

Mayor

Clay Koplin

Council Members

Tom Bailer

Cathy Sherman

Jeff Guard

Melina Meyer

Anne Schaefer

David Allison

David Glasen

City Manager

Helen Howarth

City Clerk

Susan Bourgeois

Deputy Clerk

Tina Hammer

Student Council

vacant

**City Council Work Session
September 16, 2020 @ 6:00 pm
Cordova Center Community Rooms and
via YouTube and Teleconference
Agenda**

A. Call to order

B. Roll call

Mayor Clay Koplin, Council members Tom Bailer, Cathy Sherman, Jeff Guard, Melina Meyer, Anne Schaefer, David Allison, and David Glasen

C. Work Session topics

1. Policing in Cordova – community survey results and Council discussion

a. Community Survey Results..... (page 1)

b. Community Policing Presentation..... (page 13)

D. Adjournment

If you have a disability that makes it difficult to attend city-sponsored functions, you may contact 424-6200 for assistance.

Full City Council agendas and packets available online at www.cityofcordova.net



Cordova Conversation on Community Policing: Community Survey Results with Representative Quotes

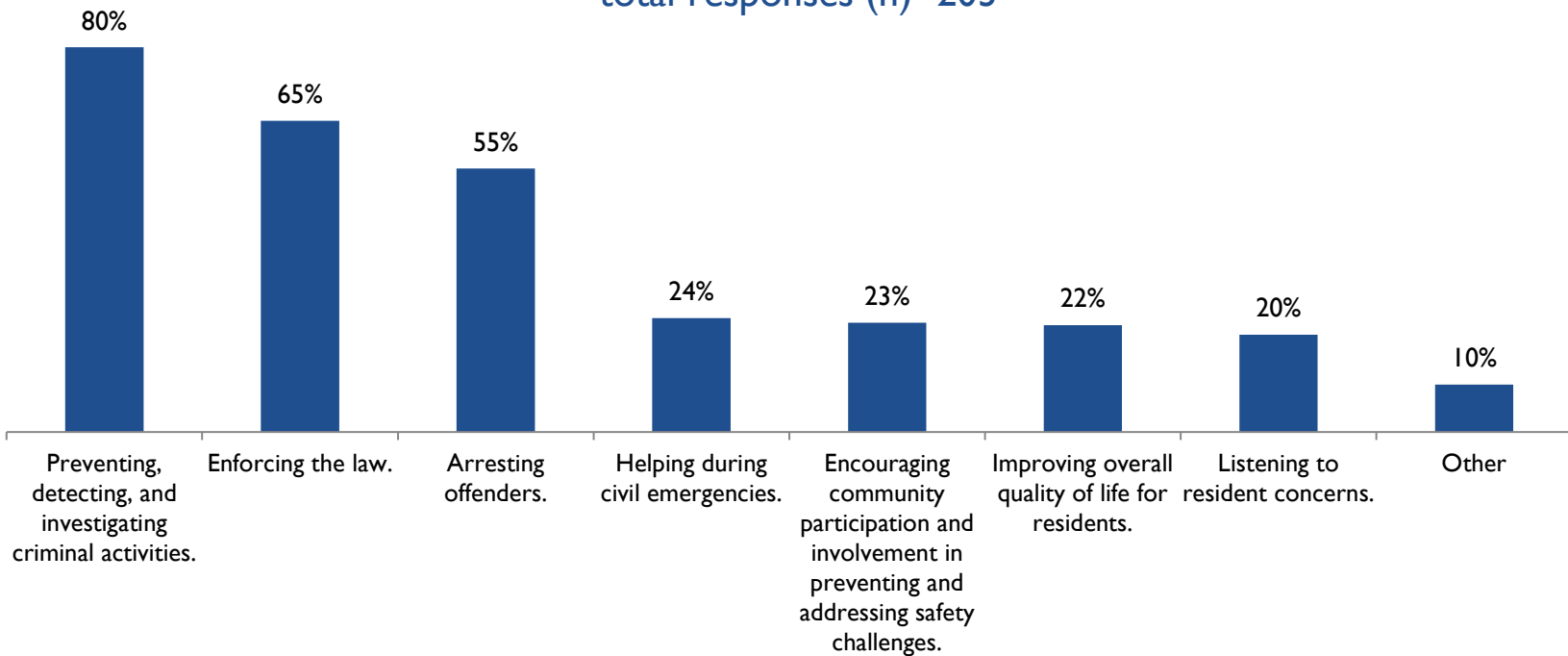
Developed by Agnew::Beck Consulting

Survey collection period: August 7th through August 31st, 2020 | 203 total responses

Question 1: Top 3 Most Important Ways the Cordova Police can Meet Their Mission

Full question text: "The Cordova Police Department's mission is 'the protection of life and property of all citizens of Cordova, Alaska.' What are the TOP 3 most important ways you believe the Cordova Police can meet their mission? Please select your Top 3 from the options below."

