

PUBLIC SAFETY & POLICE CHIEF SEARCH
SUMMARY OF RESIDENT & EMPLOYEE SURVEYS

PREPARED FOR THE
CITY OF GLENDORA



JUNE 23, 2020



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INTRODUCTION

Known as the “Pride of the Foothills”, the City of Glendora was founded in 1887 and incorporated in 1911. Since then Glendora has evolved from a small agricultural city to a thriving city of approximately 52,100 residents¹ who are focused on supporting a charming, vibrant, and inclusive community. The City maintains a team of full- and part-time employees to provide a comprehensive suite of services through eight main departments: City Clerk/Communications, City Manager, Community Services, Administrative Services, Library, Community Development, Police, and Public Works.

With the retirement of Glendora’s Chief of Police in February 2020, the City will be searching for a new Police Chief in the coming months. Finding an individual with the right combination of experiences and talents will be a challenge, as most candidates will be strong in certain areas and weaker in others. This means the City will need to prioritize certain characteristics and types of experience over others when selecting a new Police Chief. The primary purpose of the survey described in this report was to better understand the experiences and characteristics that residents and city employees think are most important for Glendora’s next Chief of Police to possess, as well as gauge how they view public safety and the performance of Glendora’s Police Department.

OVERVIEW OF METHODOLOGY A full description of the methodology used for this study is included later in this report (see *Methodology* on page 22). In brief, the survey was administered to a random sample of 533 adults who reside within the City of Glendora, as well as 123 employees of the City of Glendora. The resident survey followed a mixed-method design that employed multiple recruiting methods (email and telephone) and multiple data collection methods (telephone and online), whereas the employee survey was administered via email with online data collection. Administered between May 1 and May 28, 2020, the average telephone interview lasted 12 minutes.

ORGANIZATION OF REPORT This report is designed to meet the needs of readers who prefer a summary of the findings as well as those who are interested in the details of the results. For those who seek an overview of the findings, the section titled *Key Findings* is for you. It provides a summary of the most important factual findings of the survey and a discussion of their implications. For the interested reader, this section is followed by a more detailed question-by-question discussion of the results from the survey by topic area (see *Table of Contents*), as well as a description of the methodology employed for collecting and analyzing the data. And, for the truly ambitious reader, the questionnaire used for the interviews is contained at the back of this report (see *Questionnaire & Toplines* on page 24), and a complete set of crosstabulations for the survey results is contained in Appendix A for the resident survey, Appendix B for the employee survey.

ACKNOWLEDGEMENTS True North thanks the City of Glendora for the opportunity to conduct the study and for contributing valuable input during the design stage of this study. The collective experience, insight, and local knowledge provided by city representatives and staff improved the overall quality of the research presented here.

1. Source: California Department of Finance estimate for January 2019.

DISCLAIMER The statements and conclusions in this report are those of the authors (Dr. Timothy McLarney and Richard Sarles) at True North Research, Inc. and not necessarily those of the City of Glendora. Any errors and omissions are the responsibility of the authors.

ABOUT TRUE NORTH True North is a full-service survey research firm that is dedicated to providing public agencies with a clear understanding of the values, perceptions, priorities, and concerns of their residents and customers. Through designing and implementing scientific surveys, focus groups, and one-on-one interviews, as well as expert interpretation of the findings, True North helps its clients to move with confidence when making strategic decisions in a variety of areas—such as planning, policy evaluation, performance management, establishing fiscal priorities, passing revenue measures, and developing effective public information campaigns.

During their careers, Dr. McLarney (President) and Mr. Sarles (Principal Researcher) have designed and conducted over 1,000 survey research studies for public agencies—including more than 400 studies for California municipalities and special districts.



KEY FINDINGS

As noted in the *Introduction*, this study was designed to provide the City of Glendora with a statistically reliable understanding of its residents' and employees' perceptions of safety in Glendora, their views of the Police Department's performance, and the experiences and traits they think are most important for the new Chief of Police to possess. Whereas subsequent sections of this report are devoted to conveying the detailed results of the survey, in this section we attempt to 'see the forest through the trees' and note how the collective results of the survey answer some of the key questions that motivated the research.

How safe is Glendora, and is it trending a particular direction?

The perception that the City of Glendora is a safe place to live is shared widely. Among residents, more than nine-in-ten rated Glendora as either very safe (59%) or somewhat safe (34%) as a place to live, with the remainder viewing the City as unsafe (6%) or preferring not to answer the question. Although all resident subgroups generally viewed Glendora as a safe place to live, when compared to their respective counterparts, residents who had lived in Glendora less than five years, those without children in the home, renters, males, and those under the age of 25 were the most likely to view the City of Glendora as a *very* safe place to live.

Employees held even more positive perceptions of public safety in Glendora, with 71% rating it a very safe place to live, 26% somewhat safe, just 2% unsafe, and 1% preferring to not answer the question. Employees at the extreme ends of the tenure spectrum (less than 1 year or 15+ years), those who don't live in Glendora, and employees who work in a department *other* than the Police Department were the most likely to view Glendora as a very safe place to live.

Although respondents generally perceived Glendora to be a safe place to live, many also perceived that public safety has diminished over the past three years. Approximately half of residents (47%) felt the safety of Glendora has remained the same during this period, whereas 46% felt the City has become less safe, and 7% more safe. The results were similar among employees, with 46% perceiving that safety has remained about the same in Glendora over the past three years, 45% feeling the City has become less safe, and 5% indicating that safety has improved. An additional 4% of employees were unsure.

Do you have ideas for how to make Glendora safer?

When provided an open-ended opportunity to suggest ways to make Glendora a safer place to live, approximately one-third of residents indicated they could not think of a change that would make Glendora a safer place to live (24%) or stated that no changes are needed/everything is fine (10%). Addressing homeless issues/poverty (31%) was the top specific change mentioned, followed by more police patrols/officers (21%), calls to reduce crime/improve safety in general (9%), and enforcing traffic laws and speed limits (6%).

Employees' responses were reasonably similar to those expressed by residents. Nearly half indicated they could not think of a change that would make Glendora a safer place to live (34%) or stated that no changes are needed/everything is fine (11%), with the top two specific changes being providing more police patrols/officers (21%) and addressing homeless issues/poverty (13%).

How well is the Police Department performing?

When asked to rate the Glendora Police Department's performance on eight dimensions, the Department received its highest marks from residents for maintaining a low crime rate (74% excellent or good), treating people fairly (71%), and maintaining a presence/being visible (70%). Although still generally positive, the Department received somewhat lower marks from residents for investigating crimes (59%), patrolling neighborhoods (60%), and communicating with Glendora residents and businesses (63%).

In general, city employees provided somewhat stronger ratings for the Police Department's performance when compared to residents. Overall, the Department received the highest marks from employees for treating people fairly (88%), maintaining a low crime rate (87%), and maintaining a presence/being visible (85%). Although still very positive, employees provided the softest ratings for the Department's efforts to patrol neighborhoods (74%), communicate with Glendora residents and local businesses (81%), and work with the community to solve problems (82%).

City of Glendora employees were also asked to rate the Police Department on organizational matters such as making fiscally responsible decisions, giving recognition where it is deserved, and providing clear and accurate communications. Among employees overall, the Police Department was rated highest for having an organizational culture consistent with the values of the Glendora community (58% excellent or good), making fiscally responsible decisions (56%), making good use of available resources (54%), and giving recognition where it is deserved (47%). The ratings were notably softer for providing clear and accurate communications (41%), valuing/respecting the skills and talents of employees (40%), motivating employees to do their best (37%), holding employees accountable and dealing with poor performers (37%), and collaborating/communicating with employees from other departments (36%).

It is striking that Police Department employees were more critical of the Department's performance over the past three years on every performance dimension tested when compared to employees from other departments. This was especially true for the Department providing clear and accurate communications (-40%), motivating employees to do their best (-40%), and giving recognition where it is deserved (-37%).

What are the most important traits for an incoming Police Chief?

When provided an open-ended opportunity to identify the most important trait that the new Chief of Police should possess, approximately one-quarter of residents (24%) were not sure. Among the specific traits mentioned, strong leadership (12%), being fair/non-discriminatory (12%), having good communication skills (12%), being honest/having integrity (10%), and having the ability to maintain a low crime rate/keep residents safe (9%) were the top responses.

The top response among employees was also not sure (17%), followed by strong leadership (17%), familiarity with the City of Glendora and local needs (13%), honesty/integrity (12%), having a familiarity with the job/Department/being promoted from within (11%), a commitment to the community (9%), and being a team player/collaborating with others (9%).

In addition to asking respondents in an open-ended manner to identify the single most important trait for the new Police Chief to possess (see above), the survey also presented respondents with a specific list of experiences and traits and asked how important it is that the new Chief of Police have the experience or trait. Among residents, it was most important that the new Chief of Police is a leader who can motivate others to do their best (95% extremely or very important), has a vision for how to improve public safety and policing in Glendora (93%), has the ability to make politically-difficult decisions (92%), listens to others before making important decisions (90%), and treats people with compassion (90%). When compared to the other traits tested, residents assigned far less importance to having previously served as a Police Chief in another city (30%) and having served as a police officer in Glendora for at least three years (43%).

Although the rank order of items was somewhat different for employees, the top five most important items were strikingly similar. Overall, employees felt it was most important that the new Chief of Police is a leader who can motivate others to do their best (99%), has a vision for how to improve public safety and policing in Glendora (94%), treats people with compassion (93%), listens to others before making important decisions (93%), and has the ability to make politically-difficult decisions (90%). Like residents, employees felt that it was far less important that the individual had previously served as a Police Chief in another city (17%) or had served as a police officer in Glendora for at least three years (47%).

PERCEPTIONS OF SAFETY & POLICE PERFORMANCE

The opening series of questions in the survey was designed to measure perceptions of public safety in Glendora, explore ideas for how Glendora could be made a safer place to live, and gauge how residents and employees view the Police Department’s performance on various dimensions.

HOW SAFE IS GLENDORA AS A PLACE TO LIVE? The first question in this series asked respondents to rate the overall safety of Glendora as a place to live. More than nine-in-ten residents rated Glendora as either very safe (59%) or somewhat safe (34%) as a place to live, with the remainder viewing the City as unsafe (6%) or preferring not to answer the question. Employees held even more positive perceptions of public safety in Glendora, with 71% rating it a very safe place to live, 26% somewhat safe, just 2% unsafe, and 1% preferring to not answer the question (Figure 1).

Question 2 *Overall, how safe is the City of Glendora as a place to live? Would you say it is very safe, somewhat safe, somewhat unsafe, or very unsafe?*

FIGURE 1 OPINION OF PUBLIC SAFETY BY SURVEY VERSION



Figures 2 and 3 show how perceptions of public safety in Glendora varied across a host of resident subgroups, whereas Figure 4 does the same within employee subgroups. When compared to their respective counterparts, residents who had lived in Glendora less than five years, those without children in the home, renters, males, and those under the age of 25 were the most likely to view the City of Glendora as a very safe place to live. Among employees, those at the extreme ends of the tenure spectrum (less than 1 year or 15+ years), those who don’t live in Glendora, and employees who work in a department *other* than the Police Department were the most likely to view Glendora as a very safe place to live.²

2. Those who viewed Glendora as unsafe were asked in a follow-up question (Question 3) to describe their reason. With so few respondents (30) who received Question 3, the results can not be generalized and are thus not shown in a graphic. The responses ranged widely, from comments about break-ins posted on social media, to mention of dangerous potholes, and references to homeless.

