

Police-Community Strategic Goals

PITTSBURG, CALIFORNIA

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FINAL

matrix 
consulting group

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1. Introduction

The Pittsburg Police department has engaged in a community driven strategic planning process as part of community policing centered philosophy. The department wanted its strategic plan to be reflective of the desires of the community it serves. To help deliver a community driven process the police department retained Matrix Consulting Group to assist with conducting community outreach and with coordinating the development of the strategic planning elements.

The process started with seeking input into the police department through an online survey which was facilitated by the police department. The survey was open for approximately one month as was offered in both English and Spanish. Links to the survey were available on the city website, the police department website and pushed out via social media. There were four focus areas with the availability to add open ended responses. There was a total of 419 responses.

An internal Employee survey was also conducted covering key issues of the department. A total of 74 responses were received.

Additionally, there were six virtual community meetings sessions held. Four were in English and two were in Spanish. Each community listening session was facilitated by Matrix. The result of these listening sessions yielded six strategic goals which are detailed in the following sections.

This document includes internal police department goals that were developed to address issues identified through other processes. Some of these goals directly link to the community generated goals.

2. Strategic Goals

Strategic Goal #1: Increased Traffic Safety

Background

Traffic related concerns were among the most reported during community outreach. The two main concerns were raised were speed exhibitions in neighborhoods and some poorly lit road sections where people are crossing. The department already has some speed camera trailers coming online and they do a public education social media post (Traffic Tuesdays). The city is working on a local road safety plan that encompasses many of the issues identified by the community.

Activities / Tasks to Increase Traffic Safety

1. Public education

- Public education campaign on the dangers of speed exhibition / street racing.
- Public education campaign on how to report speed exhibition.

2. Additional enforcement

- Increased enforcement in areas where speed exhibition has been reported.
- Additional traffic officer to add enforcement capabilities and coverage hours. (This has been accomplished as of January 23, 2023)

3. Street lighting survey

- Conduct street lighting survey on main traffic corridors
- Increase lighting if needed

4. Use Data for Enforcement / Mitigation Strategies

- Develop weekly / monthly report on complaints, crashes, or other sources to determine where to deploy resources.

5. Evaluate use of red-light Cameras

- Determine if there are legal barriers
- Use data to determine most effective locations

6. Safe Driver Class for new drivers

- Develop class for new drivers regarding speeding/ crashes and speed exhibitions.
- Work with Pittsburg Unified School District to instruct classes.

Responsible for activity / Task

Task 1-Public Education

Operations Support Services Captain

Department social media coordinator / Community outreach

Traffic Sergeant

Task 1 Completion Timeline:

- Year 1

Task 2-Additional Enforcement

Traffic Sergeant

Operations Support Services Captain

Task 2 Completion Timeline:

- Year 1

Task 3-Street Lighting Survey

City – Public Works Department

Task 3 Completion Timeline:

- Year 1 for Survey
- Year 3 for increased lighting if needed

Task 4-Use Data for Enforcement / Mitigation Strategies

Traffic sergeant

Crime analyst

Task 4 Completion Timeline:

- Year 1

Task 5- Evaluate use of red-light Cameras

City Attorney

Traffic Sergeant

Crime analyst

Task 5 Completion Timeline:

- Year 1 to determine if legally feasible
- Year 2 to determine potential locations for implementation
- Year 3 to develop pilot program and select vendor

Task 6- Safe Driver Class for new drivers

Traffic sergeant

Department social media coordinator / Community outreach

Police Activities League

Task 6 Completion Timeline:

- Year 1 to develop curriculum
- Year 2 to run first class

Potential Performance Measures

1. Number of reported crashes at key locations / city wide.
2. Number of reported speed exhibition complaints.
3. Number of drivers attending safe driving class.

Strategic Goal #2: Improve Response to Mental Health / Unhoused

Background

Houselessness and mental health was also among the top concerns among Pittsburg community members. The concerns centered around the number of houseless and mental health as well as the police response to these concerns. Community members wanted officers to have the training to successfully engage with this vulnerable

community and they also wanted additional resources to address the rising houseless /mental health population. The police department has 2 officers assigned to mental health / houseless outreach, but it primarily a county responsibility.

Activities / Tasks to Improve Response to Mental Health / Houseless

1. **Require Officers to Have Crisis Intervention Training (CIT).**

- Most officers and sergeants already receive this training, but the department will ensure all officers receive CIT and refresher training as needed.

2. **Additional training on working with houseless community members**

- Training / Education on availability resources and appropriate referrals.
- Training on Additional traffic officer to add enforcement capabilities and coverage hours.

3. **Develop Houseless / Mental Health Services Card**

- Create a card or QR code link that can be giving to people suffering from mental health issues /houselessness and the community so that there is a greater awareness of resources available.

Responsible for activity / Task

Task 1- Require Officers to Have Crisis Intervention Training (CIT).

Administrative Sergeant

Training

Task 1 Completion Timeline:

- Year 1 to develop list
- Year 2 to have 100% trained

Task 2- Additional training on working with houseless community members

Administrative Sergeant

Training

Task 2 Completion Timeline:

- Year 1 to develop curriculum

- Year 2 to run first class

Task 3- Develop Houseless / Mental Health Services Card (QR code)

Outreach Sergeant/Lieutenant

Outreach officer

Community Partners

County

Task 3 Completion Timeline:

- Year 1 to develop card and get it printed
- Year 2 through 5 to update / edit cards.

Potential Performance Measures

1. Percentage of officers who have attended CIT class.
2. Percentage of officers who have had additional classes on working with the houseless.
3. Number of cards / referrals made.

Strategic Goal #3: Clean Pittsburg Program

Background

Community members reported litter and trash around the city as a concern and want more enforcement of littering laws. This type of crime is hard to enforce as the officer must witness it to write a citation. There are areas of the city where illegal littering appears to be more prevalent than others. Officers and the public can report litter / trash to public works online or through the "GoPittsburg" App when they encounter it.

Activities / Tasks to Implement Clean Pittsburg

- 1. Public education campaign to limit illegal littering/dumping.**
 - Educate / inform the public about littering.
- 2. Public education campaign to report littering/ trash when found.**
 - Educate / inform the public how they can report littering.

3. Community cleanup day

- Hold monthly / Quarterly clean up days in neighborhoods most affected by littering.
- Use cleanup day as a potential community service for high school students.

4. Dumping Ordinance

- Work with city on developing municipal dumping ordinance.

Responsible for activity / Task

Task 1- Public education campaign to limit illegal littering.

Community Outreach Officer

Refuge officer position

Work with city to develop QR code card for reporting liter and trash.

Task 1 Completion Timeline:

- Year 1 to develop campaign
- Year 2 through 5 to continue campaign.

Task 2- Public education campaign to report littering/ trash when found.

Community Outreach Officer

Refuge officer position

Task 2 Completion Timeline:

- Year 1 to develop campaign
- Year 2 through 5 to continue campaign.

Task 3- Community cleanup day

Admin Sergeant

Community Outreach Officer

Refuge Officer Position

Public Works

Task 3 Completion Timeline:

- Year 1 to organize
- Year 2 through 5 to update / edit cards.

Potential Performance Measures

1. Number of reported littering incidents (Cad and GoPittsburg)
2. Number of clean ups performed.

Strategic Goal #4: Officer Training on De-escalation

Background

Community members want officers to receive the most up to date training on working with the mentally ill/ houseless, de-escalation and crisis intervention. Officers are already receiving the training the community wants; however, many members of the community are unaware of the level of training that officers receive. Crisis Intervention and working with houseless / mentally is covered under strategic goal #2. To maintain the community training standards the community wants officers need to have refresher training.

Activities / Tasks to continue training on de-escalation.

1. De-escalation Training.

- California Post requires annual training which includes de-escalation training.
- The department can seek additional training above and beyond the minimum state standards.
- Analysis of current 3-12 and 4-10 shifts for additional training days.

2. Additional current training topics.

- Trends in law enforcement can change which requires departments to continually evaluate what is taught to officers.

Responsible for activity / Task

Task 1- De-escalation Training.

Scenario and Simulator Training Instructors

Task 1 Completion Timeline:

- Year 1 to develop campaign

- Year 2 through 5 to continue campaign.

Task 2- Additional current training topics.

Training staff and command staff

Task 2 Completion Timeline:

- Year 1 to develop campaign.
- Year 2 through 5 to continue campaign.

Potential Performance Measures

1. Number of training hours
2. Number of classes attended

Strategic Goal #5: Conduct Officer Recruitment Locally

Background

Community members want officers to be reflective of the community they serve and to be recruited from the local area. There is a belief that having local officers will help build stronger police-community relationships. The police department spends significant time recruiting from the local area and in the last 24 months 18 officers from the local area were hired.

Activities / Tasks to recruit officers locally.

1. Hold or attend local job fairs.

- The department already attends local job fairs, but this task should continue.

2. Re-establish Explorer program to Recruit students from local high schools through the explorer program.

- The department has an explorer program that exposes high school students to staff from the department and teaches them components of law enforcement.

3. Identify Community programs/institutions for potential hires.

- The department should explore other programs and institutions for potential recruiting activities.

4. Hold law enforcement classes to attract students with an interest in law enforcement.

- The department conducts law enforcement classes for high school students interested in law enforcement. The classes expose high school students to staff from the department.

Responsible for activity / Task**Task 1- Hold or attend local job fairs.**

Recruiting Sergeant

Task 1 Completion Timeline:

- Year 1 to develop campaign.
- Year 2 through 5 to continue campaign.

Task 2- Recruit students from local high schools through the explorer program.

School Resource Officers

School Administrators

Task 2 Completion Timeline:

- Year 1 through 5 to continue program.

Task 3- Hold law enforcement classes to attract students with an interest in law enforcement

School Resource Officers

School Administrators

Patrol and Traffic Officers

Task 3 Completion Timeline:

- Year 1 to organize
- Year 2 through 5 to continue classes.