total responses (n)=203

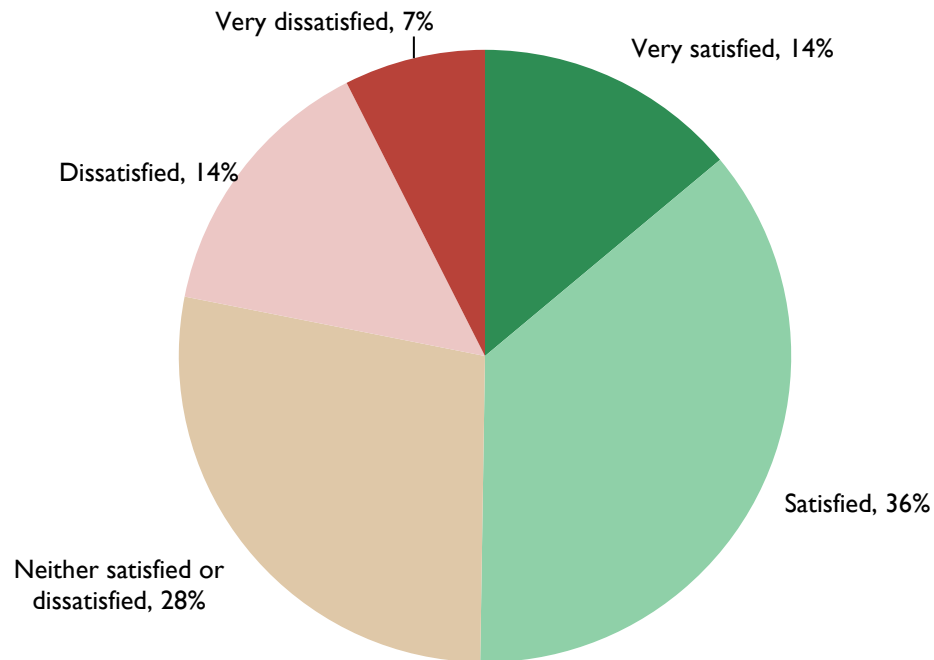


“Other” response themes include illegal drug enforcement, coordination with other community organizations, and having a presence around town.

Question 2: Satisfaction with Cordova Police Performance

Full question text: "How satisfied are you with the work the Cordova police are doing in our community? Please select one option from the list below."

n=201



Overall:

50% satisfied or very satisfied

21% dissatisfied or very dissatisfied

28% neither satisfied or dissatisfied

After selecting a choice, respondents were asked, "Please share any additional thoughts or specific examples of your interactions with the Cordova police in the space below." Themes and representative quotes for the topics that received ten or more related responses are summarized on the following page.

Question 2: Satisfaction – themes and representative quotes (in descending order of frequency, out of 80 responses to this open-ended question):

Top 5 Themes	Sample Quotes	
Concern about lack of drug-related enforcement	“I am frustrated that it seems easy for me to see who is selling drugs in town and how they are getting them here and nothing seems to be happening about it. I understand that you can only do things within the law but I would like to see this issue be handled more proactively and aggressively.”	“Drug dealers known to the entire community are allowed to continue selling drugs with no consequence...it is no longer looked at as a good place to raise a family. Families are moving and the city is suffering.”
Complimentary/positive comments regarding police interactions	“I have experienced numerous encounters at CCMC when police deescalate aggressive and aggravated people. They engage with children. They provide safety and social work. Our police force is the example for other communities to follow.”	“Thank you for what you do with the limited resources you have. Our community is very grateful to have these fine officers in our city.”
Concerns the police are not as visible or engaged as they should be	“I think there is a general lack of policing in our town, never do I see an officer on the sidewalk. I’d like them to make an effort to welcome the Alaska Air flights, greet the ferry, walk the harbor and main street.”	“The police department is completely disconnected from the community. You can’t even talk to an officer if you need one. They are not out in the public eye. They are not part of the community. We don’t have access to our officers.”
Concerns the force is too small/understaffed	“I feel that the Cordova Police Department lacks the manpower and monetary resources necessary to properly police our community. The officers currently employed do the best they can do with the resources available to them, but sadly Cordova has failed our police department. Without sufficient resources our officers are unable to do their jobs to the best of their abilities.”	“I appreciate the dedication of our officers. I see them on patrol and wonder, how do they do it? It seems to me that our PD are short-handed, and I would like to see two officers on duty at a time.”
Concerns regarding the lack of arrests and investigations following incidents	“Our current police force lacks the resources necessary to perform important investigatory work necessary to make successful drug arrests in this town... the Cordova Police Department has not been given the resources necessary to properly pursue very much needed evidence gathering.”	“I would just like to see arrests being made and investigations followed through and criminals held accountable.”

