

Defining the Law Enforcement Mission

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Abstract

This paper presents the idea of working toward a measurable unified law enforcement mission. The research focusses on the idea of defining the mission of law enforcement to ensure any measures put in place actually evaluate if law enforcement is meeting its stated purpose.

Introduction

This research began as an attempt to revamp the promotional process for my agency. The idea was to identify what quantifiable characteristics demonstrated in non-ranking members were indicators of potential leaders. The overall question was how to effectively quantify a person's value toward the overall mission of the agency and profession. This can be difficult to accomplish as there are many different components of a law enforcement agency completing vastly different types of work, such as investigative units versus a civil process unit. Each job is essential in the day to day operations of the agency, but are very different tasks. If each individual function could be broken down to how it affects the overall mission of the agency, basic effectiveness of each position, then perhaps each individual can be evaluated on their ability to maximize their positions effectiveness to the mission. The first basic problem to be considered is the question what is the mission of the agency?

A quick perusal of law enforcement agencies websites will show each one has a mission and or vision statement. Most appear to be similar in nature, but are not always consistent. Each statement changes at least every time a new Sheriff/ Chief takes over the department, if not sooner. Each individual agency appears to be working toward a separate mission which frequently changes. Expanding the issue is no clear mission for the law enforcement profession as a whole. This leads to the question of whether or not the law enforcement profession has a clearly defined goal. The thought is to clearly define the goal of law enforcement as a profession to clearly identify what each agency should be working toward. We believe in measurable goals to evaluate individual performance, and yet we do not identify the goal of an agency to evaluate the success of the agency by. If the goal of the agency is known and measurable, then the performance of the member can be measured to evaluate if it is in line with the agencies success. If each agency is striving for a common goal, then there should be uniformity across the profession.

Literature Review

In the article comparing police views and public views authors discuss the results of polling conducted by the Pew Research Center amongst the general population and police. The research sampled nearly 8,000 police officers and 4,500 citizens to compare their views of multiple law enforcement related issues. The results of the polling showed the police and the citizens had very different opinions in many areas ranging from gun control to use of force. The authors further broke down the polling responses into racial categories, examining the difference between white vs black in both officers and citizens (Morin, Parker, Stepler & Mercer, 2020).

The first question examined was whether primary role of police is to be enforcers, protectors or equally both. The responses were split, even amongst the police officers surveyed. Thirty one percent of officers see police as protectors, eight percent as enforcers and sixty two percent as equally both. The general public responded with sixteen percent see the police as protectors, twenty nine percent as enforcers and fifty three percent as both. A majority of citizens and police view the police as both protectors and enforcers, yet neither group has an overwhelming majority (Morin, et al, 2020).

There are numerous other questions posed to citizens and officers throughout the survey. Another relevant question is related to whether police work is more difficult now. The public (70%) and the officers (86%) seem to agree police work is more difficult now than ever. Additionally, the majority of the public (93%) and officers (66%) favor the use of body cameras by police. Both citizens and police agree the job is more difficult and body cameras can help, yet only one percent of officers feel the public understands the challenges of the job (Morin, et al, 2020).

The study provides many additional polling results which are less relevant to the topic of this paper. It is not surprising the public and police would have differing opinions on some of the questions. What is telling is the results of the polling of the officers as to what their primary function is. There are many different units in a law enforcement agency which leads to different missions depending on where an officer is assigned which can account for some difference amongst the responses by officers. This does not rule out the very likely possibility of officers not quite knowing exactly what the actual function of their profession is (Morin, et al, 2020).

In his work "Effective leaders and leadership in policing: traits, assessment, development, and expansion" Joseph Shafer delves into the issues surrounding developing and identifying effective leaders in law enforcement. The work involved surveying over 1,000 police supervisors in an attempt to identify the traits and habits of effective law enforcement leaders. The overall outcome of the survey found integrity, work ethic, care for personnel and communication as traits with strong links to effective leaders. The opposite of the previously listed traits were found to be common amongst ineffective leaders (Schafer, 2010).

At issue in this research is defining what an effective leader actually is. Schafer discusses how subjective the concept of leadership can be. What could be effective to one person, may be considered ineffective to another based on their individual preferences. Schafer identifies several metrics which can be used to help in the quantifying the effectiveness of a leader, such as officer performance, outputs, and

conduct. Schafer acknowledges there are methodological difficulties in conducting research to identify and quantify all aspects of effective leadership. Schafer discusses several different leadership training initiatives which have been attempted in law enforcement. While many agencies have attempted to offer training to develop leaders, Schafer concludes the measurement of the effectiveness of the training toward developing leaders is absent.

While the work leans to the identification of effective leadership traits, it also attempts to identify assessments of a leader's performance. The study presented the respondents with ten different potential indicators of an effective leader for them to rank. Five of the indicators stood out from the rest in the rankings as follows:

1. Achieves key tasks, goals, mission
2. Growth or development of subordinates
3. Subordinates have positive morale
4. Subordinates achieve desired goals
5. Positive standing within agency

The five factors primarily center around the individual achievement of the leaders' subordinates. Schafer states even though his survey results can be considered representative of a diverse group of supervisors in the profession, it is still anecdotal in nature due to the results being based on opinion. Schafer notes how difficult it will be to determine the overall success and failure of leadership training in the profession due to the lack of uniformity of the training as well as the multitude of variables involved (Schafer, 2020).

