would accompany shared services, nor ask the respondents to identify what other services they would be willing to sacrifice in order to afford the higher costs of retaining our own department. The third question again addressed both savings and increases in services and, as a result, the distribution of responses to the third question were consistent with the answers to the first.

Questions were also asked that were designed to get a feel for citizens' attachment to having their own police department. For example, respondents were asked how important they thought it was for officers' uniforms and patrol cars to have "Pacific Grove" markings. Many respondents stated that this was irrelevant as long as a police officer responded when they called, but a majority (54%) believed it was somewhat important or very important. Those who took the time to offer an explanation for their answer typically stated that it would help foster the sense that officers were a part of the community.

The collected survey data indicate that those who live and work in the City of Pacific Grove are very pleased with the job done by the Pacific Grove Police Department overall. When asked which option they preferred, three quarters of respondents expressed their preference for the City continuing with its own police department. However, they are not completely opposed to the other options, especially if they would result in the same level of service at a lower cost.

Respondents believe that having a police department that is outwardly identified as belonging exclusively to the City of Pacific Grove is critical to maintaining their community identity, but they ultimately want a police officer to respond if needed regardless of the source. In sum, the collected data indicate that contracting with another agency for police services or participating in a regional policing plan once one is established are viable options for the City of Pacific Grove as long as the plans to do so appreciate and address citizens' desire to maintain a police department that is a part of and connected to the City and the community.

In earlier Council discussions, six overall considerations were identified as crucial for further efforts regarding shared services:

1. Increasing effectiveness – preventing crime, traffic accidents, and other mishaps, and dealing with crimes that do occur by seeing to the safety of victims, apprehending suspects, building a case from which the District Attorney's Office can successfully prosecute, and recovering stolen goods.
2. Lowering costs – finding ways to provide similar services within a lower budget commitment.
3. Creating professional growth opportunities and a rewarding working environment for staff – attracting and retaining top-quality staff, providing employee training and development opportunities to enhance skills, ensure their safety, and enable promotional and other career-growth options.
4. Building community relations and improving perceptions – enlisting citizen involvement and ensuring citizens are safe and feel safe.
5. Moral dimensions – ensuring the City continues to uphold the trust placed in it by its citizens.
6. Contingency planning – ensuring that the City can return to a single-city service model if this or a future Council desires.

Shared services that meet these six criteria are likely to meet the standards of the Pacific Grove community as revealed by the survey.

As a result, given the substantial advantages of sharing police services, and the qualified support of the community demonstrated by the survey, it appears prudent to continue to seek sharing opportunities in the following areas:

- ❖ Support and administrative services not directly interacting with the public (e.g., records, IT)
- ❖ PRVNT, investigative, and related services that can significantly increase the effectiveness of peninsula Police resources; and
- ❖ Services that do not require a full FTE in each city (e.g., motor officer, animal control, parking enforcement) or that take advantage of technologies that each city could not afford to take advantage of on its own.

By focusing on these opportunities, the City's current line officers and sergeants—who know our community and are known by the community—would continue to serve Pacific Grove. Instead, it would be the administrative and support services that would be the primary focus of the sharing.

While exploring these opportunities, it will be important to seek specific improvements that maintain or enhance current direct public contact and services, while reducing costs, as these options will best meet the wishes of the survey respondents.

OPTIONS

- 1. Continue as is.
- 2. Consolidate existing shared services in one JPA
- 3. Merge peninsula police departments into a single JPA

FISCAL IMPACT

There are no significant costs for the recommended actions. As additional sharing opportunities are undertaken, costs will decrease.

The cost of creating the survey and inviting citizens to participate consisted of staff and volunteer time, as well as the cost of printing and mailing a postcard to all city addresses inviting them to participate in the survey (\$2,797.28) , and then again a few weeks later reminding them of the opportunity to do so (\$2,615.21). The analysis of collected data by Statistical Consulting Group subsequently cost \$3,898.

ATTACHMENTS

- 1. Advantages of Sharing Police Services
- 2. Current Shared Police Services
- 3. Survey Instrument
- 4. Internal Survey Findings Report
- 5. Statistical Consulting Report

RESPECTFULLY SUBMITTED,

Hank Armstrong

Hank Armstrong,
 Aquarium Vice President of Communications

Carl Lafata, Ph. D.

Carl Lafata, Ph.D.
 Sergeant

REVIEWED BY:

THOMAS FRUTCHY

Thomas Frutchey
 City Manager

Current Monterey Peninsula Shared Law Enforcement Efforts

Animal Control Agreement
Avoid the 19: DUI Enforcement Campaign
Coordinating Training Managers Meetings
Carmel-Pacific Grove Shared Jail Services Agreement
Distribution of CAS 74 Funds MOU
eTrace Internet Based Firearm Tracing MOU
Jail Services Agreement
Joint Dispatch/9-1-1 Emergency Communications Center
Mobile Data Communications System
Monterey and San Benito County Avoid the 20 Campaign
Monterey County Abandoned Vehicle Abatement Service Authority
Monterey County Behavioral Health Crisis Negotiation Team (BHCNT)
Monterey County Gang Task Force
Monterey Peninsula Gun Buy-Back Program
Monterey Peninsula Regional Violence Narcotics Team (PRVNT)
Monterey Peninsula Special Response Unit (SRU)
Narcotics Enforcement Unit County of Monterey (NEUCOM)
Next Generation (NGEN) Radio Project Agreementⁱ
Operation ROPE: Roadside Observation
Operation STOPP: Regional Traffic Enforcement Effort
Organized Crime Drug Enforcement Task Force (OCDETF)
Pacific Grove—Carmel Shared Police Services Agreement
Peninsula Messenger Service Agreement
Radio Standardizationⁱⁱ
Remote Access Network Board (RAN)
School Resource Officer (SRO) Agreements
Sexual Assault Response Team (SART)
TracNet Data Sharing MOU
Youth Diversion Program Agreement

ⁱ The NGEN project deals with the narrow banding requirements and equipment/infrastructure necessary to meet Federal mandates.

ⁱⁱ The standardization project is a countywide effort to standardize radio communications (e.g., call signs, clearance codes, etc).

Current Monterey Peninsula Shared Law Enforcement Efforts

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2013 Police Services Survey

Greetings:

Thank you for participating in this important survey. Its results will help the City of Pacific Grove's elected officials determine the most effective and efficient way to provide police services now and in the years to come.

Your cooperation and openness in completing this survey are critical to the project's success. Please keep in mind that your responses are completely anonymous and no one can determine your identity from them unless you choose to provide your e-mail address when asked to do so at the end of the survey. You can choose to skip individual questions or stop taking the survey at any point. However, you are encouraged to complete the entire survey.

The survey has been divided into two sections. The first section will be used to obtain your thoughts about and experience with the Pacific Grove Police Department. The second section will explain the concepts of contracting for and sharing police services among the peninsula's police agencies. You will then be asked for your opinions on the topic. The exact number of survey questions asked depends on whether you receive follow-up questions to some of the responses you submit. However, the survey should take about 15 minutes to complete. The collected data will be coded and entered into a spreadsheet that will be forwarded to a company contracted to assist with the analysis. The use of this company will ensure that the results of the analysis are obtained by a neutral party. The collected data will not be shared with any other outside entities.

Questions, comments, or concerns may be directed to Pacific Grove City Clerk David Concepcion via e-mail at dconcepcion@ci.pg.ca.us, or telephone at 831-648-3181. You may also contact City Manager Thomas Frutchev via telephone at 831-648-3106. Please turn the page to continue.

Section I – In this section you will be asked for your general perception of the Pacific Grove Police Department, and of crime in the City of Pacific Grove.

Overall, how safe do you feel in the City of Pacific Grove during the day?

- Very safe
- Somewhat safe
- Average
- Somewhat unsafe
- Very unsafe

Overall, how safe do you feel in the City of Pacific Grove at night?

- Very safe
- Somewhat safe
- Average
- Somewhat unsafe
- Very unsafe

How many uniformed police officers do you think are on patrol at any given time in the City of Pacific Grove?

The Pacific Grove Police Department typically has one sergeant and one to two police officers on duty at any given time. Do you feel that this provides the City of Pacific Grove with adequate police protection?

- Yes
- No
- Unsure

In the past year, have you spoken to a Pacific Grove police officer about crime(s) or problems in your neighborhood?

- Yes
- No

How satisfied were you with the way the Pacific Grove Police Department addressed your concerns?

- Very satisfied
- Somewhat satisfied
- Neutral / No opinion
- Somewhat unsatisfied
- Very unsatisfied

In the past year, were you a victim of a crime in the City of Pacific Grove?

- Yes
- No

Did you report the crime to the Pacific Grove Police Department?

- Yes
- No

How satisfied were you with the way the Pacific Grove Police Department handled your situation?

1. Very satisfied
2. Somewhat satisfied
3. Neutral / No opinion
4. Somewhat unsatisfied
5. Very unsatisfied

Below are a number of issues about which citizens may be concerned. In your view, how serious an issue is each of these in the City of Pacific Grove on a scale from one to five?

NOTE: 1 = Not an Issue and 5 = Serious Issue

	1	2	3	4	5	I Don't Know / Unsure
Theft of cars or break-in of cars	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Theft or burglaries from homes or businesses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Underage drinking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other juvenile problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gang activity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Buying and selling illegal drugs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vice (gambling, prostitution, pornography, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vandalism	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Abandoned cars	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Loitering	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Traffic Issues (speeding, parking, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Noise or disturbances	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Exploitation, abuse, or molesting of children	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Exploitation or abuse of the elderly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Destruction of our natural beauty and resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fraud, Identity Theft, Internet crime	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual Assault	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Domestic Violence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Physical Assault	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Homicide	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Below are a number of typical law enforcement services that could be provided by the Pacific Grove Police Department. In your view, how important is each of these on a scale from one to five?

NOTE: 1 = Not Important and 5 = Very Important

	1	2	3	4	5	I Don't Know / Unsure
Timely response to calls for service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Traffic enforcement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Participation in multijurisdictional taskforces	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
School Liaison	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Foot Patrol	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bicycle Patrol	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Motorcycle Patrol	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Canine Unit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Crime Prevention / Community Resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Investigation / Detective Unit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Parking Enforcement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Overall, how satisfied are you with the Pacific Grove Police Department?

1. Very satisfied
2. Somewhat satisfied
3. Neutral / No opinion
4. Somewhat unsatisfied
5. Very unsatisfied

Why?

Section II – In this section the concepts of contracting for and sharing police services as two additional ways in which law enforcement services could be provided at a reduced cost will be explained. You will then be asked questions regarding what you believe to be the best future course of action for the department and City to pursue.

The Monterey Peninsula is a relatively small geographic area comprised of seven cities over roughly 45 square miles, serving approximately 105,000 people. Because criminals are generally not concerned about city boundaries, the peninsula's police departments work closely together in a variety of ways to identify, locate, and arrest suspects. In addition, many law enforcement support services such as 911 call centers, SWAT teams, undercover narcotics teams, and aviation units are far too costly for all but the nation's largest police departments to provide for themselves. The peninsula's police departments have therefore established formal agreements and informal protocols for working together in a broad range of areas in order to provide such services in a more efficient and cost effective manner. As a result, none of the seven departments is a truly "standalone" department.

It is possible for the peninsula's police departments to further share their existing resources and maximize the financial and public service benefits of sharing all administrative and support services functions by establishing a regional law enforcement agency. This agency would be administered by a board consisting of representatives from each participating municipality. This would not impact the patrol functions. The officers and sergeants who patrol the streets and respond to calls would still be assigned to their respective departments.

In regard to the Pacific Grove Police Department, recent economic and staffing realities have made it necessary for the department to increasingly rely on neighboring departments to enable it to function. This has included sharing a police chief with the City of Seaside, obtaining assistance from multijurisdictional taskforces, and obtaining assistance with nightshift supervision from the Seaside Police Department. Although these practices have resulted in cost savings and other benefits, they do not represent a viable, long-term solution. The Pacific Grove Police Department could establish an agreement with the Monterey Police Department, the Seaside Police Department, or another police department for additional assistance, which constitutes another approach for enhancing the department's capabilities at reduced costs.

If the City of Pacific Grove does not choose either of those two options it would need to dedicate additional resources to the department. Doing so would enable the department to become more effective, or at least maintain the level of service it has offered in the past, while making it less dependent on other departments. This would require either shifting money from other City programs or increasing City revenues.

Considering the information presented, which of the following options do you prefer?

- Have the City of Pacific Grove continue to employ its own police department.
- Contract with another law enforcement agency for police services.
- Participate in a regional policing plan once one is established.

If it were shown that having the City of Pacific Grove continue to employ its own police department would cost considerably more than the other two options, which of the following options do you prefer?

- Have the City of Pacific Grove continue to employ its own police department.
- Contract with another law enforcement agency for police services.
- Participate in a regional policing plan once one is established.

If contracting or sharing police services would save the City of Pacific Grove an amount conservatively estimated to be \$500,000 to \$1,000,000 per year based on the contract proposals previously received, while at the same time maintaining or improving police service delivery, how likely would you be to support the idea?

- Very likely
- Somewhat likely
- Neutral
- Somewhat unlikely
- Very unlikely

If the City of Pacific Grove contracted or shared police services, how important do you feel it would be for the police officers' uniforms and patrol cars to have "Pacific Grove" markings?

- Very important
- Somewhat important
- Neutral
- Somewhat unimportant
- Very unimportant

Why?

If the City of Pacific Grove contracted or shared police services, how important would it be to you for the same police officers to be consistently assigned to the City?

- Very important
- Somewhat important
- Neutral
- Somewhat unimportant
- Very unimportant

Why?

In your opinion, how important is it that the City of Pacific Grove employs its own police department that exclusively serves the City of Pacific Grove?

- Very important
- Somewhat important
- Neutral
- Somewhat unimportant
- Very unimportant

Why?

Thank you for completing the previous sections. Lastly, please take a moment to tell us a little bit about yourself.

What is your gender?

- Female
- Male

What is your age?

- Under 18
- 18 – 30
- 31 – 40
- 41 – 50
- 51 – 60
- 61 – 70
- 71 or older

Which of the following best describes you (Select all that apply)?

- Full-Time Resident
- Part-Time Resident
- Non-Resident
- Business Owner
- Employee

You have reached the end of the survey. Thank you for taking the time to participate. Your input is necessary for the City of Pacific Grove to be able to determine the best possible course of action in this critical area, and will be considered throughout the decision making process.

The analysis of the collected data will be made available on the City of Pacific Grove website and at City Hall no later than Monday, January 6, 2014. A copy of the analysis can also be e-mailed to participants who share their e-mail address. In addition, those who share their e-mail address will receive updates on this issue from the City of Pacific Grove.

If you would like to share your e-mail address please write it in the following field:

Again, thank you for your time. Please contact Pacific Grove City Clerk David Concepcion via e-mail at dconcepcion@ci.pg.ca.us, or telephone at 831-648-3181, with any questions, comments, or concerns. Please return your completed survey to City Hall in person or via US Mail at the following address:

City Clerk
City of Pacific Grove
300 Forest Avenue
Pacific Grove, CA 93950

Report on the 2014 Police Services Survey



February 2014

City of Pacific Grove

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Executive Summary

The City of Pacific Grove conducted an internet-based survey from November to December 2013 intended to capture citizens' opinions regarding how police services are provided in the future, as well as to educate them about the available options for doing so. Since the City of Pacific Grove is a non-profit entity, the survey was hosted at no cost by service provider QuestionPro. Postcards were sent to every address in the city inviting all those who live and work here to participate and have their voice heard. Although just over a thousand people responded, the project was seen as successful since those who took the time to participate provided detailed information that allowed for a thorough understanding of their thoughts and feelings on this issue.

It is clear from the collected data that the majority of respondents prefer that the City of Pacific Grove continue to employ its own police department if possible. It is also clear that contracting with another law enforcement agency for police services was seen as the least palatable of the options presented, with less than 10 percent of respondents favoring that option. That having been said, respondents were not completely opposed to the third option: participating in a regional policing plan. Most respondents expressed support for the idea of regionalization if it resulted in a significant cost savings while allowing consistency in terms of the officers assigned. The majority of respondents also stated that they would still want the police officers and sergeants to be permanently assigned to the City of Pacific Grove, and their patrol cars and uniforms to bear "Pacific Grove" markings.

The collected data indicates that the time is right for the City of Pacific Grove to explore ways in which it can provide citizens with police services in a manner that is fiscally responsible now and in the years to come. The consolidation of support services and the sharing of the cost of patrol operations across jurisdictions are critical to achieving financial stability. However, care must be taken to respect citizens' desire to maintain their "hometown" identity and preserve the idyllic, small town atmosphere. The City's leaders now possess the information necessary to make decisions on this issue that are in the best interest of City and its long-term financial health, as well as address the practical and emotional concerns of the citizens whose hard-earned money pays for these services.

Introduction

The City of Pacific Grove has been exploring ways to reduce operational costs for many years, most notably long-term pension and other costs related to public safety. Substantial savings have already been achieved through the consolidation of fire services so attention was turned toward police services. Two viable alternatives to the City of Pacific Grove continuing to employ its own police department that have been considered in recent years are contracting with another law enforcement agency and participating in a regional policing plan.

A lack of personnel caused by normal attrition (e.g., retirements), as well as unexpected resignations and injuries, has made it necessary for the Pacific Grove Police Department to increasingly rely on neighboring police departments in order to function. This has primarily included sharing a police chief with the City of Seaside, and previously obtaining assistance with nightshift supervision from the Seaside Police Department. Although a regional policing plan does not currently exist, the Monterey Peninsula's police departments have formal agreements and informal protocols in place for working together in a broad range of areas. Despite the many potential benefits associated with these alternatives, this issue has become quite contentious with a wide range of opinions expressed by the most vocal on each side. Since there was no accurate way to gauge public opinion, it was decided that a survey should be administered.

Methods

Sgt. Carl Lafata of the Pacific Grove Police Department, who holds a doctorate degree in sociology, was tasked with developing a survey that captured citizens' opinions regarding how the City of Pacific Grove should provide police services in the future. The survey was also designed to educate citizens about their available options. Sgt. Lafata was later joined by community members, Hank Armstrong and Jan Roehl, Ph.D., who provided invaluable assistance throughout the course of this project.

The survey was divided into two sections and composed of more than two-dozen questions that included multiple-choice, open-ended, and matrix questions. The first section included questions that were intended to determine respondents' level of satisfaction with the Pacific Grove Police Department and what they currently perceive to be the most important crime issues. In regard to the latter, some questions were designed to allow comparison with the data collected from the 2004 Police Services Survey conducted by Dr. Roehl. The second section

began with a thorough explanation of the three options: continue to employ a police department, contract with a local law enforcement agency for the provision of police services, or participate in a regional policing plan once one is established. Respondents were then asked a series of questions to determine which option they preferred and why.

Instead of selecting a random sample of citizens to participate in the survey, in the spirit of inclusion all those who live and work in the City of Pacific Grove were invited to do so. Given the cost of mailing and collecting a multipage paper survey to thousands of people, as well as the subsequent cost of entering that data into a spreadsheet, it was decided that an internet-based survey would be the best option. Sgt. Lafata initially selected service provider, QuestionPro, because it is well known in both the public and private sectors. However, he then discovered QuestionPro's program that provides non-profit organizations with a free year of its corporate-level service as long as the company is mentioned on the organization's website and in the final analysis report. This represented a cost savings of thousands of dollars.

Postcards were mailed to every address in the City of Pacific Grove informing people of the survey and inviting them to participate online, or by obtaining paper copies from City Hall and the Public Library. These paper copies would then have to be returned to City Hall so they could be manually entered into the QuestionPro system. Completed surveys were accepted from November 15, 2013 until December 15, 2013. Within the first three weeks there were just over 500 completed surveys submitted, but this was a slightly lower number than expected. The decision was therefore made to send a reminder postcard to the same addresses. The postcard thanked those who already participated and encouraged those who had not yet participated to do so before the survey's closing date. This second postcard was printed on basic cardstock in order to reduce costs.

At the conclusion of the data collection period, there were 948 completed surveys and 105 partially completed surveys for a total of 1,053 usable surveys. This represented approximately seven percent of the City's population. It should be noted that the survey's progress was closely monitored by Sgt. Lafata in order to ensure that no one attempted to compromise the integrity of the results and skew them by completing the survey multiple times. Sgt. Lafata also monitored IP addresses and found that, even in situations where the same IP address came up multiple times, the responses submitted were unique and clearly reflected the thoughts of

individual respondents. Only three completed surveys had to be deleted because the responses submitted were profanity-laden rants that had nothing to do with the issues at hand.

Findings

In order to protect against bias, it was decided that an outside consulting firm would be selected to conduct the initial analysis of the collected data. Bids were obtained and Statistical Consulting Group of Bethesda, Maryland, was selected to provide an analysis report for a cost of \$3,898.00, which was this project's primary expense. The other costs were nominal and consisted mainly of the cost of postage for postcards. The report provided by Statistical Consulting Group was reviewed by the internal survey committee, as was the raw statistical data and responses to the open-ended questions. What follows are the significant findings:

Demographically, it was found that almost all of the respondents identified themselves as residents of the City of Pacific Grove age 41 or older, with the largest group of respondents (34 percent) falling into the 61 – 70 age range. The group of respondents was almost evenly split between men (54 percent) and women (46 percent).

More than 89 percent of respondents said that they felt safe in the City of Pacific Grove during the day and more than 78 percent said they felt safe at night. Less than 10 percent stated they had been a victim of crime in the City of Pacific Grove within the past year. When it comes to feeling unsafe, respondents often complained of traffic problems that prevented them from enjoying walking, jogging, or bicycling around town. In fact, respondents' two primary concerns were traffic safety and theft from houses and vehicles. Traffic safety was also the most prominent concern found among the responses to the open-ended questions in other areas of the survey. Respondents felt so strongly about this issue that they provided great detail as to the location and nature of the traffic offenses they witnessed.

Respondents also voiced safety concerns associated with the lack of sidewalks and street lighting, but these were not things for which they saw the police department as responsible. To the contrary, 74 percent of respondents felt either very satisfied or somewhat satisfied with the department. Those who chose to provide responses to the open-ended questions were generally very supportive of the police department. A few critical responses were received, as should be expected, but they were limited to specific situations and were not criticisms of the

department as a whole. Respondents frequently commented about officers' professionalism, effectiveness, and connection to the community.

Staffing was also concern voiced by many respondents who believed that there are not enough officers on duty. When respondents were asked how many police officers are usually on duty in the City of Pacific Grove, the average number guessed was 4.52. When respondents were informed on the next page of the survey that the Pacific Grove Police Department typically has one sergeant and one to two police officers on duty at any given time, nearly two-thirds said that they did not believe that this provides the City of Pacific Grove with adequate police protection, or were unsure.

After reading the explanation of contracting and participating in a regional policing plan at the beginning of the survey's second section, a slight majority of respondents (48 percent) said they would prefer that the City of Pacific Grove continue to employ its own police department, and 41.5 percent preferred to have the City participate in a regional policing plan once one is established. Only 10 percent chose to have the city contract with another law enforcement agency for police services.