Other themes with four or more responses include:

- Concerns regarding the amount of theft and burglaries occurring in town; many respondents attribute the thefts to drug use.
- Concerns about slow response times when called and lack of responsiveness/follow up after an incident.
- Recommendation to offer more mental health support, social services and programs in the community.

Question 3: Understanding Our Police. Responses to the question, “What is the one thing you would really like to know about our community police but have never asked?”

Question 3: Priorities – themes and representative questions (in descending order of frequency, out of 147 responses to this open-ended question)

Top 10 Themes	Sample Questions	
DRUG USE: Why is the police department not more proactive in addressing drug use?	“How can we as a community help with the drug problem in town?”	“It seems that often when there is an active drug dealer everyone knows but the police don’t appear to respond. Why?”
POLICE PERSPECTIVES: What are the perspectives of officers on the policing needs and priorities of Cordova?	“What issues do the police believe are top priorities for our town?”	“I would like to ask the police department what they need from the community to make their jobs safer and more successful.”
RETENTION: Why the high turnover? How can the community increase retention?	“Why are there so few officers? These people need breaks!”	“What is the best number of police officers to service the community? Too few seems to strain the individual officers’ quality of life on the job, too many strains our budget.”
24/7 COVERAGE: Is police coverage 24/7? Does the community need 24/7 coverage?	“Why do we need 24/7 coverage?”	“Is there police coverage 24/7? Is there a police person working at all times/days of the week?”
TRAINING: What training is required to become an officer in Cordova?	“What is the basic level of training and education required to work for the Cordova police?”	“In light of national discussions on policing and violence, does Cordova make public their policies and training procedures about the use of force?”
REPEAT OFFENDERS: Why are repeat offenders not charged/convicted?	“Why are criminals put back out on the street constantly?”	“How many people in our community have multiple complaints against them but no convictions? What kind of evidence is needed to convict someone?”
PATROLS: Why is patrolling not done more regularly?	“Do the police have a patrol route schedule or do they primarily respond to calls from the station?”	“Why don't we see the officers patrolling around town more? Seems the cars are always parked in front of the station.”
RESOURCES: What is the size of the Cordova police force and can you summarize its resources/equipment?	“How many police do we have, and do they live here?”	“How large is the police force and what equipment does the department have available for them? Does Cordova have a jail?”
BUDGET: What is the policing budget and how is it spent?	“What is our policing budget and how is it spent?”	“What is the percentage of resources spent on prevention verses enforcement?”
MOTIVATION: Why did Cordova’s officers choose to go into law enforcement?	“Why did you choose to be a law enforcement officer?”	“Why did you go into this line of work? What is the motivation behind it and how is it being fulfilled?”

Question 4: Priorities – themes and representative quotes (in descending order of frequency, out of 168 responses to this open-ended question).

Top 10 Themes	Sample Quotes		
Address illegal drug importation and use in the community.	“Work toward getting rid of drugs.”	“Crack down on the drug import. It’s here, and it is blatant.”	“We need more patrolling and arrests in the high drug trafficking areas. It seems that this continues because there is no punishment.”
Maintain a more active, visible presence in the community and expand engagement.	“The police department needs to be seen. Prevention is the ultimate enforcement.”	“Be seen routinely conducting neighborhood patrols. Stop and talk. Ask what problems they can help alleviate or address.”	“Get into the neighborhoods in a positive way, not just when there is trouble, be accessible, be friendly, be helpful, be visible.”
Enforce the law.	“Protect the citizens of Cordova and enforce the laws.”	“Enforce laws that are in place. Enforce leash laws. Enforce speed limits.”	“Keeping people, property and community safe. Enforcing laws already in place.”
Expand social services and supports so police are not having to act as social workers.	“Reduce police budget and invest in mental health programs/people trained in how to respond to a mental health crisis.”	“I would prefer for us to have a trained social worker show up at many of the calls. The budget should be used to stop the issues before they become a police issue.”	“Addiction and mental illness are health problems and should be treated as such. We lack proper resources in dealing with these areas of health. It ends up falling on the police that are not equipped to handle. I would rather see a team of health professionals and advocates than a team of armed uniformed enforcement officers.”
Provide education and community outreach within the community, especially to youth.	“Education and access to social services is the best way to encourage a healthy community.”	“Educate children on personal awareness, community dangers (i.e., bears), how to contact law enforcement if you need help.”	“Being a public presence and being proactive in the community to hopefully prevent, mitigate crime / unsafe activities before they get out of hand.”
Protect the community from criminals and criminal behavior.	“Protect the citizenry from people that make a career out of crime.”	“To patrol our town, arresting lawbreakers and keep our citizens safe from those who put the public safety at risk.”	“Preventing crime and investigating crime. This community is a great place for families. The Cordova Police can help keep it that way as crimes are deterred.”
Prevent and prosecute theft.	“Thievery ought to be #1.”	“Reducing theft, stolen property, from vehicles and homes.”	“Each community needs officers who use their resources differently and in a focused way. Our problem is thieves and drugs. Not fun for the police to have to deal with but it’s always been a problem and we never see anything really done about it.”