FIGURE 2 OPINION OF PUBLIC SAFETY: RESIDENT SURVEY BY YEARS IN GLENDORA, CHILD UNDER 18 IN HSLD & HOME OWNERSHIP STATUS

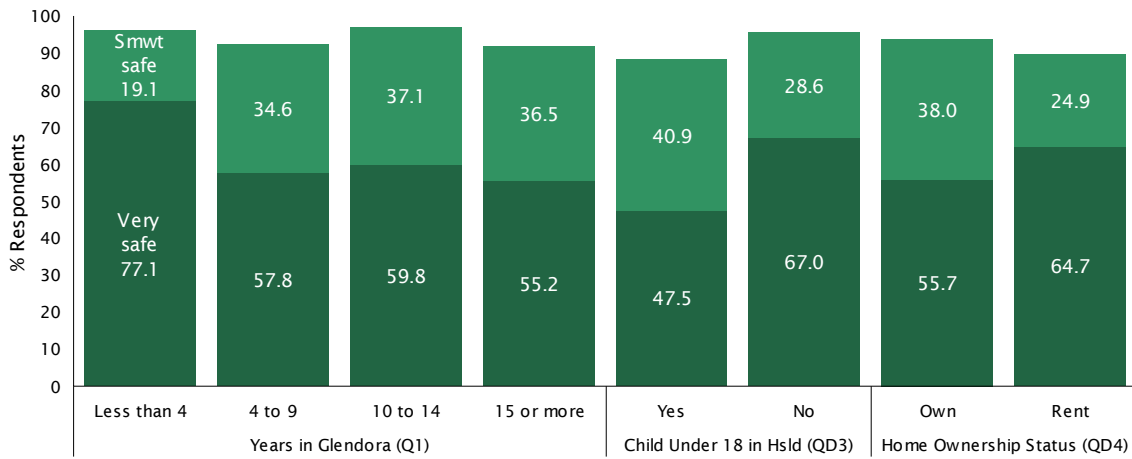


FIGURE 3 OPINION OF PUBLIC SAFETY: RESIDENT SURVEY BY GENDER & AGE

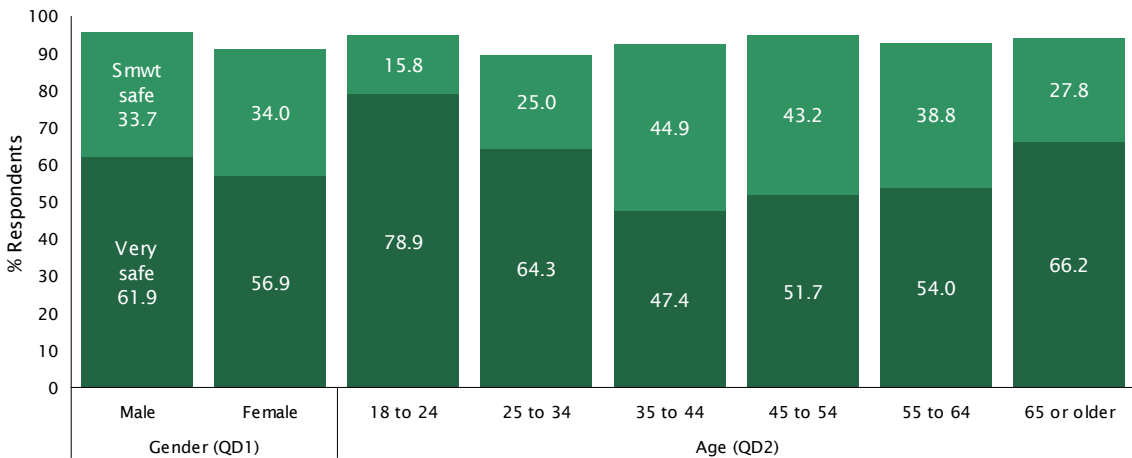
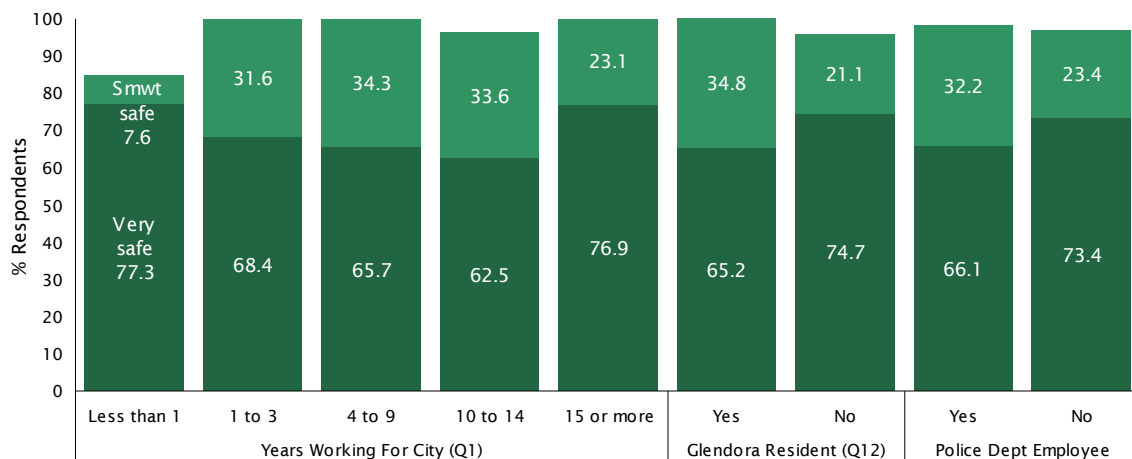


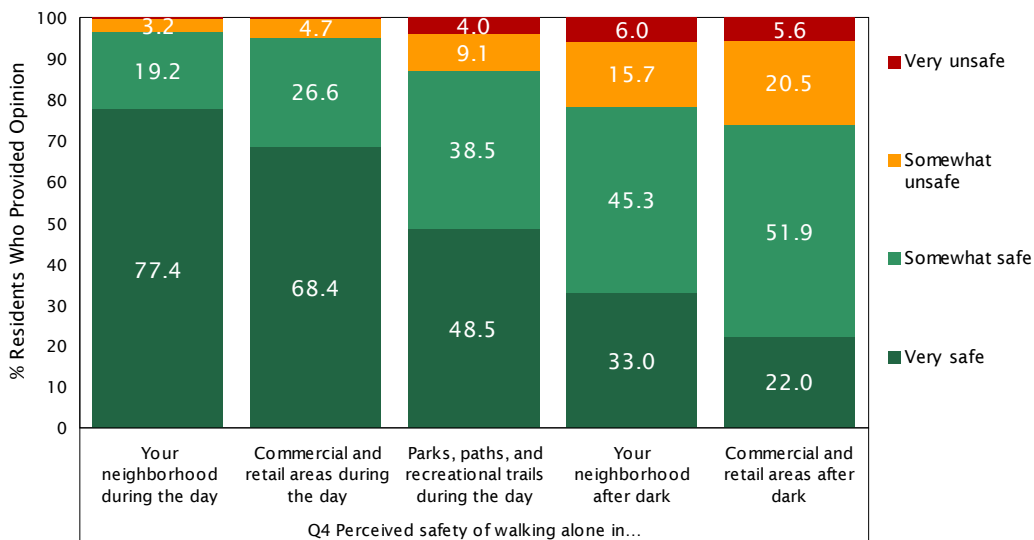
FIGURE 4 OPINION OF PUBLIC SAFETY: EMPLOYEE SURVEY BY YEARS WORKING FOR CITY, GLENDORA RESIDENT & POLICE DEPARTMENT EMPLOYEE



SAFETY IN SPECIFIC SCENARIOS Whereas Question 2 asked respondents to rate the overall safety of Glendora as a place to live, Question 4 presented the five specific scenarios listed at the bottom of Figure 5 and asked residents to describe how safe they feel in each scenario using the scale shown on the right of the figure. As shown in the figure, residents' perceived safety varied considerably depending on the scenario. Nearly all residents indicated that they felt safe walking alone in their neighborhood during the day (97%) and in commercial and retail areas of Glendora during the day (95%), although the corresponding percentages dropped to 78% when walking alone in one's neighborhood after dark, and 74% when walking alone in commercial and retail areas after dark. Approximately 87% of residents indicated they feel safe when walking alone in parks and on paths and recreational trails in Glendora during the day.

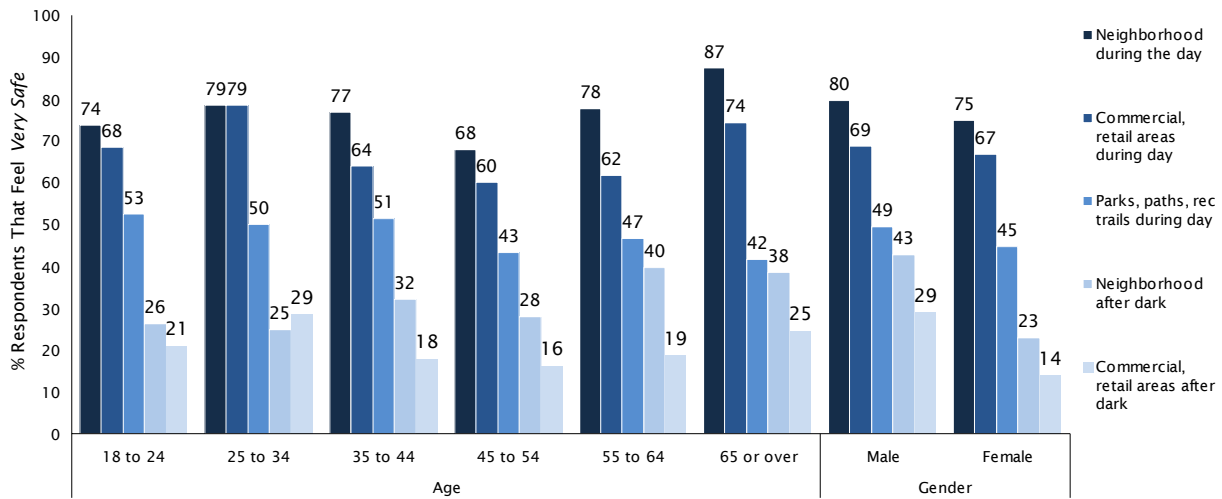
Question 4 *When you are: _____, would you say that you feel very safe, somewhat safe, somewhat unsafe, or very unsafe?*

FIGURE 5 PERCEIVED SAFETY IN VARIOUS SCENARIOS: RESIDENT SURVEY



As one might expect, feelings of safety were related to respondent age and gender. Figure 6 on the next page presents the percentage of respondents who indicated that they felt 'very safe' in each scenario by their age and gender group. In general, women were less likely to feel very safe in each of the five settings when compared to men, especially after dark. Although in many cities seniors feel more vulnerable, it is striking that seniors in Glendora were often the most likely to report feeling very safe in each scenario tested.

FIGURE 6 PERCEIVED SAFETY IN VARIOUS SCENARIOS: RESIDENT SURVEY SHOWING % VERY SAFE BY AGE & GENDER

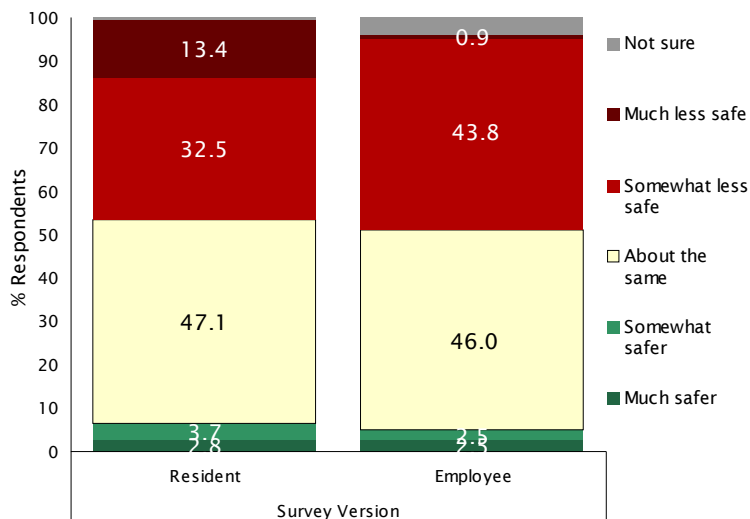


IS GLENDORA SAFER TODAY WHEN COMPARED TO THREE YEARS AGO?