Potential Performance Measures

1. Number of local officers hired as a percentage.
2. Number of high school students in the explorer program.

3. Number of classes held.
4. Number of students that attend law enforcement classes

Strategic Goal #6: Increase Community Engagement

Background

Community members want the department to be proactive in engaging the community by attending or hosting events and via social media. The department attends or hosts a minimum of two community events a month and has over 20 thousand Facebook followers.

Activities / Tasks to Increase Community Engagement.

1. Add additional community events to participate in.

- There are several events each month in the city. Assigning officers to stop by, when possible, can expand the visibility of the department.
- The department can continue to host law enforcement related events such as documents shreds, fraud seminars or public safety events.
- The department can seek partners to co-host with such as business communities, churches, and other civic groups.

2. Add additional social media platforms and software that allows posting to multiple platforms at once.

- Review current social media presence and adopt additional platforms where the department can participate.

Responsible for activity / Task

Task 1- Add additional community events

Community Outreach Officer

Officers, civilians, and command staff

Task 1 Completion Timeline:

- Year 1 to develop campaign
- Year 2 through 5 to continue campaign.

Task 2- Add additional social media platforms.

Community Outreach Officer

Task 2 Completion Timeline:

- Year 1 through 5 to continue.

Potential Performance Measures

1. Number of post / responses
2. Number of social media platforms
3. Number of social media followers / likes
4. Number of events attended.
5. Number of people contacted
6. Number of people attending events

3. Performance Metrics

Performance Metrics – Strategic Plan implantation Progress

The Chief will report to public safety sub-committee quarterly on performance measurements and success in implementing strategic goals.

4. Departmental Goals

Background

The police department command staff actively sets new goals from year to year. These are developed to address current trends or issues. Many of these goals directly relate to strategic goals developed through the police-community strategic goal development process. The department goals are listed below:

1. Reduce Crime

Establish proactive crime reduction strategies and utilize available data to identify priority enforcement areas within the city in a continued effort to reduce violent crime

Related to Strategic Goal #1 Increased Traffic Safety

2. Public Engagement and Events

Continue to enhance the Department's social media presence and develop partnerships for community-led messaging and engagement that seeks to reduce crime, violence,

provide information to the community, and promote community engagement through interactive public events including Department Open House Event, Simulator Saturdays, and Department Sponsored Car Show.

Related to Strategic Goal #6: Increase Community Engagement

3. Prevention of Human Trafficking

Provide internal and external education of human trafficking and related crimes, provide officers with advanced training on identifying victims of human trafficking to include training from the School Resource Officers within the schools to educate students on indicators and methods criminals use to lure young people and training of area Hotel staff on indicators of human trafficking.

Not Related to a Strategic Goal

4. Succession Planning- Professional Development

Create a Professional and Career Development Plan to document and outline a roadmap for knowledge skills and abilities, education, and experience staff should work towards. This plan will be used to prepare for promotions and specialty assignments for future appointments within the department.

Not Related to a Strategic Goal

5. Enhancing the Department Training Plan

Develop a Training Matrix Schedule for 2022-2023 to include a written Department Training Plan. This Matrix/Plan will include employee professional development and succession planning and compliance with P.O.S.T. standards. Additionally, the department will work to develop in-house training classes.

Related to Strategic Goal #4 Officer Training on De-escalation

Attachment 1 – Department Profile

1. Introduction

The following **Final** descriptive profile outlines the organization, structure, and staffing of the Pittsburg Police Department (PPD). The information contained in the profile has been developed through interviews conducted within PPD and review of various documents provided by the department.

It is important to note that the primary objective of this profile is to review and confirm our current understanding of the Police Department. Consequently, no analysis or findings are contained in this document. Instead, the document focuses on outlining the following items:

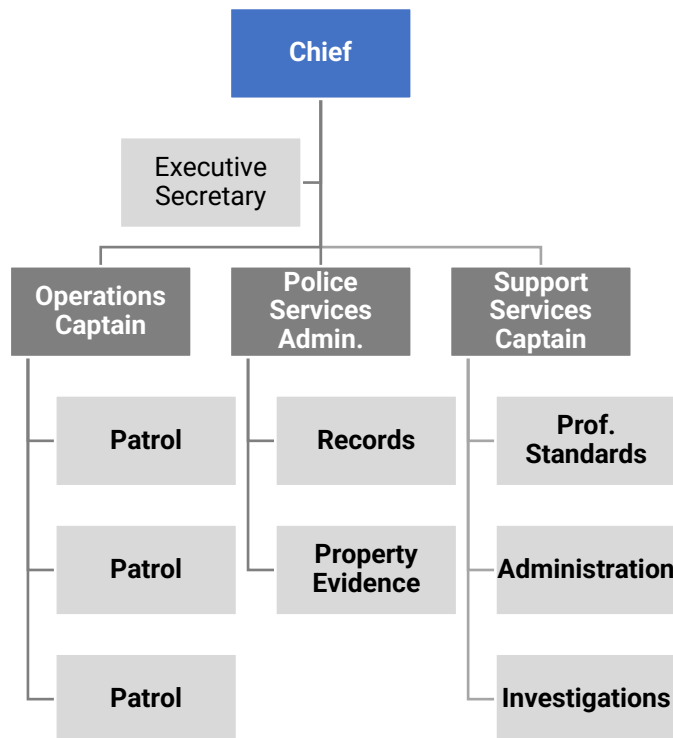
- The organizational structure of each area of the Police Department.
- High level descriptions of the main functions and work areas of each PPD work unit.
- The authorized (budgeted) and actual (currently filled) number of positions by rank or classification assigned to each unit.
- The roles, objectives, and responsibilities of each unit.

The profile is the first deliverable of this project and should be considered a **final** document that will develop further as the project progresses. Once it is finalized, the profile will help serve as a foundation for our assumptions regarding staffing and current

organizational characteristics of the functional areas included in scope of the study.

The following chart is a general functional depiction of the structure of the Pittsburg Police Department.

PPD Organizational Chart

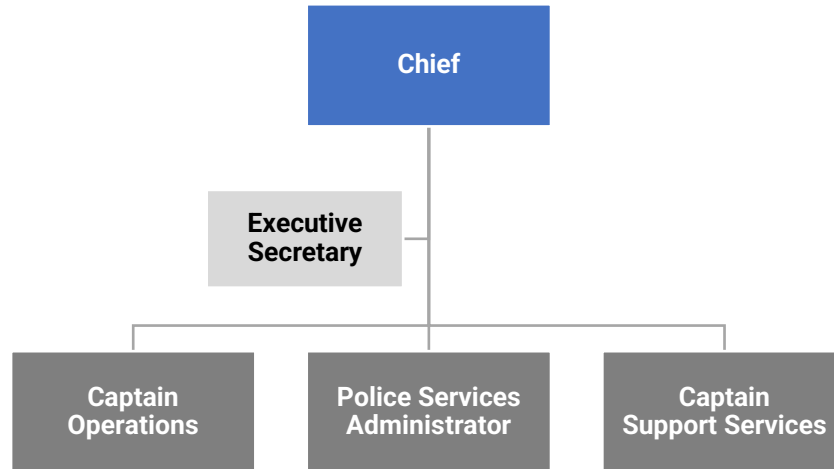


2. Office of the Chief

The office of the Chief consists of the Chief, two Captains and an Executive Secretary. The Chief provides overall direction, guidance, and leadership for the Police Department. They have responsibility for every area of the organization and ensures that the Department meets its mission in accordance with the established values and has overall responsibility for budget management. The Executive Secretary assists the Chief with day-to-day tasks in addition to administrative tasks. The executive management team includes the two captains who oversee separate branches of the department.

(1) Organization

The following chart outlines the organization of the Chief's office and executive management team. The captains are detailed in their respective sections.



(2) Staffing and Unit Descriptions

The following table provides the personnel and major tasks of staff in the Chief’s Office. The “Curr.” column displays the number of currently filled positions, while the “Auth.” column provides the number of authorized (budgeted) positions.

Unit/Division	Curr.	Auth.	Position	Unit Description
Office of the Chief	1	1	Police Chief	<ul style="list-style-type: none"> Provides the overall leadership, management, and administration of the Police Department. Works with the City Administrator to meet goals and objectives. Reviews policies and procedures, goals, and objectives.
	1	1	Executive Secretary	<ul style="list-style-type: none"> Performs administrative tasks in support of the Chief and Captains in Chief’s Office. Assists the Chief with projects.
	1	1	Captain Operations	<ul style="list-style-type: none"> Provides leadership and management of the Patrol Operations. Supervises 3 watch command lieutenants with 24 /7 patrol responsibility. Completes projects as assigned.

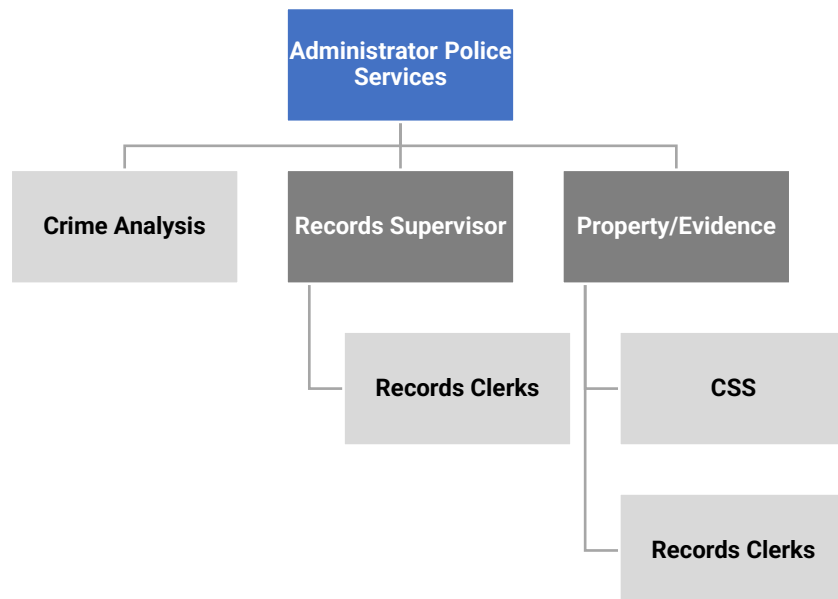
Unit/Division	Curr.	Auth.	Position	Unit Description
	1	1	Captain Support Services	<ul style="list-style-type: none"> Provides leadership and management for support and investigative units outside of patrol. Completes projects as assigned.
Sworn	3	3		
Civilian	1	1		
Total Staff	4	4		

3. Police Services

The Police Services Administrator is not part of the Chief’s Office Management team but does report directly to the Chief. Police Services is comprised of the Records Unit, Crime Analysis and Property and Evidence.

