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User Report

AN EVALUATION OF THE
NEIGHBOURHOOD FOOT
PATROL PROGRAM OF
EDMONTON POLICE SERVICE

No.: 1990-09

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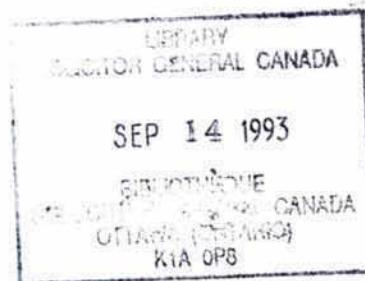
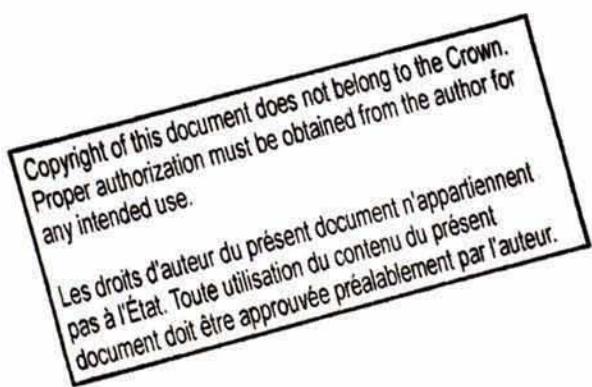
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No.: 1990-09

The views expressed in this report are those of the authors, and do not necessarily reflect the views of the Ministry of the Solicitor General of Canada, the Canadian Research Institute for Law and the Family, or the City of Edmonton Police Service.

This report is available in French. Ce rapport est disponible en français.

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EXECUTIVE SUMMARY

INTRODUCTION

This report presents findings and recommendations relevant to the evaluation of the Edmonton Police Department Neighbourhood Foot Patrol Program (NFPP). Both a process and impact evaluation were conducted during the first year of this program, which began in April 1988.

THE PROGRAM

The NFPP was designed with the following objectives:

- (1) to reduce repeat calls for service;
- (2) to improve public satisfaction with the police;
- (3) to increase job satisfaction of the constables;
- (4) to increase reporting of intelligence in the area; and
- (5) to solve community problems.

In order to achieve these objectives, a multi-component program was implemented in 21 areas in Edmonton identified as high crime rate areas. The program includes the following components:

- foot patrol;
- store-front stations in each area;
- community liaison committees;
- volunteers; and
- problem solving by the constables.

THE STUDY

A complex evaluation study was designed and implemented to test the effectiveness of the NFPP. This study included: a time budget study; analysis of repeat calls for service; a telephone survey of users of police service; a survey of foot and motor patrol constables; interviews with the foot patrol constables; and interviews with key informants within the police organization.

FINDINGS

Overall, the findings indicate that the program was successful in achieving its objectives. The program was particularly effective in residential areas. The problem solving component of the program worked well in the downtown areas. However, the other components were not well suited to this non-residential setting. The findings are briefly described below by program component.

Foot Patrol

Implementing the program in targeted high crime rate areas was very useful. The visibility of the constables and their direct contact with residents of the area increased the constables' knowledge of the community and its problems. This has contributed to both a reduction in the number of calls for service, as well as to improved user (complainant) satisfaction with the police, increased autonomy and problem solving of the constables and increased job satisfaction.

Store-fronts

Store-fronts appear to be useful in residential areas. However, public access is limited because many of the store-fronts are open only when the foot patrol constable is in the office; this may reduce the effectiveness of store-fronts.

In downtown areas, the store-fronts appear to be used more as mini police stations. While this is not consistent with the original plan of the program, it appears to be appropriate for the downtown areas.

Community Liaison Committees

The community liaison committees seem to be the least effective component of the NFPP. There is little indication of substantial effort being put forth to develop the committees as they were proposed. In the downtown areas, it appears that the concept of "community" is not applicable. Therefore, this component was even less successfully implemented in the downtown areas.

Volunteers

The use of volunteers was not universally accepted by the constables. Therefore, the effective use of volunteers varied considerably from neighbourhood to neighbourhood. In the downtown areas, the use of volunteers was hardly adopted because of the problems associated with using volunteers in potentially high risk situations.