Respondents who had lived or worked in Glendora at least three years were subsequently asked whether Glendora is safer now, less safe, or about the same as it was three years ago. As shown in Figure 7, approximately half of residents (47%) felt the safety of Glendora has remained the same during this period, whereas 46% felt the City has become less safe, and 7% more safe. The results were similar among employees, with 46% perceiving that safety has remained about the same in Glendora over the past three years, 45% feeling the City has become less safe, and 5% indicating that safety has improved. An additional 4% of employees were unsure.

Question 5 *When compared to three years ago, would you say that the City of Glendora is safer now, is less safe, or is about the same as it was before?*

FIGURE 7 PUBLIC SAFETY NOW COMPARED WITH 3 YEARS AGO BY SURVEY VERSION



Figures 8 and 9 show that perceptions of safety in Glendora over time were related to a host of resident characteristics. When compared to their respective counterparts, those who had lived in Glendora at least 15 years, residents with a child in the home, home owners, females, and those between 45 and 54 years of age were the most likely to perceive that Glendora is less safe today when compared to three years ago.

FIGURE 8 PUBLIC SAFETY NOW COMPARED WITH 3 YEARS AGO: RESIDENT SURVEY BY YEARS IN GLENDORA, CHILD UNDER 18 IN HSLD & HOME OWNERSHIP STATUS

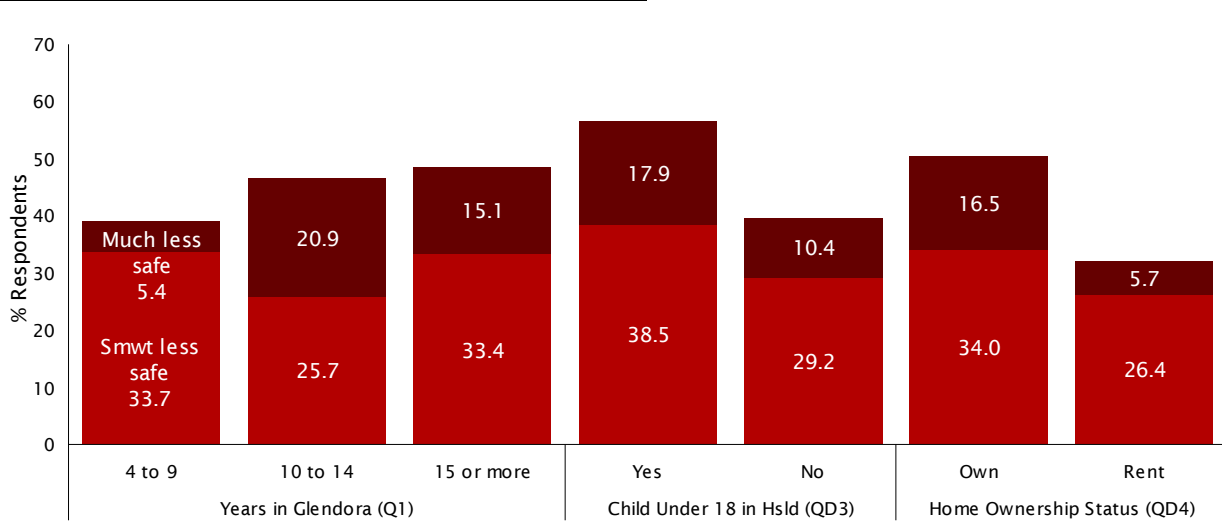
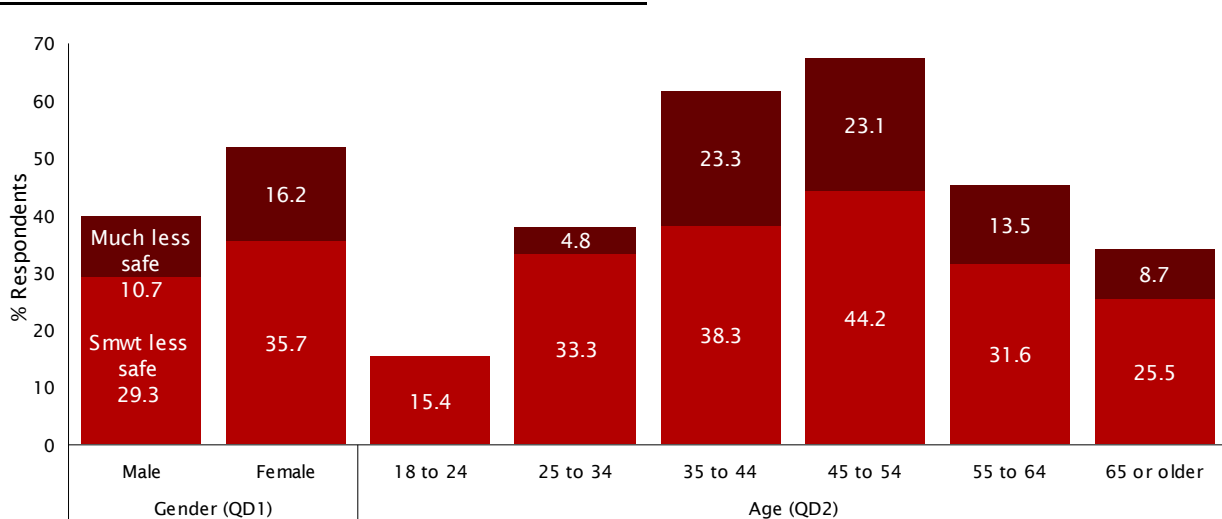
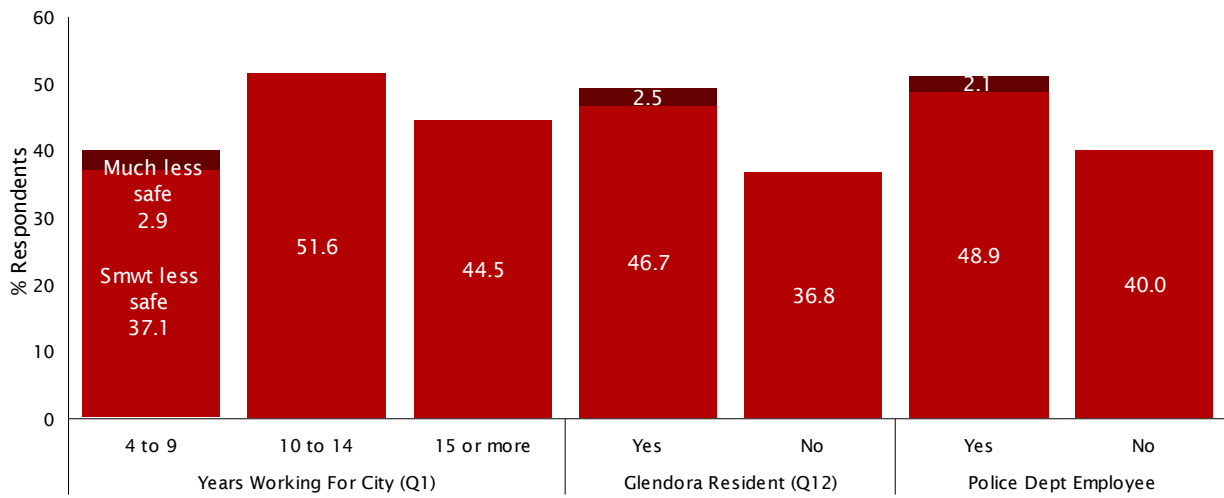


FIGURE 9 PUBLIC SAFETY NOW COMPARED WITH 3 YEARS AGO: RESIDENT SURVEY BY GENDER & AGE



Among city employees, those who had worked for the City between 10 and 14 years, those who also live in Glendora, and members of the Police Department were the most likely to perceive that public safety has declined in Glendora over the past three years (see Figure 10 on the next page).

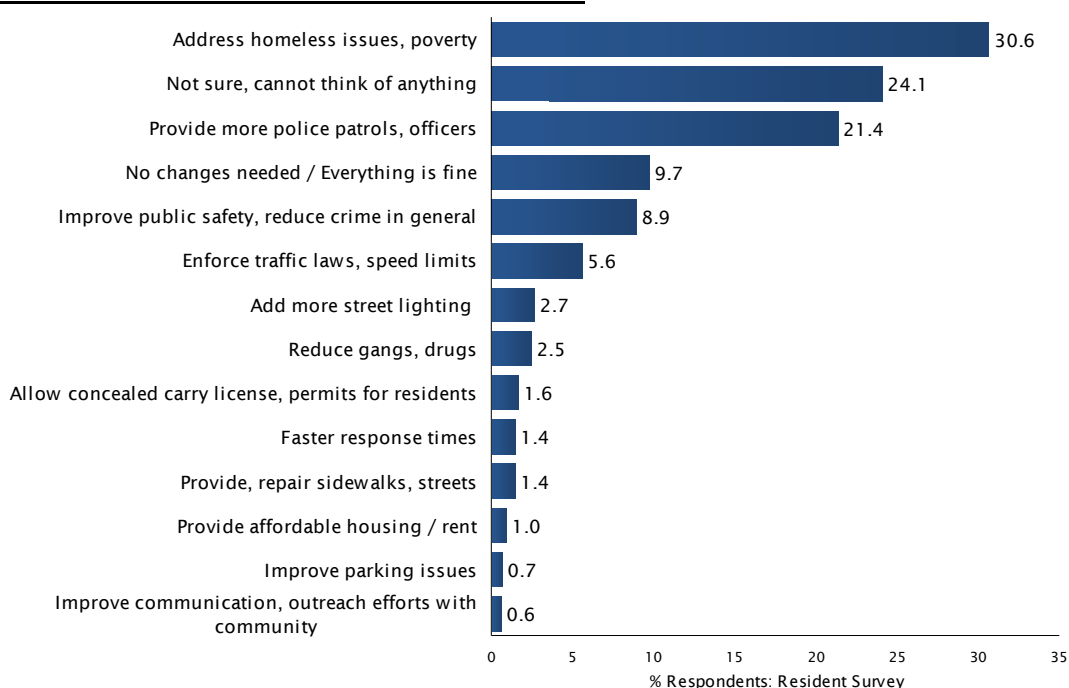
FIGURE 10 PUBLIC SAFETY NOW COMPARED WITH 3 YEARS AGO: EMPLOYEE SURVEY BY YEARS WORKING FOR CITY, GLENDORA RESIDENT & POLICE DEPARTMENT EMPLOYEE



WHAT CHANGE WOULD MAKE GLENDORA SAFER? Regardless of their length of residence or tenure, all respondents were next asked what the Glendora Police Department could change to make Glendora a safer place to live. Question 6 was administered in an open-ended manner, which allowed respondents to mention any change that came to mind without being prompted by—or restricted to—a particular list of options. True North later reviewed the verbatim responses and grouped them into the categories shown in Figure 11 (residents) and Figure 12 (employees).