Michael Mauboussin explores the business world's use of statistics in his work "The True Measures of Success." The article discusses the overabundance of statistical information in any line of work. With the plethora of information, how does a business, or in our case law enforcement agency, ensure they focused on the correct statistical information which indicates actual success. The setup for the article discussed a review of the profitability of a business Mauboussin worked for. The business invested a large amount of its resources into a major client since the client spent a large amount of money with the business. Even though the client spent the most money with Mauboussin's business, the relationship was not profitable due to the resources the company used to maintain the client. Mauboussin discovered his company was actually profiting through conducting more transactions with smaller clients. The company previously measured the value of a customer by the amount the client spent without considering the amount the company spent to satisfy the customer. Not until the information was viewed from a different point of view was the lack of value noted (Mauboussin, 2012).

Mauboussin discusses how statistics relied on should reliably predict performance. In the business world this would equate to identifying the information which leads to predicting profitability. In the law enforcement world this would equate to identifying what statistics actually evaluate the success of an agency or member thereof. Mauboussin considers several fallacies related to favoring the wrong statistical indicators. Firstly overconfidence, specifically in a person making a judgement about what they believe is affecting something, then trying to find a statistic to correlate to their belief. Secondly availability, a person looking for a statistic which confirms an issue correlates with

something they have previously known about or seen before since this information was previously available to them. Finally, status quo, deciding things should stay the way they currently are and deciding the statistical information confirms the decision no matter what the statistical numbers say (Mauboussin, 2012).

Ensuring there is an actual cause and effect relationship between a statistic and the desired outcome is paramount. Mauboussin states there are two questions which help to identify the most useful statistics. The first being what is your objective? Without a clearly defined goal, there is no way to measure success. Secondly what factors help you achieve the objective? Once a goal is known, identification of the factors which most influence its achievement is key. Much discussion is given to examples of statistics which seem to correlate with achieving a goal, but in reality are not strongly tied together. In baseball, batting average was considered the best measurement of a player's chances to help the team score runs. The Oakland A's discovered batting average did not take into account all the ways in which a player could get on base, such as a walk. They began prioritizing on base percentage, which includes any way a player gets on base. By using this statistic they began scoring more runs as on base percentage truly predicted the player's chances of scoring better than batting average (Mauboussin, 2012).

In their work titled measuring service quality in local government: the SERVQUAL approach, Donnelly, Wisniewski, Dalrymple, and Curry discuss many of the difficulties faced by public entities in assessing the quality of the service they provide. The article accepts the idea that quality customer service has a major impact on long term success of a business, or government entity. The public entities face a tougher road in the customer service arena than do private businesses for a multitude of reasons. Private businesses can spend money in any manner they see fit, subject to shareholder approval. If a business believes an investment in customer service can positively impact long term profitability then the money can be immediately spent. Public entities face far different restrictions when spending money. The rules governing how public funds can be spent immediately restrict public entities in comparison to private businesses. Further there are limited funds to be spent, and most of the funds are dedicated to specific mandates the entities must fulfill (Donnelly, Wisniewski, Dalrymple, & Curry, 1995).

The ability to effectively measure customer service is argued to be more difficult for public entities. The use of customer satisfaction surveys can be very expensive, and as previously stated public entities have less money and a tougher time spending it. Even if the surveys are completed, the data obtained may not be useful if the questions are not properly phrased and relevant. The surveys may be worded to seek positive reinforcement of a concept the entity values, rather than asking the customer what they value. The authors discuss the SERVQUAL model which consists of five dimensions, tangibles, reliability, responsiveness, assurance, and empathy. The authors discuss the methodology behind the construction of the SERVQUAL method in detail before moving to several gaps in providing a service (Donnelly, et al, 1995).

The service quality gap deals with the quality of the service not meeting the customer's expectations. The understanding gap refers to the difference between what the customers actually want, versus what the management's perception is of the customer's expectations. The communications gap refers to what is delivered versus what was promised to the customer prior to delivery. There were other gaps noted by the authors, but the listed gaps all have relevance to this paper. The customers, our citizens,

have expectations of the law enforcement service we provide. The law enforcement community have our opinions and beliefs, which are not consistent throughout the profession, as to what equals quality service. The gaps in expectations and communications can lead to negative experiences (Donnelly, et al, 1995).

What may also skew customer service responses for public sector entities is the disconnect between perception and reality. In her article the paradox of crime perceptions Megan Govender discusses the crime rates versus perceived criminal activity in South Africa. Govender notes the prevalence of reporting in the media on violent crime which keeps the topic always in the forefront of citizen's minds. Despite multiple sources for the tracking of crime rates all confirming the decline of crime, the majority of South African's believe crime was increasing. The article points out how data collected on people's perceptions can be used to support any side of an argument due to the subjective nature of the data. Furthermore, the construction of the questions for any survey which produces qualitative perception based data must be closely scrutinized to determine if the structure of the questions biases respondents toward certain answers (Govender, 2013).

Govender compares the quantitative crime stats of South Africa, with the qualitative perception survey to see if there are any correlations between the two. In some cases both increase and decrease in what appears to be a relational manner. In other cases the two do not appear have a true correlation. In the concluding discussion Govender notes the South African government has a stated mission of reducing crime. The reduction in the crime rates is an indication the efforts taken by the South African government are working. While the overall theme of this article was to discuss the ease with which qualitative data can be manipulated to fit any argument, the article pointed out discrepancies between fact and perception (Govender, 2013).