When respondents were asked which option they would prefer if it were shown that having the City continue to employ its own police department would cost considerably more than the other two options, 75.5 percent said that they would prefer to have the City of Pacific Grove continue to employ its own police department, 16.5 percent preferred to have the City participate in a regional policing plan once one is established, and eight percent chose to have the city contract with another law enforcement agency.

It was also obvious that contracting was regarded as the least palatable of the available options by the number of comments expressing displeasure with the fact that the Seaside Police Department's sergeants were used to help supervise night shift officers. A few also expressed disapproval with the fact that the department shares a chief with the Seaside Police Department. The impetus behind such comments seems to be that the City of Seaside is seen as a distinct community from the City of Pacific Grove, with a unique population and set of problems, and respondents do not believe that officers from another agency will be as attentive to residents of the City of Pacific Grove. Furthermore, because the problems facing Pacific Grove residents are oftentimes less serious than residents in some of the surrounding areas,

respondents fear that their issues will be given less attention than those of busier communities. In short, respondents feel that the City of Pacific Grove maintaining its own police department means that it will continue to be as responsive to their issues as it has been in the past.

When respondents were asked how likely they would be to support the idea of contracting or sharing police services if it were shown that either one would save the City of Pacific Grove an amount conservatively estimated to be \$500,000 to \$1,000,000 per year based on the contract proposals previously received, while at the same time maintaining or improving police service delivery, roughly 69 percent of respondents stated they were either very likely or somewhat likely to do so, and 10 percent were neutral. Those respondents in support of a regional policing plan generally referenced cost savings as a likely benefit.

Open-ended questions designed to get a feel for citizens' emotional attachment to having their own police department were asked. These questions were intended to identify concerns that would have to be addressed in order to gain support from those currently opposed to the alternatives presented. For example, respondents were asked how important they thought it was for officers' uniforms and patrol cars to have "Pacific Grove" markings. Many respondents stated that this was irrelevant as long as a police officer responded when they called, and that a police officer should be professional enough to work in whatever city assigned, no matter who actually employs them. However, the majority believed that the markings were important in order to foster a sense of stability within the community and ensure that officers felt as though they were a part of it. Some respondents made it a point to state that if the patrol cars and uniforms did not say "Pacific Grove" they should at least say "Monterey Regional Police", or something similar, since they did not feel it was appropriate for patrol cars and police officers to patrol the City of Pacific Grove bearing another jurisdiction's name.

Conclusion

The data gathered indicates that those who live and work in the City of Pacific Grove are very pleased with the job done by the Pacific Grove Police Department. When asked which option for providing police services they preferred, three quarters of respondents expressed their preference for the City continuing to employ their own police department. However, those surveyed are not completely opposed to participating in a regional policing plan, especially if it would result in the same level of service at a lower cost and the officers were readily identified as Pacific Grove police officers. The majority of respondents believe this is critical to

maintaining their community identity, but they ultimately want a police officer to respond if needed regardless of the source.

Although respondents were nearly unanimous in their dislike for the concept of contracting, the data showed that participating in a regional policing plan once one is established is a viable option for the City of Pacific Grove as long as citizens' concerns are addressed when the plan is put into action. Respondents' primary concern was that regionalization will mean that the police are less connected to the community, which will detract from the City of Pacific Grove's overall "hometown" feel. People want to feel as though the police department is accountable to them. If they have a problem they want to be able to call or visit the station and speak with a sergeant, commander, or chief and voice their concern. Residents fear losing that accountability and the feeling that officers know and are responsive to the citizens they are sworn to protect.

It is clear that whatever course of action is chosen, respondents would like to keep at least the appearance of having their own police department. This not only includes the "window dressing" of patrol cars and uniforms emblazoned with "Pacific Grove", but also having the same officers and sergeants permanently assigned. Consequently, a regional policing model such as this would be very similar to the model under which some state police departments operate. The Pacific Grove Police Department would function as a post (or barracks, or precinct), with a lieutenant or senior sergeant in charge of day-to-day operations. The personnel assigned to the station would be considered on permanent assignment unless they request a transfer. The command ranks would be part of a centralized administrative unit that would also include Records, Information Technology, and other support personnel. Operating under this model would result in a significant cost savings for the City of Pacific Grove because there would be less duplication of effort. Most Important is that the functioning of the department would appear no different to the citizens even though the officers' paychecks would be signed by an entity other than the City of Pacific Grove.

Lastly, as is often the case with projects such as this, there were benefits realized beyond those originally intended when it was undertaken. Respondents took full advantage of the opportunity presented by the survey to voice their concerns as they pertain to policing, as well as other topics. For example, as has already been mentioned, traffic safety was a primary concern expressed in the responses to open-ended questions. This has resulted in a detailed proposal to revitalize the department's traffic enforcement program by purchasing additional equipment

and providing officers with specialized training. This will make officers more effective when addressing the problem streets and intersections mentioned by respondents. In addition, the few negative comments received caused the department's leaders to think of new ways to convey the importance of maintaining a community policing mindset and working with the public to find the best way to resolve conflicts. There were also many suggestions for doing business more efficiently that will be taken into consideration, such as employing Level I reserve police officers and more thoroughly utilizing volunteers so that regular police officers are freed up to conduct proactive patrols and handle more serious calls for service.

The City of Pacific Grove has an obligation to find sustainable ways in which it can provide essential services like public safety. Developing strategies now will allow citizens to receive the best service possible no matter the future economic climate. Sharing the cost of law enforcement operations across jurisdictions is a common sense solution that is in the best interest of the City's long-term financial stability. According to the collected data, regionalization will be embraced by citizens as long as Pacific Grove's "hometown" identity and idyllic atmosphere are preserved. Maintaining a strong and effective law enforcement presence is an important part of that. Citizens believe that this is what, in essence, makes living in Pacific Grove different than living anywhere else in California. The data gleaned from this survey will allow City leaders to use available tax dollars in a prudent and responsible manner and ensure that the quality of life that citizens enjoy today is preserved for generations to come.

APPENDIX A – Responses to Quantitative Questions

Overall, how safe do you feel in the City of Pacific Grove during the day?	
Very safe	72.43%
Somewhat safe	16.91%
Average	7.68%
Somewhat unsafe	2.50%
Very unsafe	0.48%
Overall, how safe do you feel in the City of Pacific Grove at night?	
Very safe	43.75%
Somewhat safe	34.90%
Average	11.83%
Somewhat unsafe	7.31%
Very unsafe	2.21%
How many uniformed police officers do you think are on patrol at any given time in the City of Pacific Grove?	
Average Response	4.52
The Pacific Grove Police Department typically has one sergeant and one to two police officers on duty at any given time. Do you feel that this provides the City of Pacific Grove with adequate police protection?	
Yes	36.14%
No	42.22%
Unsure	21.64%
In the past year, have you spoken to a Pacific Grove police officer about crime(s) or problems in your neighborhood?	
Yes	32.40%
No	67.60%
How satisfied were you with the way the Pacific Grove Police Department addressed your concerns?	
Very satisfied	43.11%
Somewhat satisfied	25.75%
Neutral / No opinion	7.49%
Somewhat unsatisfied	15.27%
Very unsatisfied	8.38%
In the past year, were you a victim of a crime in the City of Pacific Grove?	
Yes	9.58%
No	90.42%
Did you report the crime to the Pacific Grove Police Department?	
Yes	70.71%
No	29.29%

How satisfied were you with the way the Pacific Grove Police Department handled your situation?	
Very satisfied	34.29%
Somewhat satisfied	22.86%
Neutral / No opinion	5.71%
Somewhat unsatisfied	21.43%
Very unsatisfied	15.71%
Overall, how satisfied are you with the Pacific Grove Police Department?	
Very satisfied	41.63%
Somewhat satisfied	32.59%
Neutral / No opinion	13.33%
Somewhat unsatisfied	8.85%
Very unsatisfied	3.60%
Considering the information presented, which of the following options do you prefer?	
Have the City of Pacific Grove continue to employ its own police department.	48.15%
Contract with another law enforcement agency for police services.	10.37%
Participate in a regional policing plan once one is established.	41.48%
If it were shown that having the City of Pacific Grove continue to employ its own police department would cost considerably more than the other two options, which of the following options do you prefer?	
Have the City of Pacific Grove continue to employ its own police department.	75.43%
Contract with another law enforcement agency for police services.	7.97%
Participate in a regional policing plan once one is established.	16.59%
If contracting or sharing police services would save the City of Pacific Grove an amount conservatively estimated to be \$500,000 to \$1,000,000 per year based on the contract proposals previously received, while at the same time maintaining or improving police service delivery, how likely would you be to support the idea?	
Very likely	46.09%
Somewhat likely	21.76%
Neutral	9.99%
Somewhat unlikely	7.81%
Very unlikely	14.34%
If the City of Pacific Grove contracted or shared police services, how important do you feel it would be for the police officers' uniforms and patrol cars to have "Pacific Grove" markings?	
Very important	38.44%
Somewhat important	15.72%
Neutral	24.62%
Somewhat unimportant	7.31%
Very unimportant	13.91%

If the City of Pacific Grove contracted or shared police services, how important would it be to you for the same police officers to be consistently assigned to the City?	
Very important	59.70%
Somewhat important	25.15%
Neutral	8.28%
Somewhat unimportant	2.63%
Very unimportant	4.24%
In your opinion, how important is it that the City of Pacific Grove employs its own police department that exclusively serves the City of Pacific Grove?	
Very important	35.97%
Somewhat important	18.64%
Neutral	18.24%
Somewhat unimportant	12.22%
Very unimportant	14.93%
What is your gender?	
Female	46.04%
Male	53.96%
Which of the following best describes you (Select all that apply)?	
Full-Time Resident	85.69%
Part-Time Resident	4.14%
Non-Resident	0.85%
Business Owner	6.78%
Employee	2.54%

APPENDIX B – Survey Questionnaire



2013 Police Services Survey

Greetings:

Thank you for participating in this important survey. Its results will help the City of Pacific Grove's elected officials determine the most effective and efficient way to provide police services now and in the years to come.

Your cooperation and openness in completing this survey are critical to the project's success. Please keep in mind that your responses are completely anonymous and no one can determine your identity from them unless you choose to provide your e-mail address when asked to do so at the end of the survey. You can choose to skip individual questions or stop taking the survey at any point. However, you are encouraged to complete the entire survey.

The survey has been divided into two sections. The first section will be used to obtain your thoughts about and experience with the Pacific Grove Police Department. The second section will explain the concepts of contracting for and sharing police services among the peninsula's police agencies. You will then be asked for your opinions on the topic. The exact number of survey questions asked depends on whether you receive follow-up questions to some of the responses you submit. However, the survey should take about 15 minutes to complete. The collected data will be coded and entered into a spreadsheet that will be forwarded to a company contracted to assist with the analysis. The use of this company will ensure that the results of the analysis are obtained by a neutral party. The collected data will not be shared with any other outside entities.

Questions, comments, or concerns may be directed to Pacific Grove City Clerk David Concepcion via e-mail at dconcepcion@ci.pg.ca.us, or telephone at 831-648-3181. You may also contact City Manager Thomas Frutchev via telephone at 831-648-3106.

Please turn the page to continue.

Section I – In this section you will be asked for your general perception of the Pacific Grove Police Department, and of crime in the City of Pacific Grove.

Overall, how safe do you feel in the City of Pacific Grove during the day?

- Very safe
- Somewhat safe
- Average
- Somewhat unsafe
- Very unsafe

Overall, how safe do you feel in the City of Pacific Grove at night?

- Very safe
- Somewhat safe
- Average
- Somewhat unsafe
- Very unsafe

How many uniformed police officers do you think are on patrol at any given time in the City of Pacific Grove?

The Pacific Grove Police Department typically has one sergeant and one to two police officers on duty at any given time. Do you feel that this provides the City of Pacific Grove with adequate police protection?

- Yes
- No
- Unsure

In the past year, have you spoken to a Pacific Grove police officer about crime(s) or problems in your neighborhood?

- Yes
- No

How satisfied were you with the way the Pacific Grove Police Department addressed your concerns?

- Very satisfied
- Somewhat satisfied
- Neutral / No opinion
- Somewhat unsatisfied
- Very unsatisfied

Below are a number of typical law enforcement services that could be provided by the Pacific Grove Police Department. In your view, how important is each of these on a scale from one to five?

NOTE: 1 = Not Important and 5 = Very Important

	1	2	3	4	5	I Don't Know / Unsure
Timely response to calls for service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Traffic enforcement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Participation in multijurisdictional taskforces	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
School Liaison	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Foot Patrol	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bicycle Patrol	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Motorcycle Patrol	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Canine Unit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Crime Prevention / Community Resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Investigation / Detective Unit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Parking Enforcement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Overall, how satisfied are you with the Pacific Grove Police Department?

1. Very satisfied
2. Somewhat satisfied
3. Neutral / No opinion
4. Somewhat unsatisfied
5. Very unsatisfied

Why?

Section II – In this section the concepts of contracting for and sharing police services as two additional ways in which law enforcement services could be provided at a reduced cost will be explained. You will then be asked questions regarding what you believe to be the best future course of action for the department and City to pursue.

The Monterey Peninsula is a relatively small geographic area comprised of seven cities over roughly 45 square miles, serving approximately 105,000 people. Because criminals are generally not concerned about city boundaries, the peninsula's police departments work closely together in a variety of ways to identify, locate, and arrest suspects. In addition, many law enforcement support services such as 911 call centers, SWAT teams, undercover narcotics teams, and aviation units are far too costly for all but the nation's largest police departments to provide for themselves. The peninsula's police departments have therefore established formal agreements and informal protocols for working together in a broad range of areas in order to provide such services in a more efficient and cost effective manner. As a result, none of the seven departments is a truly "standalone" department.

It is possible for the peninsula's police departments to further share their existing resources and maximize the financial and public service benefits of sharing all administrative and support services functions by establishing a regional law enforcement agency. This agency would be administered by a board consisting of representatives from each participating municipality. This would not impact the patrol functions. The officers and sergeants who patrol the streets and respond to calls would still be assigned to their respective departments.

In regard to the Pacific Grove Police Department, recent economic and staffing realities have made it necessary for the department to increasingly rely on neighboring departments to enable it to function. This has included sharing a police chief with the City of Seaside, obtaining assistance from multijurisdictional taskforces, and obtaining assistance with nightshift supervision from the Seaside Police Department. Although these practices have resulted in cost savings and other benefits, they do not represent a viable, long-term solution. The Pacific Grove Police Department could establish an agreement with the Monterey Police Department, the Seaside Police Department, or another police department for additional assistance, which constitutes another approach for enhancing the department's capabilities at reduced costs.

If the City of Pacific Grove does not choose either of those two options it would need to dedicate additional resources to the department. Doing so would enable the department to become more effective, or at least maintain the level of service it has offered in the past, while making it less dependent on other departments. This would require either shifting money from other City programs or increasing City revenues.

Considering the information presented, which of the following options do you prefer?

- Have the City of Pacific Grove continue to employ its own police department.
- Contract with another law enforcement agency for police services.
- Participate in a regional policing plan once one is established.

If it were shown that having the City of Pacific Grove continue to employ its own police department would cost considerably more than the other two options, which of the following options do you prefer?

- Have the City of Pacific Grove continue to employ its own police department.
- Contract with another law enforcement agency for police services.
- Participate in a regional policing plan once one is established.

If contracting or sharing police services would save the City of Pacific Grove an amount conservatively estimated to be \$500,000 to \$1,000,000 per year based on the contract proposals previously received, while at the same time maintaining or improving police service delivery, how likely would you be to support the idea?

- Very likely
- Somewhat likely
- Neutral
- Somewhat unlikely
- Very unlikely

If the City of Pacific Grove contracted or shared police services, how important do you feel it would be for the police officers' uniforms and patrol cars to have "Pacific Grove" markings?

- Very important
- Somewhat important
- Neutral
- Somewhat unimportant
- Very unimportant

Why?

If the City of Pacific Grove contracted or shared police services, how important would it be to you for the same police officers to be consistently assigned to the City?

- Very important
- Somewhat important
- Neutral
- Somewhat unimportant
- Very unimportant

Why?

In your opinion, how important is it that the City of Pacific Grove employs its own police department that exclusively serves the City of Pacific Grove?

- Very important
- Somewhat important
- Neutral
- Somewhat unimportant
- Very unimportant

Why?

Is there anything else you would like the City of Pacific Grove to know? Use this space to convey any comments on this topic or any other.

Thank you for completing the previous sections. Lastly, please take a moment to tell us a little bit about yourself.

What is your gender?

- Female
- Male

What is your age?

- Under 18
- 18 – 30
- 31 – 40
- 41 – 50
- 51 – 60
- 61 – 70
- 71 or older

Which of the following best describes you (Select all that apply)?

- Full-Time Resident
- Part-Time Resident
- Non-Resident
- Business Owner
- Employee

You have reached the end of the survey. Thank you for taking the time to participate. Your input is necessary for the City of Pacific Grove to be able to determine the best possible course of action in this critical area, and will be considered throughout the decision making process.

The analysis of the collected data will be made available on the City of Pacific Grove website and at City Hall no later than Monday, January 6, 2014. A copy of the analysis can also be e-mailed to participants who share their e-mail address. In addition, those who share their e-mail address will receive updates on this issue from the City of Pacific Grove.

If you would like to share your e-mail address please write it in the following field:

Again, thank you for your time. Please contact Pacific Grove City Clerk David Concepcion via e-mail at dconcepcion@ci.pg.ca.us, or telephone at 831-648-3181, with any questions, comments, or concerns. Please return your completed survey to City Hall in person or via US Mail at the following address:

City Clerk
City of Pacific Grove
300 Forest Avenue
Pacific Grove, CA 93950

APPENDIX C – Statistical Consulting Group Report



Report for the Pacific Grove Police Department

Prepared by:

Statistical Consulting Group

10411 Motor City Dr

Suite 500, 5th Floor, Bethesda, MD 20817

Date:

January 10, 2014

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Part I. Descriptive Statistics

The findings begin with an overview of descriptive statistics. The researcher presents descriptive statistics for the demographic variables. In this section, the researcher presents the demographics of the participant population. It is interesting to note that there are more males (**53.96%**) than females (46.04%) in the sample population. The researcher used SPSS 20.

Table 1. Gender

What is your gender?		
Female	447	46.04%
Male	524	53.96%
Total	971	
Mean	1.54	
Standard Dev.	0.50	
Variance	0.25	

Table 2. Age

What is your age?		
Under 18	1	0.10%
18 – 30	28	2.89%
31 – 40	76	7.84%
41 – 50	122	12.59%
51 – 60	248	25.59%
61 – 70	331	34.16%

71 or older	163	16.82%
Total	969	
Mean	5.30	
Standard Dev.	1.28	
Variance	1.64	

Table 3. Resident

Which of the following best describes you (Select all that apply)?		
Full-Time Resident	910	85.69%
Part-Time Resident	44	4.14%
Non-Resident	9	0.85%
Business Owner	72	6.78%
Employee	27	2.54%
Total	1062	
Mean	1.36	
Standard Dev.	0.98	
Variance	0.96	

Part II. Qualitative Research Findings

This report presents the results of the thematic analysis of the Pacific Grove Police Department. To examine this topic, the researcher used a qualitative approach that involved surveys and interviews with citizens. The study posed five interview questions:

1. Why are you satisfied/not satisfied with the Pacific Grove Police Department?
2. Why do you think it would be important/not important for the police officers' uniforms and patrol cars to have "Pacific Grove" markings if the City of Pacific Grove contracted or shared police services?
3. Why do you think it would be important/not important to you for the same police officers to be consistently assigned to the City if the City of Pacific Grove contracted or shared police services?
4. Why do you think that it is important/not important that the City of Pacific Grove employs its own police department that exclusively serves the City of Pacific Grove?
5. Is there anything else you would like the City of Pacific Grove to know?

This chapter reviews the interview questions and presents the results of the thematic analytic process.

Findings

Major Category 1: The participants' satisfaction with the Pacific Grove Police Department

Thematic Category 1-1: see Table 4

Table 4. Thematic Category

Thematic Category 1-1
Dare Program
Our police Department Continues to be Dedicated And Professional
PG Police Officers Have Been Nice, Competent, And Helpful
PG Police Officers Are Respectful, Personable And Communicate Needs and Action

PG Police officers Are Responsive
Crime is Low
No Problems
Felt Safe
Positive Experience
Like Our Police Department
Officers Were Courteous And Polite
More Crime Opportunities
Teen Substance Abuse
Patrol Units
Lost a Lot Of Police
Enforcement Of Traffic And Parking Regulations
Coordination With Special Events Organizers
Selective Enforcement
Officers On The Street
Harassment Of Minors
Intimidation
Responsive
Reports
Understaffed
Another City
Pedestrian Safe
Police Chief
Resources
Outsourcing
Pension System
Attitudes In Dealing With The Public
Speeding
Political Problem
Need More Resources
Compassion And Caring
Sharing Services
No experience with the Police
Traffic Conditions
CHP And Monterey County Sheriff
Traffic Law Enforcement
Law Enforcement Agency

Satisfied

1 participant mentioned the Dare program. A statement such as” Love the Dare program. Love that our police officers are local, know our community and know our kids,” reflected the evidence to support the sub-theme.

143 participants said our police department continued to be dedicated and professional. Statements such as “I feel they're doing the best they can under difficult circumstances. Their pensions are being attacked and they don't know whether they'll be employed next year, yet our police department continues to be dedicated and professional;” ““I was born and raised in Pacific Grove. I raised my daughters here and had the privilege of working for the Pacific Grove Unified School District for over 25 years. I have had many interactions with the department, all positive, thank God. I was always treated with respect and felt the professionalism from the officers; ” ““My contact with PGPD has always been timely and professional even in light of the limited resources our dept and officers must endure; ” ““They are a professional presence in this small town, keeping things the way we like it. They do not go overboard with the tactical appearance, but I'm confident they can handle the problems most likely to be seen in this area;” “Hometown police concerned about citizens. They care and care about this community;” ““I like that the officers are professional, friendly and approachable. I think we need more of them! ;” “They always been there when needed I like the local attachment and attitude in the past they've involved in the community. I realize that costs may curtail some of these activities. Most chiefs were accessible and active in the community. They have shown to be dedicated and responsible to the citizens and community they serve. Let us not lose them! ;” “The city is safe and a pleasant place to be. I have had positive interactions with PG Police officers prior to this year. My daughter used to live with me and she has some mental health issues. A few years ago, her problems were more acute. She has since been appropriately diagnosed and successfully treated, but in the past, she had some suicide attempts. PG Police Officers were called and were very professional and were able to resolve the situation with a positive outcome; ” ““They are very professional and dedicated, are on top of what has happened in the community, which indicates they communicate amongst each other well. They are also caring and put their heart into participating in being part of this small community, and

keeping it safe for us. They are available. I wish for them higher pay, because their job is not an easy job. We need them; ” ““I have had only limited experience with the PG police, the most serious was evicting a person who was taking advantage of my father-in-law, In all cases the officers were very polite and professional. I walk and bike all over PG in both day and evening and have never had any problem or felt threatened or endangered;; ” “professional, polite, and show a true concern for the citizens of p.g. answer calls right away and follow up as needed. Past contact has shown that the officers are more concerned with helping solve the problem than placing blame;” “The police dept is ok. I think that too many people get away with poor driving (speeding and pulling out in front of other people on the ridge...Lighthouse and Ridge Rd) I like it when the police keep focused on their duties and are unobtrusive;” ““when I have called for assistance (more than a few times) they were here in a short period of time once they arrived they were very professional reflected the evidence to support the sub-theme.