1) Organization

The following chart outlines the organization of Police Services.



(2) Staffing and Unit Descriptions

The following table summarizes the personnel and major tasks of staff for Police Services.

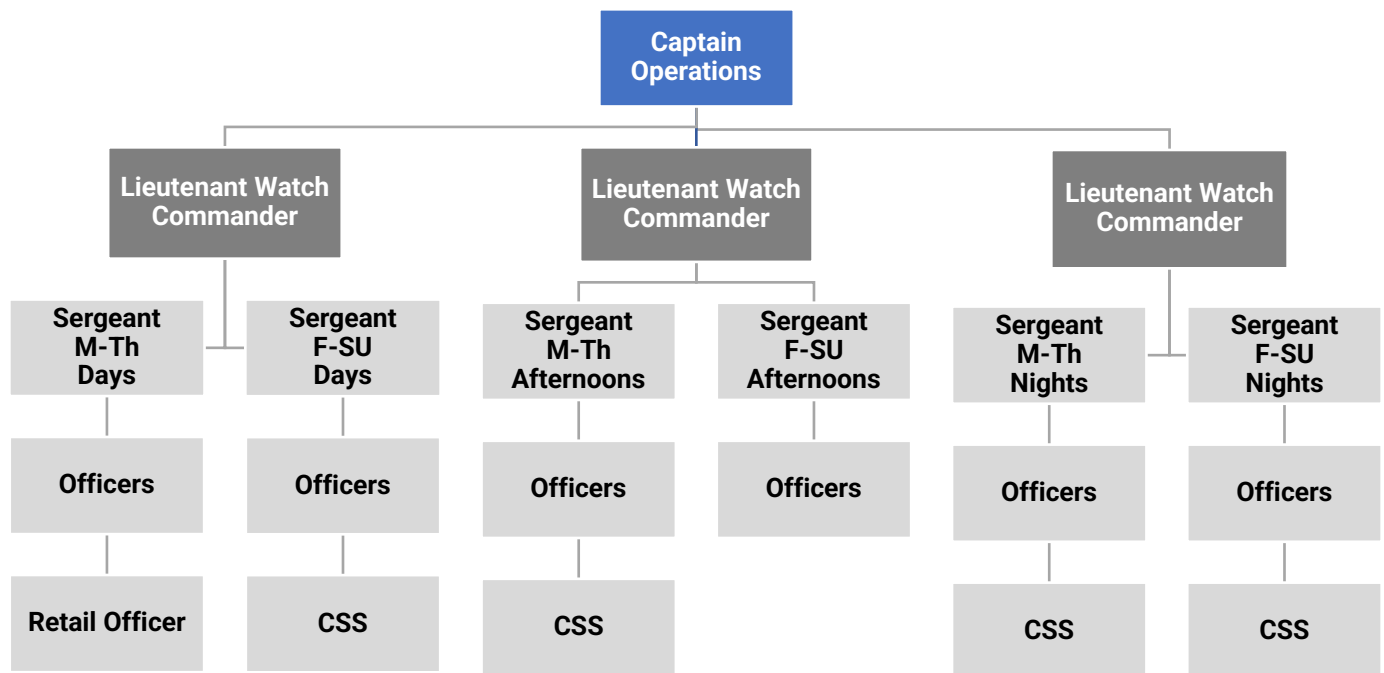
Unit/Division	Curr.	Auth.	Position	Unit Description
Police Services	1	1	Administrator	<ul style="list-style-type: none"> Provides overall Supervision for Crime Analysis, Records and Property/Evidence. Administrative Support for department
Crime Analysis	1	1	Crime Analyst	<ul style="list-style-type: none"> Performs analysis of crime data Conducts crime mapping Provides investigative support
Records	1 1 6	1 1 7	Records Supervisor Records Lead Records Clerks	<ul style="list-style-type: none"> The Records Supervisor oversees the Record Unit and reviews/corrects all reports before entry into RMS. The Records Supervisor is the NCIC coordinator. The Records Lead coordinates work and oversees Records Clerks' tasks. Records Clerks complete background checks. Clerks complete public records requests for police reports. Provide service to the front desk and phone lines. Process all citations. Receive and Coordinate subpoenas and court scheduling for officers. Complete FOIA requests with redactions
Property Evidence	1 1	1 1	Evidence Coordinator Records Clerk	<ul style="list-style-type: none"> Manages storage facilities. Manages of intake and disposal of property and evidence. Performs collection and processing of property and evidence. Processes crime lab requests.
Sworn				
Civilian	12	13		
Total Staff	12	13		

4. Operations

Operations is comprised of 3 watch command lieutenants supervising patrol functions.

(1) Organization

The following chart outlines the organization of Operations:



(2) Staffing and Unit Descriptions

The following table summarizes the personnel and major tasks of staff for Operations.

Unit/Division	Curr.	Auth.	Position	Unit Description
Day Shift Patrol	1	1	Lt. Watch Commander	<ul style="list-style-type: none"> • The Lieutenant is charge of the day-to-day operations of patrol operations. • Coordinates activities between units and shifts in patrol operations. • Supervises Sergeants. • Performs administrative tasks. • Completes special projects as assigned.

Unit/Division	Curr.	Auth.	Position	Unit Description
	2	2	Sergeants	<ul style="list-style-type: none"> • Sergeants supervise officers. • Sergeants respond to critical incidents.
	12	14	Police Officers	<ul style="list-style-type: none"> • Sergeants provide direction and advice to officers. • Sergeants coordinate resources.
	1	1	Retail Officers	<ul style="list-style-type: none"> • Sergeants supervise officers.
	1	1	CSS	<ul style="list-style-type: none"> • Officers respond to calls for service, conduct investigations and write reports.
Afternoon Shift Patrol	1	1	Lt. Watch Commander	<ul style="list-style-type: none"> • The Lieutenant is charge of the day-to-day operations of patrol operations. • Coordinates activities between units and shifts in patrol operations. • Supervises Sergeants. • Performs administrative tasks. • Completes special projects as assigned.
	1	1	Sergeants	<ul style="list-style-type: none"> • Sergeants supervise officers. • Sergeants respond to critical incidents.
	8	8	Police Officer	<ul style="list-style-type: none"> • Sergeants provide direction and advice to officers. • Sergeants coordinate resources.
	1	1	CSS	<ul style="list-style-type: none"> • Sergeants supervise officers. • Officers respond to calls for service, conduct investigations and write reports.
Night Shift Patrol	1	1	Lt. Watch Commander	<ul style="list-style-type: none"> • The Lieutenant is charge of the day-to-day operations of patrol operations. • Coordinates activities between units and shifts in patrol operations. • Supervises Sergeants. • Performs administrative tasks. • Completes special projects as assigned.

Unit/Division	Curr.	Auth.	Position	Unit Description
	2	2	Sergeant	<ul style="list-style-type: none"> • Sergeants supervise officers. • Sergeants respond to critical incidents. • Sergeants provide direction and advice to officers. • Sergeants coordinate resources. • Sergeants supervise officers. • Officers respond to calls for service, conduct investigations and write reports.
	12	14	Officers	
	2	2	CSS	
Sworn	41	45		
Civilian	4	4		
Total Staff	45	49		

(3) Patrol Scheduling and Deployment

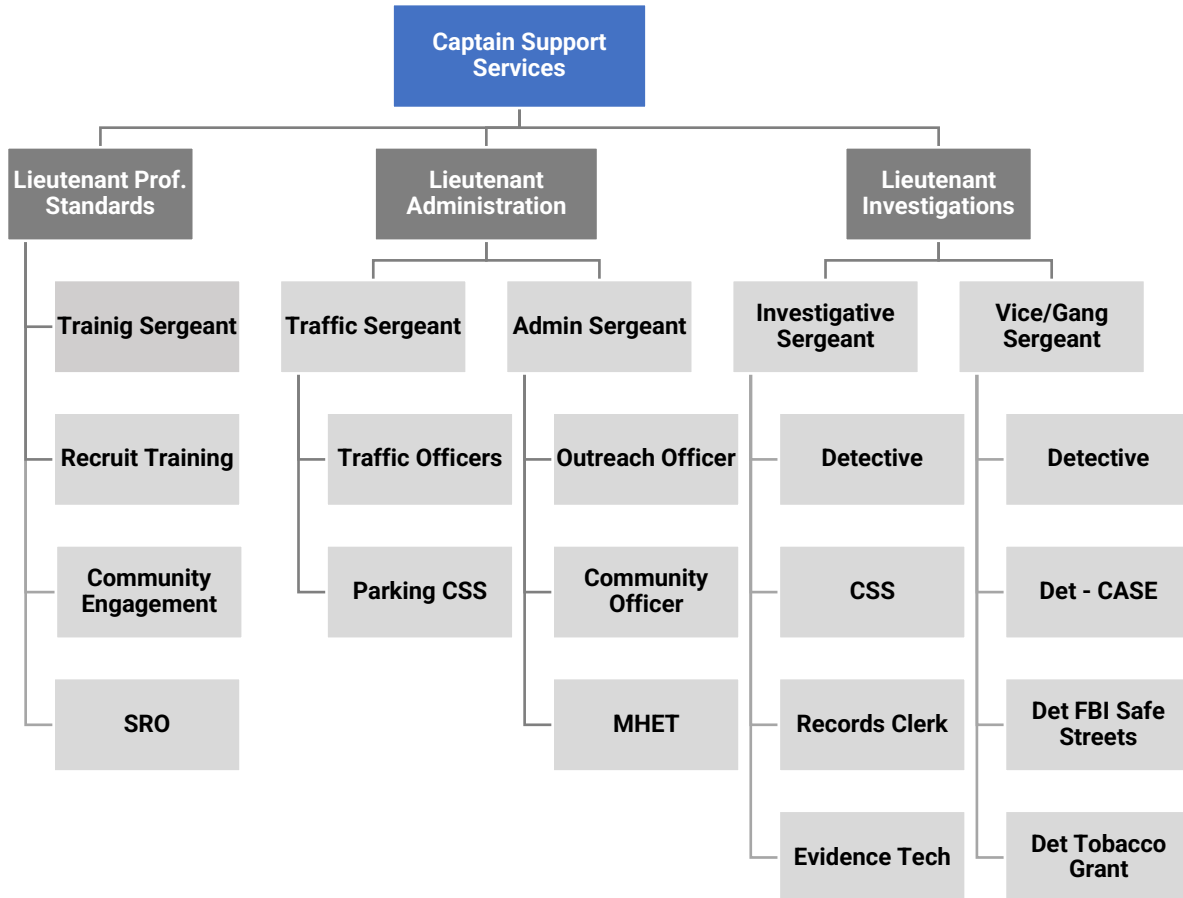
Staff work 4/10-hour shifts:

- Days – M-Th 0600-1600 / F-Sun 0600-1830
- Afternoons – M-Th 1400-2400 / F-Sun 1400-0230
- Nights – M-Th 2030-0630 / F-Sun 1800-0630

5. Support Services

(1) Organization

The following chart outlines the organization of Support Services:



(2) Staffing and Unit Descriptions

The following table provides the personnel positions and major tasks of Support Services.

Unit/Division	Curr.	Auth.	Position	Unit Description
Support Services	1	1	Lt. Prof Standards	<ul style="list-style-type: none"> • Overall supervision and leadership of detectives and investigations. • Overall supervision of Traffic Unit, Recruiting, Community Engagement, Outreach and SROs. • Completes Projects as assigned.

Unit/Division	Curr.	Auth.	Position	Unit Description
Training Sergeant	1	1	Sergeant	<ul style="list-style-type: none"> • Sergeant has overall supervision of recruiting, training, Community Engagement, and SROs. • The Recruiting officer conducts recruiting for Pittsburg Police positions. • The Recruiting Training Officer is responsible for training sworn personnel and oversight of new officer training program. • The Community Engagement Officer is responsible for community program organization. • SROs have responsibility for providing service to Pittsburg schools. • SROs provide mentorship and program development for Pittsburg Schools • SROs respond to LE issues in Pittsburg assigned schools.
	1	1	Community Engagement Officer	
	4	4	School Resource Officers (SRO)	
Administration	1	1	Lt. Admin	<ul style="list-style-type: none"> • Responsible for overall supervision and leadership of Traffic and Community Outreach Units. • Completes Projects as assigned. • The sergeant is responsible for fleet, equipment, special events and outreach.
	1	1	Sergeant	
Traffic	1	1	Sergeant	<ul style="list-style-type: none"> • The Sergeant is responsible for supervision of Traffic Unit. • Officers Investigate traffic crashes and traffic violations and crimes. • Parking Community Service Specialists (CSS) respond to citizen reported parking complaints.
	1	4	Officers	
	1	1	Parking Community Service Specialists	
Outreach	1	1	Outreach Officer	<ul style="list-style-type: none"> • The Community Officer responds to community livability issues. • The MHET Officer responds to homeless /Mental Health issues for the department.
	1	1	Community Officer	
	1	1	MHET Officer	
Investigations	1	1	Lieutenant	<ul style="list-style-type: none"> • Provides supervision and leadership for Investigations, Vice, Gang, and task force officers • Completes Projects as assigned.

Unit/Division	Curr.	Auth.	Position	Unit Description
Investigations	1	1	Sergeant	<ul style="list-style-type: none"> The sergeants run overall daily operations of investigations, review all reports, and assign cases. detectives investigate person crimes. Detectives are assigned to different specialties: 4- Crimes against Persons, 1-Burglaries, 2 Fraud, 1 ICAC, 1 Technology (digital evidence recovery), 1 Auto Theft, and 1 Utility Detective. Detectives conduct interviews, write warrants and complete investigative reports.
	8	9	Detective	
	1	1	CSS	
	1	1	Records Clerk	
	1	1	Evidence Tech	
Vice/Gang	1	1	Sergeant	<ul style="list-style-type: none"> The Sergeant provides supervision of the Vice and Gang Unit. The Detectives are responsible for investigation of vice and gang related crimes and community issues.
	2	2	Detective	
	0	1	Det-CASE	
	0	1	Det FBI Safe Streets	
	0	1	Det Tobacco Grant	
Sworn	26	33		

Attachment 2 – Employee Survey Results

As part of the Matrix Consulting Group’s study of the Pittsburg Police Department, a survey of department staff was conducted to gauge the opinions of employees on several topics relevant to the study. The survey was made available online for more than two weeks in October 2021. During this time 74 responses were received. This document presents a summary and analysis of the responses received.

1. Key Findings

While the following sections discuss survey responses in more depth, the key takeaways from the survey are summarized in the following bullet points.

- **High Confidence in Levels of Service:** 96% of respondents believe the department provides a high level of service to the community, 93% believe that the department meets the needs of the community, and 94% believe community policing is a high priority for the department.
- **Excellent Training:** At least 92% of staff believe that they receive sufficient training, and that their training is relevant and of high quality. Training is considered by staff to be the top strength of the Department.
- **Staffing and Compensation Key Issues:** In response to nearly every open-ended question, the issue of staffing, recruitment, and retention surfaced as the primary concern. This is accompanied by the perception that inadequate compensation is compounding the department’s staffing difficulties.
- **Community Support:** One of the secondary issues consistently raised in open-ended responses was the need for improved support for the department from the community and city hall. Patrol officers and those with fewer years on the force were particularly likely to see this as a need.
- **Communication and Alignment of Purpose:** While most respondents believe everyone in the department is working toward the same goals, more than a third of the department does not. Similarly, several staff listed improved communication as a key weakness and opportunity for improvement in the department.

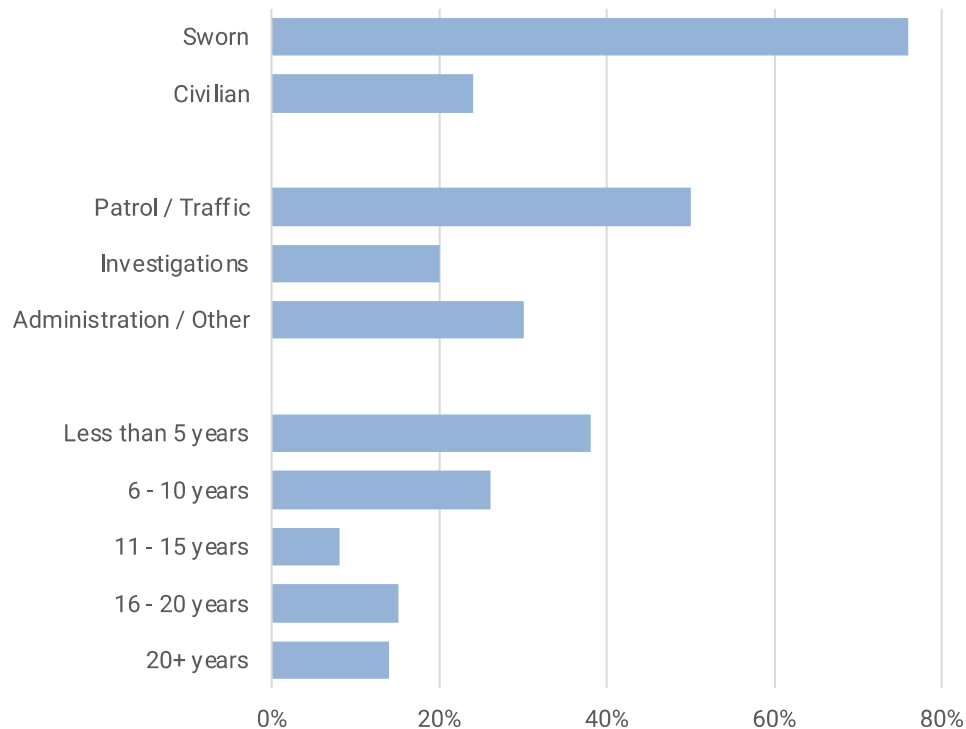
- **Differing Opinions About the PAL:** Sworn and patrol staff are not as confident as non-sworn and administrative/investigations units about the effectiveness of the PAL for providing opportunities and building relationships with youth in the community.

In general, the survey results reflect a generally high level of confidence and employee satisfaction, with a key set of complaints and concerns in the background. These findings are expanded upon in the following sections.

2. Respondent Demographics

While the survey was anonymous, it did ask respondents to identify whether they are sworn or civilian, which division they work in, and how long they have worked for the Department. The following table and chart show the responses received to these identifying questions.