Top 10 Themes	Sample Quotes		
Conduct training on key topics such as racial bias, trauma informed response, evidence collection, etc.	"Setting aside time for more practical and Cordova specific training."	"With the mix of races that come to Cordova each year I feel that it's important that our police be aware of any racism or racial biases."	"Training is a necessity. Without hands on experience and regular training, I believe the department struggles to see their cases through to adjudication. Cases are often dismissed by the Prosecutor because the evidence is insufficient to prove the crime before a jury."
Preserve the safety and peace in the community.	"Work toward quality of life for all."	"Keeping Cordova a peaceful, safe, enjoyable place."	"Ensure that citizens and property are safe and protected."
Expand the police force to meet needs.	"Invest in our police and fire units. We can't expect them to do their job without the right training or equipment."	"With more staff, they can be more involved in the community. Walking the streets, stopping by the schools, communicating with the public."	"The PD is sorely understaffed... We need to reduce the burnout of current officers who have been serving for some time without vacations. In order to keep good officers here, this is paramount in taking care of them as well. They are family oriented and wanting the same quality of time with their families as does everyone else. Need to be fully staffed equals a good balance of work/family oriented time."

Other themes with four or more responses include:

- Address drunk driving and continue to enforce DUI laws.
- Conduct more investigations and follow through on prosecution of crimes.
- Focus on serious crimes and not on minor infractions.
- Ensure officers have sufficient personal protective equipment (PPE) and enlist their assistance with enforcing COVID-19 mandates.
- Invest more time and resources in prevention such as connecting people to services and treatment, as an alternative to incarceration.
- Maintain a fully staffed police force and avoid budget cuts to the department.
- Once hired, encourage the incoming police chief to focus on accountability, leadership and building public trust.

Question 5: Other Thoughts. Responses to the question, “What other comments, questions or concerns do you have as the City begins this community conversation on policing?”

NOTE: Includes some crossover themes and topics identified in previous open-ended questions. Specific themes not repeated here, but captured in detail above, include concerns regarding inadequate enforcement of illegal drug use, a desire for more visibility/patrols, and high turnover within the department.

- **Communications:** Many respondents indicate they would like to see increased communications from the police department. Requested topics include reporting on ongoing investigations, reporting out on closed/completed investigations, highlighting recently-conducted trainings and success stories, being more available to respond to public inquiries, and increasing social media use.
 - “The biggest thing I can recommend is for the police department to proactively communicate with the public about its activities, ongoing investigations, closed investigations, etc.”
 - “Why do they make it so difficult to stop by the police station and talk to an officer?”
- **COVID-19:** In general, COVID-19 was not a prominent theme in the survey, but some respondents did express a desire for the police to play a more active role in enforcement of local mandates, as well as using police to help with food distribution, wellness checks and other response efforts.
 - “Have a call line for businesses to report mandate infractions so they don't have to police themselves.”
- **Impounded vehicles:** Some survey respondents would like to see an alternate storage location for impounded vehicles that is less prominently featured in town.
 - “Why is the parking lot suddenly a junk yard? Those wrecked vehicles are an eyesore and do nothing to promote pride in our community.”
 - “Is there any way we can move the broken down vehicles outside of the old city hall? It is an eye sore. Not good if someone wants to come into town to buy property. Makes our town look uninviting.”
 - “I'd love to see big signs on the crashed, impounded vehicles parked in front of the Public Safety Building. stating this is a result of alcohol/drugs. My high school would park the cars on the high school lawn with signs on them about what happened. Made a big impression.”
- **Experienced and focused leadership:** Some respondents expressed a desire for the community to recruit an experienced police chief who brings transparency, experience and strong leadership to the role, and has clear and distinct roles and responsibilities.
 - “We have wonderful officers. But they are all young, or inexperienced. We really need a chief who can come in and help train, and run a department, the way other communities police departments are run.”
 - “The Police Department is a valuable part of our community, and should be treated as such, including funding a FULL TIME Police Chief to oversee the officers.”
 - “Police business, not Fire Hall business. These should be two distinct entities that can cooperate when appropriate, but each should have their own person in charge. When the Chief of Police is also the Fire Chief, priorities are split, and this leads to gaps in both departments. The Chief of Police should be focused Solely on our Police Department. When focus is split, things get missed, and even sloppy, which can put the safety of our citizens in jeopardy.”