142 participants said that PG police officers have been nice, competent, and helpful. Statements such as, “When I have engaged with PG police officers, they have been nice, competent, and helpful. --Except for the animal control officer who apparently doesn't care if raccoons are attacking our dogs and tipping our trash and multiplying like rats in our neighborhoods ; ” “I observe their presence around town and think they do a pretty good job keeping PG safe; ” ““My neighbor is 86. We live one block from town. If he cannot sleep, he walks his dog at eleven or twelve at night. It is safe, at least in the two years we have been here, so far so good. The town is no Santa Cruz or even your nearest neighbor, Monterey. The civic mindedness here is healthy for the most part. Response times are most often good and officers try to be helpful; ” “the two times I called the non-emergency number with a problem I got a quick response and the responding officers were very competent and pleasant; ” “Crime is very low in Pacific Grove, thanks to these brave men and women. They are experienced and competent and should keep up the good work;” “PG police have responded in a timely manner

and addressed any crime in our neighborhood appropriately;” “I think they do a great job in dealing with a variety of issues in our small town. They deal with a lot of things the general public is unaware of, suicides and natural deaths;” “They are needed, and appreciated. Every time I’ve needed their services it has been a good experience;” “Positive interactions with officers in a variety of community settings. They are always helpful and pleasant, even when I called in the middle of the night because I had a raccoon in my house;” ““We had our home alarm go off when on vacation. Some very nice officers came to our home to close up the house and make sure everything was secure. They have also come out to Caledonia Park on several occasions for what we thought was drug activity and checking kids loitering in the park after hours. I love the PG police department; ” ““Every time I have had a problem and contacted a police person either at the headquarters or on the street, very helpful and professional; ” ““I have been a victim of crime so I guess they are doing there job. I like how the burned corpse was kept quiet till every thing was known;” “The officers we have are of high quality and character. I am particularly proud of our commander and the reserve officers;” “I am very satisfied with PGPD. I am a long-term visitor here taking care of my parents for a few months this year. I have seen some very slanted and inflammatory opinions on-line and in the news from uninformed citizens;” “I have been here for almost two months and I have seen a PGPD cruiser drive by our house at least a dozen times a day (and all hours of the night);” “I take 1 1/2 to 2 hour walk / jogs late at night all over the City and I always see PGPD officers on patrol in the middle of the night in all parts of the City. I usually see a PGPD unit at least four times on my walks. On a recent night PGPD units passed me seven times in all parts of the City. (Near the outlet stores, by the high school, on Railroad Dr, Spanish Bay, Asilomar, the golf course, and downtown. PGPD is all over the place;” “You can tell when midnight rolls around because of the all of the cars leaving the Oceanside pull outs via Sunset and Ocean View. PGPD has a very strong presence in these potential trouble areas at night;” “I have called PGPD three times for

service. One was a possible DUI driver driving on the pedestrian path in front of Stanford's Hopkins research center, the other for a man down in front of my house, and for a water valve leak on the golf course. In each instance a PGPD officer was on scene in less than two minutes;" "I think that PGPD provides my parents with very, very good police service;" "PGPD is doing a good job, they are cleaning house, and the citizens of PG should keep their police department;" " "Being a Police Officer is a hard and stressful job.

I think they are doing a great job with the limited staff they have;" "I actually feel quite satisfied by the service of the officers with whom I have interacted. To a person they are courteous, helpful, and responsive. I wish we had more of them, thus the 'somewhat satisfied' rating;" " "Every police officer I have talked to in PG really cares about the city and the people in it. Whenever I see an officer in a police car pass by, they always smile. I haven't had a bad experience with ANY police officers in Pacific Grove.," reflected the evidence to support the sub-theme.

31 participants said that PG police officers were respectful, personable and communicated needs and actions. Statements such as, "Low crime rate, competent officers, perception of a safe community. Officers are respectful, personable and communicate needs and actions;" "Our officers reflect our community and are caring and personable. They are approachable, understand our community values and do not overreact;" "There does not seem to be a lot of crime in PG.

The police seem respectful and efficient;" "We had a house fire and the police were the first to arrive. They were very kind and protective. They calmed us down and one officer stayed with us the entire time;" "Anytime a person puts his/her safety on the line I feel they should be respected," reflected the evidence to support the sub-theme.

90 participants said that PG police officers were responsive. Statements such as, "They are visible. They are responsive. Serious crime seems low in comparison to other communities

and credits them for it. I have not personally heard police abuse claims, which is good. Do not see many gang violence stats, thank God. I do believe we need more drug sales attention which hurts youth and community safety. I am not pleased with continued allowance of vagrants, BUT, that may actually be Monterey issue such as by Nob Hill stores, etc; ” “They respond when called and are very professional ; ” “When I need them they are there. However, I don't need them on any kind of a routine basis;” “Quick response to issues as they occur. I have been lucky to not require services (yet) but know others who have;” ““Always been responsive. “Never been abusive. Polite when I visit the station. Sometimes too busy, but still try to take a moment and listen to my question or comment;” “They maintain a low profile but seem to be available when a need arises. They have been timely when I have had a need to use the department;” “They are responsive, attentive and generally nice to people. I believe they are 'in it for our community';” “On the few occasions we have had to ask for assistance, the response has been fairly quick and very thorough. Instructions/information given has been clear and thorough; ” “My experiences over the years have been positive as to the department's response to my contact expert even though at times there have been no resolutions; ” ““I have no complaints in the 34 years I have resided in Pacific Grove. Fortunately, I have only asked for help on a couple of occasions. At those times I was very happy with the response time and officers' helpfulness and follow through;” “Even though the Police Officers and the Police department are always under attack from the city counsel, city manager and certain citizens;” “The Police officers and department have always been there when they are needed no matter what; ” ““They have been responsive in a timely manner to situations in our senior community: domestic issues, possible assault and support of fire department in emergency health calls; ” “In my limited experience, the P.G. Police have responded quickly and been very friendly and professional reflected the evidence to support the sub-theme.

63 participants mentioned crime was low. Statements such as, “Believe that this is a safe town with adequate police presence;” “Overall I don't see the city impacted significantly by crime. I know it exists, and is demonstrated by the Police Dept. statistics, but compared to other cities we are relatively very safe.,” “What crime occurs seems to be well handled by PG PD;” ““We seem to have low crime and the police seem to respond in a timely fashion;” “Low crime rate, no obvious interference, prompt response to report of obnoxious display reflected the evidence to support the sub-theme.

42 participants said that they have not had any problems. Statements such as, “I haven't had any problems or contact really to judge;” “I've lived here for 4 years and haven't had a problem. I don't know that my neighbors have either;” “I have never had a problem with them reflected the evidence to support the sub-theme.

40 participants said they felt safe in their town and adequate services were provided. Statements such as, “I feel safe in my town and adequate services are provided;” “I feel safe. I met many officers when I took the PG Citizen Police Academy and feel that their hearts are in keeping me safe;” “I feel safe in the City. No major crime to speak of or that I am aware of. That generally results from good policing;” “I feel very safe in Pacific Grove compared to cities like Salinas and Seaside;” “I see the PG patrol cars drive by my house, and I feel very safe. I do feel that police presence is an important deterrent to crime and random disrespect of laws;” “PG seems very safe compared to other places that I have lived. My limited interactions with PD officers and staff have been positive;” “I feel safe in Pacific Grove. I know there is some crime but compared to surrounding communities PG is a safe town,” reflected the evidence to support the sub-theme.

5 participants mentioned their experiences over the years have been positive. Statements such as, “Seems pretty good all in all;” ““I'm comfortable with the police department;” “I feel P.G. is a pretty safe community, and over the 40 years I have been here, my dealings with the

P.G. Police Dept. have been positive; ” “I would answer very satisfied but feel that more officers are needed; ” “I am satisfied when they are our officers and not from another Dept.Ours know our unique culture,” reflected the evidence to support the sub-theme.

1 participant said he likes our police department the way it was. Statements such as, “I like our police department the way it is,” reflected the evidence to support the sub-theme.

1 participant mentioned officers were courteous and polite to deal with and overall. I felt safe living in Pacific Grove. Statements such as, “Officers are friendly and courteous. The people answering the phones are helpful, friendly, and courteous,” reflected the evidence to support the sub-theme.

Not satisfied

1 participant was concerned about the problems of teen substance abuse leading to other crime. A statement such as “Very concerned about the problems of teen substance abuse leading to other crime. Limited resources for teen diversion,” reflected the evidence to support the sub-theme.

7 participants mentioned patrol units. Statements such as “We need more on patrol units on the street,” reflected the evidence to support the sub-theme.

30 participants mentioned there were more crime opportunities now with less chance of swift action. Statements such as, “I am very concerned that we don't have officers to investigate crimes and that I rarely see patrol cars on the streets any morning; ” “Never see patrols on busy weekends, people and tourist run stops even when there are people crossing specially on Central Avenue. When reporting or witnessing accidents officers don't really pay much attention;” “Our police dept. has been reduced to a status quo or caretaker status. Crime is not remaining status quo. Our Police Dept. is reduced to being reactive rather than pro-active. I'd like to have a Police Dept. that prevents crime thru prevention and a reputation of vigilant, thorough patrol, which we once had but no longer; ” “ I would like to have more patrol for speeding cars. Living

on 19th MANY cars speed down our street and I never see an officer. We would like to see more of a general presence in,” reflected the evidence to support the sub-theme.

1 participant mentioned he/she has lost many police which have strained their ability to do a good job. Statements such as “We've lost a lot of police which have strained their ability to do a good job. Losing our local force would be a significant loss to the community,” reflected the evidence to support the sub-theme.

8 participants mentioned poor enforcement of traffic and parking regulations. Statements such as, “Poor enforcement of traffic and parking regulations. I regularly see people passing on double yellow lines and double parking or parking in bike lines;” “There are a lot of speeding and minor traffic violations, especially along Sunset/Asilomar. In addition, there is a lot of drug use in the high school and among the surfers at asilomar beach. This could be cleaned up easily with more enforcement and presence;” “There seems to be no traffic control or parking control. Speeders are everywhere and crosswalks downtown are extremely dangerous...maybe one in ten cars stops for pedestrians....abandoned cars everywhere...rarely do drivers stop at stop signs Traffic laws not enforced;” “We haven't needed police support for problems, but we are seeing a great deal of traffic infractions occurring,” reflected the evidence to support the sub-theme.

1 participant mentioned lack of good coordination with special events organizers and citizens affected by it. A statement such as “Lack of good coordination with special events organizers and citizens affected by same,” reflected the evidence to support the sub-theme.

1 participant said that Pacific Grove police are guilty of selective enforcement, A statement such as” Pacific Grove police are guilty of selective enforcement, especially when it comes to neighbor calling on neighbor. I have seen for myself. We have several busybody neighbors who just like to call the police and go around bragging that they have power in the neighborhood. I'm actually had one neighbor in particular drive up and tell me about people he has turned it in the neighborhood,” reflected the evidence to support the sub-theme.

33 participants said that there not enough officers on the street. Statements such as, “More officers are needed to adequately investigate cases and solve crimes. Right now officers are simply documenting crimes with no follow up. No investigation unit and no parking enforcement due to staffing levels; ” “The officers that I have dealt with in the last year did not seem to very well informed or prepared to deal with a simple hit and run accident; ” ““The streets are very dark at night and early morning. On my morning runs, I have only seen 1 police car in 4 months. It is just a matter of time before criminals realize this untapped resource. There is a lot of money in this area and not much protection. Crime from Salinas and Seaside is expanding. More break-ins and thefts are spreading through Monterey and headed this way;” “I think that there are several very good officers on the PGPD police department, but I think that we need to do more to retain the good officers, and recruit more officers,” reflected the evidence to support the sub-theme.

1 participant mentioned questionable harassment of minors in the evening. A statement such as “Questionable harassment of minors in the evening. Targeting minors for being minors. I have 2 teenagers, not bad kids; police stop them every 2 months for walking in town, no charges,” reflected the evidence to support the sub-theme.

3 participants mentioned intimidation, poor attitude, and lack of professionalism. Statements such as, “Bad attitude. Female officer who pulled me over for not having safety belt on was extremely rude and although I was extremely polite, she was unnecessarily rough and demeaning. My 3 passengers were all angry at Herndon and vowed to write the police station;” “My encounters with the pg police dept. have involved primarily traffic issues. There has been a situation where I felt the officer was a bit aggressive and intimidating,” reflected the evidence to support the sub-theme.

15 participants said officers were not very responsive to citizen complaints. Statements such as, “On a few occasions when I spoke with traffic enforcement officer and in the PG police

station with desk staff, they seemed to give my concerns low priority. I asked about a dangerous parking violation in front of Trader Joes where there is a tow away sign. Someone parked there was blocking my view of oncoming traffic creating a dangerous situation. I asked what the tow away sign really indicated and was told that oh, people usually are just running into TJs for a short time. Huh? A vehicle has been parked on Lighthouse near 11th St. for at least a year. I know that parking officer travels past this vehicle but seems to ignore it. Cars parked wrong way on the street also ignored. Sidewalks blocked by vehicles which are not completely pulled into carports. Incomprehensible signs that are intended to say stop for pedestrians are ineffective. Cars do not stop if you are on the curb waiting to cross nor do they stop if you are halfway across the street within the crosswalk creating a vulnerable and dangerous situation. Most dangerous is Lighthouse Ave and Central Ave where stop signs are infrequent. Definitely need officers to be present in the community and approachable by citizens;” “My daughter was involved in a hit and run and PG Police didn't seem concerned nor did they ever follow up with my daughter. I however on my own follow up with car parts at seen of crime determined yr and model of car and PG Police still we're not concerned or follow up; ” ““I did report an assault when we first moved into the city. No officer ever came by. However, a barking dog got a response every time. This is very odd why an assault would not get more attention;” “My neighbor has a barking dog - all hours of the day and night. I addressed this with the animal control office. If felt that this was not taken seriously. My neighbor's dog still barks all hours of the day and night - waking me from sleep;” “Never noticed a significant police presence, but that appears not to be real necessary. Several years ago had an identity theft issue that the police department was not very helpful with or did not appear to know how to handle,” reflected the evidence to support the sub-theme.

2 participants said it took too long to issue reports. Statements such as, “Take too long to issue reports,” reflected the evidence to support the sub-theme.

10 participants said PGPD was severely understaffed. Statements such as, “PGPD is severely understaffed and is essentially a revolving door agency. Attempts to address staffing issues with the city of Carmel and Seaside are insufficient to answer the long-term issues facing the city. The City Council does not understand the commitment required to hire and maintain a strong public safety presence;” “The police department is severely understaffed with law enforcement officers and that leave our city vulnerable. We need more officers out with a presence to not encourage those who may have realized the understaffing of the department;” ” reflected the evidence to support the sub-theme.

1 participant said he/she does not want to merge or be taken over by another city. A statements such as “I am discussed that the city is even considering selling our police to another city. I have attended city council meetings and have heard the people of our city speak out and we are not being heard by the council. We do not want to merge or be taken over by another city,” reflected the evidence to support the sub-theme.

1 participant said that our town was not pedestrian safe Statements such as, “I never see the presence of the police. People speed through downtown the corner of Lighthouse and Forest is an accident waiting to happen. Those on Forest with stop sign are always pulling out in front of people on Lighthouse. No police is present to witness this or speak to the offender those two cross walks on Lighthouse are unsafe to use because of the aggressive drivers on Forest causing the drivers on Lighthouse to slam on brakes. Our town is not pedestrian safe as it was in the 70's 80's and even the 90's. I have been in this town since 1/1/1967” reflected the evidence to support the sub-theme.

3 participants mentioned hiring a police chief whose wife was a criminal A Statements such as, “It’s been diminished and hiring a police chief whose wife was a criminal and for him to still receive a salary is not good!” reflected the evidence to support the sub-theme.

1 participant did not feel like he/she had the appropriate resources. A statement such as” I don't feel like they have the appropriate resources to provide the best law enforcement service to the community,” reflected the evidence to support the sub-theme.

2 participants mentioned the continued outsourcing of the department. Statements such as “I'm not satisfied with the continued outsourcing of the department. I believe the PG Police department was better when it was operated as a separate entity solely dedicated to and resourced by Pacific Grove;” “Not as good as it was a few years ago before we started downsizing and outsourcing functions,” reflected the evidence to support the sub-theme.

4 participants mentioned an unsustainable pension system. Statements such as, “They have an unsustainable pension system that will financially destroy the city;” ““Police & Fire pensions are outrageous for a community the size of ours. Siphoning money away from other areas. We don't need a big city type police department;” ““I am very concerned about the reduction in the size of the dept. over the past few years. I also hope that the pension issues can be resolved soon so that police and the public know what to expect in the future,” reflected the evidence to support the sub-theme.

3 participants mentioned poor attitudes in dealing with the public. A statement such as” Poor attitudes in dealing with the public. Lack of community knowledge;” “I have been talked to rudely in the past by officers;” Have been talked to rudely in the past by officers;” “There is one sergeant and a police officer of unknown rank I have spoken with on 4 separate occasions. Both came across as overly aggressive AND grossly incompetent. The female officer even led one of my juvenile sons into a dangerous situation. The other, I have also noticed on multiple occasions parking his car in the fire lane at Safeway to grocery shop - a flagrant disregard of the authority the community places in him. If anything, he needs the extra walking for his weight problem. Please outsource,” reflected the evidence to support the sub-theme.

1 participant said speeding was not enforced nearly as often. A statement such as”

Speeding is not enforced nearly as often as it should be. It is quite common to see cars exceeding the speed limit by 10-15 miles per hour,” reflected the evidence to support the sub-theme.

1 participant said the problem remained a political problem. A statement such as” No crime to speak of so how can the answer be anything but satisfied? The issue with the police department is not the workers; the problem remains a political problem. Management of the city has allowed the police department to become overpaid in relation to the crime environment (risk vs. reward) and the pension plan. It is time for a change for the new police officers who come on board in PG, realistic pay based on the culture of the city and a contribution program for retirement and medical similar to the private sector. The same goes for the fire department in this city!” reflected the evidence to support the sub-theme.

1 participant said it needed more resources. A statement such as” No crime to speak of so how can the answer be anything but satisfied? The issue with the police department is not the workers. The problem remains a political problem. Management of the city has allowed the police department to become overpaid in relation to the crime environment (risk vs. reward) and the pension plan. It is time for a change for the new police officers who come on board in PG, realistic pay based on the culture of the city and a contribution program for retirement and medical similar to the private sector. The same goes for the fire department in this city!” reflected the evidence to support the sub-theme.

1 participant mentioned lack of compassion and caring. A statement such as” Lack of compassion and caring reflected the evidence to support the sub-theme.

1 participant did not think sharing services with Seaside helps Pacific Grove at all. A statement such as” I don't think sharing services with Seaside helps Pacific Grove at all,” reflected the evidence to support the sub-theme.

Neutral

17 participants said they had almost no experience with the police. Statements such as, “I have had no interaction or need for interaction with the police;” “I have no way to know what percentage of crimes are solved with arrests, interrupted & stopped with arrests, or prevented in advance, or how we compare with other small cities;” “New to area and haven't had a chance to get to know the police force yet;” “Fortunately, I have not had need for the police;” “Haven't had a lot of contact with police. Therefore neutral! ;” “Haven't had very many dealings with the police department. So therefore neutral;” “This is a difficult question to answer as I, fortunately, have not needed to directly access the services of the police department;” “Fortunately I have had no occasions that have required police assistance or intervention,” reflected the evidence to support the sub-theme.

Suggestions

1 participant mentioned his is more to do with council provided traffic conditions (speed bumps, streetlights, intersection management, etc) than with traffic enforcement. A statement such as” I feel safe and that my kids are safe. My greatest fear are inattentive drivers and the risk they pose, but this is more to do with council provided traffic conditions (speed bumps, street lights, intersection management, etc) than with traffic enforcement,” reflected the evidence to support the sub-theme.

1 participant said PG would be better served by simply using the CHP and Monterey County Sheriff. Statements such as, “PG has very little crime, not due to the PG police but due to its remote & isolated location, as well as its demographics (retired people). PG police overrate themselves as protecting PG residents from violent crime when most PG crimes are minor traffic issues and some vandalism. PG would be better served by simply using the CHP and/or Monterey County Sheriff. PG police do NOT prevent PG crime. The few times I have required or requested PG police services, they failed to provide it. Examples include my requests for enforcement of RVs camped out on Sunset & Ocean View; abandoned vehicles;

vehicle inspection. I find PG police useless and expensive,” reflected the evidence to support the sub-theme.

1 participant said he/she would like to see more traffic law enforcement, such as car not stopping for pedestrians, drivers talking on cell phones. Statements such as, “I would like to see more traffic law enforcement, such as car not stopping for pedestrians, drivers talking on cell phones,” reflected the evidence to support the sub-theme.

1 participant thought having an established law enforcement agency that is only focused on the town or jurisdiction they serve is extremely important. Statements such as, “I think having an established law enforcement agency that is only focused on the town or jurisdiction they serve is extremely important. They know the ins and outs much better than sharing services. And PGPD does that well,” reflected the evidence to support the sub-theme.

Table 5 Invariant Constituents

Invariant Constituents	# of references	% of references
Dare Program	1	0.14%
Our police Department Continues to be Dedicated And Professional	143	20.02%
PG Police Officers Have Been Nice, Competent, And Helpful	142	19.88%
PG Police Officers Are Respectful, Personable And Communicate Needs Aand Action	31	4.34%
PG Police officers Are Responsive	90	12.75%
Crime is Low	63	8.82%
No Problems	42	0.42%
Felt Safe	40	3.50%
Positive Experience	5	0.70%
Like Our Police Department Officers Were Courteous And Polite	1	0.14%
More Crime Opportunities	1	0.14%
Teen Substance Abuse	7	0.98%
Patrol Units	1	0.14%
Lost a Lot Of Police	1	0.14%

Enforcement Of Traffic And Parking Regulations	8	1.12%
Coordination With Special Events Organizers	1	0.14%
Selective Enforcement Officers On The Street	1 33	0.14% 3.22%
Harassment Of Minors Intimidation	1 3	0.14% 0.42%
Not Responsive Reports	15 2	2.10% 0.28%
Understaffed Another City	10 1	1.40% 0.14%
Pedestrian Safe Police Chief	1 3	0.14% 0.42%
Resources Outsourcing	1 2	0.14% 0.28%
Pension System Attitudes In Dealing With The Public	4 3	0.56% 0.42%
Speeding Political Problem	1 1	0.14% 0.14%
Need More Resources Compassion And Caring	1 1	0.14% 0.14%
Sharing Services No experience with the Police	1 17	0.14% 2.38%
Traffic Conditions CHP And Monterey County Sheriff	1 1	0.14% 0.14%
Traffic Law Enforcement Law Enforcement Agency	1 1	0.14% 0.14%

Major Category 2: Why do you feel it would be important for the police officers uniforms and patrol cars to have Pacific Grove markings?