Category	Responses
Sworn	76%
Civilian	24%
Patrol / Traffic	50%
Investigations	20%
Administration / Other	30%
Less than 5 years	38%
6 - 10 years	26%
11 - 15 years	8%
16 - 20 years	15%
20+ years	14%



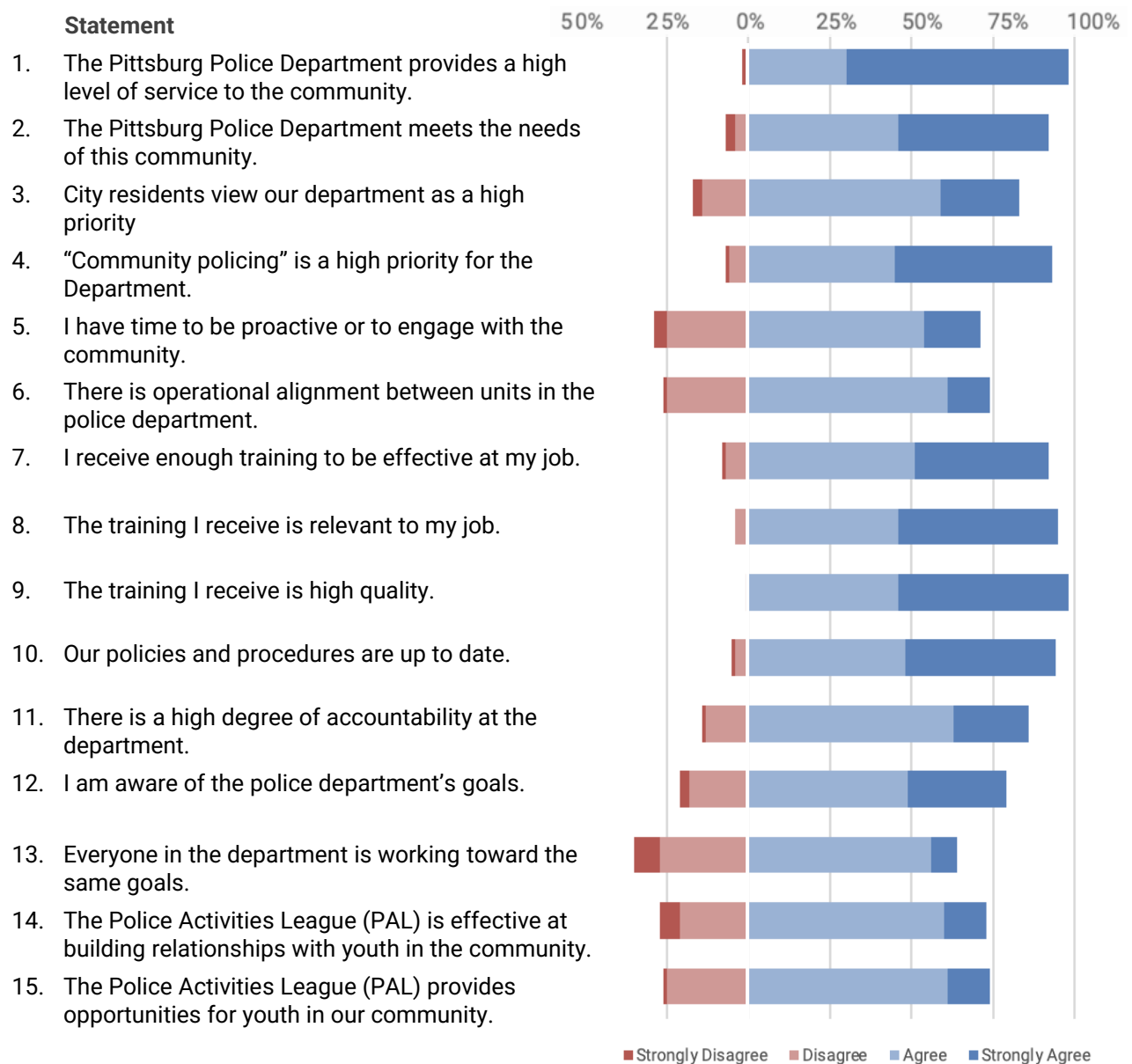
As the responses show, the largest groups of participants were sworn staff rather than civilian, patrol staff rather than investigations and administration, and new personnel with less than 10 years rather than more experienced staff.

3. Multiple-Choice Responses

The first section of the survey asked participants to indicate their level of agreement or disagreement with a series of 15 statements. The available responses were “Strongly Disagree” (SD), “Disagree” (D), “Agree” (A), and “Strongly Agree” (A). A total of 56 responses were received. The following table and chart show the levels of agreement and disagreement to each of the statements in this section of the survey.

Statement	Strongly Disagree	Disagree	Agree	Strongly Agree
1. The Pittsburg Police Department provides a high level of service to the community.	1%	1%	30%	68%
2. The Pittsburg Police Department meets the needs of this community.	3%	4%	46%	46%
3. City residents view our department as a high priority	3%	14%	59%	24%
4. “Community policing” is a high priority for the Department.	1%	6%	45%	48%

5. I have time to be proactive or to engage with the community.	4%	25%	54%	17%
6. There is operational alignment between units in the police department.	1%	25%	61%	13%
7. I receive enough training to be effective at my job.	1%	7%	51%	41%
8. The training I receive is relevant to my job.	0%	4%	46%	49%
9. The training I receive is high quality.	0%	1%	46%	52%
10. Our policies and procedures are up to date.	1%	4%	48%	46%
11. There is a high degree of accountability at the department.	1%	13%	63%	23%
12. I am aware of the police departments goals.	3%	18%	49%	30%
13. Everyone in the department is working toward the same goals.	8%	27%	56%	8%
14. The Police Activities League (PAL) is effective at building relationships with youth in the community.	6%	21%	60%	13%
15. The Police Activities League (PAL) provides opportunities for youth in our community.	1%	25%	61%	13%



Responses to these statements were widely positive. Every statement received a majority of at least 60% agreement, and no statement was met with more than 40% disagreement. The following points explore these responses and the differences between distinct respondent groups.

- Sworn staff tended to respond more positively about their ability to be proactive. Statement #5 said "I have time to be proactive or to engage with the community." 76% of sworn staff agreed, while civilian respondents were split 50/50 between agreement and disagreement.

- Sworn staff and those in the patrol unit did not share the optimism of civilian personnel about the effectiveness of the PAL. Statements #14 and #15, that the PAL provides good opportunities for youth and is effective at building relationships with youth in the community, both received 69% agreement from sworn staff and 88% agreement from civilian participants. Likewise, 61% of patrol staff believe the PAL is effective at building relationships with youth in the community, as opposed to 85% of investigations and administrative staff.
- Administrative staff believe more than patrol and investigations staff that the community values the police department. Statement #3 said “City residents view our department as a high priority”. It received 95% agreement from administrative personnel, 80% from investigations staff, and 78% from patrol.
- Patrol staff see less operational alignment between the department’s units than administrative and investigations staff. Statement #6 said “there is operational alignment between units in the police department”. It was met with 83% agreement from administrative staff and 87% agreement from investigations, but 64% agreement from patrol personnel.
- Administrative staff feel less aware of the department’s goals and perceive less accountability in the department. Statement #11 said “There is a high degree of accountability at the department.” It received 75% agreement from administrative personnel, 86% agreement from patrol, and 100% from investigations staff. Statement #12 said “I am aware of the police department’s goals.” It received 81% agreement from patrol, 93% agreement from investigations, and just 65% agreement from administrative staff.
- Respondents who have been with the Department for longer tended to have more positive opinions of alignment between its different units, as well as the community’s support for the Department. Statement #3 said “City residents view our department as a high priority”. 76% of respondents with 0-10 years in the department agreed with the statement, while 95% of those with more than 15 years in the department agreed. Statement #6 said “there is operational alignment between units in the police department”. 70% of respondents with 0-10 years in the department agreed with the statement, while 90% of those with more than 15 years in the department agreed.

While every sub-group of respondents responded to every statement with at least 50% agreement, these points illustrate some variation of opinion within the Department.

4. Open-Ended Responses

The final section in the survey asked participants to respond in their own words to a series of open-ended questions. The following subsections describe the responses received.

(1) Participants View Training, Community Engagement, Culture, and Leadership as the Top Strengths of the Department.

The first open-ended question asked respondents: "What are the top three strengths of the Department?". A total of 57 responses were received, many listing three strengths. The following points summarize the most common themes.

- **Training (12):** A total of twelve responses listed the department's training as a top strength. While most simply said *"training"*, one comment read: *"The department does a good job at training staff and making sure they have up to date and realistic training to complete their job."*
- **Community Engagement (11):** Eleven participants listed community engagement as a key strength. Their comments included: *"positive community interaction"*, and *"The department does a good job reaching out to the community and engaging them on a regular basis"*.
- **Culture (10):** Ten respondents listed culture-related strengths in their top three. Examples included, *"There's a sense of family"*, and *"The department and staff do a good job making sure employees have a voice and work toward maintaining a workplace family."*
- **Leadership (9):** There were nine respondents listing leadership as a top strength. These responses included statements like: *"the internal leadership"*, and *"leadership at all levels"*.
- **Internal Support (8):** There were eight respondents listing internal support within the department as a top strength. Their responses included: *"supportive Chief"*, and *"administration that supports their officers"*.

(2) Respondents Believe Staffing, Compensation, and Communication Are the Department's Top Weaknesses.

The second question in this section asked: "What are the top 3 weaknesses of the Department?". A total of 57 responses were received, many listing three weaknesses. The following points summarize the most common themes.

- **Staffing (17):** There were seventeen responses listing staffing as a weakness in the Department. These included simply *"staffing"*, as well as *"not enough civilian support staff"*, and *"staffing limitations prohibit more proactive work."*
- **Compensation (14):** Fourteen respondents indicated compensation as a key weakness. These comments included: *"although pay is hard to control, it is the first thing everyone talks about (and people considering applying here)"*, and *"the pay does not reflect the amount of work we put into our shift every day especially compared to other agencies."*
- **Communication (12):** A total of twelve participants cited communication as a weakness. These included: *"communication between shifts"*, *"communication between divisions"*, and *"lack of communication through chain of command downwards"*.

(3) Respondents Believe Staffing Is the Department's Primary Improvement Opportunity, Followed by Communication.

The third question in this series asked respondents: "What are the top 3 areas where the Department can improve?". A total of 55 responses were received, many listing three areas for improvement. The following points summarize the most common themes.

- **Staffing and Recruitment (20):** There were 20 responses listing staffing as one of the top areas for improvement. These comments included: *"incentives to bring in new faces"*, *"more officers/beats per shift"*, *"prioritize staffing for patrol"*, and *"Increase staffing and redirect some work from certain areas"*.
- **Communication (8):** Eight participants noted communication as an opportunity for improvement. Their responses included: *"communication both internal and external"*, and *"Consistent communication to the troops across the department"*.