Methods

The purpose of this survey was to identify the primary expectations of the public for law enforcement. The survey was sent to numerous people via a link. The survey was conducted using a mix of open ended, ranking, and yes or no questions. The survey was anonymous to encourage respondents to answer truthfully. The open ended questions pertained to the respondents expectations of law enforcement and their opinion of the mission of law enforcement. The questions were designed to allow the respondents to answer in their own words, and not be limited to preselected options. The responses were then reviewed and compiled into categories of similar responses. The open ended questions were the most significant questions of the survey.

The ranking questions were designed to measure the respondents opinions of numerous measures used to evaluate the performance of a law enforcement agency. The yes or no questions were to gain a baseline on whether or not the respondent's feelings of the safety of their community affected their opinions of law enforcement. Finally several demographic questions were administered in an effort to identify how opinions vary based on the respondent's background.

Results

On reviewing the survey responses, the open-ended responses to the first question “what are your expectations of Law Enforcement” were categorized into the seven categories based on the responses. The categories were engagement, protect, unbiased, help, safety, deescalate, and trustworthy. There were a total of twenty five responses to the survey. Some of the responses touched on more than one of the listed categories and were grouped as follows:

- Engagement- 7
- Protect- 10
- Unbiased- 5
- Help- 5
- Safety- 5
- Deescalate- 1
- Trustworthy- 4

The second question was “in your opinion what is the mission of Law Enforcement?” This question was also an open ended response allowing the respondent to use their own words to answer. The answers were grouped into the following like categories: safety, uphold the law, protect, respect citizens, serve and help. Some responses fell into more than one category with the following results:

- Safety- 7
- Uphold the Law- 10
- Protect- 12
- Respect- 1
- Serve- 5
- Help- 1

The third through tenth questions were in a ranking format to judge how important certain measures are to the respondent. Each question gave the respondents five possible options to choose from: very unimportant (1 point), unimportant (2 points), neutral (3 points), important (4 points) and very important (5 points). With the points assigned to each response, each question could be weighted to give an average for the responses to each question. All twenty five respondents answered all of these questions. The third question was “please rate on the below listed scale how important the crime rate (total number of crimes which occur) is to you” which produced the following:

- Very unimportant- 0
- Unimportant- 0
- Neutral- 0
- Important- 12
- Very important- 13
- Weighted average- 4.52

The fourth question was “please rate on the below listed scale how important the violent crime rate (total number or violent crimes only which occur) is to you.” The responses were as follows:

- Very unimportant-0
- Unimportant-0
- Neutral-0
- Important- 4
- Very Important- 21
- Weighted average- 4.84

The fifth question was “please rate on the below listed scale how important the property crime rate (total number of property crimes only which occur) is to you. The following was the breakdown of the responses:

- Very unimportant-0
- Unimportant- 0
- Neutral- 1
- Important- 10
- Very important- 14
- Weighted average- 4.52

The sixth question was “please rate on the below listed scale how important the conviction rate (percentage of arrests which result in a conviction) is to you.” The following was the response breakdown:

- Very unimportant- 0
- Unimportant- 2
- Neutral- 0
- Important- 4
- Very important- 19
- Average weighted- 4.60

The seventh question was “please rate on the below listed scale how important the total number of arrests made is to you.” The following was the breakdown of the responses:

- Very unimportant- 0
- Unimportant- 3
- Neutral- 8
- Important- 11
- Very important- 3
- Weighted average- 3.56

The eighth question was “please rate on the below listed scale how important a law enforcement agencies social media presence and social media interaction is to you.” The following was the response breakdown:

- Very unimportant- 3
- Unimportant- 8
- Neutral- 6
- Important- 8
- Very important-0
- Weighted average- 2.76

The ninth question was “please rate on the below listed scale how important a law enforcement agencies response times (time from call to dispatch to deputy arriving on scene) is to you.” The following was the response breakdown:

- Very unimportant- 0
- Unimportant- 0
- Neutral- 0
- Important- 9
- Very important- 16
- Weighted average- 4.64

The tenth question was “please rate on the below listed scale how important a law enforcement agencies clearance rate (percentage of crimes which are solved) is to you.” The following was the response breakdown:

- Very unimportant- 0
- Unimportant- 0
- Neutral- 4
- Important-11
- Very important- 10
- Weighted average- 4.24

The eleventh through thirteenth questions were in a yes or no format. All twenty five respondents answered these questions. The eleventh question was “do you feel safe in your community?” All of the responses were yes.

The twelfth question was “do you worry about being the victim of a crime?” Four of the respondents answered yes, while the remaining twenty-one answered no.

The thirteenth question was “do you believe law enforcement is doing a good job?” Twenty-four respondents answered yes with one respondent answering no.