Problem Solving

There is substantial evidence that creative approaches to problem solving in communities were adopted by the NFPP constables. While it is difficult to conceptualize the "problem solving approach," the evidence points to increased use of indirect methods to achieve long-term solutions as opposed to the use of an "enforcement" method. The major drawback to the problem-solving approach is that some of the constables seem to be overwhelmed by the responsibility of solving the complex problems in communities.

RECOMMENDATIONS

On the basis of the findings and conclusions of this study, we make the following recommendations:

- the foot patrol program should be expanded to include additional high crime rate areas;
- the program should remain flexible to permit constables the autonomy necessary to deal with the special problems of each area;
- since the program has been decentralized through integration with regular division, central monitoring of the program should continue to ensure that the components of the program are not "watered down."
- attempts should be made to keep the store-fronts open longer by staffing them with volunteers;

- the constables should be provided with training and/or management resources for the organization and use of volunteers;
- training should be provided for volunteers from a central resource;
- the community liaison component of the program should be reconsidered. The establishment of ad hoc committees, as opposed to ongoing committees, should be considered to deal with specific community issues;
- preparation and training of the constables in problem solving methods could improve the effectiveness of this component of the program and reduce the feeling of "being out there alone";
- the use of other community resources, including other professionals and agencies, should be integrated with the problem-solving approach;
- a specialized beat program should be developed for the downtown areas. The problem-solving component of the NFPP should be retained downtown but differences in the types of crimes that occur in these areas and the lack of a "community" culture should be considered in designing a specialized beat program. Consideration should be given to locating a specialized beat program in a mini police station (i.e., staffed by several constables as opposed to one constable) located in the downtown area.

ACKNOWLEDGEMENTS

The authors would like to acknowledge the assistance and cooperation of the numerous people who made it possible to complete this evaluation. Thanks are due to officials in the federal Solicitor General's office for supporting the project, in particular Chris Murphy and Barry Leighton. Also, we gratefully acknowledge the assistance of Superintendents Chris Braiden and Dave Cassels of the City of Edmonton Police Services, who greatly facilitated the design and implementation of the various components of the evaluation. The cooperation of all foot patrol personnel and participating motor patrol constables is gratefully acknowledged. Thanks are also due to Debbie Allen of the computer services department at the City of Edmonton Police Services for providing both data and insight into the department's computerized database. Finally, we are thankful for the support provided by Reg Dumont, Amicus Populi and staff members Joanne Paetsch, Ruellen Gunhold, Michelle Brooks and Jean Wallace in preparing this report.

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Dear Colleague:

On the 18th of April 1988, the Edmonton Police Service commenced the Neighbourhood Foot Patrol Project in our city. Enclosed is a copy of the technical evaluation for the first year's operation of that project.

Briefly described, our city has approximately 600,000 residents and a police service of 1,400 employees, 1,100 of whom are peace officers. The Foot Patrol Project embraces the 22 busiest neighbourhoods, in terms of total calls for service to the police. From the outset, we wanted to test two things; to determine whether the fundamentals of day-to-day police work could be achieved by police officers on foot and, secondly, to critically and honestly evaluate whatever did happen during the Project's first year.

As with most ground-breaking efforts in any field, some things worked beautifully, some not at all; some were partially successful, others partially unsuccessful. Overall, we believe the project was a success, but each reader must judge for themselves. Our objectives were twofold; to provide a police service to our citizens that is truly community-based and to advance the state-of-the-art of policing, thereby contributing to the body of knowledge that exists about our profession. Just as we have learned from the efforts of others, most notably Flint, Michigan, so too we hope that others may learn from our efforts.

On behalf of the Edmonton Police Service, the citizens of Edmonton, and our Federal Solicitor General, who generously funded this work, please accept this evaluation.

Sincerely,

D. D. McNALLY
Chief of Police

AN ACCREDITED
POLICE SERVICE



CHAPTER 1: INTRODUCTION

1.1 THE PROBLEM

The police constable in contemporary policing has become, to a large extent, a functionary of the criminal justice system and is detached from the community. This has led to a narrow view of police as law enforcement officers as opposed to peace officers in the broader sense. The practice of policing in response to crime, rather than to prevent crime, has resulted in a growing detachment between the community and the police constables who are responsible for keeping the peace.