Thematic Category 2-1: see Table 6

Table 6. Thematic Category 2-1

Thematic Category 2-1

Officers are a Part of Our Community

Identity

Its Own Police Presence

The Word 'Police' is The Most Important Deterrent to Criminal Activity.

Someone is Watching Over Us

Pride

Peel Better and Safer

Improvement

Perception

Display of a Specific Locale From Which They Originated

Monterey or Seaside

Personally know Our Police

Loyalty

Effectiveness

Keep the Family Together

Local Enforcement With Local Resources

It is the 'Last Hometown'

No Shared Services

Because we Live in Pacific Grove

Investment in the City

Any Uniform

The word Police Should Suffice

Secondary

City Identification

CHP or Monterey Sheriff's Vehicle

Criminals

PG is a Little Fish in a Little Pond.

Effectiveness

Sufficient Coverage

Extra Cost

Don't Care

Doesn't Matter

Important

140 participants said officers were a part of our community. Statements such as, “If I understand the questions, we would be sharing administrative services and the officers would stay in PG. So why not say PG on the cars. It supports a sense that we still have a local force which we would under these options;” “Pacific Grove is a unique community, a hometown community. As such, it should maintain its own police force with officers hired by the city who fit the psychological profile for Pacific Grove. We don't need distant, impersonal big city police like one finds in L.A, S.F. or Fresno;” “Because we know its the police officers who have a sense of duty and commitment and connection to our community; ” ““I like the idea of seeing 'Pacific Grove' on uniforms and cars because it makes me feel like the officer is 'local' and may be a face I've seen before; ” ““A designation of 'Pacific Grove' would inform me that the officer, no matter where from, has an understanding for Pacific Grove and its citizens (i.e. small town spirit of the law vs. letter of the law; ” ““Pacific Grove is a community different from the surrounding cities. We do not want Salinas cops used to dealing with gangbangers being tough on people for misdemeanors here. We want local and friendly officers who understand the city and the type of people who live here; ” ““Officers who actually represent PG and feel as if they represent PG will have more connection to the community and do a better job for us. The citizens will also feel more of a bond and have a better relationship as well. The bad guys will know the community has an actual force;” “It would ensure that police would be dedicated to our city and not cycled through different areas. That increases their connection to the community; “It's less confusing to people who aren't from the area; ” ““I would like to know the police have a good interest in protecting the people of Pacific Grove and NOT have other interest's to other city's on their front banner,” reflected the evidence to support the sub-theme.

99 participants said it would be important for the police officers uniforms and patrol cars to have Pacific Grove markings because each retained its identity. Statements such as, “I think sharing resources with Monterey could be handled by extending the jurisdiction of Monterey PD

and PG PD into each other's areas. A MPD patrol in New Monterey could easily cover large sections of east PG, through to downtown. Similarly, on other shifts, PGPD could cover areas of New Monterey. Each PD using their uniforms, and cars. Each retains its identity, but extends coverage; ” “Identity, Identity....Why should the City of Pacific Grove Police Department be lumped into a regional police department where one bad apple would affect the identity of every community served ; ” “Pacific Grove needs its own identity. Approaching an officer or seeing officers respond to calls wearing 'Pacific Grove' markings says that they are familiar with the area and are dedicated to Pacific Grove;” “I want to know what jurisdiction police are actually being paid to police. Otherwise, any police can just do what he or she wants without some type public over watch. We need to ensure we can identify who is policing;” “Because a city -- even a small one -- really needs to have an identity -- a visible one. Our civic servants need to 'belong' to the individual community; this supports citizen confidence, and encourages the officers to be more 'connected' to the community. A regional police identity would not support that goal, IMHO;” “I am a formerly law enforcement officer for 33-years and now retired, it is obvious from your questions that the city is showing its desire to rid itself of its police department and contract out for its services. The most important and visible municipal public service is its police department. I believe its ‘own’ police department best serves the identity of the city. A clearly designed Pacific Grove Police uniform is that important symbol that a community should have,” reflected the evidence to support the sub-theme.

22 participants mentioned the City's own police presence. Statements such as, “It lets people know that Pacific Grove has its own police presence and response times will be quick. May prevent crime;” “Each city to needs to have its own police presence. If it's perceived by criminals that the police are spread thin in proximity, or are from another city so don't know the ins and outs of the city they are working, then the criminal element has a high chance of increasing;” “It would show solidarity with our city's involvement with the safety and security of

PG, America's Last Hometown; ” “This means the police officers are patrolling in Pacific Grove, not going into Monterey or Seaside; ” “If a regional force is used, then regional markings would be appropriate in my opinion, and those markings would most likely include acknowledgement of PG as a region served,” reflected the evidence to support the sub-theme.

15 participants said it would be important for the police officers uniforms and patrol cars to have Pacific Grove markings because the word 'Police' was the most important deterrent to criminal activity. Statements such as, “The word 'Police' is the most important deterrent to criminal activity; consistent presence is the most important goal;” “We don't want criminals to think there isn't an established city police force. Their thought could be that if the city of Monterey is policing PG, their response time might be slower making our community a greater target to crime;” “it is a crime deterrent;” “So criminals would know we are protecting ourselves;” ““Crime is coming from outside of town and I feel that there is less fear of being caught in the act or during an attempted crime. PG should have the look as well as the means to deter crime,” reflected the evidence to support the sub-theme.

14 participants said it would be important for the police officers uniforms and patrol cars to have Pacific Grove markings because they needed to know someone was watching over us. Statements such as, “We need to know someone is watching over us, even if it's just two on patrol; ” ““So that people would recognize these are this city's police not just someone passing through;” “You want to know that your police force is looking out for you, a tie to the community, a feeling of being protected. ” reflected the evidence to support the sub-theme.

24 participants said it would be important for the police officers uniforms and patrol cars to have Pacific Grove markings because they took pride in their town. Statements such as, “Community pride is important. I think without units marked for Pacific Grove, people would feel Monterey or Seaside would have more Police resources and that PG was forgotten about;” “We need our own police force -- PG police will have more pride and will care more-- If they

work for PG and their cars say PG;” “We are a proud community and when you see our police vehicles here, we feel safer. Outsourced patrol groups won't care about the citizens here in Pacific Grove;” “For community respect and pride. For historical reasons;” “Pacific Grove is one of the last cities in the area that hasn't loss control to illegal aliens and gangs. I would feel safer with a known police force driving pg-marked cars. I know the time will come that PG is overrun with Salinas problems, but in the mean time, let's preserve the hometown feeling;” ““It designates our city as an independent and viable entity. It shows strength and designates our town as a separate entity from other peninsula towns. A designation acquired over many years of hard work by residents who worked tirelessly to establish this town into what it is today. Do not homogenize the town. Too many past officers, volunteers, city workers, and residents, etc., over the last 100 years, worked selflessly to firmly establish this town,” reflected the evidence to support the sub-theme.

17 participants said it would be important for the police officers uniforms and patrol cars to have Pacific Grove markings because they felt better and safer. Statements such as, “Just feels better... Would imply they have jurisdiction. When the CHP drives thru I feel they do not have jurisdiction;” “I feel safer dealing with police who have our towns name on the uniform;” “It makes me feel safer, as if the City of Pacific Grove is looking out for me. I don't like the idea of an outside board leading our police department because I am afraid that Pacific Grove will be neglected;” “Seeing uniforms and cars with PG on it makes me feel safer;” “Have lived in an area that was patrolled by a sheriff department and just the visible presence of a police with any 'name' is a reassuring to a resident;” ““So that citizens can continue to feel there is a designated police presence here in Pacific Grove and that they can continue to feel like their safety, as residents of PG is of the utmost importance to the city and the designated police force reflected the evidence to support the sub-theme.

8 participants said it would be important for the police officers uniforms and patrol cars

to have Pacific Grove markings because including uniforms and marked cars would very likely be an improvement. Statements such as, “Considering past performance of the PG Police Force presence of another agency, including uniforms and marked cars, would VERY likely be an improvement; ” ““With good publicity, a marking that reflected the entire region could feel effective,” reflected the evidence to support the sub-theme.

5 participants said it would be important for the police officers uniforms and patrol cars to have Pacific Grove markings because it is all about perception. A Statements such as, “it is all about perception, would just like to see the pg markings. If contracting with another agency maybe both markings would be good too,” reflected the evidence to support the sub-theme.

5 participants said it would be important for the police officers uniforms and patrol cars to have Pacific Grove markings because display of a specific locale from which they originated should not be necessary. A statement such as” If police units are recognizable as such, then display of a specific locale from which they originated should not be necessary reflected the evidence to support the sub-theme.

7 participants said P.G. was NOT Monterey or Seaside. Statements such as, “Uniforms and cars should either have regional police force or Pacific Grove markings. Would not be appropriate to have Seaside/Monterey logos on cars and uniforms if services are contracted out;” ““It gives us all a sense of belonging to PG and its' services - NOT Seaside or Monterey,” reflected the evidence to support the sub-theme.

8 participants said they wanted to personally know our police. A statement such as” There should always be an attempt for the police to personally know as many residents as possible. We want to personally know our police. Saves much field and office time. I do not want to answer to out of town clueless cops,” reflected the evidence to support the sub-theme.

18 participants mentioned loyalty. Statements such as, “I believe it is important for the city to establish its own police branding. This provides and implies to non-residents that there is

a dedicated commitment for law enforcement and places direct responsibilities for our own city to do our own policing. I would think that it would be challenging for joint police arrangements to show the same type of loyalty to PG compared to having our own dedicated PD,” reflected the evidence to support the sub-theme.

1 participant said that it would be important for the police officers uniforms and patrol cars to have Pacific Grove markings to keep the family together. A statement such as” keep the family together” reflected the evidence to support the sub-theme.

1 participant mentioned local enforcement with local resources. A statement such as” It shows local enforcement with local resources,” reflected the evidence to support the sub-theme.

1 participant mentioned the 'Last Hometown'. A statement such as” It is the 'Last Hometown'. It is the reason for home purchase in Pacific Grove,” reflected the evidence to support the sub-theme.

1 participant mentioned shared services. A statement such as “I don't want shared services,” reflected the evidence to support the sub-theme.

1 participant mentioned Pacific Grove. A statement such as” Because we live in Pacific Grove,” reflected the evidence to support the sub-theme.

3 participants said PG markings on uniforms and patrol cars would not increase their effectiveness. Statements such as, “The bad people (men or women) do not look for that type of identity they see patrol cars and police officers and that is enough to get their attention. The police from PG/Carmel have a reputation of not being very tough-if their town identity showed that they would not be so effective in the bad people eyes,” reflected the evidence to support the sub-theme.

4 participants as long as officers' uniforms and vehicles were clearly marked and identifiable as recognized police for our jurisdiction, no 'local pride' PG tag is necessary. Statements such as, “As long as officers' uniforms and vehicles were clearly marked and

identifiable as recognized police for our jurisdiction, no 'local pride' PG tag is necessary,” reflected the evidence to support the sub-theme.

3 participants said a police person was police people they do not look for the city name on a car in order to accept help from them should they need it. Statements such as, “to me a police person is police people I do not look for the city name on a car in order to accept help from them should I need it. Why don't you take the city name off the cars? ;” “As long as their presence is in PG, they don't need to have PG markings. Common official/police markings are more than fine. It still signifies and lets people know they are in fact official police,” reflected the evidence to support the sub-theme.

6 participants said PG markings were just an illusion. Statements such as, “PG markings are just an illusion. Regional police would not be familiar with the PG population, and would be less sensitive;” “ Having a Seaside Police Officer or sergeant driving a Pacific Grove police car is merely an illusion that PD has a viable police department,” reflected the evidence to support the sub-theme.

7 participants said they did not want city to pay for new uniforms or paint jobs on existing cars. Statements such as, “I do not believe the extra-cost for 'Pacific Grove' markings would be necessary. As long as they are identified, unless they were undercover officers. I also like the idea of 'voluntary-citizen' patrols, in Pacific Grove. I did not know we had these, until several years ago;” ““I can't see how such labeling would deter crime or help detain suspected criminals. It has a certain 'feel good' element to see Pacific Grove on our hometown force vs. a generic regional name; however, I am not sure it is worth extra expense,” reflected the evidence to support the sub-theme.

16 participants said it would be not important for the police officers uniforms and patrol cars to have Pacific Grove markings because the word POLICE should suffice. Statements such as, “As long as markings show POLICE, it does not matter which community. We should be

one community;” “The cars just need to say 'Police' or 'Peninsula Police Force';” “Where police services are obtained is irrelevant. The word police or public safety officer is all that is required reflected the evidence to support the sub-theme.

30 participants said what it said on uniforms or cars was secondary to them. Statements such as, “As long as they are professional as pg pd the markings are unimportant;” “As long as the service provided is efficient markings are irrelevant;” “Not important to me. You could develop a new name such as Monterey County Police or have the three cities listed on the patch. The service is more important than the name;” “The services rendered by staff are more important than the uniform. Timely reporting to address call for services is most important” “It really isn’t important what the vehicles and uniforms say as long as the officers are doing their jobs effectively;” ““I do not think it is important to have a label. What matters is they are responsive and reliable .reflected the evidence to support the sub-theme.

6 participants said city identification is meaningless. A statement such as” Police officers are respected no matter what city by the majority of civilized people. If a LA cop walked up to me in uniform in PG I would respect the Badge and uniform and adhere to his request reflected the evidence to support the sub-theme.

8 participant said PG markings on uniforms and patrol cars would not increase their effectiveness. A statement such as “The bad guys (men or women) don't look for that type of identity they see patrol cars and policemen and that's enough to get their attention. The police from PG/Carmel have a reputation of not being very tough-if their town identity showed maybe they wouldn't be so effective in the bad guy’s eyes,” reflected the evidence to support the sub-theme.

8 participants said the word POLICE should suffice Statements such as, “As long as markings show POLICE, it does not matter which community. We should be one community;” ““The cars just need to say 'Police' or 'Peninsula Police Force’;” “Where police services are

obtained is irrelevant. The word police or public safety officer is all that is required reflected the evidence to support the sub-theme.

30 participants said what it said on uniforms or cars was secondary to them. Statements such as, “What matters is the response time and the ability to prevent crime and, when crime does occur, to deal with it rapidly and effectively. What it says on uniforms or cars is secondary to me;” “Uniforms and police car markings are not important. What is important, is the safety of the citizens;” “As long as they are professional as pg pd the markings are unimportant;” “Not important to me. You could develop a new name such as Monterey County Police or have the three cities listed on the patch. The service is more important than the name;” ““The services rendered by staff are more important than the uniform. Timely reporting to address call for services is most important; ” ““It really isn’t important what the vehicles and uniforms say as long as the officers are doing their jobs effectively; ” ““I do not think it is important to have a label. What matters is they are responsive and reliable,” reflected the evidence to support the sub –theme.

6 participants said city identification was meaningless. A statement such as” Police officers are respected no matter what city by the majority of civilized people. If a LA cop walked up to me in uniform in PG I would respect the Badge and uniform and adhere to his request,” reflected the evidence to support the sub-theme.

1 participant mentioned criminals. A statement such as “Police are police. Criminals don't stop to read the markings,” reflected the evidence to support the sub-theme.

1 participant mentioned a little pond. A statement such as “PG is a little fish in a little pond. There is no reason to label cops as PG specific. I support a cop force for the peninsula,” reflected the evidence to support the sub-theme.

1 participant mentioned sufficient coverage. A statement such as "Having sufficient coverage to ensure the safety of PG citizens is more important than how the officers' uniforms and cars are" reflected the evidence to support the sub-theme.

1 participant mentioned extra cost. A statement such as "I don't want city to pay for new uniforms or paint jobs on existing cars," reflected the evidence to support the sub-theme.

Don't Care

22 participants said they did not think it mattered as long as they were identified as police. Statements such as, "This is a very small geographical area. I wouldn't care what markings were on the officers and their cars as long as the job gets done;" "doesn't matter to me at all what their uniforms look like as long as they are clearly identified as official, legal police officers and vehicles.;" "As long as they are California police I'm not sure that it really matters what city their cars or uniforms are marked as;" "As long as you know it is a real police officer I don't think it matters. Maybe neutral markings like Monterey Peninsula Police.;" "It doesn't matter if the city's name is on the car. It matters that the car is there;" reflected the evidence to support the sub-theme.

21 participants mentioned they did not think it would matter what dept. name was on the patrol cars etc. if they are sharing services Statements such as, "All I care about is that the police car is marked - don't care about the PG marking;" "it doesn't matter what they drive or wear as long as they respond quickly ;" "What matters most is service level and response times--as long as there's no drop-off in services, the name on the side of the squad car is irrelevant;" "When you REALLY need an officer (or a firefighter), NOW, you most likely won't care what name is on the car. When you 'need the cavalry,' few will be concerned about the color of the horse;" "Citizens should recognize law enforcement vehicles no matter what markings they have, and I believe that, in fact, most citizens do respect officers of the law whatever their uniforms say. Of

course, there would have to be coverage in the media to increase awareness of any change of this sort,” reflected the evidence to support the sub-theme.

Invariant Constituents	# of references	% of references
Officers are a Part of Our Community	160	26.84%
Identity	99	16.61%
Its Own Police Presence	22	3.69%
The Word 'Police' is The Most Important Deterrent to Criminal Activity.	55	9.22%
Someone is Watching Over Us	16	2.68%
Pride	24	4.02%
Peel Better and Safer	37	6.20%
Improvement	8	1.34%
Perception	5	0.83%
Display of a Specific Locale From Which They Originated	5	0.83%
Monterey or Seaside	7	1.17%
Personally know Our Police	8	1.34%
Loyalty	28	4.69%
Effectiveness	8	1.34%
Keep the Family Together	1	0.16%
Local Enforcement With Local Resources	1	0.16%
It is the 'Last Hometown'	1	0.16%
No Shared Services	1	0.16%
Because we Live in Pacific Grove	1	0.16%
Investment in the City	4	0.67%
Any Uniform	3	0.50 %
	7	1.17%
The word Police Should Suffice	8	1.34%
Secondary	30	5.03%
City Identification	6	1.00%
CHP or Monterey Sheriff's Vehicle	1	0.16%
Criminals	1	0.16%
PG is a Little Fish in a Little Pond.	1	0.16%
Effectiveness	3	0.50%
Sufficient Coverage	1	0.16%

Extra Cost	1	0.16%
Don't Care	22	3.69%
Doesn't Matter	21	3.52%

Table 7. Invariant Constituents

Major Category 3: Why do you feel it would be important to you for the same police officers to be consistently assigned to the City?

Thematic Category 3-1: see Table 8

Table 8. Thematic Category

Thematic Category 3-1

- People
- Connection With Community
- Streets
- Officer Familiarity With a Community
- Local Knowledge
- Town
- Our Own Police Force
- Know Who Our Police Officers are
- Trust
- Consistency
- Hometown Attitude
- Confidence
- Quicker to Act
- Pg pride
- 'Loyalty' and 'Commitment'
- Rotate Officers
- Interchangeable
- Personal Cop
- Doesn't Matter
- No Opinion
- To be More Familiar With Day to Day Life & Feel It Would Enhance Their Work
- Recognition, Perception, Early Warning Prevention and Quick Timely Response
- They Would Get to Comfortable In Their Position.

Important

89 participants said the same police officers should know the people in town. Statements

such as, “They would have an interest in the people of the city;” “they get to know the environment, the people, the neighborhoods, etc.,” “So that they get a feel for the people and problems unique to their area of patrol area;” “Officers need to know the people they serve. A constant rotation will only separate them from the community they serve. The problems that currently exist would only get worse because there would be no buy in from the officers. ” “reflected the evidence to support the sub-theme.

102 participants mentioned connection with community. Statements such as “To develop community relationships, better know the problem situations, and gain deeper trust with the teenagers;” “Again, this is a small community. The police officers need to be part of the community. When they should visit the school sites, the children, as well as staff recognize them. The officers I turn get to know the students and staff;” “So that they feel a sense of connection and commitment to the community they are serving;” “Relationships are important for police officers and the community served. To ignore this would treat officers not as individuals who serve a community, but almost like rented cops who serve where a higher official dictates;” “It has been demonstrated that principles of Community Oriented Policing is effective in crime prevention. Having the same officers enables the back and forth communication needed between the citizens and police;” “Community relations are important to understand who is in the community. You have pockets of low-income housing around David Avenue. That is an area someone was creating drugs to sell. Having closer patrol, more community engagement, and getting to know the residents would help to curtail these activities;” ““Community relations, connection to the city, pride in their job. They will know the problem areas/people. Have a rapport with people who may be problems, talking them down instead of escalating;” “Officers assigned to the same areas can develop better knowledge/relations with community and also become more familiar with the area and thus more effective at enforcement -- my feeling goes along with the concept of 'community involvement' in law enforcement;” “It's

about relationships when it comes to community policing, and having police who are knowledgeable and experienced with the local scene ;” “It ensures a connection between officers and the city. Otherwise officers could be cycled between areas and have no real connection to the city,” reflected the evidence to support the sub-theme.

69 participants said they should know the streets. Statements such as, “They know the streets and can respond quicker. They learn and know the local history of the residents, who is difficult or problematic, who is not, which affects officer safety;” ““So they would intimately know the area they patrol, and the citizens they protect/serve,” reflected the evidence to support the sub-theme.

200 participants mentioned officer familiarity with a community. Statements such as, “PG is large enough that it seems important that officers who are familiar with the area and its peculiarities are in the best position to evaluate and render assistance;” “Only police officers that are familiar with a particular environment know when something small is amiss. The same police individuals need to be responsible for the same geographic areas;” “I think it is to the advantage of the officers -- and naturally to the community -- that they know faces, houses, business, and neighborhoods. Not having familiarity wastes the time and expertise of the officers and makes their job more difficult;” “I welcome a familiar face when seeing an officer around town. They become familiar with us as well and recognize people in neighborhoods and local businesses... Police from out of town are strangers to us and to our neighborhood situations;” “Police officers should know their community, and care about it. The same officers assigned to PG would develop a relationship with the community, and that is essential to building trust;” “Familiarity is key for BOTH the officers and citizens. They need to 'know' each other. That goes beyond just a ‘presence’ An 'intangible I submit is crucial! ;” “Police officers should be as familiar as possible with the areas they patrol and serve. That includes knowing the residents as well as the geography;” “When you work in the same region, you

develop a familiarity and a sense of ownership of your area, as well as develop more efficient ways of working;” “They should be a part of and know the community they serve. PG is a unique small town with its own strongly held identity. The police should be part of that community. Others from other agencies could come in as a particular need arises;” “Because it’s important that they know and understand the nature of Pacific Grove, which is different from other peninsula cities. Each city has its own unique features and they need to be understood and respected;” “The same officer gets to know every nook and cranny of our city and while patrolling. That same officer becomes more familiar with our residents and knows 'the pulse' of our residents. This results in a better product making our officers specialists instead of generalists. Our residents deserve the best;” “Familiarity with the area and the populace can only enhance the effectiveness of the law enforcement presence;” “I think beat cops are good cops and that knowledge of an area is tantamount to providing effective police work. Relationships with the citizens in a district are also important to many of the law-abiding and the law-breaker alike;” “They would know the area. This is similar to what large cities have done with foot patrols. If the same officers do the same area they get a feel for the area and know the businesses and residents;” “If officers aren't assigned to Pacific Grove they will not become one with the city. They will not be aware of problem areas and will be a reactive force only responding to calls for service;” “It's important for the officers to get familiar with the area and its citizens and visa versa. If a relationship is formed, the department would have better luck getting citizens involved in perhaps calling in suspicious activity, etc; ” “In order for the most effective policing I believe it would be important for the officers to be very familiar with the city and the types of crimes and individuals involved; ” “. Like all peninsula communities, Pacific Grove has distinctive neighborhoods with separate issues, characters, and personalities. It helps to have officers knowledgeable about the pulse and rhythm of each neighborhood,” reflected the evidence to support the sub-theme.