The final three questions in the survey were to gather the demographic information of the respondents. The three questions were optional and could be skipped. The

fourteenth question was “please indicate your race.” The following were the options and breakdown of the responses:

- White or Caucasian- 22
- Black or African American- 1
- Hispanic or Latino- 1
- Asian or Asian American- 0
- American Indian or Alaska Native- 0
- Native Hawaiian or other Pacific Islander- 0

The fifteenth question was “please indicate your gender” which produced the following results:

- Male- 17
- Female- 8

The final question was “please select your age range” which produced the following results:

- Under 18- 0
- 18-24- 0
- 25-34- 3
- 35-44- 4
- 45-54- 11
- 55-64- 3
- 65+- 4

Discussion

The goal of this research was to attempt to clarify the public’s expectations from law enforcement to more clearly define the goal law enforcement is working to achieve. The small survey size means it is difficult to draw any true overall conclusions for the profession. However, there were some trends which showed in the answers to the question of what the respondents believed the mission of law enforcement is. Three of the categories the responses were lumped into were safety, uphold law, and protect. The wording used varied between the responses, however the sentiment appeared in line with law enforcement serving as guardians and protectors of society.

The first open ended question regarding the respondent’s expectations of law enforcement produced very similar results to the opinion of the mission question. Protect, help, and safety were mentioned in a combined eighty percent of the responses. Once again the wording varies but the underlying sentiment is the expectation law enforcement will serve more as the guardians or protectors of society role. The remaining response groups from the two questions dealt more in how law enforcement should carry out its mission rather than what the mission should be. Trustworthy, unbiased, deescalate,

respect and serve all deal more with characteristics of how law enforcement performs its duties, rather than a description of the purpose of the duties.

The overriding sentiment in the responses to have law enforcement serve as guardians and protectors was not unexpected. The idea of law enforcements role being guardians is not new and has been gaining popularity amongst the profession. The difficulty is measuring how successful we are in filling this role. Questions three through ten in the survey dealt with common statistical measures used in law enforcement. The respondents gave their opinions on how much each category mattered to them individually. It should be noted the social media presence question did not relate to a true statistical measurement, the reach of an agencies social media can be measured by the number of likes, followers, comments and shares of an agencies post. Some of the categories were rated higher than others, the violent crime rate being statistically the most important. In reality each category is important and any of the categories could be the most important in a given community at different times. Also each measure in and of itself does not show a true picture of how effective an agency is in filling the expected role of law enforcement.

The literature review delved into seemingly unconnected topics, from the traits of managers to measuring success. We continually strive to be more professional, more highly trained, have stronger policies, yet as a profession we find ourselves often under siege. There have been numerous widely publicized incidents which sparked outrage from the citizens across the country in recent years. Some of the incidents spark unrest in an area geographically far away from where the event occurred. In many of the areas where unrest occurs there were already underlying issues between the community and law enforcement which had not yet boiled over. Being able to identify what exactly these issues are and detecting them prior to a major problem is extremely difficult. Developing better measures for an agencies performance and effectiveness may help in detecting agencies which are at odds with the population in their jurisdiction.

Recommendations

The primary recommendation of this research project is the establishment of a unified goal for law enforcement in our country. Though hardly conclusive due to the limited sample size, the results of the survey led to a solid starting point for the development of a unified mission. Based on the survey the working mission statement would be “to provide protection and safety to the citizens by upholding the law.” Additional research should also be conducted to look for quantifiable commonalities between agencies which have been under heavy scrutiny, as well as those which have not. The goal is to identify potential issues before they become major problems. I recognize law enforcement does not control all the variables involved, however I feel we have a responsibility to continue to improve the areas we do control.

Chief of Investigations Thomas Cotchaleovitch has worked for the Clay County Sheriff's Office since 2005. He has worked in and supervised Patrol, Investigations, SWAT, and Internal Affairs. Chief Cotchaleovitch has a Bachelor's degree in public administration from Barry University.

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<http://dx.doi.org/10.1108/13639511011085060>

Appendix

1. What are our expectations of law enforcement?

EngagementProtectunbiased To protect our community members unbiasedly and walk with our community not above it.

2/13/2022 9:24 PM

Safety Keeping our residents safe.

2/11/2022 5:28 PM

Helpunbiased To be helpful, fair and kind

2/10/2022 8:48 PM

Help To help us when we are in trouble, and arrest law breakers.

2/10/2022 3:25 PM

EngagementSafety To engage professionally with the community in order to create a safe environment.

2/9/2022 3:07 PM

Protect Protect the citizens in our community.

2/9/2022 2:52 PM

Safety To keep our community safe

2/9/2022 2:11 PM

deescalateProtectunbiased I expect law enforcement to protect the public and enforce the law. I expect this to be done fairly, equally, and according to the law. I expect law enforcement to be well trained to work with a diverse population and to de-escalate situations.

2/9/2022 10:11 AM

EngagementProtect To be present in my community to solve crimes but hopefully also to be visible enough to prevent them

2/7/2022 5:22 PM

Protect To uphold and enforce the law

2/7/2022 5:21 PM

Protect Enforce the law and protect the public.

2/7/2022 9:57 AM

Protectunbiased To provide selfless service to all people

2/4/2022 8:06 AM

Safety I expect to live in a safe community thanks to law enforcement.

2/3/2022 2:54 PM

Engagement To be more proactive within the community.

2/3/2022 2:54 PM

EngagementProtect To serve the community with integrity.

2/3/2022 2:53 PM

Help To help people when in need

2/3/2022 2:50 PM

Trustworthy They should be viewed by all as trustworthy and known to lead with knowledge, training, and courage.

2/3/2022 2:46 PM

Trustworthy To be fair, open minded, and serve the public with integrity

2/3/2022 2:42 PM

Help Service to the community

2/3/2022 2:36 PM

Protect protect and serve

2/3/2022 2:33 PM

Trustworthy Build trust with the community and serve.