In 1987, the Police Department in the City of Edmonton, Canada, set a departmental objective to incorporate the philosophy and implement the practice of community-based policing. As a result, the Neighbourhood Foot Patrol Program (NFPP) was developed and implemented in 21 neighbourhood beat areas. This innovative policing program was based on the principle that policing must be community based rather than criminal justice based.

That is, crime is dealt with in terms of its impact on the community rather than its legal status, and police constables provide ongoing foot patrol services in the neighbourhoods where repeat problems originate. Since the foot patrol constable is highly visible, citizens may observe him performing his daily duties. This approach also allows the constable to learn more about his beat and to adapt to the community (Alpert and Dunham, 1986).

The City of Edmonton Police Department's decision to implement a community-based policing program coincides with pervasive reform of policing policy and programs in Canada, the United States, and other Western countries.

A common feature of the revised programs is their emphasis on greater interaction with the community, with the goal of resolving underlying community problems that lead to crime and disorder.

In the United States, the impetus for reform of policing has come from at least three factors: (1) increasing crime rates; (2) increasing fear of crime and victimization on the part of citizens; and (3) the assumption that communities are dissatisfied with police performance. Community policing has also been widely adopted in Canada, possibly because of the tendency for the U.S. to be a stimulus and source of innovation for the Canadian criminal justice system. The negative side effect of this dependence on U.S. police innovation, technologies and research knowledge, has been the lack of research and development focusing specifically on innovative community policing programs in Canada (Murphy, 1988).

Recognizing the need to document and evaluate innovative community policing programs in Canada, the Edmonton Police Department contracted the Canadian Research Institute for Law and the Family (CRILF) to conduct a comprehensive process and impact evaluation of the NFPP during its first year of operation. This document presents the results of the process and impact evaluation of the foot patrol service program (NFPP) conducted by CRILF.

1.2 PURPOSE OF REPORT

The products of the overall research evaluation are:

- a technical evaluation report; and
- a "how-to-do-it" manual for a foot patrol program.

This document is the technical report. The purposes of this report are:

- to describe the NFPP service program and document how it was initiated and implemented; and
- to identify the impact of the services provided by the NFP Program.

Program Description

The description of the service program includes a breakdown of program goals, objectives, strategies and structural components (Chapter 2.0). Program initiation is described in terms of the recruitment, selection, training and supervision of the foot patrol constables. The process in which the departmental computer information system was used to identify the 21 foot patrol areas high in repeat calls for service is explained in detail (Chapter 2.0).

The program implementation analysis (Chapter 4.0) examines the operation of the following program components:

1. the activities of foot patrol constables;
2. the calls for service in terms of number and travel time for both foot and motor patrol constables;
3. the problem solving strategies employed by the foot patrol constables;
2. the use of store-front offices by constables and citizens;
3. the composition, function, and use of community liaison committees; and
4. the function and usefulness of the volunteer program.

Impact of Program

Identifying the impact of the foot patrol services involved closely monitoring

anticipated changes resulting from the implementation of the service program.

These intended effects of the NFPP were to:

1. reduce repeat calls for service;
2. improve public satisfaction with the police;
3. increase levels of job satisfaction for police constables providing foot patrol services;
4. increase reporting of intelligence in the area; and
5. solve community problems.

1.3 CONTENT OF REPORT

The report is organized as follows: Chapter 2.0 documents and describes the NFPP as it was proposed, including the initiation of personnel; Chapter 3.0 outlines the methodology of the evaluation study; Chapter 4.0 presents the study findings as they relate to the implementation of the various program components; Chapter 5.0 presents findings in terms of the impact of the NFPP; and Chapter 6.0 discusses the findings and makes recommendations for the future directions of the NFPP.

CHAPTER 2: THE PROGRAM AS ORIGINALLY PROPOSED

2.1 PROGRAM SETTING

The Edmonton Police Department includes four operational divisions, with each division being responsible for general policing services to one of four city quadrants. Each division contains a police station. Three stations are independently located, but the Division "D" station is located in the Police Headquarters building in downtown Edmonton.