49 participants mentioned local knowledge. Statements such as, “local knowledge is most important, which takes time to develop;” “Need the force to be knowledgeable on the area and its citizens;” “Knowledge of your patrol area and the people in it is very important to preventing crime and/or making timely arrests. The same officers should be assigned for a long enough period (possibly a year) so that they get to know the area and its particular crime problem;” ““They would be more familiar with Pacific Grove issues and problems;” “to better understand the local environment and relationships with local citizens and businesses;” “I think it is important for the police to have good knowledge of the area that they are working in;” “Knowledge of neighborhoods and individuals of interest,” reflected the evidence to support the sub-theme.

41 participants mentioned the same police officers would know the town. Statements such as, “I think it is good for a police officer to know the town and the people and be familiar with them;” “It would be good if an officer knew the city well but that would just take time;” “They know the area and earned it. It should minimize the effect on our current officers;” ““to better know the area as well as the residents and troublemakers;” “They know the area and recognize the problem areas. Community policing and problem oriented police are more effective;” “This is pretty important from a geographic standpoint. I'm sure its very beneficial to know your route, so to speak; ” ““Familiarity with an area eliminates having to learn the basics of the geography, demography, and patterns/habits of the populace before proceeding with the problems at hand; ” “It would assist them in identifying with the city,” reflected the evidence to support the sub-theme.

6 participants mentioned our own police force. Statements such as, “We need our own police force reflected the evidence to support the sub-theme.

8 participants liked knowing who our police officers were. Statements such as, “I like knowing who our police officers are or being familiar with who they are;” “I think it's a good

thing if the residents know/recognize the police officers and for them to know us;” “Again, sense of community. We need to know and recognize those that we count on to keep us and our community safe;” “I might know them and be more at ease interacting with them;” “We want to recognize our officers and we want them to recognize us,” reflected the evidence to support the sub-theme.

7 participants mentioned trust. Statements such as, “Familiar faces engender trust;” “To develop trust/understanding and confidence among the people. Local police have a vested interest in serving their own,” reflected the evidence to support the sub-theme.

15 participants mentioned consistency is the key to most things. Statements such as, “Consistency is the key to most things. Public safety is not like a school where 1 + 1 is always 2. Alternatively, a library where books are always sorted the same. Public safety the officers need to memorize streets, offenders, populations;” “Consistency is good;” “Consistent identity of officers by the citizens of PG helps to establish a better rapport and leads to better relations between citizens and the dept;” “Consistency, continuity is so important. Not only for the residences, but also for the teenagers to really feel safe around the police officers. Skip Amos, David Diehl, Kenny Freshwater are perfect examples of police officers that my two teenagers knew and respected consistency,” reflected the evidence to support the sub-theme.

. 7 participants said that the police of PG seemed to exemplify the hometown attitude. Statements such as, “As expressed in the previous question, I like PG police. (I do not like Monterey police.) The police of PG seem to exemplify the hometown attitude. I would like to keep that intact;” “They get to know the area, the people, and the trouble spots,” reflected the evidence to support the sub-theme.

8 participants mentioned confidence in local officers. Statements such as, “Unique needs/concerns in our community. Personal contact for P.G. citizens. For sense of loyalty, confidence in local officers;” “confidence in officers and in our residents and visitors;” “The

officers know the people & the people know their officers & the people will have more confidence in the officers,” reflected the evidence to support the sub-theme.

6 participants said the same officers would know the area better and be quicker to act A Statements such as, “They would know the area better. I mean, looking for a crime scene in the middle of the night (or after dark, which is 5:30pm in the winter) even with GPS is not very effective. Speed of response is important for serious/violent crimes,” reflected the evidence to support the sub-theme.

1 participant mentioned community identity- pg pride. A statement such as” To develop a sense of community. PG is a unique community. Knowing our police offers adds to our sense of security and small town feel. It is important for citizens to build report with our police officers,” reflected the evidence to support the sub-theme.

1 participant mentioned 'loyalty' and 'commitment' to the city, residents and visitors. A statement such as” By assigning the same officers to our town you allow them to connect to this place and to the residents. This helps to establish 'loyalty' and 'commitment' to the city, residents and visitors. If officers are frequently changed, they most likely will not bond to our city. It will be 'just another day on the job',” reflected the evidence to support the sub-theme.

1 participant said that they would get to comfortable in their position. A statement such as “They would get to comfortable in their position,” reflected the evidence to support the sub-theme.

Not Important

. 9 participants thought it would be beneficial to rotate officers. Statements such as, “I think it would be beneficial to rotate officers. Pacific Grove does not have a significant crime problem so officers who are always assigned to Pacific Grove do not get the maximum experience, in my opinion; ” ““I think police officers need to be challenged by change and also they need to be regional experts. They should regularly rotate to other cities, but have their

'home base' be PG and spend the majority of their time here. perhaps a twice a month duty in another city or some such scheduling would be helpful to them; ” “As long as the majority of the officers are well chosen, rotating the officers would probably give them a better overall concept of the needs of the Peninsula; ” ““These officers here need to be rotated so they can 'do' something. The same ones have a huge history of harassing the people of pg for minor things. They are good, I appreciate them, but if they went to see what the Monterey or seaside guys need to do, then maybe they will give us especially our kids, a break,” reflected the evidence to support the sub-theme.

1 participant mentioned law enforcement officers should be interchangeable. A statement such as” Law enforcement officers should be interchangeable and competent, regardless of the jurisdiction to which they are assigned,” reflected the evidence to support the sub-theme.

7 participants mentioned more important to have a responding police presence than that it be a particular individual. Statements such as, “Again, more important to have a responding police presence than that it be a particular individual; I'm assuming information exchange regarding specific areas is handled appropriately; ” ““Services are what is important not who provides them reflected the evidence to support the sub-theme.

It Doesn't Matter

1 participant mentioned a personal cop. Statements such as, “as long as they are familiar with the streets and important geographical locations as well as scumbag locations it should not matter. No one needs a personal cop,” reflected the evidence to support the sub-theme.

7 participants mentioned as long as they are police law enforcement, it does not matter. Statements such as, “As long as they are police law enforcement that can help us it does not matter having police officers there when you need them is. Riding a bike or motorcycle is good too;” “As long as the police officer is competent it would not seem to make a difference,” reflected the evidence to support the sub-theme.

2 participants said they never needed to interact with police, so they would not have an opinion. Statements such as, “Never need to interact with police, so would not have an opinion. (Thank goodness),” reflected the evidence to support the sub-theme.

Table 9. Invariant Constituents

Invariant Constituents	# of references	% of references
People	89	14.08 %
Connection With Community	102	16.13%
Streets	69	10.91%
Officer Familiarity With a Community	200	31.64%
Local Knowledge	49	7.75%
Town	41	6.48%
Our Own Police Force	6	0.94%
Know Who Our Police Officers are	8	1.26%
Trust	7	1.10%
Consistency	15	2.37%
Hometown Attitude	7	1.10%
Confidence	8	1.26%
Quicker to Act	6	0.94%
Pg pride	1	0.15%
'Loyalty' and 'Commitment'	1	0.15%
Rotate Officers	9	1.42%
Interchangeable	1	0.15%
Personal Cop	1	0.15%
Doesn't Matter	7	1.10%
No Opinion	2	0.31%
To be More Familiar With Day to Day Life & Feel It Would Enhance Their Work	1	0.15%
Recognition, Perception, Early Warning Prevention and Quick Timely Response	1	0.15%
They Would Get to Comfortable In Their Position.	1	0.15%

The major category 4: Why do you feel it is important that the City of Pacific Grove employ its own police department that exclusively serves the City of Pacific Grove?

The thematic Category 4-1: see Table 10

Table 10. Thematic Category 4-1

The thematic Category 4-1

Needs
America's Last Hometown
Regional Police Department
Local Problems
City
Community
Best Interests
Dedicated Force
Support
Knowledge Of The Local Market
Contracting Other Department
Different Needs
Money
Efficiency And Dedication
Response times
Unique Character
They are Doing a Good Job
Community Safety
One
Chain
Afford
Other Needed Services
Savings
Work Together
Too Expensive
Crime.
It Does Not Matter

Important

3 participants mentioned the needs of the community. A statement such as” A local police dept. is better tuned to the needs of the community and can respond more effectively.

Sharing administrative services may make sense if done correctly,” reflected the evidence to support the sub-theme.

2 participants mentioned hometown efforts. A statement such as” America's last hometown will only remain so as long as its services are home grown, 'hometown' efforts;” reflected the evidence to support the sub-theme.

2 participants said a regional police department might be the most cost effective way to operate for PG. Statements such as, “I think that a regional police department may be the most cost effective way to operate for PG;” ““If we opt to share our police force with other communities, the amount of police service PG will have will be much lower & the other cities will be the benefactor reflected the evidence to support the sub-theme.

8 participants mentioned their local problems. Statements such as, “they know our situation here in PG and are familiar with our local problems whatever they may be;” “basically same reasons as mentioned on other questions Being familiar to situations and local people ... more apt to recognize potential problems or situations;” “Law enforcement should be local, know the community, be known to the community, and care what happens to the community,” reflected the evidence to support the sub-theme.

1 participant mentioned a city. Statements such as, “We are a city and have been for a long time. We need our own police department,” reflected the evidence to support the sub-theme.

113 participants mentioned a community. Statements such as, “Officers need to be familiar with the city, the people, any trouble spots, and concerns of the citizens;” “- know the local community, responsive to the local community; their future is TIED to the local community, they will care about the local community -not just as a part time duty assignment, but as part of their profession;” ““A well managed city should not have to beg for services from another city. Why aren't other cities begging from us? City hall, the library should be closed and the grass at all our parks should be 2 feet high before cuts to our police department are made.

True PG police officers know our city and its residents best and provide the best police service;” ““Consistency, familiarity, emotional investment, bonding with the residents, ability to make decisions based on personal experience and information ;” “Because the police officers are less likely to bite the hand that feeds them, would be more familiar with the area and its residents, and the police bureaucracy would not grow with the regional expansion and temptation for acquisition and use of the costly new technology;” “Again, familiarity with area and it's people is helpful and important. Reaction time is quicker and recognizing the officers creates a closer bound and safer environment. This is all ideal if economically feasible;” “Police Officers should be familiar with the people and businesses they serve, and should be familiar with the City in order to respond rapidly. This could happen in a regional partnership if the same officers are assigned to P.G. all the time,” reflected the evidence to support the sub-theme.

79 participants said that they were connected with the community’s best interests. A statement such as” A big part of why I live here is the sense of community that PG has fostered over the years. This includes the Police Department. The needs and desires of our community are best served by officers who share our philosophy of community. Other cities have different philosophies that may be counter to what we want. I would not want the philosophy of another city to direct our department,” reflected the evidence to support the sub-theme.

150 participants mentioned a dedicated force. Statements such as, “Although we have a relatively low crime rate, we need a dedicated force to continue this;” “police and city become unified, closer in interaction, cooperation and there will be a reduction in crime in the long run;” “PG is a nice small town that would be best served by a community-oriented police department that is committed to serving this city. The people of PG deserve to have well-trained and committed police officers,” reflected the evidence to support the sub-theme.

12 participants said that they should support their own police officers. Statements such as, “We are a community and should support our own police officers in support of our community.

Officers that know, and are known, by us. But that should not stop them from cooperating (as they have been doing) with neighboring police departments;” “2 reasons why people want to live in PG. Schools and it's a safe place to live. PG having its own policy force is crucial to PG being a desirable area to live in,” reflected the evidence to support the sub-theme.

129 participants mentioned knowledge of the local market. Statements such as”Law enforcement knowledge of the local market is essential. Non-local outlanders understand less, know less, and care less about the community; ” ““Knowledge of the community; ” “The PG police department is the prevailing entity that has developed a rapport with its citizens, keeps the community informed, and has a thorough knowledge of past and present events; ” “Community relations, city pride, concern about what happens in and to PG. Know PG well since does not have to learn other towns. They would be PG experts,” reflected the evidence to support the sub-theme.

2 participants mentioned an investment. A statement such as” Keeping its own department I think only adds value to Pacific Grove. It is an investment and I think Pacific Grove is big enough to have its own department. I would hate to see PG deteriorate because contracted agencies do not enforce here as effectively, or do not know the area as well, or do not form relationships here that last. PG 'feels' relatively safe and should stay that way,” reflected the evidence to support the sub-theme.

10 participants mentioned contracting or sharing other department. Statements such as, “Just think that it is working well as it is. Not that I am not open to contracting or sharing other departments. I just think each area should have their own police department;” “A home town that we are known for should have a home town police dept. Not a contract town; ” ““We as citizens of Pacific Grove should have our own police department that cares about it's citizens and not a shared department that may not feel the same as they may not want to be here; ” ““Contract employees are expensive and do not have a vested interest reflected the evidence to

support the sub-theme.

1 participant mentioned different needs. A statement such as "Every community has different needs. To share officers with other communities is to dilute the safety and concerns of each community involved," reflected the evidence to support the sub-theme.

6 participants said if we could save money, they were all for it. Statements such as, "If we can save money and get the same level of response and protection, I am all for it. If PG becomes a 'beat' for a larger police force, that's fine;" "Results are more important than the branding. Also, it will cost a lot less to have a regional police department and we'd all have access to the highest quality officers, detectives, mgmt, etc;" "It is what works best. I wish we could afford it;" "If PG can afford it, best for the Last Hometown;" "I support a regional approach to the administration and management of police services only if it improves efficiency, reduces costs, maintains or improves services, and allows for the same officers patrolling PG. Perhaps the 'Greater Monterey Peninsula' police department, again with specific officers assigned to patrol each city," reflected the evidence to support the sub-theme.

7 participants mentioned greater efficiency and dedication. Statements such as, "I believe that it is very important that PG maintain & continue to develop its own self-sufficiency. Being able to keep services closer and concentrated allows for greater efficiency and dedication;" "dedication to our town because the same number of people/cruisers would be only in pg not cruising in and out of town;" "Dedication to the citizens of PG," reflected the evidence to support the sub-theme.

8 participants mentioned response times. A statement such as "Greater response times, Local presence, quality of personnel and services, less rotation of personnel, higher visibility, more personal style of policing;" "The only way to have a police department responsive to the citizens and the Council is to have its own police;" "response time, local knowledge, familiarity with the same troublemakers;" "I would prefer to maintain quick response times and an

understanding of the workings of my neighborhood, the Beach tract;” “Other than sending specially trained officers to regional task forces and or mutual aid calls, having our own officers in PG makes me know that I will have a quick and helpful response should I need to call 911- it is so wonderful to have a working relationship with our first responders- much better lines of communication this way- it helps with the education of neighborhood watch groups too- we all need to pay attention to unusual events that could lead to crimes in our neighborhoods- if we know our officers, we are more likely to call them if we witness unusual or criminal behavior.” .reflected the evidence to support the sub-theme.

5 participants mentioned a unique character. Statements such as, “This city has a unique character, distinct from the surrounding cities. I would prefer that the city be independent of the surrounding cities, unless budget really forces the issue;” “Our concerns differ significantly from neighboring areas. As a resident of PG, I find many 'small' issues to be important. I do not want to compete with other areas concerns;” “The police dept is one of the crucial aspects that differentiate PG from neighboring communities,” reflected the evidence to support the sub-theme.

1 participant mentioned identity. A statement such as” We need local enforcement. I know it is expensive, but we risk losing our identity of the best of small town living without it,” reflected the evidence to support the sub-theme.

1 participant thought they were doing a good job and he/she would like that to continue. Statements such as;” If I wanted Seaside or Monterey municipal services, I would have moved there. I live in PG to have (superior) PG services;” “the officers have a real interest in the needs and problems of the town I feel like the police officers would take pride in having a safe city that they keep that way,” reflected the evidence to support the sub-theme.

20 participants mentioned community safety. Statements such as, “Safety;” “We should have our own base for sure. It would make our residents feel safer to know that the police

department is a stone's throw away. I would not want to live in a city that did not have its own police department. That doesn't make any sense;” ““Let's be clear -- the most important function of local government is to provide for community safety. The best way to do this is with our own police department,” reflected the evidence to support the sub-theme.

1 participant mentioned we could afford to be one. Statements such as, “Why be a city if you cannot afford to be one. Having your own police force is part of being a city,” reflected the evidence to support the sub-theme.

Not Important

. 5 participants mentioned the chain of command. Statements such as, “as long as the police are there and understand our community the chain of command is not that important; ” ““The day of the cop walking the beat is over. When the police are needed they come regardless of whether it is from PG, Carmel, Seaside, Monterey or Marina;” “As long as services are provided not really important to me who employs them;” “The objective is to have a good police department irrespective where the department is located;” “It is about police being available. It has nothing to do with who writes their pay check,” reflected the evidence to support the sub-theme.

20 participants could not afford to continue with that concept. Statements such as, “We have had that for many years now and where has it gotten us? Broke, that's where;” “PG can't afford to fund its own PD per lack of sales revenues/property taxes and increasing costs inclusive of PERS etc. PG is a backward thinking city with no idea how to create revenue. America's last home town is going down the storm drain quicker than sewer from the antiquated sewer system;” “We can not afford them. We need money for other services. The infrastructure is a mess we have no street lights for six months;” “Overall, I think our department does an okay job of policing our community, however, I do not think our small city can adequately fund a stand alone department. Our city could benefit by being absorbed into a larger jurisdiction with

more available resources. Police officers are trained in state- mandated academy - providing police service from one city to another is all pretty much the same; ” “The city can no longer afford its own police department and it would belong to a bigger system with shared services,” reflected the evidence to support the sub-theme.

1 participant mentioned if the city would apply the money saved to other needed services, then he/she feel that it is a better way to go. A statement such as” If the city can be served better or equally by a joint force and apply the money saved to other needed services (schools, library, sewer replacement, etc...), Then I feel that is a better way to go,” reflected the evidence to support the sub-theme.

20 participants mentioned the pragmatic results and savings are what are important. Statements such as, “the pragmatic results and savings are what are important. We need to affiliate with other jurisdictions to provide a more robust and professional force;” “In these times of economic belt tightening, I feel it is most important to leverage available resources as effectively as possible...unlike our federal government;” “It is an economic reality that the 'system' has to change. I do not feel that the citizens of Pacific Grove will want to provide the financial support (i.e. increased taxes) needed to have an exclusive police department;” “I feel that there isn't that much for them to do quite honestly, and if we can save \$500,000 to \$1,000,000, that money could be used to reinvigorate our city, help the library, etc,” reflected the evidence to support the sub-theme.

7 participants said that the peninsula needed to work together. Statements such as, “The peninsula needs to work together. This will be fiscally responsible and effective in job performance. A metropolitan peninsula police would create a versatile and strong law enforcement agency, if properly managed. Consistent and unified training as a unified law enforcement team would create strong ties throughout the area for better customer service;” “Again, give me a qualified police officer when I need one. Standard police practice can be

delivered by officers serving in other cities. I think it is beneficial to rotate among the peninsula cities to provide police service. No one just lives/works/shops within the city limits of PG, so why do we expect these police officers to limit themselves in that way?;” “I don't necessarily see why there can not be one shared fire and police force for the Peninsula. Share in administrative costs and improve relationships between communities. We are all one big community,” reflected the evidence to support the sub-theme.

18 participants said “Too expensive.” Statements such as, “Too expensive. We tried this and taxpayers were ripped off with ridiculously expensive pension and medical plans. We are the next Detroit! ;” “We need to conserve taxpayer’s money in every way. Everyone having their own forces is just too expensive;” ““With the size and population of the area, it seems uneconomical to have a police force for each of the towns;” ““Too expensive. Our city looks poor enough already. The downtown has turned into a thrift shop. We need to develop our local business and downtown. If this means saving money for police and getting better service we should do that. Too many people in PG want the town to look like 1979 instead of 2014;” “Would be nice/best but cost too much in the present economic environment reflected the evidence to support the sub-theme.

1 participant mentioned the employment of our own police force does not prevent crime. A statement such as “PG has no crime, and the employment of our own police force does not prevent crime,” reflected the evidence to support the sub-theme.

It does not matter

2 participants mentioned it would not matter who was the employer. Statements such as, “It does not matter who takes the credit for safety, only that the city is kept safe by a consistent law enforcement entity. If we can get good police services that know PG through a regional force then it would not matter who was the employer. As long as we get better protection, I do not care.” “As long as we get better protection, I don't care. PG can cover more of old Monterey

and cannery row, so long as we get more patrols,” reflected the evidence to support the sub-theme.

Table 10 Invariant Constituents

Invariant Constituents	# of references	% of references
Needs	3	0.47%
America's Last Hometown	2	0.31%
Regional Police Department	2	0.31%
Local Problems	8	1.26%
City	1	0.15%
Community	113	17.87%
Best Interests	79	12.50%
Dedicated Force	150	23.73%
Support	12	1.89%
Knowledge Of The Local Market	129	20.41%
Contracting Other Department	10	1.58%
Different Needs	1	0.15%
Money	6	0.94%
Efficiency And Dedication	7	1.10%
Response times	8	1.26%
Unique Character	5	0.79%
They are Doing a Good Job	1	0.15%
Community Safety	20	3.16%
One	1	0.15%
Chain	5	0.79%
Afford	20	3.16%
Other Needed Services	1	0.15%
Savings	20	3.16%
Work Together	7	1.10%
Too Expensive	18	2.84%
Crime.	1	0.15%
It Does Not Matter	2	0.31%

Major Category 5: Is there anything else you would like the City of Pacific Grove to know?