2/3/2022 2:05 PM

EngagementSafetyTrustworthyunbiased I expect law enforcement to be fair, make decisions based on best available information and best practices. Law enforcement should engage the needs of the community and provide for the communities safety.

2/3/2022 10:41 AM

EngagementSafety Work with citizens to provide a safe community in which to reside and work.

2/3/2022 9:38 AM

HelpProtect To serve the community they are sworn to protect.

2/3/2022 9:31 AM

To crush the enemy, see them driven before you, and hear the lamentations of the criminals

2/3/2022 8:22 AM

2. In your opinion what is the mission of law enforcement?

ProtectServe To protect and serve

2/13/2022 9:24 PM

Uphold law Their mission is to make sure the laws are upheld.

2/11/2022 5:28 PM

Safety To insure that the community is a safe place to live.

2/10/2022 8:48 PM

Protect To protect citizens.

2/10/2022 3:25 PM

Safety To keep the community safe

2/9/2022 3:07 PM

Uphold law Maintain law and order

2/9/2022 2:52 PM

Serve To serve the community they work for

2/9/2022 2:11 PM

SafetyUphold law The mission of law enforcement is to enforce the law and keep communities safe.

2/9/2022 10:11 AM

ProtectUphold law The mission of law enforcement is to protect civilians from those who break the law and to ensure justice is served for the victims of those who break the law

2/7/2022 5:22 PM

Protect Protect the public

2/7/2022 5:21 PM

Protect Same as above.

2/7/2022 9:57 AM

Protect To protect those who can't protect themselves

2/4/2022 8:06 AM

Protect protect persons and property

2/3/2022 2:54 PM

Uphold law Inforce laws and make arrest of people committing crimes.

2/3/2022 2:54 PM

ProtectUphold law To actively attempt to prevent crimes and diligently investigate criminal activity.

2/3/2022 2:53 PM

Help To help people when in need

2/3/2022 2:50 PM

SafetyServe To provide a safer community by offering un-biased and un-wavering service to the persons living in the community.

2/3/2022 2:46 PM

ProtectServe To serve the public and protect all persons and property

2/3/2022 2:42 PM

ProtectUphold law Peace keeping and the apprehension of criminals

2/3/2022 2:36 PM

SafetyServe create a safe place for the citizens you serve

2/3/2022 2:33 PM

Safety To make a safer community.

2/3/2022 2:05 PM

SafetyUphold law Provide a safe community and target enforcement against crime problems

2/3/2022 10:41 AM

ProtectRespect To serve the community by protecting lives and property while respecting the constitutional rights of all persons.

2/3/2022 9:38 AM

Solve Crime To reduce overall crime by identifying crime trends. Leverage technology to solve more crimes and build partnerships with the community.

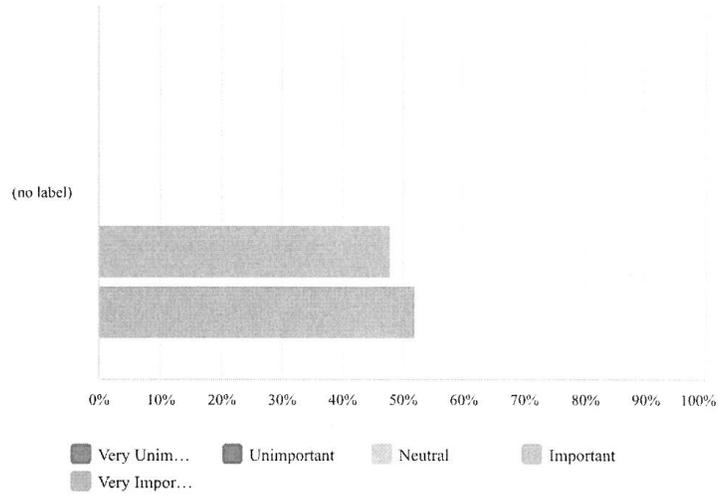
2/3/2022 9:31 AM

ProtectUphold law To Maintain Law and Order, and to uphold justice for all mankind

2/3/2022 8:22 AM

Please rate on the below listed scale how important the crime rate (total number of crimes which occur) is to you.

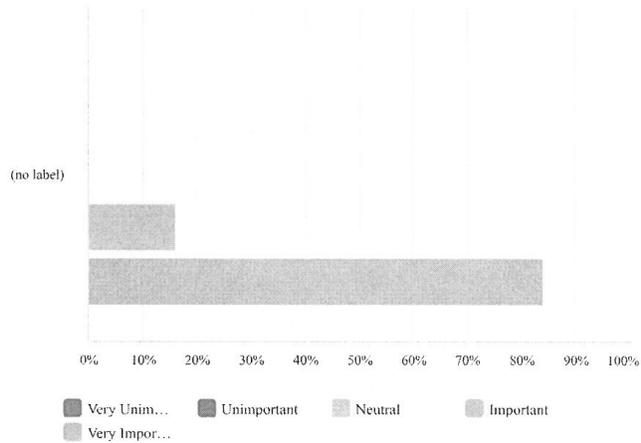
Answered: 25 Skipped: 0



	VERY UNIMPORTANT	UNIMPORTANT	NEUTRAL	IMPORTANT	VERY IMPORTANT	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	48.00% 12	52.00% 13	25	4.52

Please rate on the below listed scale how important the violent crime rate (total number of violent crimes only which occur) is to you.