Question 6 *If the Glendora Police Department could change one thing to make Glendora a safer place to live, what change would you like to see?*

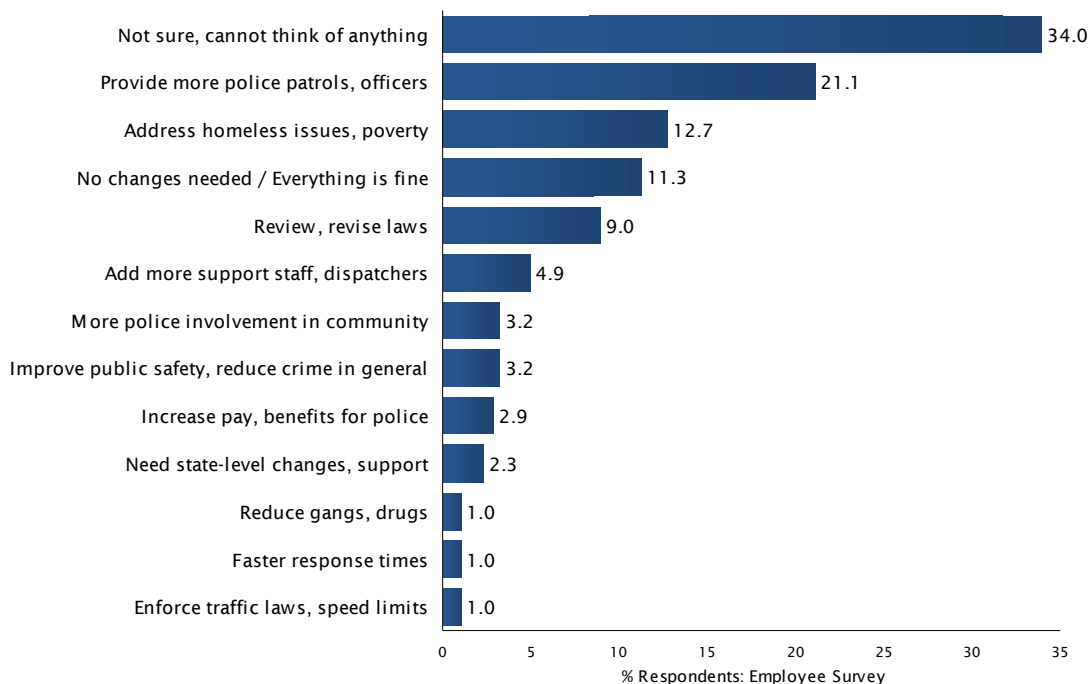
FIGURE 11 CHANGES TO MAKE CITY SAFER PLACE TO LIVE: RESIDENT SURVEY



Among residents, approximately one-third indicated they could not think of a change that would make Glendora a safer place to live (24%) or stated that no changes are needed/everything is fine (10%). Addressing homeless issues/poverty (31%) was the top specific change mentioned in response to Question 6, followed by more police patrols/officers (21%), calls to reduce crime/improve safety in general (9%), and enforcing traffic laws and speed limits (6%).

Employees' responses were reasonably similar to those expressed by residents. Nearly half indicated they could not think of a change that would make Glendora a safer place to live (34%) or stated that no changes are needed/everything is fine (11%), with the top two specific changes being providing more police patrols/officers (21%) and addressing homeless issues/poverty (13%).

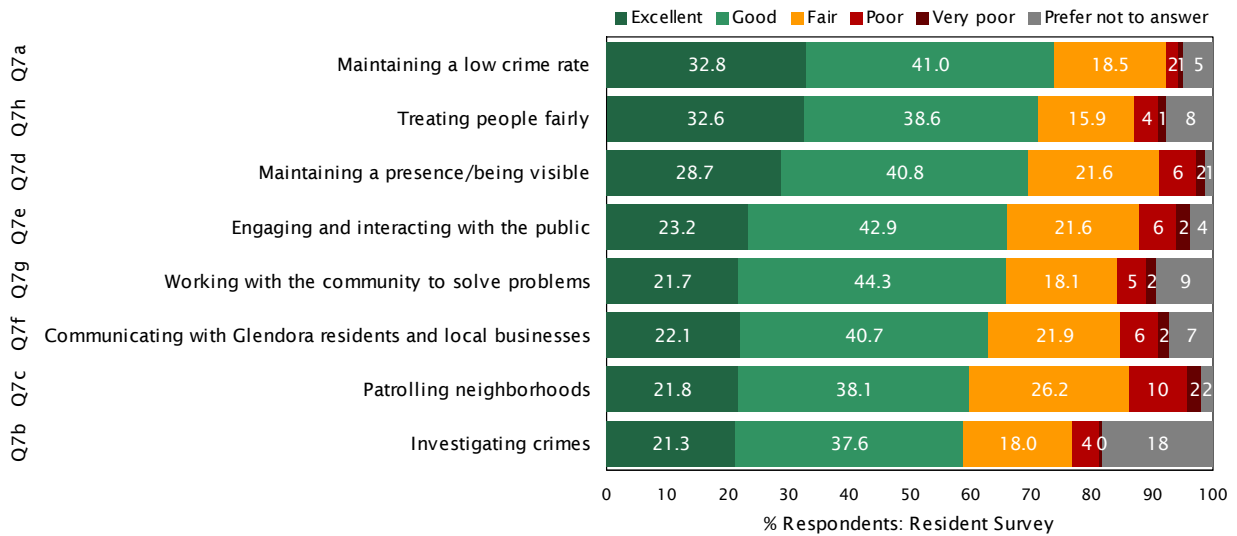
FIGURE 12 CHANGES TO MAKE CITY SAFER PLACE TO LIVE: EMPLOYEE SURVEY



GLENDORA'S POLICE DEPARTMENT PERFORMANCE All respondents were next asked to rate the Glendora Police Department's performance on a variety of dimensions, including maintaining a low crime rate, engaging and interacting with the public, and working with the community to solve problems. Among residents (Figure 13), the Police Department received its highest marks for maintaining a low crime rate (74% excellent or good), treating people fairly (71%), and maintaining a presence/being visible (70%). Although still generally positive, the Department received somewhat lower marks for investigating crimes (59%), patrolling neighborhoods (60%), and communicating with Glendora residents and businesses (63%).

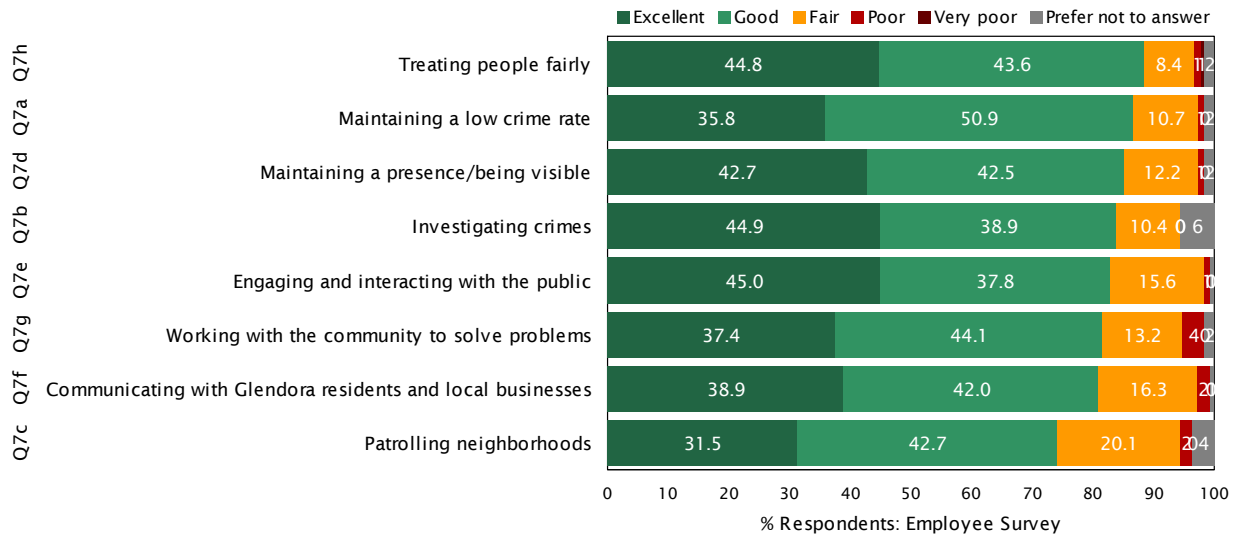
Question 7 *Thinking of the Glendora Police Department, please tell me how well you feel the Department performs in the following areas.*

FIGURE 13 OPINION OF POLICE DEPARTMENT PERFORMANCE: RESIDENT SURVEY



In general, city employees provided somewhat stronger ratings for the Police Department’s performance when compared to residents. Overall, the Department received the highest marks from employees for treating people fairly (88%), maintaining a low crime rate (87%), and maintaining a presence/being visible (85%). Although still very positive, employees provided the softest ratings for the Department’s efforts to patrol neighborhoods (74%), communicate with Glendora residents and local businesses (81%), and work with the community to solve problems (82%).

FIGURE 14 OPINION OF POLICE DEPARTMENT PERFORMANCE: EMPLOYEE SURVEY



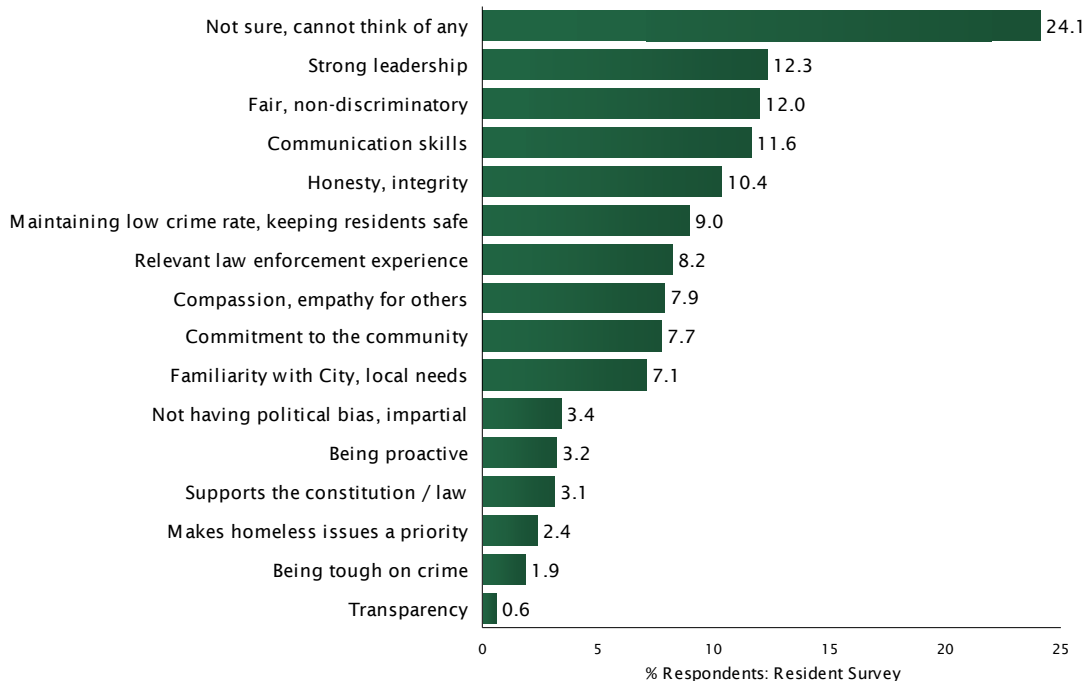
POLICE CHIEF SEARCH

With the retirement of Glendora’s Chief of Police in February 2020, the City will be searching for a new Police Chief in the coming months. Finding an individual with the right combination of experiences and talents will be a challenge, as most candidates will be strong in certain areas and weaker in others. This means the City will need to prioritize certain characteristics and types of experience over others when selecting a new Police Chief. The final substantive section of the survey was designed to help inform the City’s selection of a new Police Chief by identifying the experiences, talents, and qualities residents and employees feel are most important to the position, as well as identify opportunity areas for the incoming Police Chief.

MOST IMPORTANT QUALITY OR EXPERIENCE After informing respondents about the City’s search for a new Chief of Police, respondents were asked to identify the single most important quality or experience the new Police Chief should possess. Question 8 was presented in an open-ended manner, which allowed respondents to reply in their own words without prompting or constraint. True North later reviewed the verbatim responses and grouped them into the categories shown in Figure 15 (residents) and Figure 16 (employees).