- **Volunteer patrols:** Some respondents suggested re-instating a neighborhood watch/patrol program, with the support of the police department.
 - “With diminishing funds and fewer full-time paid officers, a funded neighborhood watch and patrol system with volunteers could be the answer. Prevention is the key. We don’t need guns or authority, we need visibility, people with phones, and a cell phone to call when someone is truly needed. The ONE thing Cordova has in abundance is volunteers.”
 - “A Neighborhood Watch was started, and we couldn’t get an officer to sit and meet with the person who started the group. Help guide the citizens who are willing to be extra eyes, in the absence of a full police force. Please accept the public’s help, when offering to help, with putting cameras on homes, or any other assistance offered by the community.”
- **Collaboration:** Throughout the survey, residents shared suggestions about increasing collaboration and partnerships with different agencies and the public. Recommended partnerships include the school, the Native Village of Eyak, the Cordova Community Medical Center and other health care providers, and the federal Drug Enforcement Administration. One respondent suggested creating a Public Safety Commission with representatives from different organizations.
 - “It would be nice if these resources could be used to encourage interactive partnerships between law enforcement agencies, their officers, and the people they serve. By developing connections within the community, police are better informed and empowered to solve public safety problems.”
 - “Cordova has problems and the police need to reach out to other groups to help address them all, i.e., the school district and drug education, sports so that kids have other activities than drugs or domestic disputes, animal services to help with lost pets, and hospital services for mental health. Take a larger look at all Cordova’s health/safety needs and figure out what group needs to step in where.”
 - “I’d like to see an explanation of the overlap between local police, State Troopers, the Forest Service, the Coast Guard, etc. and for the community to take a good look at how that can be better used to shrink the size of our law enforcement.”
- **Assessment:** Some survey respondents suggested there be additional analysis, assessment and data collection to develop and assess the police department’s activities, budget and performance.
 - “What type of data is collected? Do we have good records of type of calls? Or only things that have a charge attached to them? How does the department handle complaints?”
 - “Every employee of the police department, from Chief on down, should have frequent performance reviews by an independent panel/committee to identify opportunities for improvement and recognize and reward excellence.”
 - “How do we structure the metrics for measuring police performance so they are not focused on number of arrests and the like but focused on positive interactions in the community?”

There were some topics where divergent viewpoints emerged over the course of the survey, including the following:

- **Oversight:** Some survey respondents expressed a desire for more independent oversight over the actions of the police department, while others indicated they would like the police department to be trusted to operate independently.
 - “My main concern is that people with zero law enforcement experience think they are qualified to make decisions regarding how the police department is run.”

- “Why is there no community oversight over the police department?”
- “I think we should build an independent oversight committee made of community members not employed by the city to assess policing and police officers as well as evaluate any complaints against the Cordova Police Department.”
- “Now, more than ever, our police need our support. Cordova does not need a conversation to sculpt our police. Cordova does not need the community to tell the police how to do their job. Cordova does not have a policing problem. The police in this town have a Cordova problem. The police in this town have been historically shamed, and ostracized, and bullied for doing nothing more than handing out a minimum number of DUIs and asking drunks not to urinate in the streets.”
- **Dogs:** Some residents expressed a desire for better enforcement of leash laws and barking. Others made it clear these types of laws are lower priority relative to other issues such as drugs/alcohol, theft, and violent crime.
 - “Enforce laws that are in place. Enforce leash laws. I am very, very tired of the unsupervised and roaming dogs. The leash law is in code to protect folks that don’t want to have to deal with irresponsible owners.”
 - “Seems the important things never get taken care of but a loose dog gets picked up more often than the drug dealers thieves and harassers!”
- **Department size and budget:** Throughout the survey, respondents shared their thoughts regarding the size of the police force in Cordova and the police department budget. Many stated they feel the department is understaffed and should be expanded, while some felt that a community of Cordova’s size could get by with less staff than today.
 - “Our force is way understaffed. We need more officers.”
 - “I have zero interest in the current trend from the lower 48 of changing law enforcement roles / funding. Order is required for communities and businesses to thrive.”
 - "As a resident I am very happy with our officers. It would be great to get an additional officer to spread out shifts for the officers who have families. I’m aware that the city has been looking into this for some time. I honestly think we don’t pay our officers enough. "
 - “We do not need police here. It should be a volunteer unit, like the fire department.”
 - “I don't think Cordova needs 24/7 coverage, I think the police department and fire department could be combined into a Public Safety Department and maybe there could be shared duties and some cross training.”
- **Priorities for enforcement:** Many survey respondents indicated they would prefer the police department focus on major crimes such as drugs, theft and violence. However, some respondents shared they would like to see consistent enforcement of all laws, including ones perceived as more minor such as traffic violations.
 - “It is my impression that in recent years with the addition of new personnel to the Cordova police force, there is now a greater emphasis on pulling over cars for minor or nearly non-existent infractions. This is a waste of time. With the amount of drugs and domestic violence in Cordova the police should be looking for larger fish to fry than pulling over someone for not coming to an utter and complete stop at a stop sign that should be a yield anyways given the precedent of other traffic signs in town. Please get your priorities straight.”
 - “I would like to see more time being spent in investigating serious crimes. It is a small town but the police have to divide their time and are unable to cater to individual complaints at all hours, immediately.”