Thematic Category 5-1: see Table 11

Table 11. Thematic Category 5-1

Thematic Category 5-1
Overlapping Jurisdictions
Pacific Grove Teenagers
I have found the police dept to be very helpful.
Survey
City of Monterey PD , not Seaside
Businesses that serve our entire community
Current police pay, benefits, and pensions
Use of public spaces by transients
Streetlights
Traffic
more patrols
Cop Log
PG 'division
Budget
Mayberry mentality
Single Police Department
City Services
Volunteers
Negotiate
Families
Multi-jurisdictional Police Force
We should increase taxes
Municipality.
Local police protection
Officers on foot
Outsourcing of police duties
Vacation Homes
PG having it's own police department
Good Training and Consistency
Parking
Thank you for the job
Hometown
Police and Fire Departments
Fire Departments
Long-term Choice
Crime
Keep it simple
We are very pleased with the services
PG should be about PG
Consolidate independent police departments
Financial Priorities
Outsourcing
Animal Control Officer
New Taxes

Detectives
Police Officers and Children
Outside Departments
Police Cruisers
Benefit Program
Budgetary Constraints
Consolidated or Shared police services
Public Safety
Chief
Economic Downturn
Budget
Security and Juvenile Programs
Pay the extra costs
Share services
Contracting
The police department should come first.
Means to pay for a police force and the pensions
Pacific Grove Police Department should remain in place
Raise taxes
Pay our police
Prudence
Regional police plan
Professionalism
Combine regional administrators with City focused 'cops on the beat' is, the best option
Transparency Issues
Pensions
Middle School
Solution
Parking
Gangster
Fire Departments
Police Force
Sheriffs Dept
Traffic
Robotics
Work
Financial Priorities
Combining
Traffic Enforcement
Transparency Issues
Trust
Two Contracts
Uniforms
Upper Management
Vacation Homeowners
Vacation House Watch services

Pleased with the services
City Services
Afford
Region
Community Education
Detectives
Cops
Regional Police Plan
PG 'division'

1 participant asked the officers to keeps an eye on the neighborhood. A statement such as” keep an eye on the neighborhood around David Ave,” reflected the evidence to support the sub-theme.

1 participant mentioned overlapping jurisdictions. A statement such as” overlapping jurisdictions” reflected the evidence to support the sub-theme.

1 participant mentioned Pacific Grove teenagers. Statements such as, “Pacific Grove teenagers are not a big problem to spend as much time with, as currently is done,” reflected the evidence to support the sub-theme.

1 participant stated, “We can no longer afford going it alone.” 1 participant stated, “I have found the police dept to be very helpful.”

1 participant mentioned the individual officers. Statements such as, “Now I really do not know the individual officers' reflected the evidence to support the sub-theme.

1 participant mentioned alternative solutions. Statements such as, “I commend you on pursuing alternative solutions to both save money and enhance services,” reflected the evidence to support the sub-theme.

1 participant mentioned Lets not make the same mistake with police services. Statements such as, “We thought fire would be cheaper...it was not. Let us not make the same mistake with police services,” reflected the evidence to support the sub-theme.

1 participant mentioned minorities Statements such as, “Stop profiling minorities,” reflected the evidence to support the sub-theme.

1 participant mentioned PG's identity. Statements such as, "PG wants to keep its identity," reflected the evidence to support the sub-theme.

3 participants mentioned this survey. A statement such as "This survey is a good idea;" "This survey appears to be very biased," reflected the evidence to support the sub-theme.

1 participant mentioned city of Monterey PD, not Seaside. A statement such as "Should join with city of Monterey PD, not Seaside" reflected the evidence to support the sub-theme.

2 participants mentioned businesses that serve our entire community. Statements such as, "Do not listen to small interest groups. Pacific Grove needs to have businesses that serve our entire community, not only the few. Those of us who were raised here remember having a department store, dime store, drug stores with soda jerkers and more. Now you drive around the downtown area and see junk stores, i.e. second hand stores;" "I think that the Chamber of Commerce needs to work on selling Pacific Grove as a fun destination, but also keeping it great for the locals. We have very few stores for the locals, and while I do not want a big box store, I would not mind a small department store coming in so I do not have to drive to the mall or Sand City. The plethora of second hand stores is ridiculous, and the lack of tourist-based stores is silly. Where do tourists go to buy souvenirs? It seems like our stores are catering to the people of Pebble Beach. (In addition, failing, as they probably go to Carmel). I do not think we need a Target, but I think an all-purpose department store would be popular, and could possibly be helped by the city until it started turning a profit. We are turning into a ghost of a town. I try and shop locally, but the stores are ridiculously priced, and do not really have what I need. The city should work on attracting businesses for locals and that would raise revenues.

1 participant stated, "Current police pay, benefits, and pensions are outrageous and must be reduced." 1 participant mentioned a detective force. A statement such as "Yes, apparently we need a detective force. My teenager was attacked by a group of middle school girls and although the police told me there would be follow through, there was not. On

more than one occasion, I was advised, 'not enough manpower.' I have been appalled," reflected the evidence to support the sub-theme.

1 participant mentioned use of public spaces by transients. A statement such as "Some concern over use of public spaces by transients -- especially parks," reflected the evidence to support the sub-theme.

6 participants mentioned the streetlights. Statements such as, "This town is too dark. Fix the street lights and we may not need as many police officers as we had 6- years ago;" "More street lights on side streets. It is ridiculously dark around here. Well lit areas generally don't have break-ins to houses or cars;" "Although I appreciate our small community, and the importance of nature to our community, because of safety , I think an increase of street lights in open spaces would decrease problems;" "pot holes, streets need repaving. Street lights need to be lit. Sidewalks esp. Eardley side, curbs along Lighthouse to 17 Mile Drive;" "No street lights. Very difficult to see Beaumont Street when turning in off Forest Ave. I have almost missed the turn several times in the dark. Neighbors parking trucks for months without moving them," reflected the evidence to support the sub-theme.

30 participants mentioned the traffic. Statements such as, "When I look out my window at home I see that the world is not really working the way it should here in PG. In addition, by that I mean specifically the traffic. The same reckless fast driving morons on their motorcycles or cars speed past here up and down to Lover's Point without impunity ~ more of them since that Lover's Point restaurant opened up too ~ drunk crazies driving. Alternatively, the idiots running the four-way stop sign out at Center and 17th. While gardening one day I counted 35 times the cars just ran the stop sign - and that was when I looked up to see what the traffic was doing there. Therefore, when we lived in Santa Cruz when we looked out our window we saw drug deals, homeless bombs and Mexican gangs walking by hourly. I will take PG and its traffic problem over the Santa Cruz 'sanctuary city' BS any day. However, if you guys (City Counsel Types) do

not pay attention, the problems just a couple of miles down the road in Monterey will soon be here daily in this wonderful little town. Give the police more bodies and pay them well. Their lives are worth it;” “Does traffic enforcement add or subtract from other police activities? We have poor traffic enforcement in the outlying areas of PG (asilomar, etc). Stop signs and ESPECIALLY speed limits are virtually ignored by weekend traffic and the surfers who frequent asilomar beach;” “I accept that the police have a goal to keep citizens safe. There are various levels of danger even in our quiet peninsula communities. However, I would like to feel safe crossing the street and I do not. Drivers consistently do not look for pedestrians, do not use blinkers, turn left on Lighthouse Ave over a double yellow line, etc. Whether driving or walking it is dangerous on the streets because of an extreme attitude of entitlement enjoyed by the public. Welcome to Pacific Grove. Stop for pedestrians. Keep us safe. I love the large cutout of the firefighter on Carmel Valley Road that says something about preventing fires. I think this attitude of police presence to keep everyone safe is important. Much more important than insignia on uniforms or cars. Police will receive respect they deserve from the public if they are visible. If consolidation helps achieve that, they what else is the issue? Thanks for the survey. How about a suggestion opportunity on the City of Pacific Grove webpage to keep the communication open? ;” “I moved to PG two years ago---I love the safety of it. However, with safety comes maybe 'less important' problems but still important to those of us with kids and enjoyment of the walk ability of PG. Excessive speeding on Eardley & Forest is an issue. People parking excess trailers, boats, junky cars affect PG by making less visibility. With a town that does not have a great deal of crosswalks on streets, decreasing visibility is an issue. Would like to see more effort towards these issues ;” “The Yellow Cab taxi cabs that congregate at the Cocos restaurant near David Lighthouse repeatedly show poor driving judgment and cause dangerous conditions due to their apparent feelings that they 'own' the road. Despite calls to their company the issues continue. For example: Yellow Cab #4 repeatedly drives across David from

the 7-11 to Cocos, sometimes blocking traffic and we have seen him throw lit cigarettes onto the ground from his cab;” “more and more people are going to get hurt or killed if you don't do something about the speeding. The noise from the modified mufflers or lack of muffler is getting unbearable. I live on pine ave. and I started wearing earplugs around the house and when I sleep. I am getting where I do not want to live here any more. I have lived here 24 years and in that time I have started a business and coached high school and youth sports. Thank you;” “1-We live in the 400 block of Central Avenue. Most mornings we have quite a number of folks who come from PG headed towards Monterey between 7am and 830am. Probably on their way to work. A lot of them are going down a slight hill from the library area towards Monterey by the time they cross Carmel Avenue they are going way faster than 25 mph,” reflected the evidence to support the sub-theme.

10 participants mentioned more patrols. Statements such as, “Being a native here in PG and coming from a family who settled here in 1907 I really love this town. I know we have crime but are fortunate in that it is not like surrounding towns. I would like to see more patrols. Traffic in some areas of my neighborhood is bad. Speeding and cruising through stop signs are a problem and dangerous. Also when a presence of police is more evident I am certain there is less crime;” ““I would like to see police officers driving in the neighborhood more often or through the alley way. Especially during the holiday season. I live in the Candy Cane Lane neighborhood and have had my decorations stolen in the past;” 95% of the actual work of the police, if the traffic on a scanner is any indication, is trivial nuisance in nature. People live in P.G. for its hometown atmosphere and need a police force tailored to that ambiance. The increased tendency, post 9/11, toward the increased militarization of metro police forces via DHS and other government funding is not appropriate to our venue. The move to consolidate police services to a generalized 'Peninsula-wide' over-arching organization pushes things in the 'Metro' direction, and is counterproductive to keeping the police function as being to 'serve and protect'

the resident population, and further separates the force from their appropriate function in a small town such as Pacific Grove;” “Lots of rumors about PG not having constant cars on patrol, especially at night. Need to have better communication with the public as to what is really going on. Seems that since we merged w/ Seaside, we have heard little from the Chief of Police;” “I am very concerned about speeders on Eardley Avenue and the confusing intersection at lighthouse and eardley. I never see patrols here and there are deer and children in the neighborhood that could get hurt,” reflected the evidence to support the sub-theme.

1 participant mentioned the Cop Log. A statement such as” Please patrol all streets in the afternoons and nighttime for burglars. Please tell the Cedar Street Times to stop writing flip or 'funny' headlines and comments in their Cop Log. They are not funny! Crime is not something to make light of or joke about, and the Cop Log is often very offensive to victims of crime and others. Thank you,” reflected the evidence to support the sub-theme.

1 participant mentioned a PG 'division.' A statement such as” Pacific Grove is one of the safest communities on the Peninsula. However, the common knowledge that our current PGPD is shrinking and insufficient is both alarming to local residents (who fear that reports of assault or attack may not be expediently processed and responded to) as well as by criminals who perceive new opportunities in this previously off-limits area. Therefore, while I am not willing to sacrifice other city programs to save the PGPD, I am more than willing to accept a regional (preferred) or contracted (acceptable) force to replace to PGPD for local law enforcement to keep our streets safe. However, I would also hope that any larger shared forces would realize that officers need regular local knowledge and experience to properly protect an area, and would therefore keep a PG 'division' rather than rotating in new officers from outside areas on a regular basis,” reflected the evidence to support the sub-theme.

1 participant mentioned the city's budget. A Statements such as, “I do not wish to see the Library or the Recreation department have their budgets cut to devote more money to the police

department. Both departments have not recovered from the last round of cuts 4 years ago. The police department takes up too much of the city's budget as it is. I would like to see the city make business decisions regarding this and other matters and drop the emotional reactions,” reflected the evidence to support the sub-theme.

1 participant mentioned Mayberry mentality. A statement such as” Pacific Grove, Monterey, Carmel, Del Rey Oaks, Marina and Seaside are very small communities considering the big picture. I think they would all benefit from oversight from a larger, professional agency which has the resources to manage their law enforcement problems better than what the individual cities can afford. No more Mayberry mentality,” reflected the evidence to support the sub-theme.

1 participant mentioned a single police department overseeing local stations. A statement such as” A single police department overseeing local stations in each of the cities of the peninsula would make most economic sense and allow the highest level of professional service,” reflected the evidence to support the sub-theme.

2 participants mentioned viable and solvent city services. A statement such as” We have a reputation as a good town in which to live. This can continue to be the case by keeping our citizens safe. This is why we continue to need to have viable and solvent city services,” reflected the evidence to support the sub-theme.

1 participant mentioned an expanded use of volunteers. A statement such as “We should be looking at an expanded use of volunteers to augment the police reflected the evidence to support the sub-theme.

1 participant stated, “It is imperative to negotiate in good faith.” 1 participant stated, “Keep taking good care of our families, stay alert, and times are changing”.

2 participants mentioned sharing police services with Seaside. Statements such as, “Sharing police services with Seaside makes no sense;” reflected the evidence to support the

sub-theme.

1 participant mentioned a multi-jurisdictional police force. A statement such as” form a multi-jurisdictional police force,” reflected the evidence to support the sub-theme.

2 participants said that we should increase taxes. Statements such as, “It is difficult to make the best choice with no knowledge of where the money is allocated to. Why can't we afford police as is? Maybe we should increase taxes, not. This is a beautiful, safe and quality town. This is where many of us have chosen to raise our children - in a relatively protected and peaceful environment. To maintain this level, we need to raise taxes. In addition, start giving decent conditions and wages to those who do this difficult job - not the administration... There are too many 'city people' paid to seemingly get nothing accomplished in PG.... As for safety, you need to think of putting in night streetlights, please. These dark streets are dangerous - not only for crime, but also simple things: no one would trip and fall; we could spot the occasional mountain lion and the present raccoons. We would certainly all feel safer if there were LIGHT. Maybe City administrators need to travel a bit to see what other towns, cities, even countries do,” reflected the evidence to support the sub-theme.

1 participant mentioned another municipality. A statement such as” While I think we have good officers, we absolutely must buy law enforcement services efficiently - we have no choice. If we can reduce costs and keep quality officers by combining with another municipality or go to a regional unit (the best, long-term choice), let us do it. The only people who are so concerned about keeping things the way they are the officers themselves and the good old boys (like Morrie - remember him) who feel they get special treatment. Let us do what is best for all of our citizens. Thanks for this survey - a very good idea,” reflected the evidence to support the sub-theme.

1 participant mentioned local police protection. A statement such as” Local police protection is more likely to be concerned about our situation. An outsider does not give a hoot

reflected the evidence to support the sub-theme.

1 participant wished there was a way to have officers on foot at night in the area. A statement such as "there are times when additional support is needed, feast of lanterns time is a prime example. I wish there was a way to have officers on foot at night in the area when so many out of town visitors are crowded into the area.... SADLY when the park is filled to (and over) capacity with tourists that do not respect our town, they often bring their behaviors and problems with them ... misbehaving and basically trashing the area ... and not just with garbage and vandalism but with total disregard for the place they are visiting and the people who love here. I have had people walk up onto my porch and look in my windows as if it is an attraction, somewhat surprised people actually live in house. I came home one time (event weekend) to find 2 females squatting behind my garbage cans urinating. There are bathrooms available... I constantly have issues with people picking up after their dogs on sidewalks, streets... in parks and one person who is not only very prominent in PG but is an official here, who refuses to clean up after his dog even when confronted (usually while running on Asilomar beach) ... PG is as close to paradise as I've ever lived I would love to have it remain that way ... I would not live in Seaside ... di not want PG to become Seaside," reflected the evidence to support the sub-theme.

1 participant mentioned outsourcing of police duties. A statement such as "outsourcing of police duties, while it might save money in the short run, will not be very beneficial in the long run. It is critical that police who serve a community be well paid, satisfied and have a sense of connection and duty towards the community they are serving. If this means re-prioritizing some expenditures or lowering regulations so more businesses can be opened to bring in more revenue to fund the PD, then that is what needs to be done," reflected the evidence to support the sub-theme.

1 participant mentioned vacation homes. A statement such as There are more renters it

seems lately and many vacation homes but people live here and deserve to be protected. Crimes are not reported when there is less staff to handle them. People hope their pot smoking loud neighbors and visitors to vacation homes will just stop being disruptive why call for help if one person is on duty if a 911 call came in its a choice that is being made and our police also have to make it. Leave one thing for another. Where is my hometown? Where is that one or two officers it's a sad situation for everyone except the criminals,” reflected the evidence to support the sub-theme.

5 participants mentioned PG having its own police department. Statements such as, “PG having its own police department is very important to me because they know the city well, respond quickly to our needs and have sole interests in protecting our city. PG would be an afterthought for other police departments;” “On second thought, I think it is important that we have our own police dept. I can understand sharing fire and city services, but I think crime would go up the minute pressure is let up. Keep our own police dept here, please;” “2 reasons why people want to live in PG. Schools and it's a safe place to live. PG having its own police force is crucial to PG being a desirable area to live in;” “Keep our own police department and add more officers. Look at City of Oakland, but we also don't want to be Stockton;” ““We want to keep our own PG officers,” reflected the evidence to support the sub-theme.

1 participant mentioned Good training and consistency. A statement such as” Our police department is one of the most important services offered by the city. In fact, I can think of no other service with more impact on the quality of life here. The department should stay as local as possible with oversight and support for fiscal responsibility. Turnover in the staff should be avoided unless deemed necessary. Good training and consistency are key aspects to keeping our police force appropriate for the last hometown reflected the evidence to support the sub-theme.

12 participants mentioned the parking. Statements such as, “I think the parking in the middle of town needs to be monitored better. Many cars stick out past the line painted on the

ground and make it difficult sometimes. Also speeding through town is rampant;” “It disturbs me that PG lets people leave old broken down cars & trucks parked on the street or stores boats in neighborhoods. Carmel would never allow this. This brings down property value of our town. Please ticket/mark vehicles;” ““Please do what you can to address homeless people parking cars/trailers overnight beachfront and in neighborhoods. Ask them to go to another city - at a minimum. Also - do what you can to better communicate to the community about the goings on in the city -- neighborhood watch might be a good thing to start - especially in more remote parts of PG - specifically homes in Sailorman State Park area;” “Thank you for asking! ; ” “I think the city needs to address the problem of parking downtown. Currently, many people get tickets for exceeding the parking limit, which makes is less likely they will continue shopping in PG; ” “How about enforcing parking on the proper side of the street. I see cars all over town parked on the wrong side,” reflected the evidence to support the sub-theme.

19 participants were thankful the job we do. Statements such as, “I consider our officers part of a family of people meant to oversee the people who live and work here. Its small enough here for us to know each other in one way or another, and that is valuable. During the summer months, we need the coverage to compensate for the tourists who visit. Over the holidays, we appreciate their help during stressful times, both familial and when pre-Christmas crime seems to build. Thank you for all your hard work and service to the people of Pacific Grove;” ““Thank you for the work you do. You may think it goes unappreciated, but it does not. I am sorry that the medical costs and pension costs have grown to the extent they have - I do think those expenses have much to do with why we are in this fiscal mess. Perhaps if those expenses can be addressed, we would not have to think about pushing off police services like we did fire protection;” “We appreciate your commitment to law enforcement;” “I want the police dept to know they are an important part in creating a cohesive town. I appreciate all of their efforts in keeping our town safe. Thank you;” ““Thanks for your concern and asking PG citizens.

Increase your visibility. Appropriately invite more public participation in law enforcement;”
““Thank you for the opportunity to express my views since I seldom attend civic meetings, but I try to be a good neighbor and citizen,” reflected the evidence to support the sub-theme.

1 participant mentioned our home town Statements such as, “There are more renters it seems lately and many vacation homes but people live here and deserve to be protected. Crimes are not reported when there is less staff to handle them. People hope their pot smoking loud neighbors and visitors to vacation homes will just stop being disruptive why call for help if one person is on duty if a 911 call came in its a choice that is being made and our police also have to make it. Leave one thing for another. Where is my hometown? Where is that one or two officers it is a sad situation for everyone except the criminals,” reflected the evidence to support the sub-theme.

6 participants mentioned fire departments. Statements such as “combining the police and fire departments should have been done a long time ago;” “My answers apply to the fire dept too. Much as many would like and see out city as a Mayberry, it is only in our hopes and dreams not realistic anymore. Barney and Andy did not have the problems we have today. Thanks for this opportunity to complete this questionnaire and my friends and neighbors would not like me if they heard me say these things aloud. Everyone in PG is related in one way or another to the local police or firefighters. City Hall I appreciate your efforts to provide great services and a way of life we would all like but know the \$\$ is short so stay strong even thought you get bad press. Stay Strong;” “Keep our cops. Bring back our fire department. If you want to our source something, try the city manger and all the other administrative staff. That would save tons of money,” reflected the evidence to support the sub-theme.

1 participant mentioned there is really no long-term choice. A Statements such as, “If the existing police union is unwilling to bring their costs to an acceptable level there is really no long-term choice,” reflected the evidence to support the sub-theme.

1 participant mentioned community education. A statement such as "Surveys do not allow us to consider and critique our opinions. We need community education that offers us opportunity to become informed citizens," reflected the evidence to support the sub-theme.

15 participants mentioned crime. Statements such as, "PG is a low crime area. However, there are issues that we must be vigilant for, to keep crime low. These areas include: youth typical problems, influx of transients and squatters (motor homes), and influx of gangs;" "As a long time resident in the city, I have observed that more and more criminal activity such as: Armed Robbery on Lincoln Avenue (10/12/13), Arrest of the Central Coast Bank Robbery Bandit, Car burglary arrest (8/21/13), suspicious Person - PGHS (8/8/13), even the jewelry store robbery in Carmel city are being committed by specific ethnic group from neighboring cities. Is the department aware of this issue and what pro-active steps can the police department employ to mitigate criminal activity from this segment of the population whom do not reside within the city?;" "Having been born and raised in Pacific Grove I hate to see its services go down hill. Having come from a family containing law enforcement officers I feel that the officers make themselves familiar to the public. They should know where problem areas lie and be prompt to answer calls. If a major crime occurs we should have a good investigative department available to us;" "They city needs to focus on service. Enforcement of municipal code, parking, noise, and noise should be the most important service. This does not have to be done by sworn police officers. Other cities use public safety aids. These are city employees, usually part time. No unions, pensions or medical benefits are necessary but may be provided by council. These employees patrol on bicycles, scooters or 3 wheel vehicles. They enforce parking, municipal codes and non-violent incidents. They wear uniforms, carry cell phones and can write citations for code violations. Using these employees reduces costs significantly. Minimum full time police men are needed to address violent crimes and service is usually improved;" "I am amazed at the job they are able to do with such little staff. However that must change if we are to remain

'the last hometown'. The crime wave is coming right at us. We are not immune to gangs coming in, as well as the record number of homeless or 'street people' we have seen this past few months. PG is part of tourist territory; if we do not preserve it, we will lose our income as well as our safety. We pay for the lifestyle we enjoy but if we become another Marina, Seaside, or Salinas then it is just not financially worth it anymore. Right now, our children are relatively safe walking home from school and around town. That could change with one drive by shooting, or one Amber Alert. PG Police presence is a must not a luxury;" ""PG is a very safe and nice city. It has a major drawback though. There are no lights in the streets at all at night, which makes it scary for everybody. Please do something about that. Crimes happen in the dark, as you sure know," reflected the evidence to support the sub-theme.