Question 8 *With the retirement of Glendora's Chief of Police in February, the City will be searching for a new Police Chief in the coming months. Finding an individual with the right combination of experience and talents will be a challenge. Most candidates will be strong in certain areas and weaker in others. This means the City will need to prioritize certain characteristics and types of experience over others when selecting a new Police Chief. With that in mind, what would you say is the single most important quality or experience the new Police Chief should possess?*

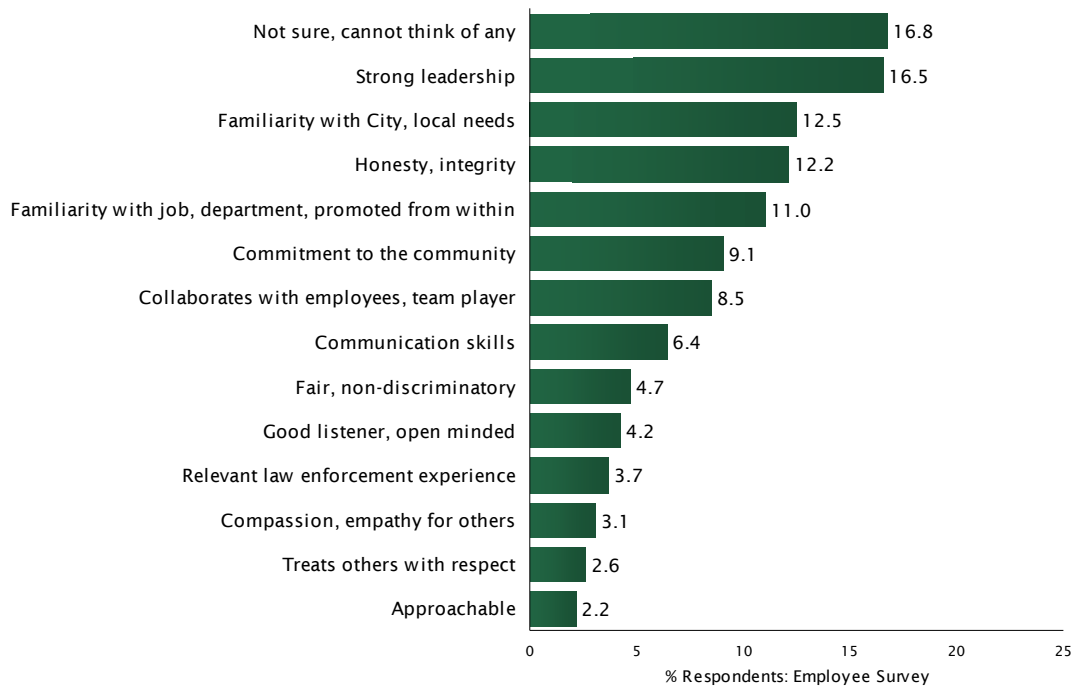
FIGURE 15 MOST IMPORTANT QUALITY, EXPERIENCE FOR NEW POLICE CHIEF: RESIDENT SURVEY



Approximately one-quarter of residents (24%) answered not sure when asked to identify the most important trait for the new Chief of Police to possess. Among the specific traits mentioned, strong leadership (12%), being fair/non-discriminatory (12%), having good communication skills (12%), being honest/having integrity (10%), and having the ability to maintain a low crime rate/keep residents safe (9%) were the top responses.

The top response among employees was also not sure (17%), followed by strong leadership (17%), familiarity with the City of Glendora and local needs (13%), honesty/integrity (12%), having a familiarity with the job/Department/being promoted from within (11%), a commitment to the community (9%), and being a team player/collaborating with others (9%).

FIGURE 16 MOST IMPORTANT QUALITY, EXPERIENCE FOR NEW POLICE CHIEF: EMPLOYEE SURVEY

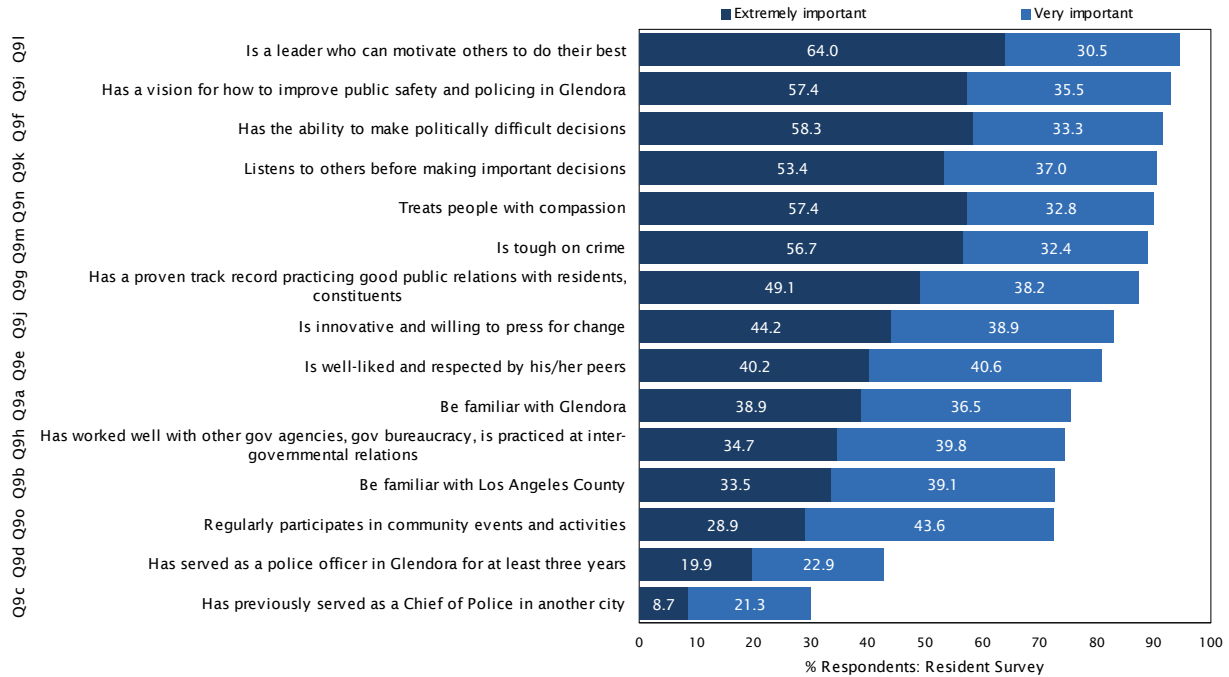


PRIORITIZING AMONG TRAITS Whereas Question 8 asked respondents in an open-ended manner to identify the single most important trait for the new Police Chief to possess, Question 9 presented respondents with the list of experiences and traits shown in Figure 17 (residents) and Figure 18 (employees) and asked how important it is that the new Chief of Police have the experience or trait. Although the list of items was asked in a random order for each respondent, it is sorted from high to low in the figures based on the combined percentage of respondents who identified the item as either extremely or very important.

Among residents, it was most important that the new Chief of Police is a leader who can motivate others to do their best (95% extremely or very important), has a vision for how to improve public safety and policing in Glendora (93%), has the ability to make politically-difficult decisions (92%), listens to others before making important decisions (90%), and treats people with compassion (90%). When compared to the other traits tested, residents assigned far less importance to having previously served as a Police Chief in another city (30%) and having served as a police officer in Glendora for at least three years (43%).

Question 9 *In its search for a new Police Chief, the City will need to prioritize certain talents and experiences over others when choosing the best candidate. As I read the following list of experiences, I'd like to know how important you feel it is that the new Chief of Police has this experience. To help the City prioritize, please keep in mind that not all experiences can be extremely important. How important is it that the new Chief of Police _____? Would you say it is extremely important, very important, somewhat important, or not at all important?*

FIGURE 17 IMPORTANCE OF POLICE TALENTS & EXPERIENCES: RESIDENT SURVEY



Although the rank order of items was somewhat different for employees, the top five most important items were strikingly similar. Overall, employees felt it was most important that the new Chief of Police is a leader who can motivate others to do their best (99%), has a vision for how to improve public safety and policing in Glendora (94%), treats people with compassion (93%), listens to others before making important decisions (93%), and has the ability to make politically-difficult decisions (90%). Like residents, employees felt that it was far less important that the individual had previously served as a Police Chief in another city (17%) or had served as a police officer in Glendora for at least three years (47%).

FIGURE 18 IMPORTANCE OF POLICE TALENTS & EXPERIENCES: EMPLOYEE SURVEY

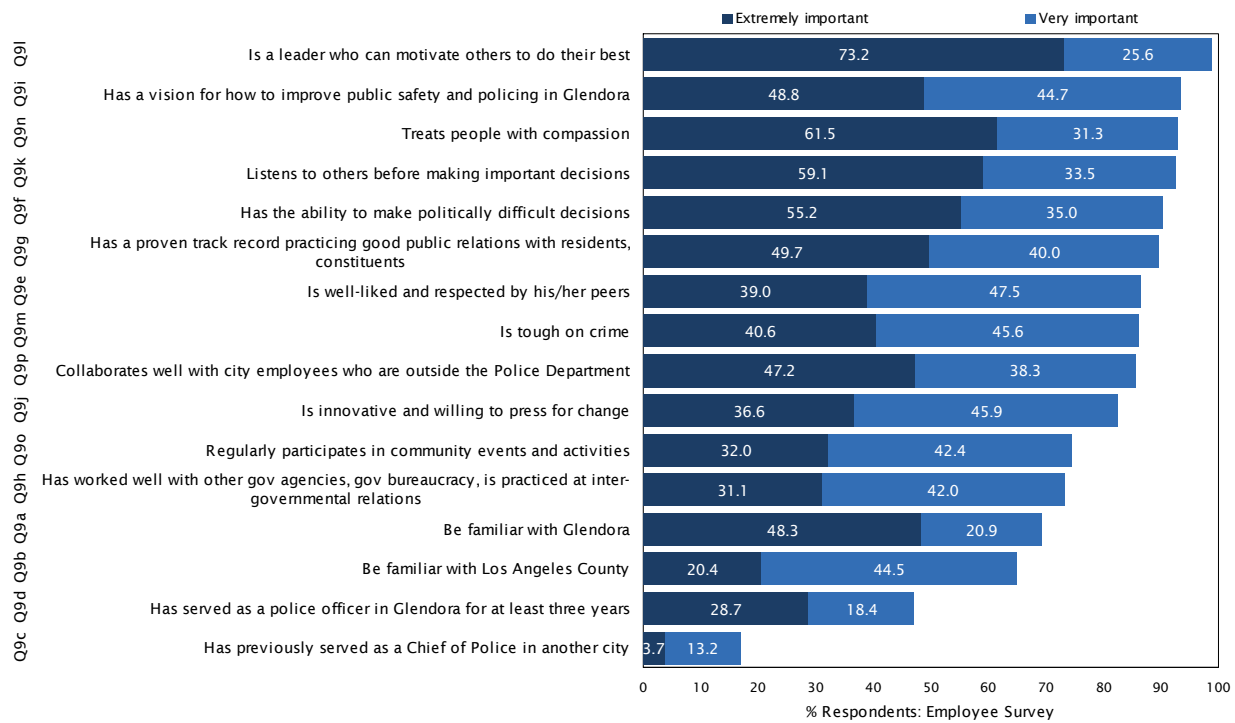


Table 1 presents a side-by-side comparison of the percentage of residents and employees who rated each item as being *extremely* important for the new Police Chief to possess, as well as the difference in the far right column. When compared to employees, residents were much more likely to say it is extremely important that the new Chief of Police be tough on crime (+16%), be familiar with Los Angeles County (+13%), have a vision for how to improve public safety and policing in Glendora (+8%), and be innovative and willing to press for change (+8%). Residents were substantially *less* likely than employees to say it is extremely important for the new Chief of Police to be familiar with Glendora (-10%), have served as a police officer in Glendora for at least three years (-10%), and be a leader who can motivate others to do their best (-9%).