- “Save resources for investigating and enforcing felony level crimes, hard drug dealing, theft etc. Do not waste the public's time and resources nitpicking traffic violations or harassing high school kids.”
- “I see very low effort enforcing actual laws. My pet peeves... Trailer lights and plates/registrations. Dog leash laws. Speeding. Parking in no parking areas and handicap spots. Grottesquely loud vehicles especially at night. Kids and or adults riding in back pickups unsecured.”
- “The police need to issue more moving violation tickets. It would not only provide a source of income but would teach Cordova drivers to drive within the laws.”

Throughout the survey, respondents expressed gratitude for the police department:

- “We are a small community. I hope our police feel loved because they are our fellow community members who have a tough and I’m sure terrible job. I hope above all else- they know they are appreciated and loved for who they are as a person and Cordovan.”
- “Cordova’s police issue is not the same issues that are getting so much attention in the lower 48. Our officers take on a big job with very little appreciation. They continue to serve the community despite understaffing and budget restrictions. I feel that it is important to grow our police force to a more acceptable size so that they can actually allocate time to tackle many of the issues that Cordovans raise, without having to ignore other issues due to constraints.”
- “I feel they do a great job with limited resources. If we want more lenient laws, pass them at the government level.”
- “I want to thank Cordova police for being police officers, and simultaneously being social workers, teachers, and any other role that is required of them while they perform their duties.”
- “Every officer I've met has been professional and nice. Keep up the good work. Thank you.”
- “I support our police, and know things are tough.”
- “I want to thank those who are willing to step into difficult situations that most people are not willing to, at times risking their lives to protect the public. Being a police officer is often a thankless job and they deserve our respect for the position they hold in our community.”
- “Thank you for prioritizing community safety.”
- “I appreciate the work done by our police department.”
- “It is great to have some young, energetic officers on board that are dedicated to life in our community. That is definitely a positive.”
- “I’m very proud of our police force and their presence in Cordova.”

At the end of the survey, some respondents expressed gratitude for the ability to participate in this survey process:

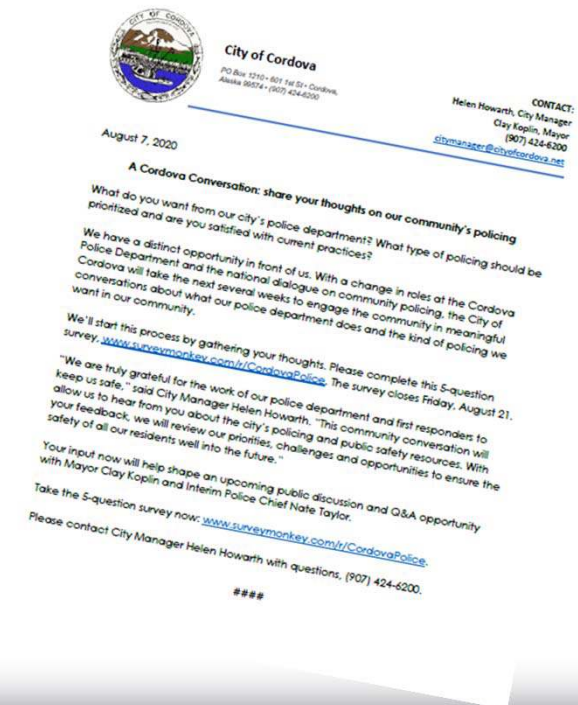
- “Big respect for starting this conversation. Cordova has problems and the police need to reach out to other groups to help address them all... We need to take a larger look at all Cordova’s public health/safety needs and figuring out what group needs to step in where.”
- “I am pleased at the proactive request for input from the community.”
- “I am very glad the city is looking into this. I am not well versed in this topic and have done very little research. I hope this survey is just the beginning of a wider conversation and the beginning of educating the community and the city on various ways communities can keep everyone

safe and healthy. I hope the city continues to research innovative ways to do this and reaches out to other people and organizations in the community for input.”

- “Thank you for inviting the community to participate.”
- “This is a great start. Thank you for having the courage to do a survey like this one.”
- “Thank you for asking our opinions.”
- “Thank you for the opportunity for the community to express ourselves and give input to what is important to them.”
- “I’m really happy the city is taking the time and space to have this conversation locally in light of the conversation happening at the national level. Thank you!”