1 participant stated," We do not need a police state with heavy traffic, parking, and militarized enforcement. Keep it simple."

One participant mentioned the contracting process. A statement such as" Through the contracting process, I want to continually feel safe. In addition, it is important that the contracted officers be educated about the community and or area they are to be paroling. Additionally, with the contracting process, it is imperative that rapidity is practiced when responding to calls, conversely not prioritizing other calls outside the city limits higher than the concerns of fellow citizens," reflected the evidence to support the sub-theme.

24 participants said they were very pleased with the services provided by the Police force of Pacific Grove. Statements such as, "I like the PG police department. The public part of the office could use a little updating, but I like the officers and the experience I have had with them. Keep up the good work;" "Perhaps PG should have fewer administrative personnel in other departments, thus freeing up more money for use by our very own police department. It may be the City is wasting money in other areas but the Police Dept is doing just fine;" "Our police force, to the best of my thirty plus years of living here, are courteous and efficient. I have always

felt that they will not tolerate an environment that accepts criminal activity. I have lived in dangerous environments and will not allow myself to ever again live in an area that has come to accept criminal behavior as unstoppable; "I haven't dealt with PGPD in the past year, but before that I did and except for one case, they were fantastic. I hugely respect our cops. Whatever the rank & file wants -- I'm for that," reflected the evidence to support the sub-theme.

8 participants said PG should be about PG. Statements such as, "PG should be about PG - we are not Monterey. PG services for residents of PG;" As a long time resident, I believe Pacific Grove should strive to remain a separate town, not a bedroom community or suburb. Our location on the peninsula is unique; we must strive to hold on to who we are as a separate entity;" "Splitting officers between multiple cities is not going to be effective, as has been witnessed by splitting the chief's services. The chief is highly ineffective under this arrangement and adding officers to that mix will only make it worse. Seaside is already going downhill fast; I do not want that to happen to PG;" "I think that the City of Pacific Grove deserves officers that they know and can count on. When you bring in too many outside agencies they all fight and have different agendas. We need to get the youth into schools and jobs, not gangs. What's being done on that front?" "I like the regional police force idea, saving money and specific manpower devoted only to PG. The public must know and buy into this concept for it to still feel safe here," reflected the evidence to support the sub-theme.

1 participant mentioned reduced police force. A statement such as "We worry about increasing gang presence, do not feel as safe as we did 10 years ago. Reduced police force may be an invitation," reflected the evidence to support the sub-theme.

2 participants said that we needed to consolidate independent police departments on this Peninsula .Statements such as, "We have excessively many independent police departments on this Peninsula. Need to consolidate them ;" ""In the possible transition from a stand-alone dept to being consolidated into another agency, there is no reason not to assume that many of the

same present employees couldn't continue to serve, at least for a few years within our city. Also, I believe it is likely that consolidation would lead to better pay & increased benefits for existing personnel," reflected the evidence to support the sub-theme.

2 participants mentioned their financial priorities. Statements such as, "I would like to see their financial priorities change. Less decoration, less currying of favor with merchants and tourists, more attention to residential taxpayer needs, of which good police service is paramount ;" "Financial priorities in Pacific Grove should be examined and prioritized to serve the local, tax-paying residents. Pensions, benefits, and salaries, as well as allocations to the different city programs need to be reassessed. Effective law enforcement serves everyone and should not be short-changed," reflected the evidence to support the sub-theme.

6 participants mentioned outsourcing of police duties. Statements such as, "Outsourcing of police duties, while it might save money in the short run, will not be very beneficial in the end. It is critical that police who serve a community be well paid, satisfied and have a sense of connection and duty towards the community they are serving. If this means re-prioritizing some expenditures or lowering regulations so more businesses can be opened to bring in more revenue to fund the PD, then that is what needs to be done;" "I am concerned that if we continue to outsource all city services Pacific Grove will lose some of its small town, home town charm;" "To be perfectly clear, I absolutely DO NOT want PG police services outsourced or combined with some other city or cities. If we need to find other sources of revenue, cut back on the PG planning department and other non-essential city services;" ". I do not agree with the idea of 'out sourcing' the police department. A regional consolidated policing organization with officers specifically assigned to PG would be acceptable;" "I like the idea of my city having all its services problems being done by the PG serves dept - police, fire, main., tree services, etc. everything it takes to keep PG the way it is. No outsourcing," reflected the evidence to support the sub-theme.

1 participant said it would be nice if the city would publish what the total cost including benefits of the city. A statement such as” It would be nice if the city would publish what the total cost including benefits of the city manager and department heads cost the tax payers and what they accomplish on they're nice 8:00 to 5:00 jobs with holidays off verses the public safety personnel that work 24-7 with no shift or weekend differential. What would our saving be contracting less needed and impacting management positions,” reflected the evidence to support the sub-theme.

1 participant mentioned the animal control officer. A statement such as” Elizabeth, the animal control officer, is lazy, ineffective, unhelpful, and is not an asset to the community or the department. She should be dismissed,” reflected the evidence to support the sub-theme.

1 participants mentioned new taxes. Statements such as, “I am against new taxes. In California, the taxpayer carries a large burden; however, in a small community like PG paying for safety is critical. Part of the charm and allure to our city is the fact that it still feels like a small town. I would not be supportive of sharing police resources with Seaside or Monterey,” reflected the evidence to support the sub-theme.

1 participant mentioned detectives. A statement such as” As mentioned, we need detectives. Happy we have School Resource Office back,” reflected the evidence to support the sub-theme.

2 participants mentioned police officers and children. Statements such as, “I think it is very important for police officers and children in Pacific Grove to know each other on a regular basis. I raised four children in Pacific Grove and was very important for them to feel comfortable with police officers they knew and vice versa;” “As this survey has said before: stop harassing our kids and work with them. Stop turning them into criminals. The schools are guilty too- they just call the police so they do not have to deal with the kids. I have seen a few kids deteriorate because they had to go through the court system for far less heinous crimes than their

peers in other cities did. Educate the force to work with our kids, not condemn them, please,” reflected the evidence to support the sub-theme.

2 participants mentioned outside departments. Statements such as, “I’m okay contracting with outside departments; I just want officers that can maintain the small town mentality and use common sense and compassion where needed;” “Do not outsource the police department,” reflected the evidence to support the sub-theme.

1 participant mentioned police cruisers. A Statements such as, “Black police cruisers look sinister;” reflected the evidence to support the sub-theme.

1 participant mentioned a two tier lower pay and benefit program for new employee
A statement such as” Try to solve the problem by possibly implementing a two tier lower pay and benefit program for new employees, they will come and work for a little less if fell they are appreciated and have job security (talk to a sand city officer, they make less with a lesser benefit package and love it there). Our city fathers need to do what we pay them for and make it work; it has in the past, what is with our last two city administrations. Were they smarter that the current and last admin or just cared. Why are other small cities making it? If our city fathers were treated like the employees are, you think they would stay;” reflected the evidence to support the sub-theme.

1 participant mentioned budgetary constraints. A statement such as” While I am proud of PG, I recognize that our city has problems and that budgetary constraints underlie many of those problems. Unfortunately, most, if not all, of the budgetary problems are shared within the State of California as well as within our nation. They need to be addressed on both the state and national levels. Individual cities cannot resolve them by themselves;” reflected the evidence to support the sub-theme.

14 participants mentioned consolidated or shared police services. Statements such as, “In an earlier question you use the term 'consolidated or shared police services.' These two terms are

very different in nature. Consolidated services means that PG police services are delivered by another agency, while shared services means PG shares resources with another agency.

Consolidated services could work very well if it is planned and administered properly. Shared services will not work, just as the sharing of a police chief has not worked. In fact, consolidation should occur peninsula wide, with one police department, one fire department, one public works department, HR dept, finance dept, city administration (yes, that includes the city managers, there should only be one!), etc. each city could maintain their own identity and its own city council, but have one JPA to provide public services. Now that is progress! Just think about the savings that could be achieved by cutting out an incredible amount of redundancy with one city manager, police chief, fire chief, public works director, etc for all peninsula cities. Heck, with an estimated population of 105,000 on the peninsula barely qualifies it as a 'medium size city' by any standards. However, my question is: Will the city managers and city councils of all of our peninsula cities have the ability to leave their power at the door, get in a room, hash this out, and provide direction to a consultant to plan this out for a start date TBD? I doubt it, but this, I believe, is the answer to consolidation of municipal services on the peninsula that would result in big cost savings by cutting administrative fat and redundancy. ” “If we are to look and any merger, the only one that I would be interested in is one similar to that of our fire department and merge with Monterey. Seaside or County Sheriff would not be an option for me at voting time;” “I think it is a great idea to share resources with all existing police departments in our area, and to try and save costs as much as possible, but only if we can all have a feeling of security in our homes and neighborhoods;” “Current police force would benefit from joining a larger professional group as well as have more personal growth opportunities.” “I believe a peninsula wide force is the ultimate answer to policing all the cities here. In addition, without giving up 'turf' or jurisdiction all the cities could be more effectively served. Resources could be shared based on population and demographics. Those officers currently serving a specific city

would remain as the main policing force with additional support as needed, especially in areas where crime is more pronounced;” “We need to save money. Do not think each city needs its own overpaid Police Chief. Sharing to save money makes sense to me. In addition, never, ever give out those bloated pensions again. Ridiculous and will haunt our budget for years and years;” “I think a shared area PD is the best, but with specific officers 'specializing' in each town and wearing uniforms and driving vehicles marked for that town. If they need to help in another town, that is what 'sharing' is about. ” “Consolidation seems to be the future, by pooling services and money, and have one Chief and several Indians protecting the entire peninsula cities. Pacific Grove, Monterey, Seaside, Carmel, Marina;” “It is probably redundant to have five separate police agencies to serve the population of the Peninsula, which is rather small in comparison to other cities. There are particular issues to each community; Carmel house addresses could be confusing to other agencies;” reflected the evidence to support the sub-theme.

5 participants mentioned public safety. Statements such as, “I would like to offer my email address in case you need clarification on any issue. I strongly feel we need to take better care of our Public Safety personnel. We call on them at all hours, in all conditions to deal with the things we cannot;” “The primary reason the State Legislature gave cities the power to incorporate is to make local laws & provide for their own public safety. The rest is fluff;” “I think the most efficient way to provide public safety would be to turn over police services to the Monterey County Sheriff;” “The safety and sense of security in PG is extremely important and I will support maintaining it, whatever the cost.;” “There has been some extreme speeding on Lighthouse Avenue (at least 30mph). People do not realize that it is 15mph and how dangerous their speed can be. In addition, I live on Central and people speed a lot, often making getting in and out of my car unsafe. I wish speeding would be ticketed more;” “Thank you! This is a great town and you do a great job or providing safety and a sense of security. I am a young woman who lives alone and I love feeling safe on my street and in my home! Merry Christmas;” “Oh,

and I am a voter! In addition, I will vote to support the police department! ,” “Whatever we do - the biggest concern is keeping the city of PG safe and the residents and visitors that come and bring money into the city safe,” reflected the evidence to support the sub-theme.

2 participants mentioned a chief. Statements such as, “We share a chief with Seaside. She could probably send 2 Seaside officers to PG part time and they could handle the job as well as our present police farce” “Listen to the people of this town. Do not let a chief that was hire at 50% who now spends less than 30% of her time make the decisions for a town she barely knows, and has stake in the primary town she works at to take over our town. While I do understand there are a financial obligation, and a financial gain, all it takes is one lawsuit to wipe out the amount saved by joining with another city. Buying four cheap tires now may be the right decision for now, but in six months when the tires are worn out and you spent your money, now what do you do? You are out of money and have crappy tires. Do not leave our town with crappy tires and broke..,” reflected the evidence to support the sub-theme.

1 participant mentioned economic downturn. A statement such as” We have come through a very challenging protracted economic downturn with many unfortunate but necessary sacrifices. This includes the burdens created by Cal Pers failure to use reasonably conservative assessment projections to grow annuity funds for statewide civil servants,” reflected the evidence to support the sub-theme.

7 participants mentioned the City of Pacific Grove's budget. Statements such as, “Do not balance the City of Pacific Grove's budget on the back of the golf course. You might bring in outside management to run the golf course but you will not make a net profit. Look at the other municipal golf courses that did that and how it did not work. ” “Let franchise & chains in, keeping with the décor of 'Hometown'. The franchises & chains pay better & more revenue for the city.

Locals people can work for them & earn more & likely afford to live in P.G;” “to not over spend

your budget;” “I believe having a balanced budget, and in cost saving practices are more important than saving jobs. It's a bummer when people lose their jobs, but the citizens should have thought of that when they voted no on the hotel downtown that would have brought money into the city that could have been used to maintain city services,” reflected the evidence to support the sub-theme.

1 participant mentioned security and juvenile programs. A statement such as” Providing security and juvenile programs are far more important than the Library (use Google) and the golf course. If we do not maintain a Police force why not just become part of the county like Castroville. I don't understand why the city doesn't understand what makes a 'local' community,” reflected the evidence to support the sub-theme.

1 participant said he/she would pay the extra costs. A Statements such as, “I am willing to pay the extra costs for improved City services via an additional tax, and would support an admissions tax (as well) for venues such as the Aquarium,” reflected the evidence to support the sub-theme.

2 participants mentioned our police department. Statements such as, “I want to keep our police department we should not let them go;” “Keep PG's services in PG. You're eroding PG quality of life and PG property values!” reflected the evidence to support the sub-theme.

3 participants said they would rather share services. Statements such as, “We all need to survive, economics are/have changed. City wealth has been eaten up in many ways. I would rather share services and put more fences up to keep people off the beach areas where they do not belong. We live here and need to protect all of our assets as well as our people;” “I am very happy to see that the City is considering this issue. I think the time has come that these small cities combine or share their services;” “it makes sense to have combined forces to operate area wide services. Single leadership, shared equipment and training. The Monterey Peninsula has 100,000 populations. Combined police, fire and other municipal activities would save everyone

big bucks and improve training and area know how. Let's act like a 100,000 combined community," reflected the evidence to support the sub-theme.

22 participants mentioned/did not support contracting. Statements such as, "Contracting is the death knell of any effective small town governance. Local police who know the town, care about the town, and who are familiar with the problem children, offer a much better enforcement tool than a regional force. It's important to know and love the place you choose to protect" "We live in a wonderful city, why water it down with contracted services? Not maintaining our own services will only lead to lower property values, gang filled schools, business failures, and more CRIME overall. If the city managers can't figure out a way to 'save' our city, then quit and go somewhere else " "Be sensible, do your best, and DO NOT CONTRACT OUT POLICE SERVICES -- that would be a really unfortunate scenario " "Please stop contracting out our City Services. If at least 3 communities (and then more) where to consolidate as a 'Monterey Bay Police Services' I know as well as you do, there would be an eventual costs saving. Then these cities could move forward with consolidating more services and not contracting out in which I think is just a Band-Aid. Your contractor for sewer cleaning services 'backed' into my daughter's car around a year ago and nearly was declared totaled by the insurance company. My dealings with the owner of (I believe it was 'Greenline') was so rude and uncooperative. It took her a week to give me her insurance carrier's name. I said to my self, 'So, this is what our city is coming too, and this is not acceptable. When I contacted City Hall, I was told there is nothing they could do; I had to work it out with 'Greenline'. That is not acceptable as well. " "Contracting-out is not always the best choice for a community. Other corrective action should have been taken by the Mayor, Councilpersons and the City Manager a long time ago. In reality, I fear that a decision has been decided upon and this survey is merely an example of public placating. My wife and I see little of city services and those which you already contract-out. It is sad that the city governmental officials only think about the 'short-

term'. You can lose much when you do. ” “In my area there have been several issues with contract policing. The City of Yorba Linda recently dumped Brea Police for the Orange County Sheriff for police services. The City of Compton disbanded their police force for the LA Sheriff and they wanted to bring their police department back, but cannot afford to start it up again. Whittier PD still patrols the City of Santa Fe Springs. What about the CALPERS cost of contracting. If you did a JPA, went to the Sheriff, or contracted with another city what are the ” I'm concerned with the overall concept of contracting all services such as police, fire, street work, golf course management, etc. One should contract when a temporary increase in work is anticipated or for a lack of expertise not to save money. However, the unions also need to understand that the current contracts are not sustainable. All parties should renegotiate the contract terms,” reflected the evidence to support the sub-theme.

1 participant mentioned the police department should come first. Statements such as, “Out of all our city services the police department should come first. Without an adequately policed city, none of what is great about PG can be enjoyed, as it should,” reflected the evidence to support the sub-theme.

5 participants mentioned the means to pay for a police force and the pensions. Statements such as, “Find the means to pay for a police force and the pensions. Raise taxes! (In addition, no I am not a democrat) Bring more businesses in the city to cover the costs, i.e. hotels which provide the highest % of revenue directly to the city, perhaps at the Holman site;” “Start looking at ways of enhancing revenue by attracting more businesses to help with the tax base. This is the only realistic way to fund government over levying taxes. The community has many advantages which would attract new business;” “The issue of retirement benefits needs to be addressed. That it has not is why we are taking this survey. Retirement benefits need to be indexed to the city's ability to pay them not on some pipe dream about how the economy in the future is going to pay for things;” “I believe there are other depts. the city can cut back on to preserve the police

dept” “It seems we have priced ourselves right out of being. Why can't we use fresh from academy officers, pay less, and negotiate a 401K like program that is paid in the year it is earned for new hires,” reflected the evidence to support the sub-theme.

3 participants said Pacific Grove Police Department should remain in place. Statements such as, “Pacific Grove Police Department should remain in place to keep the quality of life and safety in this City. The City of Pacific Grove has vast under utilized resources and should focus on increasing revenues to support the police department and other programs in this community. If we don't have city services and especially a police department, we are a city in name only, and we should shut down and become a part of the county--an unincorporated district like Castroville;” “I'll vote against anyone that tries to eliminate our police department without getting voter approval,” reflected the evidence to support the sub-theme.

7 participants said they would pay higher property taxes to support the city's functioning. Statements such as, “I am willing to pay higher taxes to help provide a true PG Police Force. I shop PG whenever I can. The PGPD should be PG oriented also;” “I am disappointed that property owners in the city consistently vote down small tax increases. I am not a property owner but if I were, I would welcome a tax increase in order to improve services and programs that make Pacific Grove a unique place to live and visit. I have heard that there is a large number of property owners that do not live here that do not want tax increases no matter the reason. They may not live here full time but they are still part of this community and should treat the city with more respect;” “I think stronger bonds with other communities is a very good idea but believe a well equipped local PD is necessary. As a homeowner and a rental property owner I am willing to pay higher property taxes if that is what is required to support our local force as well as build stronger and more formal bonds with other communities. I appreciate the work done by the PGPD;” “I believe it's important to have a city police department, which has enough officers and has continuity. I know that it is expensive to do so, and that regional consolidation

cuts costs. I, as a homeowner, would be willing to pay more to keep things as they are.

Consolidation with other departments should not be the first choice, but should only be taken if it's the only course left, and then should be done to cut managerial and administrative costs," reflected the evidence to support the sub-theme.

2 participants said that we were paying our police excessively much. Statements such as, "You are paying your police excessively much. Do not compare with other cities because they pay way too much too! Recruit widely and you know as well as I do that you will get thousands of qualified applicants--that is because you pay way too much;" "City employees are paid too much - their pay needs to be in line with the private sector. We need to get real about who is paying their salaries. Our taxes keep going up but our services are being cut. Get out from under the entitlement burden," reflected the evidence to support the sub-theme.

1 participant mentioned more prudence in not overreacting to noise complaints. A statement such as "Police dept. needs to exercise more prudence in not overreacting to noise complaints. The city does not need to be silent on Friday and Saturday nights, and often times the people complaining are the ones who are being unreasonable," reflected the evidence to support the sub-theme.

2 participants mentioned would support a regional police plan. Statements such as, "Short of having the city of P.G. declare bankruptcy, we need to find a way to effectively police our city and save money at the same time. I am a small business owner in P.G. and would support a regional police plan. " "I support the formation and participation of a regional police force for the cities of the Monterey peninsula as long as support is equitable to all cities reflected the evidence to support the sub-theme.

2 participants mentioned the professionalism of the officers. A statement such as "What is important is the professionalism of the officers. We do not need more than one administration for the whole Peninsula and it would definitely be more cost effective;" " We have lived in

Pacific Grove for 30+ years. We have noticed a decrease in the level of professionalism when dealing with officers in the past few years. With new officers, training on this area likely needs improvement,” reflected the evidence to support the sub-theme.

1 participant mentioned a combo of combining regional administrators with City focused 'cops on the beat' is, I believe, the best option. A statement such as “I'm amazed that crime stays as low as it does with the small number of police officers that we currently put in the field. Ideally? We would like a police department that has officers, detectives, administrators, etc., all focused on Pacific Grove. Current financial realities do not seem to allow for that. So, a combo of combining regional administrators with City focused 'cops on the beat' is, I believe, the best option,” reflected the evidence to support the sub-theme.

1 participant mentioned transparency issues. A statement such as” I am not one of those crazy old people who hate government and think you people overspend. However, I do think you could do a better job on transparency issues. And it would probably be easier for everyone (and piss off the crazy old people) if PG just merges with Monterey,” reflected the evidence to support the sub-theme.

16 participants mentioned the high pensions. Statements such as, “Police pensions seem wildly out of line with reality. We assume that is the reason we can't afford very many of them. The city needs to be less generous in the employee benefit area. ” “the police are the real criminals, they're way over paid, have major attitudes, and don't want to really help people only to arrest them. They are only working for their retirement benefits;” “PG, like all CA cities, has an unsustainable pension program. All efforts should be made to reduce those costs. Police money should be used for patrol level people, not to pay high up police admin people;” “The budget is of importance but as your initial comments indicated the Peninsula is a relatively small area. A unified police and fire department might be a very viable alternative to the present arrangement. I do not want to see all city services placed into a regional plan. Public works

should remain its own entity within the city. Public pension reform and the controversy over the increase years ago need to be resolved;” “I suppose we're in this situation because of past gross fiscal irresponsibility and inflated salaries and pensions of the city's upper management. However, this seems to be the American way - which those in political authority use there positions to fill their own pockets. I pray that our current local politicians are not that way;” “Get the pensions under control before we end up like Detroit, San Jose, San Bernardino, Richmond, Vallejo or many other cities where services are cut to the citizens in order to fund pension obligations. A city government exists to serve its residents not as a job provider for city employees;” “I certainly understand the financial problems that the retirement system has caused. I am sure that the current PD members are aware of the problems the retirement payments have on the City and taxpayers. If it truly cannot be paid for under the current taxes then why cannot the PD compromise on some of the benefits they have? If a current PD member wants to go to Fresno or LA to make more money then good for them. Seems like a fair trade off since they will face a much more difficult environment to do their jobs;” “If I was a police officer, I would rather work in Pacific Grove for less pay and pension benefits, than work in Salinas or other high crime area. Try this and see how many applicants you receive,” reflected the evidence to support the sub-theme.