TABLE 1 IMPORTANCE OF POLICE TALENTS & EXPERIENCES BY SURVEY VERSION SHOWING % EXTREMELY IMPORTANT AMONG THOSE WITH OPINION

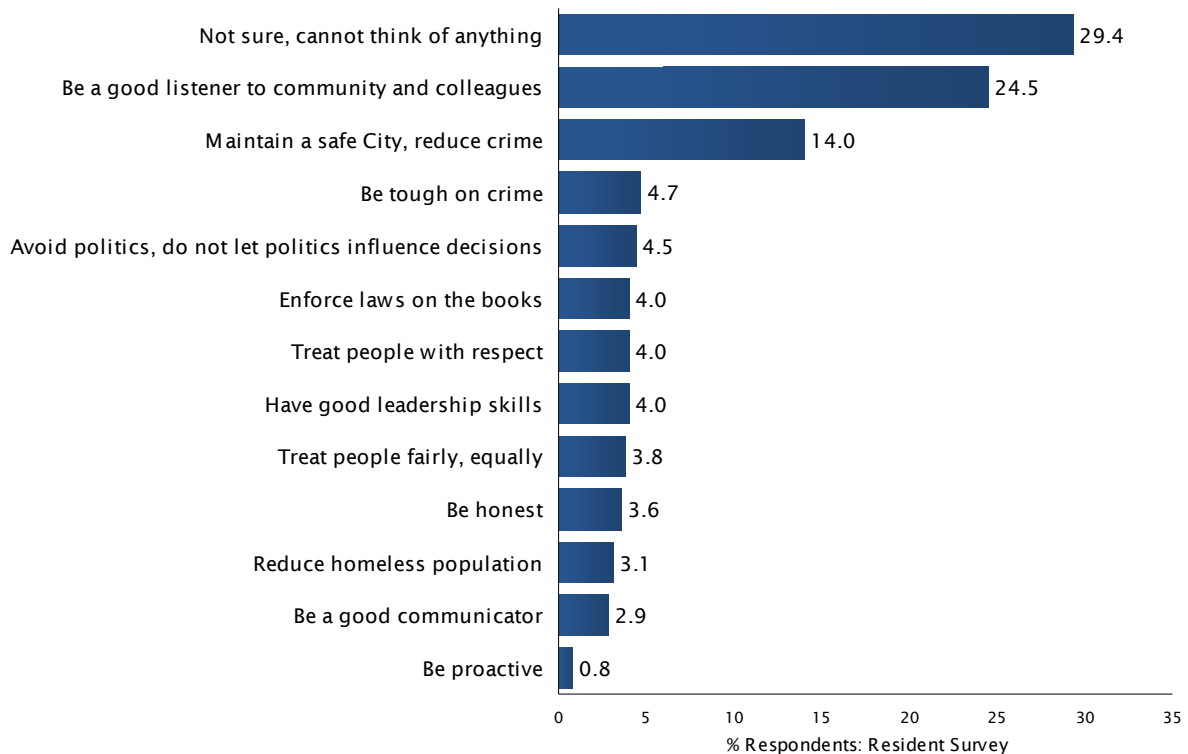
	Survey Version		Difference in % Extremely Important
	Resident	Employee	
Is tough on crime	57.1	41.5	+15.5
Be familiar with Los Angeles County	33.7	20.6	+13.1
Has a vision for how to improve public safety and policing in Glendora	57.7	49.6	+8.1
Is innovative and willing to press for change	44.7	37.1	+7.6
Has previously served as a Chief of Police in another city	8.8	3.8	+5.0
Has worked well with other gov agencies, gov bureaucracy, practiced at inter-governmental relations	34.9	31.3	+3.6
Has the ability to make politically difficult decisions	58.6	55.9	+2.7
Is well-liked and respected by his/her peers	40.4	39.3	+1.1
Has a proven track record practicing good public relations with residents, constituents	49.4	50.0	-0.6
Regularly participates in community events and activities	29.1	32.2	-3.1
Treats people with compassion	57.7	61.9	-4.2
Listens to others before making important decisions	53.9	59.5	-5.6
Is a leader who can motivate others to do their best	64.4	73.7	-9.3
Has served as a police officer in Glendora for at least three years	20.0	29.5	-9.5
Be familiar with Glendora	39.1	48.6	-9.5
Collaborates well with city employees who are outside the Police Department	N/A	47.5	N/A

ADVICE FOR THE NEXT CHIEF OF POLICE All respondents were next asked to describe the single most important piece of advice they would give to the incoming Chief of Police. Question 10 was administered in an open-ended manner, allowing respondents to provide any advice that came to mind in their own words. True North later reviewed the verbatim responses and grouped them into the categories shown in Figure 19 (residents) and Figure 20 (employees).

Approximately 29% of residents were unsure/could not think of advice they would offer to the incoming Police Chief. Among the specific responses provided, nearly one-quarter suggested the new Chief be a good listener to the community and colleagues (25%), 14% suggested focusing on maintaining a safe city/reduce crime, and 5% advised being tough on crime and avoiding politics/not letting politics influence decisions, respectively.

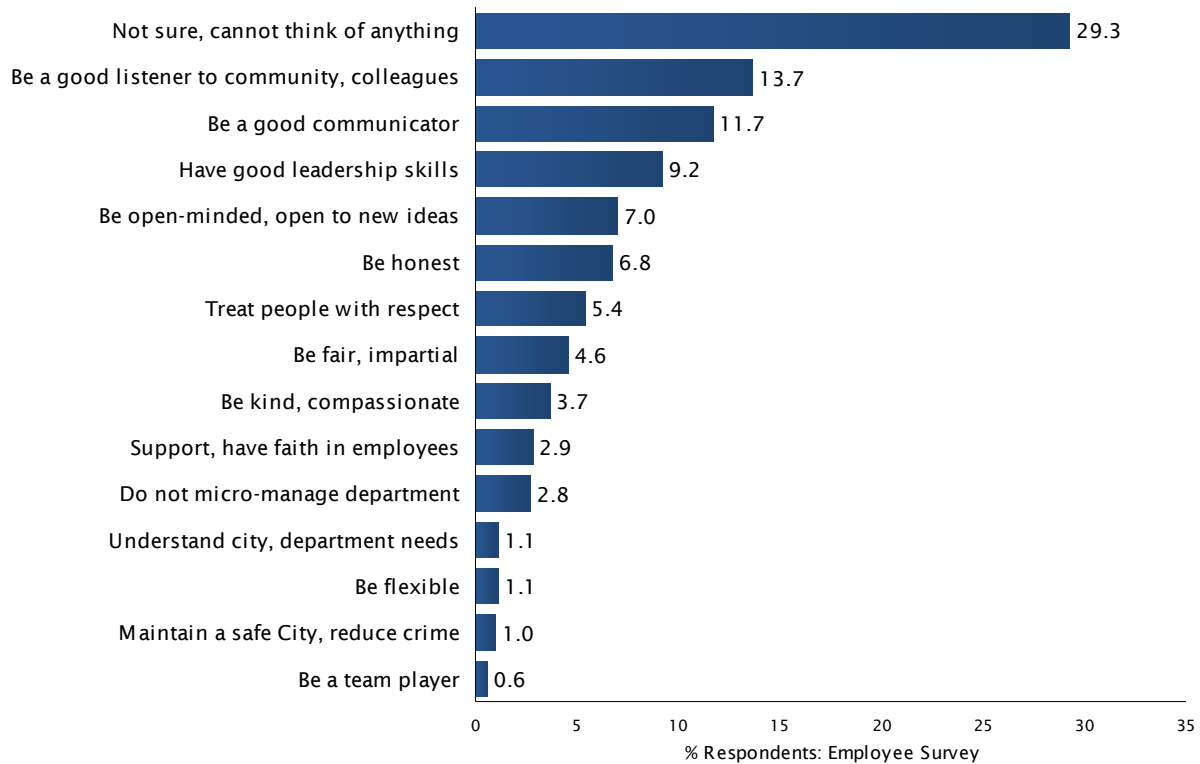
Question 10 *What is the single most important piece of advice you would give to the next Chief of Police?*

FIGURE 19 ADVICE FOR NEXT CHIEF OF POLICE: RESIDENT SURVEY



Nearly three-in-ten employees (29%) were unsure or did not have advice to offer to the incoming Chief of Police. Among those who did have a suggestion, being a good listener to the community and colleagues was most common (14%), followed by being a good communicator (12%), having good leadership skills (9%), being open-minded/open to new ideas (7%), and being honest (7%).

FIGURE 20 ADVICE FOR NEXT CHIEF OF POLICE: EMPLOYEE SURVEY



EMPLOYEE ASSESSMENT OF POLICE DEPARTMENT’S PERFORMANCE The final substantive question of the employee survey asked how the Police Department had been performing over the past three years for each dimension shown in Figure 21 on the next page. Among employees overall, the Police Department was rated highest for having an organizational culture consistent with the values of the Glendora community (58% excellent or good), making fiscally responsible decisions (56%), making good use of available resources (54%), and giving recognition where it is deserved (47%). The ratings were notably softer for providing clear and accurate communications (41%), valuing/respecting the skills and talents of employees (40%), motivating employees to do their best (37%), holding employees accountable and dealing with poor performers (37%), and collaborating/communicating with employees from other departments (36%).

Table 2 presents a side-by-side comparison of Police Department employees and employees of other departments with respect to the percentage who rated the Department’s performance over the past three years as excellent or good, with the difference shown in the far right column. It is striking that Police Department employees were more critical of the Department’s performance over the past three years on every performance dimension tested when compared to employees from other departments. This was especially true for the Department providing clear and accurate communications (-40%), motivating employees to do their best (-40%), and giving recognition where it is deserved (-37%).

Question 11 From your experience as a city employee, please tell me how well you felt the Glendora Police Department has performed over the past three years in the following areas.

FIGURE 21 OPINION OF POLICE DEPARTMENT PERFORMANCE: EMPLOYEE SURVEY

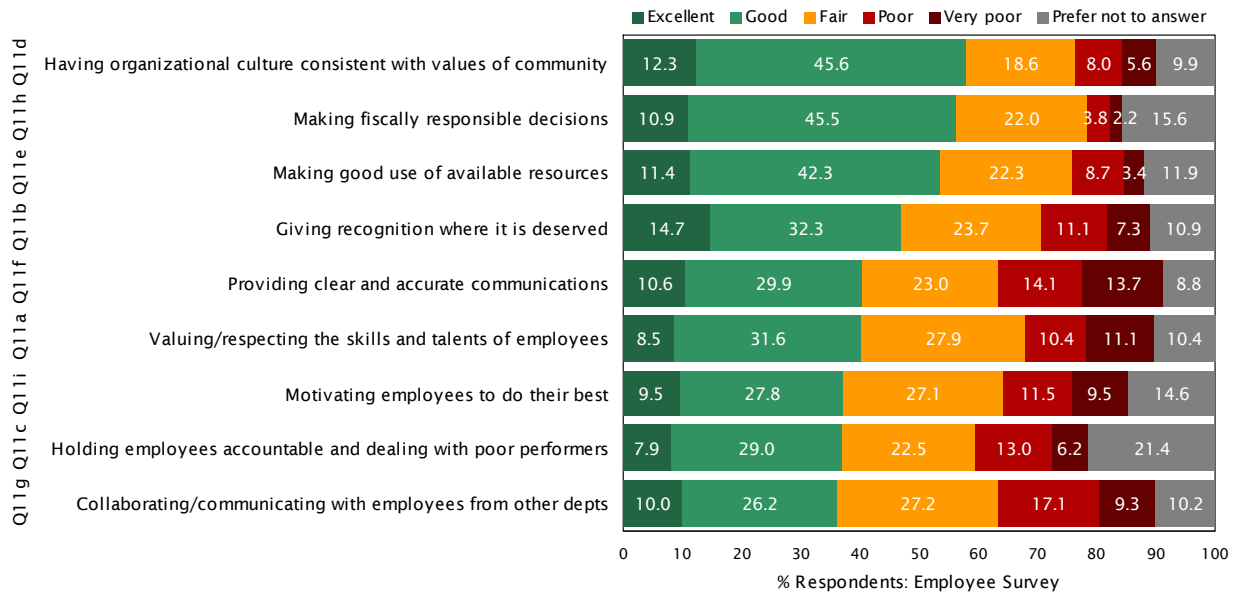


TABLE 2 OPINION OF POLICE DEPARTMENT PERFORMANCE: EMPLOYEE SURVEY BY POLICE DEPARTMENT EMPLOYEE SHOWING % EXCELLENT & GOOD AMONG THOSE WITH OPINION