About the Survey

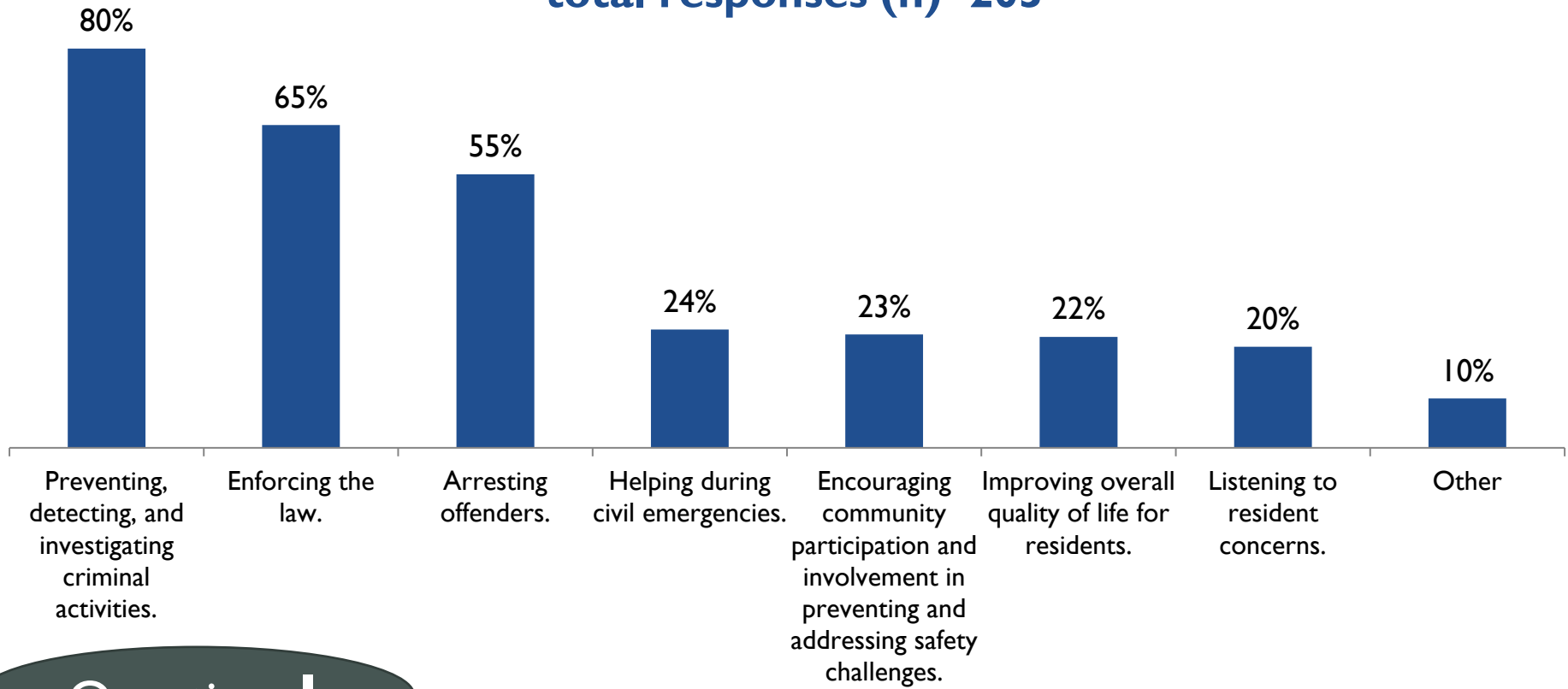
- Open from August 7th – August 31st, 2020
- Translated into Spanish and Tagalog
- Received 203 responses
- Promoted via:
 - Facebook
 - Cordova E-News
 - City Website
 - Chamber of Commerce
 - Native Village of Eyak
 - KLAM/KCDV



Top 3 Most Important Ways the Cordova Police can Meet Their Mission

"The Cordova Police Department's mission is 'the protection of life and property of all citizens of Cordova, Alaska.' What are the TOP 3 most important ways you believe the Cordova Police can meet their mission? Please select your Top 3 from the options below."