1 participant mentioned the middle school. A statement such as” The police seems to do a good job relating to our elementary school kids, but seem to totally change their attitude w/ kids once they are in the middle school. This needs to change,” reflected the evidence to support the sub-theme.

1 participant mentioned the most effective and sustainable solution. Statements such as, “Really, I would be supportive of what appears to be the most effective and sustainable (in terms of costs) solution,” reflected the evidence to support the sub-theme.

12 participants mentioned the parking. Statements such as, “I think the parking in the

middle of town needs to be monitored better. Many cars stick out past the line painted on the ground and make it difficult sometimes. Also speeding through town is rampant. ” “Stronger parking enforcement not only increases revenue but also makes it easier for the crucial tourists to park and support our local businesses” “It disturbs me that PG lets people leave old broken down cars & trucks parked on the street or stores boats in neighborhoods. Carmel would never allow this. This brings down property value of our town. Please ticket/mark vehicles. ” “I would appreciate my neighborhood and street more if the City followed through with the many signs posted with Residential Parking Only with Permit. I was glad to see that no one else could park in front of my house being that I live so close to Cannery Row, but that is not the case. In addition, it is extremely disappointing that the permit sticker is not good for 12 months, but rather only for the fiscal year. That is the City ripping off its own community. I moved in to my home that only has street parking and clearly requires a parking permit, in August and was told that I will have to purchase a new one come January 2014. That is wrong! ” “Please do what you can to address homeless people parking cars/trailers overnight beachfront and in neighborhoods. Ask them to go to another city - at a minimum. Also - do what you can to better communicate to the community about the goings on in the city -- neighborhood watch might be a good thing to start - especially in more remote parts of PG - specifically homes in Asilomar State Park area.

Thank you for asking;” “Need vacant lots to be kept clean of debris. 1 at 15th and Laurel. Lots with untrimmed trees. 14th street should be one way up the hill;” “The city is totally devoid of appropriate parking enforcement. There is no routine patrolling of our residential streets to enforce laws that are violated by chronic offenders. In addition, there is no follow up even if a parking ticket is issued so the offender resorts to his illegal parking within a day or two after a warning or ticket. This creates major antagonism and contention among neighbors;” “How about enforcing parking on the proper side of the street. I see cars all over town parked on the wrong

side,” reflected the evidence to support the sub-theme.

2 participants mentioned the paroled gangster. Statements such as, “I am concerned with the paroled gangster that moved in on my block. He has been here 2 weeks and there has already been arson. I feel less safe since the incident;” I wish to remain anonymous. I have already given enough information to discern my identity, which concerns me. ” “in general it’s quite a safe place but gang activity might soon become a problem,” reflected the evidence to support the sub-theme.

6 participants mentioned the police and fire departments Statements such as, “Combine all Police and fire services put the fire department on 8 hr shifts 5 days a week. With a Peninsula wide Police force, most overtime would and should be eliminated. ” “My answers apply to the fire dept too. Much as many would like and see out city as a Mayberry, it is only in our hopes and dreams not realistic anymore. Barney and Andy did not have the problems we have today. Thanks for this opportunity to complete this questionnaire and my friends and neighbors would not like me if they heard me say these things aloud. Everyone in PG is related in one way or another to the local police or firefighter’s city Hall. I appreciate your efforts to provide great services and a way of life we would all like but know the \$\$ is short so stay strong even thought you get bad press. Stay Strong,” reflected the evidence to support the sub-theme.

2 participants mentioned the police force. Statements such as, “I would like the police force to be more watchful;” “I would just emphasize the importance of maintaining a friendly police force that maximizes its daily connections with our community while participating in a regional sharing of technical resources,” reflected the evidence to support the sub-theme.

1 participant mentioned the sheriffs dept. A statement such as “Let the sheriff’s dept. take over the city policing,” reflected the evidence to support the sub-theme.

30 participants mentioned the traffic. Statements such as, “When I look out my window at home I see that the world is not really working the way it should here in PG. In addition, by

that I mean specifically the traffic. The same reckless fast driving morons on their motorcycles or cars speed past here up and down to Lover's Point without impunity ~ more of them since that Lover's Point restaurant opened up too ~ drunk crazies driving. Alternatively, the idiots running the four-way stop sign out at Center and 17th. While gardening one day I counted 35 times the cars just ran the stop sign - and that was when I looked up to see what the traffic was doing there. Therefore, when we lived in Santa Cruz when we looked out our window we saw drug deals, homeless bombs and Mexican gangs walking by hourly. I will take PG and its traffic problem over the Santa Cruz 'sanctuary city' BS any day. However, if you guys (City Counsel Types) do not pay attention, the problems just a couple of miles down the road in Monterey will soon be here daily in this wonderful little town. Give the police more bodies and pay them well. Their lives are worth it. ” “Does traffic enforcement add or subtract from other police activities? We have really poor traffic enforcement in the outlying areas of PG (asilomar, etc). Stop signs and ESPECIALLY speed limits are virtually ignored by weekend traffic and the surfers who frequent asilomar beach. ” “I accept that the police have a goal to keep citizens safe. There are various levels of danger even in our quiet peninsula communities. However, I would like to feel safe crossing the street and I do not. Drivers consistently do not look for pedestrians, do not use blinkers, turn left on Lighthouse Ave over a double yellow line, etc. Whether driving or walking it is dangerous on the streets because of an extreme attitude of entitlement enjoyed by the general public. Welcome to Pacific Grove. Stop for pedestrians. Keep us safe. I love the large cutout of the firefighter on Carmel Valley Road that says something about preventing fires. I think this attitude of police presence to keep everyone safe is important. Much more important than insignia on uniforms or cars. Police will receive respect they deserve from the public if they are visible. If consolidation helps achieve that, they what else is the issue? Thanks for the survey. How about a suggestion opportunity on the City of Pacific Grove webpage to keep the communication open? ” “I would love our officers to be more active in traffic enforcement. I

have seen excessively many people driving around on cell phones of executing excessive 'California Stops' or not even stopping at all. One of my pet peeves is drivers using their fog lights when it is not warranted. ” “People have gotten out of hand with the basic driving rules. 'Stop' signs seem to say 'yield' in PG and people speed through our neighborhoods. If anything can help this, I am for it! ” “I moved to PG two years ago---I love the safety of it. However, with safety comes maybe 'less important' problems but still important to those of us with kids and enjoyment of the walk ability of PG. Excessive speeding on Eardley & Forest is an issue. People parking excess trailers, boats, junky cars affect PG by making less visibility. With a town that does not have a great deal of crosswalks on streets, decreasing visibility is an issue. Would like to see more effort towards these issues” “The Yellow Cab taxi cabs that congregate at the Cocos restaurant near David+Lighthouse repeatedly show poor driving judgment and cause dangerous conditions due to their apparent feelings that they 'own' the road. Despite calls to their company the issues continue. For example, llow Cab #4 repeatedly drives across David from the 7-11 to Cocos, sometimes blocking traffic and we have seem him throw lit cigarettes onto the ground from his cab. ” “more and more people are going to get hurt or killed if you don't do something about the speeding. The noise from the modified mufflers or lack of muffler is getting unbearable. I live on pine ave. and I started wearing earplugs around the house and when I sleep. I am getting where I do not want to live here any more. I have lived here 24 years and in that time I have started a business and coached high school and youth sports. Thank you;” “I am happy to see the lighted crosswalks by schools. So many people run stop signs and do not stop for pedestrians in crosswalks. I was the victim of someone running a 4-way stop on the corner of congress and sinex. It is a high accident corner and a busy corner for our children traveling to and from school. ” “1-We live in the 400 block of Central Avenue. Most mornings we have quite a number of folks who come from PG headed towards Monterey between 7am and 830am. Probably on their way to work. A lot of them are going down a slight hill from the

library area towards Monterey by the time they cross Carmel Avenue they are going way faster than 25mph” “Use quasi cops to provide traffic control. You do not need to carry a gun to issue a speeding ticket “.reflected the evidence to support the sub-theme.

1 participant mentioned the use of modern surveillance and robotics. A statement such as” There has been much speculation about the use of modern surveillance and robotics by local police departments. If ambitious police bureaucrats have a say, they would bankrupt the city budget very quickly... without increasing our security,” reflected the evidence to support the sub-theme.

1 participant mentioned the work of the police A statement such as” 95% of the actual work of the police, if the traffic on a scanner is any indication, is trivial nuisance in nature. People live in P.G. for its hometown atmosphere and need a police force tailored to that ambiance. The increased tendency, post 9/11, toward the increased militarization of metro police forces via DHS and other government funding is not appropriate to our venue. The move to consolidate police services to a generalized 'Peninsula-wide' over-arching organization pushes things in the 'Metro' direction, and is counterproductive to keeping the police function as being to 'serve and protect' the resident population, and further separates the force from their appropriate function in a small town such as Pacific Grove,” reflected the evidence to support the sub-theme.

2 participants mentioned their financial priorities. Statements such as, “I would like to see their financial priorities change. Less decoration, less currying of favor with merchants and tourists, more attention to residential taxpayer needs, of which good police service is paramount. ” “Financial priorities in Pacific Grove should be examined and prioritized to serve the local, tax-paying residents. Pensions, benefits, and salaries, as well as allocations to the different city programs need to be reassessed. Effective law enforcement serves everyone and should not be short-changed,” reflected the evidence to support the sub-theme.

1 participant mentioned “no long-term choice.” A statement such as” If the existing police union is unwilling to bring their costs to an acceptable level there is really no long-term choice,” reflected the evidence to support the sub-theme.

1 participant mentioned this combining or contracting of services. A statement such as” yes. I think that in considering this combining or contracting of services, it is important to:1) differentiate between the two options, with the pros and cons of each clearly explained; 2) survey and report back on experiences of the many other police departments in the State (e.g., San Anselmo-Ross-Corte Madera combined department: see <http://www.townofsananselmo.org/>. IF we do contract or combine with another police department, I would hope that no current employees would lose their jobs and that the decline in needed employees could happen by attrition,” reflected the evidence to support the sub-theme.

1 participant mentioned traffic enforcement. A statement such as” Thank you for your service. If revenues could be increased through tighter traffic enforcement, please consider that option,” reflected the evidence to support the sub-theme.

1 participant mentioned transparency issues. A statement such as” I am not one of those crazy old people who hate government and think you guys overspend. However, I do think you could do a better job on transparency issues. And it would probably be easier for everyone (and piss off the crazy old people) if PG just merges with Monterey,” reflected the evidence to support the sub-theme.

1 participant mentioned trust in government. A statement such as” Trust in government is at a lifetime all-time low in my experience. I think the real issue is not whether having our own force is the best answer, rather whether government can be trusted to live up to the terms of contracts and commitments. I'm an optimist who still tends to trust until there is a reason not to. I may be in the minority,” reflected the evidence to support the sub-theme.

1 participant mentioned two contracts for police. A statement such as” We need to have

two contracts for police -grandfather older police with contract and have different scale for all new hire,” reflected the evidence to support the sub-theme.

1 participant mentioned uniforms. A statement such as” Need more uniforms on the street and in the local schools,” reflected the evidence to support the sub-them

7 participants mentioned upper management. Statements such as, “Thank you for conducting this survey. I have the utmost confidence in the current management of this City and its transparent operations. That means a lot;” “I am proud to see our mayor and city manager offering solutions to the financial problems of the city. Keep working within the law to do so. Government entitlements are often unsustainable and we should support those who understand that and are seeking to create a sustainable market environment in our peaceful city;” “The Seaside police chief is not a good match for Pacific Grove. Just look at how many officers that have left. That says it all;” “1-Promote Comm Miller to chief of police as we are orphans in lacking a chief,” reflected the evidence to support the sub-theme.

1 participant mentioned vacation homeowners. A statement such as” Please addresses issues that are relevant to the vacation homeowners. We feel very vulnerable reflected the evidence to support the sub-theme.

1 participant mentioned vacation House Watch services. Statements such as, “We would like you to bring back vacation House Watch services. Otherwise, keep up the good work!” reflected the evidence to support the sub-theme.

24 participants were very pleased with the services provided by the Police force of Pacific Grove. Statements such as, “I like the PG police department. The public part of the office could use a little updating, but I like the officers and the experience I have had with them. Keep up the good work” “Perhaps PG should have fewer administrative personnel in other departments, thus freeing up more money for use by our very own police department. It may be the City is wasting money in other areas but the Police Dept is doing just fine. ” “The police are

doing their best under financial constraints. I wish we could pay them (and teachers, nurses, and firemen) a decent living wage and nice retirement, but we all have to do more with less.;" You guys are doing a great job, and I support you in whatever you need to do to keep our community safe;" "Our police force, to the best of my thirty plus years of living here, are courteous and efficient. I have always felt that they will not tolerate an environment that accepts criminal activity. I have lived in dangerous environments and will not allow myself to ever again live in an area that has come to accept criminal behavior as unstoppable." "I am a Pacific Grove native. I feel safe and content here. A large part of that is due to the Pacific Grove police department. I am always grateful. I'll leave it to the experts to decide how best to continue to provide the level of service we need;" "I wish to thank the officers that we have for an outstanding job;" I respect and appreciate our PG police department as it is currently structured. We are blessed and fortunate to have such an outstanding group of dedicated professionals serving our community. Chief Myers is top-notch. " "I have talked to several police officers in Pacific Grove who are always professional, smart and always had the answers to my questions or where to go to get the answers; " "I'm a DLI student Army officer, so I normally don't care about local politics but this is the nicest place I've ever lived. Keep up the great work...although I imagine demographics have something to do with the peace around here. " "I moved to PG full-time some months ago and have had little contact with PG and its' government except with a 'fender-bender' on Lighthouse Ave. - the PG officer was courteous, knowledgeable and efficient." "I usually go out for a bagel and coffee for breakfast, and I really appreciate occasionally seeing a PG officer there likewise getting a bagel and coffee. It's good to see these officers mingling with the community they serve, and it would be wonderful if they mingled even more." "We need to retain and respect ALL of our city employees. This includes all the others that are up for RFP. Our employees make PG what it is, a clean, protected, and well maintained. Proud to be a PG

resident;” “We are all blessed to live here and know you do the best you can with the resources at hand,” reflected the evidence to support the sub-theme.

1 participant stated, “We can no longer afford going it alone.” 2 participants mentioned viable and solvent city services. A statement such as” We have a reputation as a good town in which to live. This can continue to be the case by keeping our citizens safe. This is why we continue to need to have viable and solvent city services,” reflected the evidence to support the sub-theme.

1 participant mentioned a region or one city. A statement such as “We could always try working with a region or one city to share the police department for one to two years. If it does not work, then go back to the current way this city is operating,” reflected the evidence to support the sub-theme.

1 participant mentioned community education. A statement such as” Surveys do not allow us to consider and analyze our opinions. We need community education that offers us opportunity to become informed citizens,” reflected the evidence to support the sub-theme.

1 participant mentioned detectives Statements such as “As mentioned, we need detectives. Happy we have School Resource Office back,” reflected the evidence to support the sub-theme.

1 participant mentioned cops. Statements such as, “I think we need to make sure cops are still noticed in the area. The reason it is safe here is cause of this. If we start advertising or showing that they aren't always assigned here or could possibly be elsewhere like Monterey cause crime is low here. Well that just gives juveniles and gangs reason to start coming here,” reflected the evidence to support the sub-theme.

1 participant asked, “Why have so many Pacific Grove and Seaside PD Officers have been put on leave or fired under Chief Meyers' watch?” Statements such as, “Why have so many

Pacific Grove and Seaside PD Officers been put on leave or fired under Chief Meyers' watch, and how much has this cost the City?” reflected the evidence to support the sub-theme.

2 participants mentioned would support a regional police plan. Statements such as, “Short of having the city of P.G. declare bankruptcy, we need to find a way to effectively police our city and save money at the same time. I am a small business owner in P.G. and would support a regional police plan. ” “I support the formation and participation of a regional police force for the cities of the Monterey peninsula as long as support is equitable to all cities,” reflected the evidence to support the sub-theme.

1 participant mentioned a PG 'division.' A statement such as “Pacific Grove is one of the safest communities on the Peninsula. However, the common knowledge that our current PGPD is shrinking and insufficient is both alarming to local residents (who fear that reports of assault or attack may not be expediently processed and responded to) as well as by criminals who perceive new opportunities in this previously off-limits area. Therefore, while I am not willing to sacrifice other city programs to save the PGPD, I am more than willing to accept a regional (preferred) or contracted (acceptable) force to replace to PGPD for local law enforcement to keep our streets safe. However, I would also hope that any larger shared forces would realize that officers need regular local knowledge and experience to properly protect an area, and would therefore keep a PG 'division' rather than rotating in new officers from outside areas on a regular basis,” reflected the evidence to support the sub-theme.

1 participant mentioned patrolling officers. A statement such as “Delayed report after local auto accident 1 hour or more. \$50 a year for burglar alarm is ridiculous. Not enough police on patrol day and night. Had stolen car next door for first time in 20 years,” reflected the evidence to support the sub-theme.

1 participant stated, “Sharing police services with Seaside makes no sense.”

Table 12. Invariant Constituents

Invariant Constituents	# of references	% of references
overlapping jurisdictions	1	0.25%
Pacific Grove teenagers	1	0.25%
I have found the police dept to be very helpful.	1	0.25%
survey	3	0.08%
City of Monterey PD , not Seaside	1	0.25%
Businesses that serve our entire community	2	0.51%
Current police pay, benefits, and pensions	1	0.25%
use of public spaces by transients	1	0.25%
street lights	6	1.52%
traffic	30	7.61%
more patrols	10	0.25%
Cop Log	1	0.25%
PG 'division	1	0.25%
budget	1	0.25%
Mayberry mentality	1	0.25%
single police department	1	0.25%
viable and solvent city services	1	0.25%
volunteers	1	0.25%
negotiate	1	0.25%
families	2	
multi-jurisdictional police force	1	0.25%
we should increase taxes	2	0.51%
municipality	1	0.25%
local police protection	1	0.25%
officers on foot	1	0.25%
outsourcing of police duties	1	0.25%
vacation homes	1	0.25%
PG having it's own police department	1	0.25%
Good training and consistency	1	0.25%
parking	12	3.05%
Thank you for the job	19	4.82%
home town	1	0.25%
police and fire departments	6	1.52%
fire departments	6	1.52%
long-term choice	1	0.25%

crime	15	3.81%
Keep it simple	1	0.25%
We are very pleased with the services	24	6.09%
PG should be about PG	8	2.03%
consolidate independent police departments	2	0.51%
financial priorities	2	0.51%
outsourcing of police duties	6	1.52%
animal control officer	1	0.25%
new taxes	1	0.25%
detectives	1	0.25%
police officers and children	2	0.51%
outside departments	2	0.51%
police cruisers	1	0.25%
benefit program	1	0.25%
budgetary constraints	1	0.25%
consolidated or shared police services	14	3.55%
public safety	5	1.27%
chief	2	0.51%
economic downturn	1	0.25%
budget	7	
security and juvenile programs	1	0.25%
pay the extra costs	1	0.25%
share services	3	0.08%
contracting	22	5.58%
The police department should come first.		
Means to pay for a police force and the pensions	5	1.27%
Pacific Grove Police Department should remain in place	3	0.08%
raise taxes	7	1.78%
Pay our police	2	0.51%
prudence	1	0.25%
Regional police plan	2	0.51%
professionalism	2	0.51%
combining regional administrators with City focused 'cops on the beat' is, the best option	1	0.25%
transparency issues	1	0.25%
pensions	16	
middle school	1	0.25%
solution	1	0.25%

parking	12	3.05%
gangster	2	0.51%
fire departments	6	1.52%
police force	2	0.51%
sheriffs dept	1	0.25%
traffic	30	0.25%
robotics	1	0.25%
work	1	0.25%
financial priorities	2	0.51%
combining	1	0.25%
traffic enforcement	1	0.25%
transparency issues	1	0.25%
trust in government	1	0.25%
two contracts for police	1	0.25%
uniforms	1	0.25%
upper management	7	1.78%
vacation homeowners	1	0.25%
vacation House Watch services	1	0.25%
pleased with the services	24	6.09%
city services	2	0.51%
afford	1	0.25%
region	1	0.25%
community education	1	0.25%
detectives	1	0.25%
cops	1	0.25%
regional police plan	2	0.51%
PG 'division'	1	0.25%

Part II Quantitative Research Findings

The researcher conducted a regression analysis. There is an estimate for nine parameters, intercept, satisfaction with the Pacific Grove Police Department, the importance of the City of Pacific Grove's own police department, adequate police protection with the department's current staffing levels, respondents' opinions regarding potential cost savings from contracting or participating in a regional policing plan, gender, age, and resident/nonresident.

The researcher can write the general equation for a straight line as:

$Y = a + \text{satisfaction with the Pacific Grove Police Department} + \text{the importance of City of Pacific Grove's own police department} X + \text{adequate police protection with the department's current staffing level} X + \text{respondents' opinions regarding potential cost savings from contracting or participating in a regional policing plan} X + \text{gender} X + \text{age} X + \text{Resident/Nonresident} X + e$

where a = intercept, satisfaction with the Pacific Grove Police Department, Respondents' opinions regarding the importance of City of Pacific Grove's own police department = slope, Respondents' opinions regarding adequate police protection with the department's current staffing level = slope, respondents' opinions regarding potential cost savings from contracting or participating in a regional policing plan = slope, gender = slope, age = slope, Resident/Nonresident = slope.

$\text{Prob} > |T|$ examines the hypothesis that the parameter is zero. P is less than .05 for three variables (i.e., Respondents' opinions regarding the importance of City of Pacific Grove's own police department, Respondents' opinions regarding adequate police protection with the department's current staffing level, The Effect of potential cost savings from contracting or participating in a regional policing plan on respondents' opinions). Thus, the researcher rejected the null hypothesis for them. Respondents' opinions regarding the importance of City of Pacific Grove's own police department significantly affects their preference among those three choices

(p=.001). Respondents' opinions regarding adequate police protection with the department's current staffing level affects their preference among those three choices (p=.004). The Effect of potential cost savings from contracting or participating in a regional policing plan on respondents' opinions affects their preference among those three choices (p=.000)

R-square is .602. Adj R-sq is .538. R- square explains the square of the multiple correlation coefficient and the square of the Pearson correlation coefficient, which explains how much variation in the dependent variable can be explained by variation of the independent variable. Adj R-sq shows the squared correlation coefficient that is accurate for the number of independent variable.

Table 13. Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.431	.448		3.193	.002
	Satisfaction with the Pacific Grove Police Department	-.040	.046	-.129	-.855	.397
	Respondents' opinions regarding the importance of Pacific Grove's own police department	.251	.068	.393	3.667	.001*
	Respondents' opinions regarding adequate police protection with the department's current staffing level	.366	.120	.277	3.044	.004*
	The effect of potential cost savings from contracting or participating in a regional policing plan on respondents' opinions	-.291	.070	-.478	-4.139	.000*
	What is your gender?	.227	.170	.142	1.335	.188
	What is your age?	-.097	.057	-.176	-1.697	.096
	Resident/Nonresident	-.269	.148	-.173	-1.817	.075