	Police Dept Employee		Difference in % Excellent + Good
	Yes	No	
Making fiscally responsible decisions	64.9	68.0	-3.1
Collaborating/communicating with employees from other depts	34.6	43.1	-8.5
Holding employees accountable and dealing with poor performers	41.1	51.1	-10.0
Having organizational culture consistent with values of community	46.6	74.5	-28.0
Making good use of available resources	43.1	71.7	-28.6
Valuing/respecting the skills and talents of employees	25.0	56.9	-31.9
Giving recognition where it is deserved	29.3	66.7	-37.4
Motivating employees to do their best	19.3	58.8	-39.5
Providing clear and accurate communications	19.0	58.9	-40.0



BACKGROUND & DEMOGRAPHICS

TABLE 3 DEMOGRAPHICS OF SAMPLES: RESIDENT & EMPLOYEE SURVEYS

<i>Total Respondents: Resident Survey</i>	<i>533</i>
Years in Glendora (Q1)	
Less than 4	14.1
4 to 9	21.5
10 to 14	10.7
15 or more	53.3
Prefer not to answer	0.3
Gender (QD1)	
Male	47.7
Female	51.2
Prefer not to answer	1.0
Age (QD2)	
18 to 24	11.5
25 to 34	14.9
35 to 44	15.7
45 to 54	20.3
55 to 64	17.6
65 or older	20.1
Child Under 18 in Hsld (QD3)	
Yes	34.1
No	63.2
Prefer not to answer	2.7
Home Ownership Status (QD4)	
Own	68.1
Rent	23.2
Prefer not to answer	8.7
Member of Church, Community Group (QD5)	
Yes	39.8
No	51.3
Prefer not to answer	8.9
Employment Status (QD6)	
Full time	45.2
Part time	10.8
Retired	22.9
Other	15.5
Prefer not to answer	5.6
<i>Total Respondents: Employee Survey</i>	<i>123</i>
Years Working For City (Q1)	
Less than 1	13.7
1 to 3	22.2
4 to 9	20.1
10 to 14	14.7
15 or more	28.4
Prefer not to answer	1.0
Glendora Resident (Q12)	
Yes	33.0
No	62.6
Prefer not to answer	4.5
Police Dept Employee	
Yes	33.9
No	66.1

Table 3 presents the key demographic information collected during the survey for residents (top) and employees (bottom). The primary motivation for collecting the background and demographic information was to provide insights into how the results of the substantive questions of the survey vary by certain characteristics (see Appendices A and B for more details).



M E T H O D O L O G Y

The following sections outline the methodology used in the study, as well as the motivation for using certain techniques.

QUESTIONNAIRE DEVELOPMENT Dr. McLarney of True North Research worked closely with the City of Glendora to develop a questionnaire that covered the topics of interest and avoided many possible sources of systematic measurement error, including position-order effects, wording effects, response-category effects, scaling effects, and priming. Several questions included multiple individual items. Because asking items in a set order can lead to a systematic position bias in responses, items were asked in random order for each respondent. Although the questionnaires were largely the same, the resident and employee questionnaires each contained several questions that were appropriately tailored to the target group (see *Questionnaire & Toplines* on page 24).

PROGRAMMING & PRE-TEST Prior to fielding the survey, the resident questionnaire was CATI (Computer Assisted Telephone Interviewing) programmed to assist interviewers when conducting the telephone interviews. The CATI program automatically navigates the skip patterns, randomizes the appropriate question items, and alerts interviewers to certain types of keypunching mistakes should they happen during the interview. Both the resident and employee surveys were also programmed into a passcode-protected online survey application to allow online participation. The integrity of the resident questionnaire was pre-tested internally by True North and by dialing into random homes in the City prior to formally beginning the survey.

SAMPLE, RECRUITING & DATA COLLECTION A comprehensive database of Glendora households was utilized for the resident study, ensuring that all households in Glendora had the opportunity to participate in the survey. Households were recruited to participate in the survey through multiple recruiting methods. A random selection of households was initially invited to participate in the survey online at a secure, passcode-protected website designed and hosted by True North. Each household was assigned a unique passcode to ensure that only Glendora residents who received an invitation could access the online survey site, and that the survey could be completed only one time per passcode. An email reminder notice was also sent to encourage participation among those who had yet to take the survey. Following a period of online data collection, True North began placing telephone calls to land lines and cell phone numbers of households throughout the City that had yet to participate in the online survey as a result of the emailed or mailed invitation.

Telephone interviews for the resident survey averaged 12 minutes in length and were conducted during weekday evenings (5:30PM to 9PM) and on weekends (10AM to 5PM). It is standard practice not to call during the day on weekdays because most working adults are unavailable and thus calling during those hours would bias the sample.

City of Glendora employees were invited to participate in the survey via email and were encouraged (but not required) to complete the survey online at a password protected website during the same period. A total of 533 resident surveys and 123 employee surveys were completed between May 1 and May 28, 2020.

MARGIN OF ERROR DUE TO SAMPLING The results of the survey can be used to estimate the opinions of all adult residents of the City. Because not every adult resident of the City participated in the survey, however, the results have what is known as a statistical margin of error due to sampling. The margin of error refers to the difference between what was found in the survey of 533 adult residents for a particular question and what would have been found if all of the estimated 40,179 adult residents³ had been interviewed. The maximum margin of error for a dichotomous percentage result occurs when the answers are evenly split such that 50% provide one response and 50% provide the alternative response. For the resident survey, the maximum margin of error is $\pm 4.2\%$ for questions answered by all 533 respondents.

DATA PROCESSING & WEIGHTING Data processing consisted of checking the data for errors or inconsistencies, coding and recoding responses, categorizing verbatim responses, and preparing frequency analyses and cross-tabulations. The final resident data were weighted to balance the sample by age according to Census estimates, whereas the employee survey data were weighted to reflect the appropriate balance of employees within/outside the Police Department.

ROUNDING Numbers that end in 0.5 or higher are rounded up to the nearest whole number, whereas numbers that end in 0.4 or lower are rounded down to the nearest whole number. These same rounding rules are also applied, when needed, to arrive at numbers that include a decimal place in constructing figures and tables. Occasionally, these rounding rules lead to small discrepancies in the first decimal place when comparing tables and charts for a given question. Due to rounding, some figures and narrative include numbers that add to more than or less than 100%.

3. Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates.

QUESTIONNAIRE & TOPLINES

Resident Survey



City of Glendora
 Police Chief Search Survey
 Resident Version
 Final Toplines (n=533)
 May 7, 2020

Section 1: Introduction to Study

Hi, my name is _____ and I'm calling from TNR on behalf of the City of Glendora (Glen-DOR-uh). We're conducting a survey about important issues in Glendora (Glen-DOR-uh) and we would like to get your opinions.

If needed: This is a survey about important issues in Glendora- I'm NOT trying to sell anything and I won't ask for a donation.

If needed: The survey should take about 12 minutes to complete.

If needed: If now is not a convenient time, can you let me know a better time so I can call back?

If the person says they are an elected official or is somehow associated with the survey, politely explain that this survey is designed to measure the opinions of those not closely associated with the study, thank them for their time, and terminate the interview.

Section 2: Screener if Land Line and no Name ID

For statistical reasons, I would like to speak to the youngest adult male currently at home that is at least 18 years of age. *If there is no male currently at home that is at least 18 years of age, then ask:* Ok, then I'd like to speak to the youngest female currently at home that is at least 18 years of age.

If there is no adult currently available, then ask for a callback time.

NOTE: Adjust this screener as needed to match sample quotas on gender & age

If respondent asks why we want to speak to a particular demographic group, explain: Its important that the sample of people for the survey is representative of the adult population in the city for it to be statistically reliable. At this point, we need to balance our sample by asking for people who fit a particular demographic profile.

SC1 To begin, I have a few screening questions. What is the zip code at your residence? *Read zip code back to them to confirm correct*

1	91740, 91741	Qualified, go to intro preceding Q1
2	Any other ZIP code	Terminate

Section 3: Perceptions of Safety & Performance

Q1 To begin, how long have you lived in Glendora?

1	Less than 1 year	2%
2	1 to 3 years	12%
3	4 to 9 years	22%
4	10 to 14 years	11%
5	15 years or longer	53%
99	Prefer not to answer	0%

Q2		Overall, how safe is the City of Glendora as a place to live? Would you say it is very safe, somewhat safe, somewhat unsafe, or very unsafe?						
	1	Very safe	59%		Skip to Q4			
	2	Somewhat safe	34%		Skip to Q4			
	3	Somewhat unsafe	5%		Ask Q3			
	4	Very unsafe	1%		Ask Q3			
	99	Prefer not to answer	0%		Skip to Q4			
Q3		Is there a particular reason why you feel Glendora isn't a safe place to live? <i>If yes, ask:</i> Please describe your reason.						
		Data on file for 30 respondents						
Q4		When you are: _____, would you say that you feel very safe, somewhat safe, somewhat unsafe, or very unsafe?						
		<i>Randomize</i>						
			Very Safe	Somewhat Safe	Somewhat Unsafe	Very Unsafe	Not sure	Prefer not to answer
A	Walking alone in your neighborhood during the day		77%	19%	3%	0%	0%	0%
B	Walking alone in your neighborhood after dark		32%	44%	15%	6%	2%	1%
C	Walking alone in commercial and retail areas during the day		68%	26%	5%	0%	1%	0%
D	Walking alone in commercial and retail areas after dark		21%	49%	20%	5%	4%	1%
E	Walking alone in parks, paths, and recreational trails during the day		47%	37%	9%	4%	2%	1%
<i>Only ask Q5 if Q1=(3,4,5). Otherwise, skip to Q6.</i>								
Q5		When compared to three years ago, would you say that the City of Glendora is safer now, is less safe, or is about the same as it was before? <i>If safer or less safe, ask:</i> Would that be much (safer/less safe) or somewhat (safer/less safe)?						
	1	Much safer	3%					
	2	Somewhat safer	4%					
	3	About the same	47%					
	4	Somewhat less safe	33%					
	5	Much less safe	13%					
	98	Not sure	1%					
	99	Prefer not to answer	0%					

Section 4: Police Chief Search

With the retirement of Glendora’s Chief of Police in February, the City will be searching for a new Police Chief in the coming months. Finding an individual with the right combination of experience and talents will be a challenge. Most candidates will be strong in certain areas and weaker in others. This means the City will need to **prioritize** certain characteristics and types of experience over others when selecting a new Police Chief.

Q8 With that in mind, what would you say is the single most important quality or experience the new Police Chief should possess? *Verbatim responses recorded and later grouped into categories shown below.*

Not sure, cannot think of anything specific	24%
Communication skills	12%
Strong leadership	12%
Fair, non-discriminatory	12%
Honesty, integrity	10%
Maintaining low crime rate, keeping residents safe	9%
Commitment to the community	8%
Relevant law enforcement experience	8%
Compassion, empathy for others	8%
Familiarity with City, local needs	7%
Being proactive	3%
Supports the constitution, law	3%
Not having political bias, impartial	3%
Makes homeless issues a priority	2%
Being tough on crime	2%
Transparency	1%

Q9 In its search for a new Police Chief, the City will need to prioritize certain talents and experiences over others when choosing the best candidate. As I read the following list of experiences, I’d like to know how important you feel it is that the new Chief of Police has this experience. To help the City prioritize, please keep in mind that not all experiences can be extremely important.

How important is it that the new Chief of Police _____? Would you say it is extremely important, very important, somewhat important, or not at all important?