(4) Respondents View Staffing and a Need for Increased Support from the Community and the City as Key Barriers to Providing a High Level of Service.

Respondents were next asked: "Identify any barriers for the department to provide a high level of service to the community." A total of 45 responses were received. The following points summarize the most common themes.

- **Staffing (6):** Six respondents listed staffing as a top barrier to improvement. Their comments included: *"lack of staffing"*, *"understaffed"*, and *"Not enough on patrol"*.
- **Community Support (6):** There were six respondents who said that support from the community was a barrier. These included: *"Educate community in practices of law"*, *"inaccurate public perception"*, and *"anti-police culture"*.
- **City Support (4):** Four participants stated that the department needs more support from the City. These responses included: *"city side disorganization"*, and *"police have to be supported by the City and council, and properly compensated."*

(5) Participants Believe Staffing, Compensation, and Support for the Police Department Should Be Priorities for the City Over the Next 5-10 Years.

The survey asked participants the following question: "What are the three most important things the city needs to focus on over the next 5 to 10 years?". A total of 54 responses were received, many listing three items. The following points summarize the most common themes.

- **Staffing, Recruitment, and Retention (25):** There were 25 respondents who stated that staffing, recruitment, and retention should be among the top priorities for the City in the coming decade. These comments included: *"making the agency competitive with other local agencies for officers"*, *"increased number of officers to cover expanding city"*, and *"the city needs to recognize the police department does not have the staffing to meet the requirements and demands they place on the police department"*.
- **Compensation (14):** Fourteen respondents listed compensation as a top area of focus. These included: *"Better pay for police to make the city safer and police to want to work"*, and *"Pay for officers, otherwise we are going to start losing good officers for the future"*.

- **Support for the Department (9):** There were nine participants who said that support for the Department should be a priority for the City. These responses included: *"promoting cohesiveness with PPD"*, *"Trust in the department to make the right call"*, and *"City management and city council need to make a commitment to support their police department. Department staff often feel at odds with the city."*
 - **Economic Development (9):** Nine participants said that economic development should be a top priority for the City. Their responses included: *"Attracting/keeping commercial businesses"*, *"bring more businesses/revenue to Pittsburg"*, and *"approving a casino"*.
- (6) Respondents Believe the Police Department Should Also Focus on Staffing, Recruitment, Retention, and Compensation Over the Next 5-10 Years.**

The survey asked respondents: "What are the three most important things the police department needs to focus on over the next 5 to 10 years?". A total of 48 responses were received, many listing three items. The following points summarize the most common themes.

- **Staffing, Recruitment, and Retention (30):** Thirty respondents listed staffing, recruitment, and retention as the top areas for the Department to focus on. These included: *"attempt to recruit and maintain officers to stay"*, *"retaining/investing in good cops"*, *"increased number of street officers/add beats"*, and *"continue increase non-sworn, support and administrative staff."*
 - **Compensation (6):** There were six respondents who said compensation should be a priority of the Department. These comments included: *"pay"*, *"salary increase"*, and *"push for more pay and staffing"*.
 - **Training (6):** Another six staff said that training should be a priority. These responses included: *"training everybody up in all areas"*, and *"focus on training staff will be a requirement moving into the next 5-10yrs."*
- (7) Department Staff Believe Community Events are Key to Improving Police Community Relations.**

Respondents were asked to provide feedback to the question: "How can the department continue to improve in police community relations?". A total of 53 responses were received. The most common theme by far was a focus on community events. There were

12 such comments, which included, *“community events and educating community members”, “continue hosting events to encourage positive community engagement”, and “have three to four large community events per year, instead of several small events that attract few citizens.”*. Another comment encouraged a variety of outreach styles: *“I don’t think there one solution that will reach the entire city, some citizens will show up to coffee with a cop, the car show, police week, others might only see us on Facebook or Instagram. So we can’t do just one thing, but a wide array of different activities.”*

(8) Respondents Want More Training, and they Want a Wider Variety of Training Types and Providers.

Participants were asked to provide responses to the following question: “How can training improve?”. A total of 47 responses were received. The following points summarize the most common themes.

- **More Training (7):** There were seven responses which simply requested more training. These included *“more time to address what needs to be covered”, and “More frequent training even if it’s an hour prior or after shift on various topics weekly”*
- **New Training Types (5):** Five respondents indicated that they would like to see new types of training provided. These comments included: *“seek out new, current, and practical training”, and “More in-depth perishable skills training (defensive tactics and firearms) rather than meeting POST minimums and qualifications”*
- **Outside Training Vendors (4):** There were four participants who asked for outside training to be provided. Comments included: *“bring in outside perspectives” and “Sending Officers to new courses/schools in order to bring back new ideas”*.

(9) Most Respondents Believe They Have Sufficient Time to Complete Their Work At Least Regularly, if Not Always.

The next question asked respondents: “Do you have enough time to complete your work?”. A total of 53 responses were received. The following summary shows the different categories of responses received.

Yes (30)

Yes, but with qualifiers (7)

Majority of the time

Often, yes however staffing is very inconsistent so sometimes no.
What needs to get done gets done. Not always enough time for proactivity.
Yes, but not enough time to be proactive at the same time
Yes, for patrol. No for ancillary duties
yes, but that is heavily due to work ethic
yes/no. I can but there my work is never done.
Mixed (7)
50/50
Not for how busy we are. Not all-important work can get done, only part of it.
Comes with the territory. Don't like it, find another profession.
Sometimes.
yes/no. I can but there my work is never done.
No on patrol based on calls for service, etc., but it is improving
When understaffed, and recently that is most of the time, it is hard to complete work.
No (9)
Busy
Negative call to call and no shift coverage
No, at the present moment there is not enough staff to do the workload
No, high volume of calls for service
No. Able to complete the necessary, but caseloads have increased due to staffing.
No. I am constantly struggling to have enough time.
No. I have more work than I can be expected to complete.
No. Understaffed. Reliable and dependable people get more work added to their plate.
There is never enough time for law enforcement to complete the work required.

Opinions were mixed on this topic, with most staff saying that they do have enough time to complete their work at least regularly, if not always.

(10) Most Staff Believe They Have Adequate Resources to Do Their Work Efficiently and Effectively, but Several Believe Improved Technology and Equipment Are Needed.

The final question asked participants: "Do you have the resources needed to do your work efficiently and effectively? If not, what additional resources are needed?". A total of 45 responses were received. The following summary shows the different categories of responses received.

Yes (24)
Yes, but with qualifiers (3)

I do have the resources. I am provided all the tools I need to do my job. There's just too much work.

Other than needing more staffing, we have the physical resources needed

Yes, other than needing more time in my day and additional staff.

No (18)

Could use more. GrayKey for phone unlocking, Vehicle forensics, DNA processing tools.

A report writing dictation app would be helpful.

Better computers and related systems like VMware

Better training and direction

Faster and more capable computers, up to date software and programs

I wish report writing was not so open and workstations were cubicles, and that the MDC's were easier to use in the car.

Keyboards in patrol cars get stuck

More training for the investigative side, or ability to specialize further in certain crime fields.

No, the computer system is terrible and way too much wasted on logging in and out of computer systems

No, equipment needed is never ordered

No, staffing is needed to work efficiently

No, we need more staffing. Too many calls for service and not enough help

Negative, it would be nice to have a civilian employee to help with hiring, recruiting, and training.

I lack training specifically designed to address the population I deal with.

Our IT is chronically poor.

Our staffing is chronically low, and we are unable to recruit top candidates due to uncompetitive pay.

Patrol staffing support to spend time when needed investigating and follow up

Short staffed

Among the minority of staff who said they lacked adequate resources; the most listed improvement opportunities were technology and equipment.

Attachment 3 – Community Survey Results

As part of the Matrix Consulting Group’s study of the Pittsburg Police Department, a survey of community members was conducted to gauge the opinions of residents and stakeholders on several topics relevant to the study. The survey was made available online in both English and Spanish for more than two weeks in October 2021. During this time 416 responses were received (405 in English and 11 in Spanish). This document presents a summary and analysis of the responses received.

1. Key Findings

While the following sections discuss survey responses in more depth, the key takeaways from the survey are summarized in the following bullet points.

- **Resident satisfaction is generally high:** Most respondents are happy with the police services they receive; 69% of respondents said they are satisfied with the overall performance of the department, and 62% of those who have called for service recently said that the responding officer addressed the pertinent issue.
- **Residents have concerns about crime and safety:** Fewer than half of residents said that they frequently see patrols in their neighborhood, less than one-third said that they feel safe alone at night, and more than twice as many respondents believe crime is getting worse as those who believe it is getting better. Burglaries and theft, violent crime (especially gun crimes), and homelessness-related issues are the biggest areas of concern.
- **Households with youth are unaware of the PAL:** Respondents who identified as a race/ethnicity other than White were more likely than White respondents to have youth in their household, but less likely to be aware of Police Activities League programs. Likewise, respondents who have been in Pittsburg for less than 3 years were more likely to have youth, but less likely to be aware of PAL programs.
- **Respondents who have been in Pittsburg more than 3 years find the department to be responsive:** 63% of respondents said the department has been “somewhat responsive” or “very responsive” in responding to community concerns, although this figure dropped to 42% among respondents who are newer to Pittsburg (less than 3 years).

In general, the survey results reflect a generally high level of satisfaction with police services, but with several concerns about public safety and quality of life – particularly among nonwhite respondents and recent arrivals to Pittsburg.