total responses (n)=203

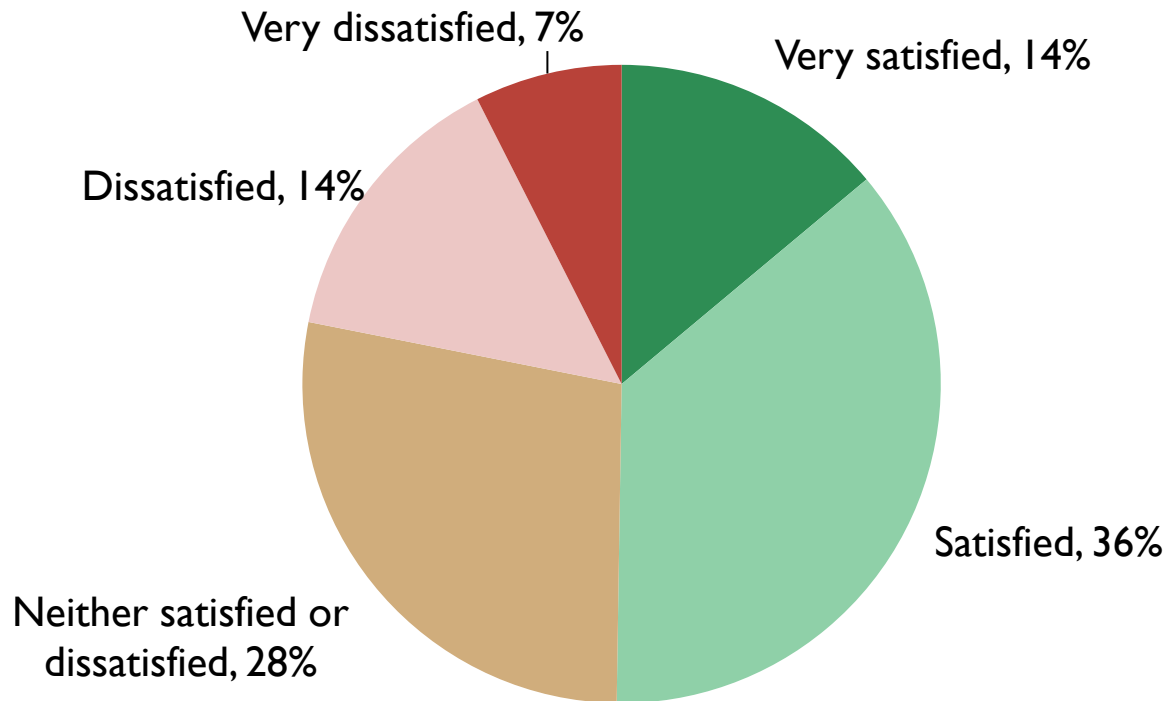


Question 1

Satisfaction with Cordova Police Performance

"How satisfied are you with the work the Cordova police are doing in our community? Please select one option from the list below."

total responses = 201



Overall:

50% satisfied or very satisfied

21% dissatisfied or very dissatisfied

28% neither satisfied or dissatisfied

Question 2

Satisfaction with Cordova Police Performance

“Please share any additional thoughts or specific examples of your interactions with the Cordova police in the space below.”

Top 5 Themes *(in descending order of frequency; out of 80 responses to this question)*

- **Enforcement:** Concern about lack of drug-related enforcement
- **Interactions:** Complimentary/positive comments regarding police interactions
- **Visibility/Engagement:** Concerns the police are not as visible or engaged as they should be
- **Capacity:** Concerns the force is too small/understaffed
- **Follow Through:** Concerns regarding the lack of arrests and investigations following incidents

Understanding Our Police

“*What is the one thing you would really like to know about our community police but have never asked?*”

Top 10 Themes *(in descending order of frequency; out of 147 responses to this question)*

Drug Use: Why is the police department not more proactive in addressing drug use?

Police Perspectives: What are the perspectives of officers on the policing needs and priorities of Cordova?

Retention: Why the high turnover? How can the community increase retention?

24/7 Coverage: Is police coverage 24/7? Does the community need 24/7 coverage?

Training: What training is required to become an officer in Cordova?

Repeat Offenders: Why are repeat offenders not charged/convicted?

Patrols: Why is patrolling not done more regularly?

Resources: What is the size of the Cordova police force and can you summarize its resources/equipment?

Budget: What is the policing budget and how is it spent?

Motivation: Why did Cordova's officers choose to go into law enforcement?

Question 3

Priorities

“What do you believe are the best uses of Cordova's public safety resources?”

Top 10 Themes *(in descending order of frequency; out of 168 responses to this question)*

- **Drug Crimes + Use Prevention:** Address illegal drug importation and use in the community.
- **Police Presence:** Maintain a more active, visible presence in the community and expand engagement.
- **Enforcement:** Enforce the law.
- **Other Supports:** Expand social services and supports so police are not having to act as social workers.
- **Community Education + Outreach:** Provide education and community outreach within the community, especially to youth.
- **Protection:** Protect the community from criminals and criminal behavior.
- **Theft Prevention:** Prevent and prosecute theft.
- **Training:** Conduct training on key topics such as racial bias, trauma informed response, evidence collection.
- **Safety + Peace:** Preserve the safety and peace in the community.
- **Expansion:** Expand the police force to meet needs.

Other Thoughts

“What other comments, questions or concerns do you have as the City begins this community conversation on policing?”

- Increase **communications** from the police to the community.
- More active police role in community **COVID-19** response.
- Identify alternative location for **impounded vehicles**.
- Recruit experienced and focused **leadership**.
- Reinstate **volunteer patrols/neighborhood watch** program.
- Increase **police collaboration** with other agencies, partners.
- Conduct **additional analysis** on police activities, budget, performance.



Throughout the survey, respondents also expressed **gratitude for the police department**, and for the **opportunity to participate in the survey**.

Survey Topics with Divergent Viewpoints

Oversight

More independent oversight of the department

versus

Trust the department to operate independently

Department Size and Budget

Department is understaffed and should be expanded

versus

Department should be downsized

Enforcement Priorities

Focus on major crimes (drugs, theft and violence)

versus

More consistent enforcement of all laws (traffic violations, leash laws)