	<i>Randomize</i>	Extremely important	Very important	Somewhat important	Not at all important	Prefer not to answer
A	Be familiar with Glendora	39%	37%	19%	5%	0%
B	Be familiar with Los Angeles County	34%	39%	22%	5%	0%
C	Has previously served as a Chief of Police in another city	9%	21%	44%	25%	1%

Glendora Police Chief Search Survey

5/7/2020

D	Has served as a police officer in Glendora for at least three years	20%	23%	33%	23%	1%
E	Is well-liked and respected by his/her peers	40%	41%	16%	3%	0%
F	Has the ability to make politically difficult decisions	58%	33%	6%	2%	0%
G	Has a proven track record practicing good public relations with residents and constituents	49%	38%	11%	1%	1%
H	Has worked well with other government agencies, through multiple levels of government bureaucracy, and is practiced at inter-governmental relations	35%	40%	20%	5%	1%
I	Has a vision for how to improve public safety and policing in Glendora	57%	36%	6%	1%	0%
J	Is innovative and willing to press for change	44%	39%	15%	1%	1%
K	Listens to others before making important decisions	53%	37%	7%	1%	1%
L	Is a leader who can motivate others to do their best	64%	31%	4%	1%	0%
M	Is tough on crime	57%	32%	10%	1%	1%
N	Treats people with compassion	57%	33%	9%	0%	1%
O	Regularly participates in community events and activities	29%	44%	23%	4%	1%
Q10	What is the single most important piece of advice you would give to the next Chief of Police? Verbatim responses recorded and later grouped into categories shown below.					
	Not sure, cannot think of anything specific	30%				
	Be a good listener to, communicator with community, colleagues	25%				
	Maintain a safe City, reduce crime	14%				
	Be tough on crime	5%				
	Avoid politics, do not let politics influence decisions	4%				
	Enforce laws on the books	4%				
	Treat people with respect	4%				
	Have good leadership skills	4%				
	Treat people fairly, equally	4%				
	Be honest	4%				
	Reduce homeless population	3%				
	Be proactive	1%				

Section 5: Background & Demographics

Thank you so much for your participation. I have just a few background questions for statistical purposes.

D1	What is your gender?	
	1	Male 48%
	2	Female 51%
	99	Prefer not to answer 1%
D2	In what year were you born? Year recorded and grouped into age categories shown below.	
	18 to 24	12%
	25 to 34	15%
	35 to 44	16%
	45 to 54	20%
	55 to 64	18%
	65 or older	20%
D3	Do you have one or more children under the age of 18 living in your household?	
	1	Yes 34%
	2	No 63%
	99	Prefer not to answer 3%
D4	Do you own or rent your residence in Glendora?	
	1	Own 68%
	2	Rent 23%
	99	Prefer not to answer 9%
D5	Are you a member of a community group or church in Glendora?	
	1	Yes 40%
	2	No 51%
	99	Prefer not to answer 9%

D6	Which of the following best describes your employment status? Would you say you are employed full-time, part-time, a student, a homemaker, retired, or are you in-between jobs right now?	
	1	Employed full-time 45%
	2	Employed part-time 11%
	3	Student 6%
	4	Homemaker 5%
	5	Retired 23%
	6	In-between jobs 5%
	99	Prefer not to answer 6%

Those are all of the questions I have. Thanks so much for participating in this important survey!

Employee Survey



City of Glendora
Police Chief Search Survey
Employee Version
Final Toplines (n=123)
June 1, 2020

Section 1: Introduction to Study

Welcome! And thank you for participating in this survey of Glendora city employees.

Your individual responses will be kept strictly CONFIDENTIAL. Your survey responses will go directly to True North Research, the independent research firm hired to design and conduct the survey. True North will analyze the data and present the information to the City in a summarized format.

Web Instructions:

During the survey, please do not use your browser's 'Forward' and 'Back' buttons. To move through the survey, use the 'Back' and 'Next' buttons at the bottom of each page.

At the end of the survey click the 'Done' button to submit your survey.

For best results, MAXIMIZE this browser screen while taking the survey.

Section 2: Perceptions of Safety & Performance

Q1	To begin, how long have you worked for the City of Glendora?		
	1	Less than 1 year	14%
	2	1 to 3 years	22%
	3	4 to 9 years	20%
	4	10 to 14 years	15%
	5	15 years or longer	28%
	99	Prefer not to answer	1%
Q2	From your perspective as a city employee, how safe is the City of Glendora as a place to live? Would you say it is very safe, somewhat safe, somewhat unsafe, or very unsafe?		
	1	Very safe	71% <i>Skip to Q5</i>
	2	Somewhat safe	26% <i>Skip to Q5</i>
	3	Somewhat unsafe	1% <i>Ask Q3</i>
	4	Very unsafe	1% <i>Ask Q3</i>
	99	Prefer not to answer	1% <i>Skip to Q5</i>
Q3	Is there a particular reason why you feel Glendora isn't a safe place to live? <i>If yes, ask:</i> Please describe your reason.		
	Verbatim responses on file		

<i>Only ask Q5 if Q1=(3,4,5). Otherwise, skip to Q6.</i>								
Q5	When compared to three years ago, would you say that the City of Glendora is safer now, is less safe, or is about the same as it was before? <i>If safer or less safe, ask: Would that be much (safer/less safe) or somewhat (safer/less safe)?</i>							
	1	Much safer					3%	
	2	Somewhat safer					3%	
	3	About the same					46%	
	4	Somewhat less safe					44%	
	5	Much less safe					1%	
	98	Not sure					4%	
	99	Prefer not to answer					0%	
Q6	If the Glendora Police Department could change one thing to make Glendora a safer place to live, what change would you like to see? <i>Verbatim responses recorded and later grouped into categories shown below.</i>							
	Not sure						34%	
	Provide more police patrols, officers						21%	
	Address homeless issues, poverty						13%	
	No changes needed / Everything is fine						11%	
	Review, revise laws						9%	
	Add more support staff, dispatchers						5%	
	Improve public safety, reduce crime in general						3%	
	More police involvement in community						3%	
	Increase pay, benefits for police						3%	
	Need state-level changes, support						2%	
	Enforce traffic laws, speed limits						1%	
	Faster response times						1%	
	Reduce gangs, drugs						1%	
Q7	Thinking of the Glendora Police Department, please tell me how well you feel the Department performs in the following areas. Here is the (first/next) one: _____. Would you say the Glendora Police Department does an excellent, good, fair, poor or very poor job in this area?							
	<i>Randomize</i>		Excellent	Good	Fair	Poor	Very Poor	Prefer not to answer
A	Maintaining a low crime rate		36%	51%	11%	1%	0%	2%
B	Investigating crimes		45%	39%	10%	0%	0%	6%
C	Patrolling neighborhoods		31%	43%	20%	2%	0%	4%

D	Maintaining a presence/being visible	43%	42%	12%	1%	0%	2%
E	Engaging and interacting with the public	45%	38%	16%	1%	0%	1%
F	Communicating with Glendora residents and local businesses	39%	42%	16%	2%	0%	1%
G	Working with the community to solve problems	37%	44%	13%	4%	0%	2%
H	Treating people fairly	45%	44%	8%	1%	1%	2%

Section 3: Police Chief Search

With the retirement of Glendora's Chief of Police in February, the City will be searching for a new Police Chief in the coming months. Finding an individual with the right combination of experience and talents will be a challenge. Most candidates will be strong in certain areas and weaker in others. This means the City will need to **prioritize** certain characteristics and types of experience over others when selecting a new Police Chief.

Q8 With that in mind, what would you say is the single most important quality or experience the new Police Chief should possess? Verbatim responses recorded and later grouped into categories shown below.

	Strong leadership	17%
	Not sure, cannot think of any	17%
	Familiarity with City, local needs	13%
	Honesty, integrity	12%
	Familiarity with job, department, promoted from within	11%
	Commitment to the community	9%
	Collaborates with employees, team player	8%
	Communication skills	6%
	Fair, non-discriminatory	5%
	Relevant law enforcement experience	4%
	Good listener, open minded	4%
	Compassion, empathy for others	3%
	Treats others with respect	3%
	Approachable	2%

Q9 In its search for a new Police Chief, the City will need to prioritize certain talents and experiences over others when choosing the best candidate. As I read the following list of experiences, I'd like to know how important you feel it is that the new Chief of Police has this experience. To help the City prioritize, please keep in mind that not all experiences can be extremely important. How important is it that the new Chief of Police ____? Would you say it is extremely important, very important, somewhat important, or not at all important?		Extremely important	Very important	Somewhat important	Not at all important	Prefer not to answer
	<i>Randomize</i>					
A	Be familiar with Glendora	48%	21%	26%	4%	1%
B	Be familiar with Los Angeles County	20%	45%	32%	2%	1%
C	Has previously served as a Chief of Police in another city	4%	13%	38%	42%	3%
D	Has served as a police officer in Glendora for at least three years	29%	18%	29%	21%	3%
E	Is well-liked and respected by his/her peers	39%	48%	13%	0%	1%
F	Has the ability to make politically difficult decisions	55%	35%	9%	0%	1%
G	Has a proven track record practicing good public relations with residents and constituents	50%	40%	10%	0%	1%
H	Has worked well with other government agencies, through multiple levels of government bureaucracy, and is practiced at inter-governmental relations	31%	42%	24%	3%	1%
I	Has a vision for how to improve public safety and policing in Glendora	49%	45%	4%	1%	2%
J	Is innovative and willing to press for change	37%	46%	14%	2%	1%
K	Listens to others before making important decisions	59%	34%	7%	0%	1%
L	Is a leader who can motivate others to do their best	73%	26%	1%	0%	1%
M	Is tough on crime	41%	46%	11%	1%	2%
N	Treats people with compassion	62%	31%	6%	1%	1%
O	Regularly participates in community events and activities	32%	42%	24%	1%	1%
P	Collaborates well with city employees who are <i>outside</i> the Police Department	47%	38%	13%	1%	1%

Q10		What is the single most important piece of advice you would give to the next Chief of Police? Verbatim responses recorded and later grouped into categories shown below.					
	Not sure, cannot think of anything						29%
	Be a good listener to community, colleagues						14%
	Be a good communicator						12%
	Have good leadership skills						9%
	Be honest						7%
	Be open-minded, open to new ideas						7%
	Treat people with respect						5%
	Be fair, impartial						5%
	Be kind, compassionate						4%
	Support, have faith in employees						3%
	Do not micro-manage department						3%
	Maintain a safe City, reduce crime						1%
	Be flexible						1%
	Be a team player						1%
	Understand city, department needs						1%
Q11		From your experience as a city employee, please tell me how well you felt the Glendora Police Department has performed over the past three years in the following areas. Here is the (first/next) one: ----- . Would you say the Glendora Police Department has done an excellent, good, fair, poor or very poor job in this area?					
	<i>Randomize</i>	Excellent	Good	Fair	Poor	Very Poor	Prefer not to answer
A	Valuing/respecting the skills and talents of employees	8%	32%	28%	10%	11%	0%
B	Giving recognition where it is deserved	15%	32%	24%	11%	7%	0%
C	Holding employees accountable and dealing with poor performers	8%	29%	23%	13%	6%	0%
D	Having an organizational culture that is consistent with the values of the community	12%	46%	19%	8%	6%	0%
E	Making good use of available resources	11%	42%	22%	9%	3%	0%
F	Providing clear and accurate communications	11%	30%	23%	14%	14%	0%
G	Collaborating/communicating with employees from other Departments	10%	26%	27%	17%	9%	0%
H	Making fiscally responsible decisions	11%	45%	22%	4%	2%	0%
I	Motivating employees to do their best	10%	28%	27%	11%	10%	0%

Section 4: Background & Demographics

Thank you so much for your participation. I have just one background question for statistical purposes.

Q12	Do you live in the City of Glendora?	
1	Yes	33%
2	No	63%
99	Prefer not to answer	4%

Those are all of the questions I have. Thanks so much for participating in this important survey!

Post-Interview & Sample Items

S1	Department	
	Administrative Services	5%
	City Clerk	8%
	City Council	4%
	City Manager	2%
	Community Development	8%
	Community Services	10%
	Human Resources	3%
	Library	11%
	Police	34%
	Public Works	11%
	Water	2%