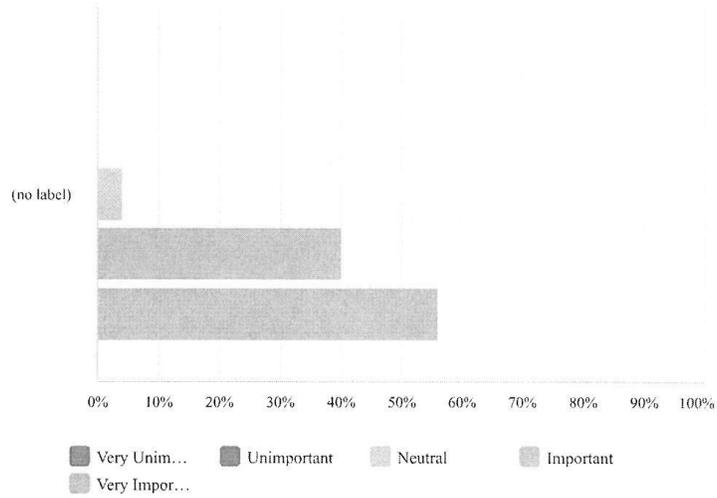
Answered: 25 Skipped: 0



	VERY UNIMPORTANT	UNIMPORTANT	NEUTRAL	IMPORTANT	VERY IMPORTANT	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	16.00% 4	84.00% 21	25	4.84

Please rate on the below listed scale how important the property crime rate (total number of property crimes only which occur) is to you.

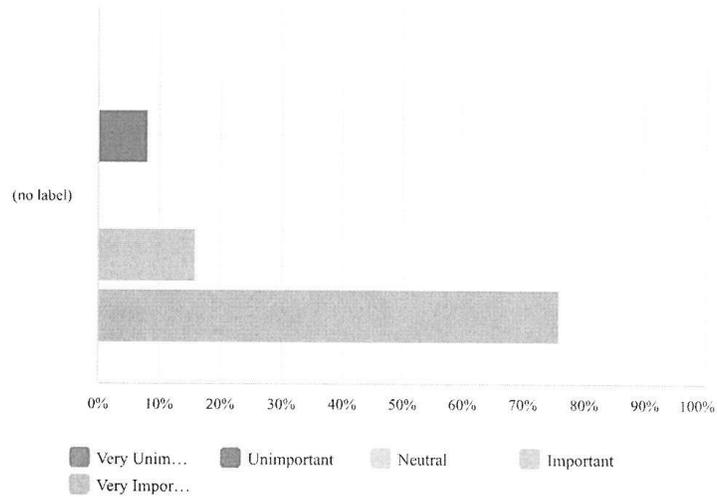
Answered: 25 Skipped: 0



	VERY UNIMPORTANT	UNIMPORTANT	NEUTRAL	IMPORTANT	VERY IMPORTANT	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	4.00%	40.00%	56.00%	25	4.52
	0	0	1	10	14		

Please rate on the below listed scale how important the conviction rate (percentage of arrests which result in a conviction) is to you.

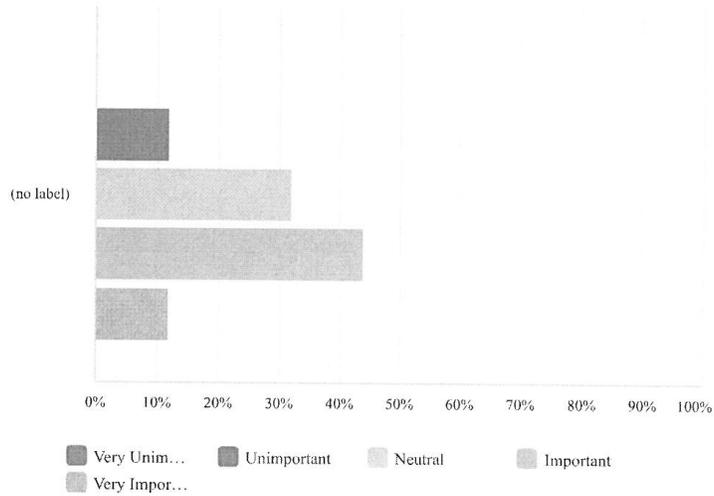
Answered: 25 Skipped: 0



	VERY UNIMPORTANT	UNIMPORTANT	NEUTRAL	IMPORTANT	VERY IMPORTANT	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	8.00%	0.00%	16.00%	76.00%	25	4.60
	0	2	0	4	19		

Please rate on the below listed scale how important the total number of arrests made is to you.

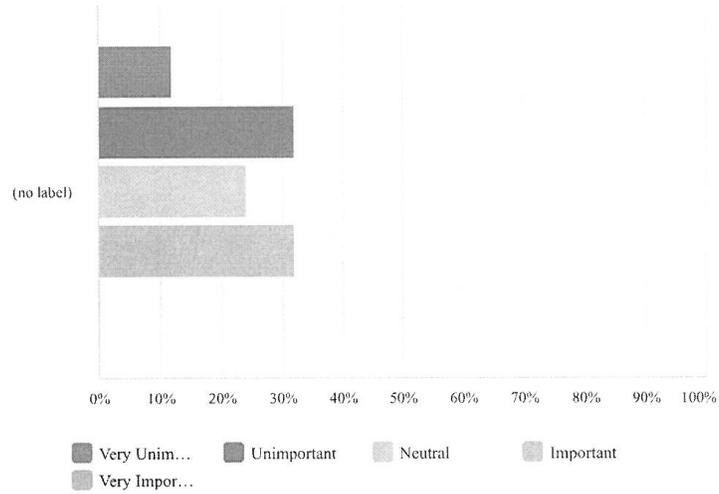
Answered: 25 Skipped: 0



	VERY UNIMPORTANT	UNIMPORTANT	NEUTRAL	IMPORTANT	VERY IMPORTANT	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	12.00%	32.00%	44.00%	12.00%	25	3.56
	0	3	8	11	3		

Please rate on the below listed scale how important a law enforcement agencies social media presence and social media interaction is to you.