There are 1092 police constables and 279 support staff employed by the Department. Approximately 140 police constables are assigned to each of the four divisions; the remainder are assigned to special areas, such as Traffic or Records. The Edmonton Police Department provides virtually all policing services for the City of Edmonton, from enforcing minor municipal bylaws to conducting criminal investigations.

Edmonton has a population of over 560,000. In 1984, approximately 66% of the population was under the age of 35 and, in 1981, approximately 20% had been born outside of Canada (Byfield, 1984). The economy of Edmonton, like that of Alberta, is based largely on a limited variety of raw resources. This has created a fairly unstable economy which fluctuates relative to the prices of a few commodities, primarily oil and grain. As the province has experienced economic recession during most of the 1980s, many health and social programs are experiencing difficulties meeting needs with current budgets and the unemployment rate has increased.

2.2 PROGRAM DEVELOPMENT

Over the past decade, changes at the Edmonton Police Department have followed a number of paths. Various projects and strategies have been initiated in many areas, including operational policing, information systems and crime prevention. Meaningful change has resulted, but it has centered primarily on the support functions of policing. Until the development of the NFPP, no projects focusing on the basic functions of policing had been implemented and evaluated (Cassels, 1988). Traditionally, the Edmonton Police Department constables dealt with calls for service by responding quickly, recording and investigating, laying charges if appropriate, then going to the next call for service, as traditional policing would dictate. Only periodically were plans made to deal with the underlying problems. These plans sometimes involved Crime Prevention or the Victim Services Officer, but problems have not consistently been recognized as recurring and dealt with as such.

Recognizing the need to move away from this reactive model of policing, the Department decided to place constables in the neighbourhood where repeat problems originated. It was also recognized that the most effective method of promoting the combined efforts of the community and police would be to permit and encourage each individual constable to use his own initiative in recruiting citizens to assist him in mobilizing the local community to solve problems.

In 1987, the Edmonton Police Department made plans to incorporate the philosophy and implement the practice of community policing. As a result, the Neighbourhood Foot Patrol Program was designed to provide this service to 21 neighbourhood areas in the city. Superintendent Chris Braiden (Project Manager) and Superintendent Dave Cassels developed various components of this direct service program.

It is important to note that the overall approach employed by a wide majority of Edmonton Police Department constables remains as it has been for a number of years, with uniformed constables in marked cars providing traditional policing services. The NFPP was designed as a pilot project, to provide the opportunity for the implementation and evaluation of the community policing concept. It does not reflect a major change in the Department's overall policing strategy.

2.3 PROGRAM DESCRIPTION

The NFPP is best described by dividing program elements into the four categories of goals, objectives, strategies and structural components. Table 2.1 presents the elements as they relate to these four categories.

Goals

The primary goal of the NFPP is to prevent crime and create a better state of society. This requires consideration of quality of life issues that are associated with crime, such as poverty, racism, anger, etc. The second goal is to provide proactive policing services that involve solving problems rather than simply reporting incidents. The third goal of the NFPP is to provide a service that is community based rather than criminal justice based, that is, one that involves the community in identifying and solving problems. Thus, NFPP police constables "act as community team leaders in identifying problems that damage the quality of life, then work through the community as a whole to find and apply solutions to those problems" (Cassels, 1988, p. 3).

Table 2.1
Components of the Edmonton Neighbourhood Foot Patrol Program¹

Goals	Objectives	Strategies	Structural Components
Crime Prevention	Reduce repeat calls-for-service	Target services to "hot spots"	Foot patrol
Proactive Policing	Improve public satisfaction with police	Decentralization	Storefront offices
Involve ment with the Community	Increase job satisfaction of police constable	Increase police visibility	Community liaison committees
	Increase reporting of intelligence in the area	Increase autonomy and problem solving of constables	Volunteer programs
	Solve Community Problems	Involve community in defining problems	Problem solving by constable
		Involve community in solving problems	
		Increase constable knowledge of community	

1 This table does not attempt to relate strategies and structural components directly to specific goals and objectives.

Objectives

The NFPP was designed to achieve the specific objectives discussed below:

1. To reduce the number of repeat calls for service.

Successful achievement of this objective involves both reducing the number of repeat calls arising from, and subsequent dispatches to, a particular address and/or reducing the overall number of repeat addresses in a beat area.