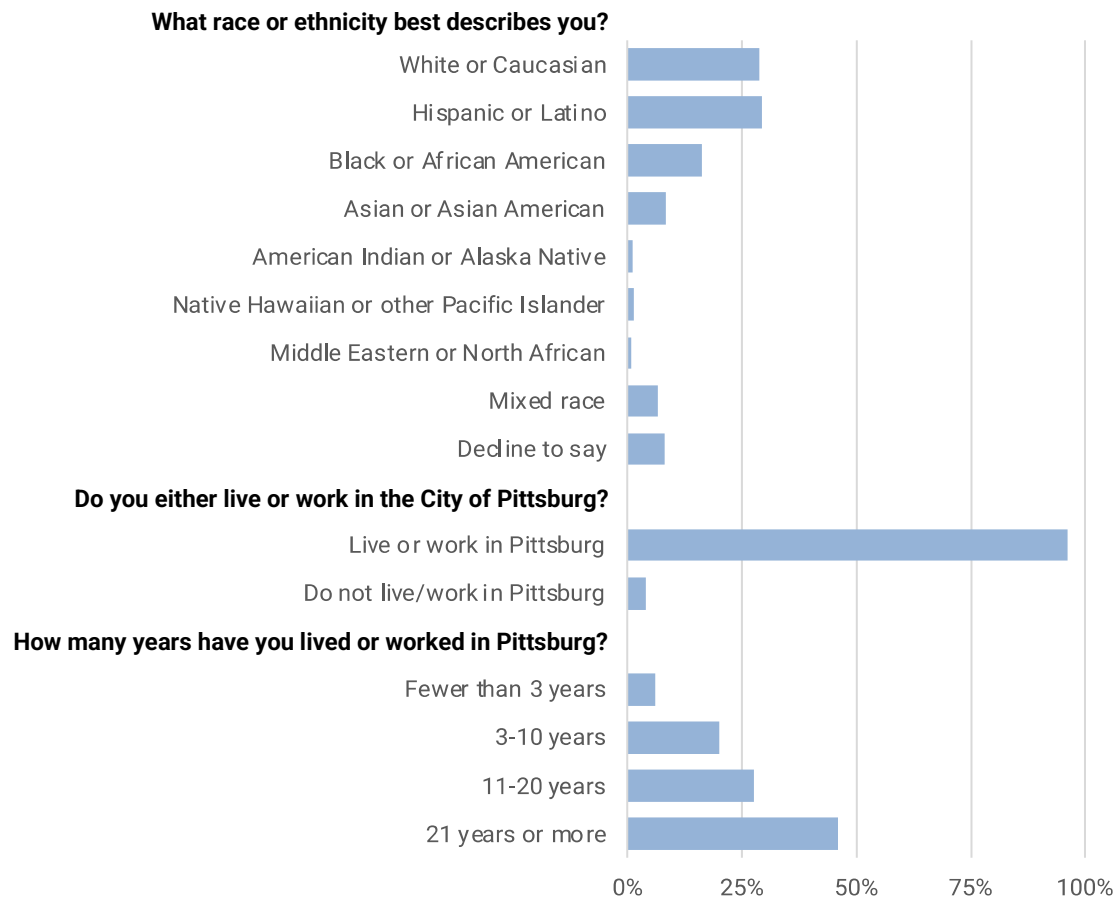
2. Respondent Demographics

While the survey was anonymous, it did ask respondents to identify their race or ethnicity, whether they live or work in the City of Pittsburg, and how long they have lived or worked in the City.

What race or ethnicity best describes you?	Responses
White or Caucasian	29%
Hispanic or Latino	29%
Black or African American	16%
Asian or Asian American	8%
Native Hawaiian or other Pacific Islander	1%
American Indian or Alaska Native	1%
Middle Eastern or North African	1%
Mixed race	7%
Decline to say	8%

Do you either live or work in the City of Pittsburg?	Responses
Yes	96%
No	4%

How many years have you lived or worked in Pittsburg?	Responses
Fewer than 3 years	6%
3 - 10 years	20%
11 - 20 years	28%
21+ years	46%

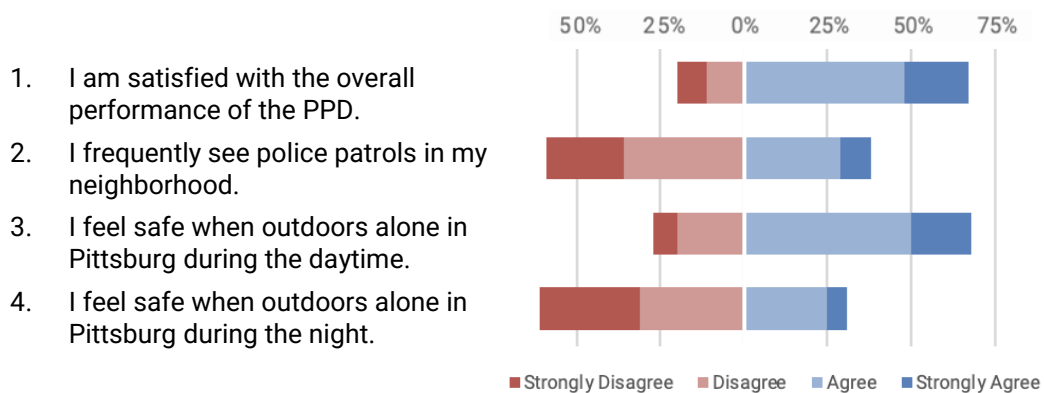


As the responses show, most respondents live or work in Pittsburg, and they skew toward longer periods of time lived in the City rather than more recent arrivals. About 29% of respondents were White, another 29% Hispanic/Latino, and 18% Black, with 9% Asian and 11% mixed race/other.

3. Multiple-Choice Responses

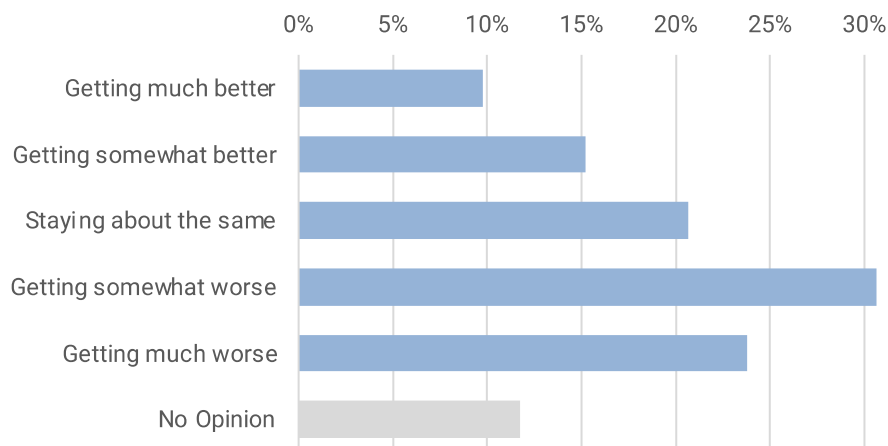
The first section of the survey asked participants to indicate their level of agreement or disagreement with a series of 4 statements. The available responses were “Strongly Disagree” (SD), “Disagree” (D), “Agree” (A), and “Strongly Agree” (A). Respondents could also choose “no opinion”. A total of 391 responses were received. The following table and chart show the levels of agreement and disagreement to each of the statements in this section of the survey.

Statement	Strongly Disagree	Disagree	Agree	Strongly Agree
1. I am satisfied with the overall performance of the PPD.	9%	11%	50%	19%
2. I frequently see police patrols in my neighborhood.	23%	36%	30%	9%
3. I feel safe when outdoors alone in Pittsburg during the daytime.	7%	21%	51%	18%
4. I feel safe when outdoors alone in Pittsburg during the night.	31%	32%	25%	7%



The next question asked respondents to select a response to the question of whether crime in the City is getting better or worse compared to 5 years ago, and to what degree. The following table and chart show the responses received.

Overall, do you think that crime in Pittsburg is getting better or worse compared to 5 years ago?	Responses
Getting much better	10%
Getting somewhat better	15%
Staying about the same	21%
Getting somewhat worse	31%
Getting much worse	24%
No Opinion	12%

Is crime in Pittsburg getting better or worse compared to 5 years ago?

Respondents generally are satisfied with the Department's performance and feel safe outdoors during the day, but they tend to feel that crime is getting worse and that they are not safe outdoors at night.

- Respondents who self-identified as White tended to agree with Statement #1 regarding their satisfaction level with the police department 84% of the time, as opposed to 69% of respondents. Conversely, just 45% of respondents who are new to Pittsburg (less than 3 years) agreed with this statement.
- Asian or Asian-American respondents agreed with Statement #3, that they feel safe alone outdoors in Pittsburg during the day, at a rate of 53% as opposed to 69% among all respondents.
- Respondents who are Black or African American agreed with Statement #4, that they feel safe alone outdoors in Pittsburg at night, 45% of the time as opposed to the 32% rate of agreement among respondents.

4. Youth and the Police Activities League

The next section in the survey asked participants to respond to a series of questions about their familiarity with, and interest in, the Police Activities League (PAL).

(1) Half of Respondents Have Youth in their Household, and the Other Half Do Not.

The first question asked whether respondents had any youth in their household. Responses were split nearly evenly between households with youth and those without.

Are there youth in your household?	Responses
Yes	51%
No	49%

(2) Just Over One-Third of Respondents Said They Are Aware of the PAL and Its Programs.

The next question asked whether respondents were aware of the PAL and the programs it offers. Nearly two-thirds of participants said that they were not.

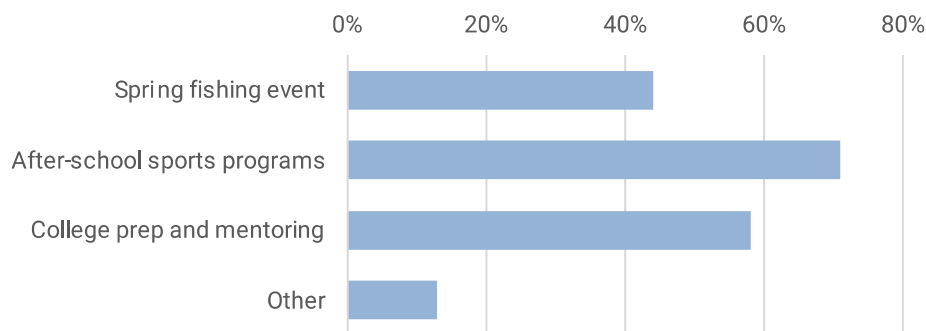
Were you aware that there is a Police Activities League in the PPD offering programs for youth in the City?	Responses
Yes	36%
No	64%

(3) More Than 70% of Respondents Said They Would Be Interested in After-School Sport Programs, and Nearly 60% in College Prep or Mentoring Programs.