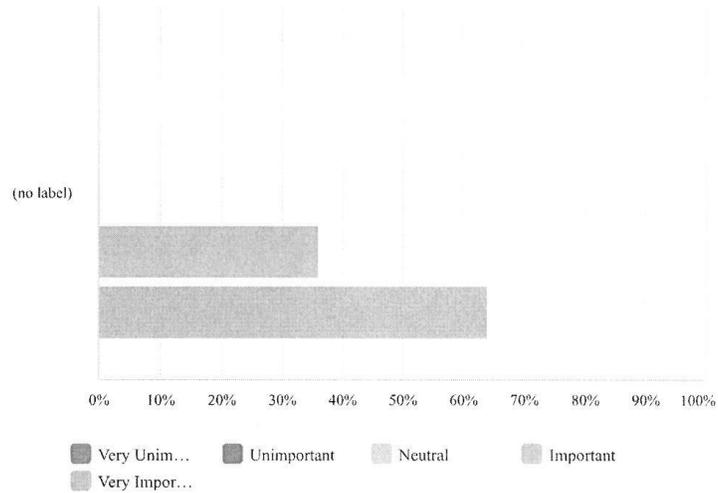
Answered: 25 Skipped: 0



	VERY UNIMPORTANT	UNIMPORTANT	NEUTRAL	IMPORTANT	VERY IMPORTANT	TOTAL	WEIGHTED AVERAGE
(no label)	12.00% 3	32.00% 8	24.00% 6	32.00% 8	0.00% 0	25	2.76

Please rate on the below listed scale how important a law enforcement agencies response times (time from call to dispatch to deputy arriving on scene) is to you.

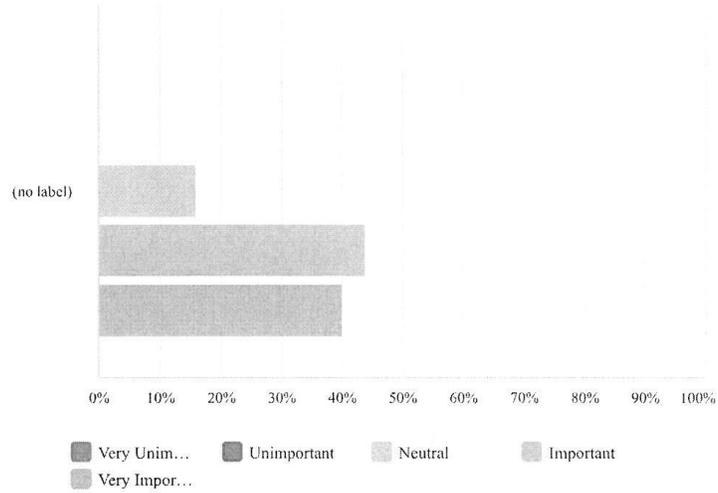
Answered: 25 Skipped: 0



	VERY UNIMPORTANT	UNIMPORTANT	NEUTRAL	IMPORTANT	VERY IMPORTANT	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	36.00% 9	64.00% 16	25	4.64

Please rate on the below listed scale how important a law enforcement agencies clearance rate (percentage of crimes which are solved) is to you.

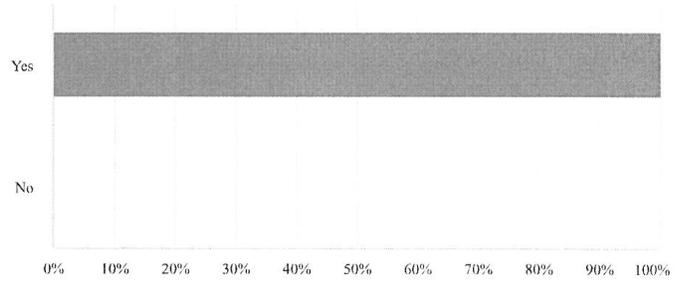
Answered: 25 Skipped: 0



	VERY UNIMPORTANT	UNIMPORTANT	NEUTRAL	IMPORTANT	VERY IMPORTANT	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	16.00% 4	44.00% 11	40.00% 10	25	4.24

Do you feel safe in your community?

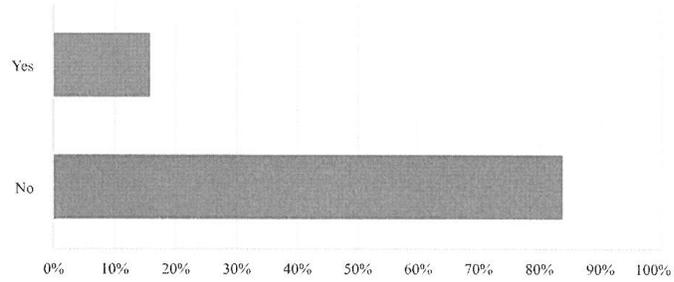
Answered: 25 Skipped: 0



ANSWER CHOICES	RESPONSES	
- Yes	100.00%	25
- No	0.00%	0
TOTAL		25

Do you worry about being the victim of a crime?

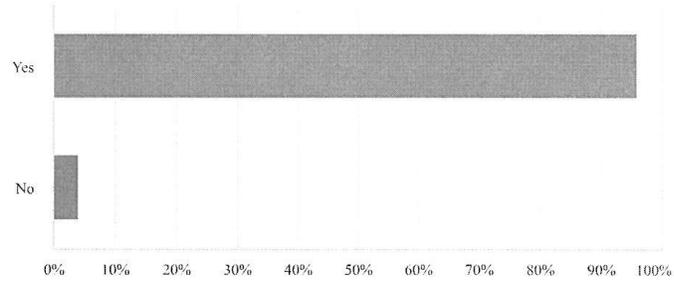
Answered: 25 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	16.00%	4
No	84.00%	21
TOTAL		25

Do you believe law enforcement is doing a good job?

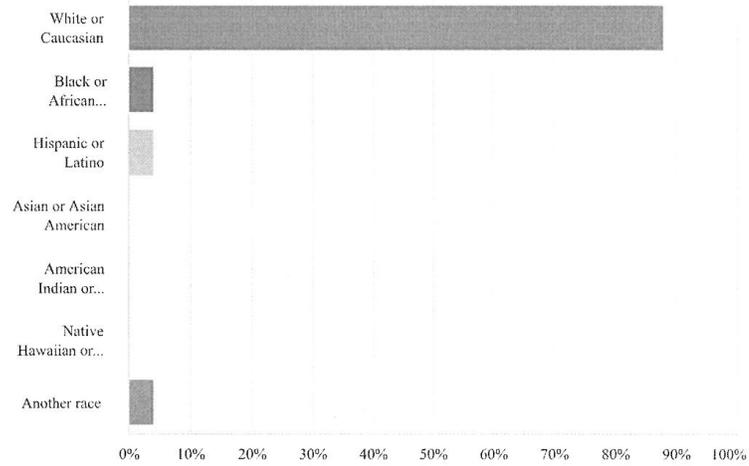
Answered: 25 Skipped: 0



ANSWER CHOICES	RESPONSES	
- Yes	96.00%	24
- No	4.00%	1
TOTAL		25

Please indicate your race.

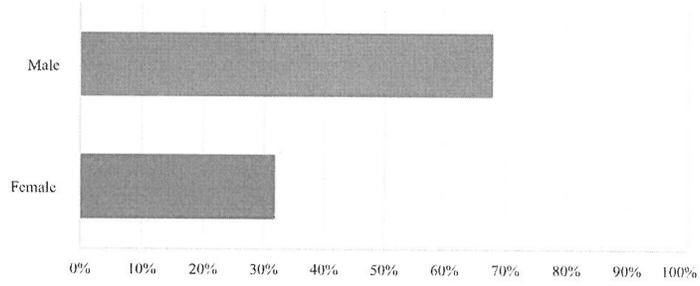
Answered: 25 Skipped: 0



ANSWER CHOICES	RESPONSES	
- White or Caucasian	88.00%	22
- Black or African American	4.00%	1
- Hispanic or Latino	4.00%	1
- Asian or Asian American	0.00%	0
... American Indian or Alaska Native	0.00%	0
- Native Hawaiian or other Pacific Islander	0.00%	0
... Another race	4.00%	1
TOTAL		25

Please indicate your gender.

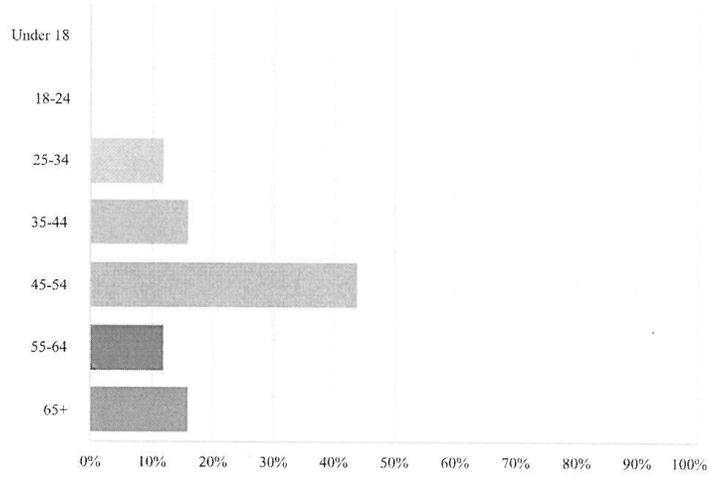
Answered: 25 Skipped: 0



ANSWER CHOICES	RESPONSES	
- Male	68.00%	17
- Female	32.00%	8
TOTAL		25

Please select your age range.

Answered: 25 Skipped: 0



ANSWER CHOICES	RESPONSES	
- Under 18	0.00%	0
- 18-24	0.00%	0
- 25-34	12.00%	3
- 35-44	16.00%	4
- 45-54	44.00%	11
- 55-64	12.00%	3
- 65+	16.00%	4
TOTAL		25