The third question asked whether respondents would be interested in PAL activities, and if so, which activities would interest them. After-school sports programs were the most common response, followed by college prep or mentoring programs.

Would you be interested in programs offered by the PPD? Select those that you would be interested in, if any.	Responses
Spring fishing event	43%
After school sports programs	71%
College prep or mentoring	57%
Other	15%

Which programs offered by the PPD would you be interested in?



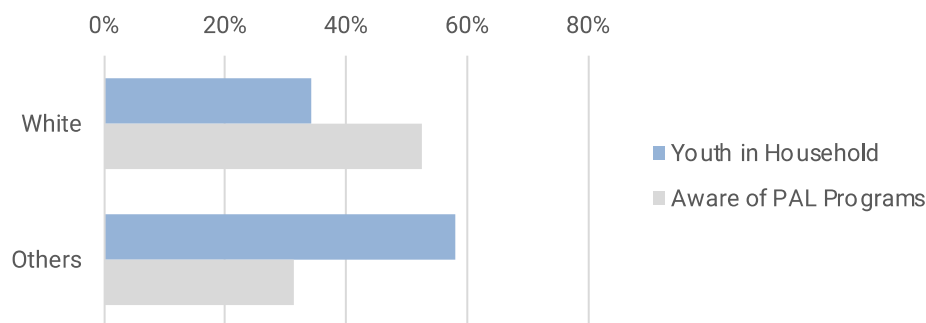
Responses in “Other” in the English version included bowling, an annual city bike ride, a car show, community clean-ups, ride-alongs and career networking for adults, legal education, special needs activities, a witness safety program, and non-athletic after-school programming such as STEM workshops and the arts.

Responses from the Spanish language version (Translated) in “other” included they would be interested in dancing and guidance for protecting girls on the street.

(4) The Groups Most Likely to Have Youth in Their Household (New Arrivals to Pittsburg, Minority Families) Are the Groups Least Likely to Know About the PAL.

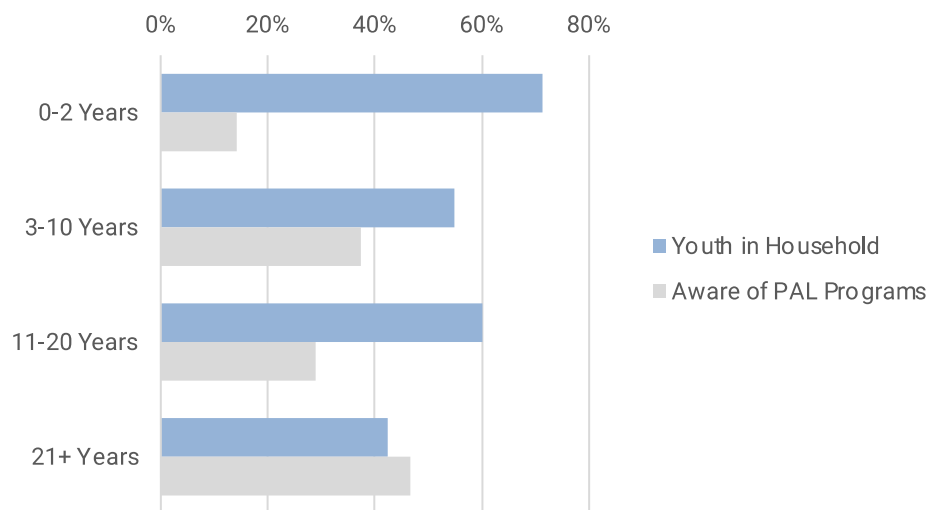
Only 34% of White respondents have youth in their household, as opposed to 58% of respondents of other races/ethnicities. However, more than half of White respondents were aware of PAL programs, while just 31% of respondents from other groups were aware of them.

Youth in Household vs. Awareness of PAL (White vs. Other Ethnicities)



Similarly, respondents who are newer to Pittsburg were more likely than longer-tenured residents to have youth in their household, but were less likely to know about the PAL.

Youth in Household vs. Awareness of PAL (By Length of Time in Pittsburg)



This disconnect may represent an opportunity to direct messaging about the PAL to the households for whom it is most relevant.

5. Public Safety Response

The next section in the survey asked participants to respond to questions about their public safety priorities and their experiences with raising concerns to the police department and calling for service. The following subsections describe the responses received.

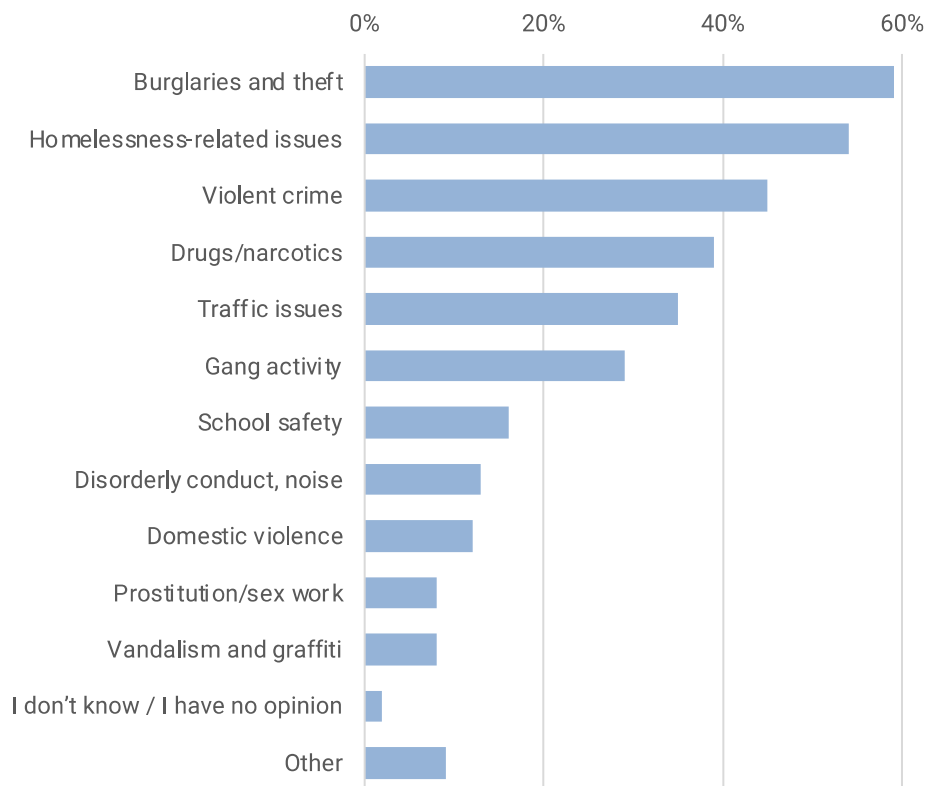
(1) The Top Concerns for Survey Participants Are Burglaries and Theft, Homelessness-related Issues, and Violent Crime.

The first question asked respondents what they believe the top priorities should be for the police department. The following table and chart show their responses. Because respondents were allowed to choose up to 3 responses, totals exceed 100%.

Which three public safety issues do you think are most important for PPD to proactively address?	Responses
Burglaries and theft	59%
Homelessness-related issues	54%
Violent crime	44%
Drugs/narcotics	39%

Which three public safety issues do you think are most important for PPD to proactively address? Responses

Which three public safety issues do you think are most important for PPD to proactively address?	Responses
Traffic issues	35%
Gang activity	29%
School safety	16%
Disorderly conduct, noise	13%
Domestic violence	12%
Prostitution/sex work	8%
Vandalism and graffiti	8%
I don't know / I have no opinion	2%
Other	9%



Responses under “Other” in the English version included 10 statements version mentioning gun crimes specifically (gunshots at night, freeway shootings, etc.). Other themes mentioned in these responses included fireworks, people loitering in vehicles, illegal immigration, speeding, child abuse, park safety, littering, code enforcement, dogs off leash, and domestic violence follow-up. Five respondents also mentioned the need for better community relations, anti-bias training, reduction in use of force, and funding alternative response programs.

Responses under other from the Spanish language version indicated (translated) they were most concerned about transients, reckless driving, and lack of police patrols in neighborhoods.

(2) Most Respondents Feel the Department Has Been At Least Somewhat Responsive in Addressing Issues Raised by the Community.

The next question asked respondents to indicate how responsive PPD has been in addressing issues brought up by the community, on a scale from “very responsive” to “not at all responsive”. The most common response was “somewhat responsive”, followed by “very responsive”. Only 16% selected “not very responsive” or “not at all responsive”, and 21% expressed no opinion.

When public safety issues are brought up by the community, how responsive is PPD in addressing them?	Responses
Very responsive	22%
Somewhat responsive	40%
Not very responsive	14%
Not at all responsive	3%
No Opinion	21%

While 62% of respondents selected “somewhat responsive” or “very responsive”, this figure dropped to 42% among respondents who are newer to Pittsburg (less than 3 years), suggesting that this group feels less heard by the department than more established community members.

(3) 55% of Residents Have Requested PPD Service within the Last Three Years. Of These, Just Over Half Said they Arrived in a Timely Manner, and Nearly Two-Thirds Said They Addressed the Problem.

The next question asked whether respondents have requested service from PPD for an emergency or non-emergency situation in the last 3 years. Just over half of respondents answered “yes”.

In the past 3 years, have you requested service from PPD, whether for an emergency or non-emergency situation?	Responses
Yes	55%
No	45%

Respondents who answered “yes” were then asked two follow-up questions about the timeliness of PPD’s arrival and whether they addressed the problem or not. The following tables show the responses received.

Did PPD arrive in a timely manner?	Responses
Yes	53%
No	35%
Not applicable	13%

Once officers arrived, did they address the problem?	Responses
Yes	62%
No	24%
Not applicable	15%

These responses indicate that PPD’s response to calls for service is viewed as timely and effective by a majority, but not an overwhelming majority, of respondents.