2. To improve public satisfaction with the police.

This objective involves increasing the positive attitude of citizens toward both the police constable and the service provided to the community.

3. To increase the job satisfaction of the constables.

The program was designed to promote both a sense of commitment to the neighbourhood and a sense of ownership of neighbourhood problems by the foot patrol constables. This sense of ownership, combined with autonomy and the opportunity to try new approaches to policing is also intended to increase job satisfaction.

4. To increase the reporting of intelligence.

Foot patrol constables spend a significant proportion of their working hours getting to know the people in their foot patrol areas. It follows that they would be able to access more information about suspects and suspicious activity on a day-to-day basis than would constables providing more traditional, intermittent motor patrol service to that area.

5. To solve community problems.

A substantial variety of community problems exists in the foot patrol areas. These include prostitution, substance abuse by minors, parking problems, juvenile crime, family disputes, theft, break and enter, and alcohol and drug-related violence. It was hoped that foot patrol would have some impact on reducing the severity and occurrence of such problems.

Strategies

The program strategies include the following:

1. To target police services to "hot spots."

In selecting the 21 foot patrol areas, a lengthy procedure was undertaken to identify "hot spot" areas. The computer information system was used to identify areas that experienced high volumes of crime/incident occurrences, repeat addresses, dispatched calls, and dispatched units.

2. To decentralize the service.

Each constable operates out of a store-front office located within the beat area. Store-fronts were established to promote constable autonomy and identification with the community.

3. To increase police visibility.

Increasing police visibility enables community members to become familiar with having a foot patrol constable in their neighbourhood. It should increase community involvement in identifying and solving specific problems and increase the gathering of intelligence. Foot patrol constables walk large portions of their beats virtually every working day.

4. To increase constables' autonomy and problem solving ability.

The more autonomous the foot patrol constables are as members of the police force, the more likely they are to depend on community members rather than fellow constables for support. They are also likely to spend more time interacting with community members.

5. To involve the community in defining problems.

The constables have day-to-day contact with neighbourhood residents and business people. This promotes communication about issues of concern to these people. For example, a business owner is more likely to tell a foot patrol constable whom he sees daily about a suspicious group of juveniles that have been loitering

outside of his business than he is to make a formal complaint to the police department, which may or may not result in the dispatch of a regular police constable.

6. To involve the community in solving problems.

The resources of community members are assumed to be beneficial to the foot patrol constable in solving problems. By involving the community in problem solving, citizens are given the message that some of the responsibility for crime prevention rests with them.

7. To increase constables' knowledge of the community.

This strategy goes hand-in-hand with many of the others. A constable who is familiar with the foot patrol area should be better able to identify community members to help in the problem solving process. Constables should also become more knowledgeable of who does what in their communities.

Structural Components

The structural components of the NFPP program were developed to put the above strategies into effect and include the following:

1. A constable assigned to patrol a small geographic area on foot.

Foot patrol is intended to promote police visibility, to increase the constables' knowledge of, and adaptation to, the community and to promote community involvement in problem solving.

2. A store-front office in each foot patrol area.

Store-front offices are intended to decentralize police service, promote community involvement, provide a place for the volunteers to work, and make the constable accessible to the community.

3. Community liaison committees.

The committees are composed of key players in the community and are organized

to promote community ownership of problems.

4. Volunteers.

Volunteers are recruited both to encourage community involvement and to share some of the constables' workload.

5. Use of a specific problem solving strategy by the constable.

Problem solving involves problem identification, identification of various alternatives for long-term solutions and implementation of the most appropriate solutions.

2.4 INITIATION

This section describes the recruitment, selection, training and supervision of the foot patrol constables. It also discusses the identification and selection of the 21 foot patrol areas.

Recruitment and Selection of Constables

A "Beat" program in downtown Edmonton was discontinued in April 1988, providing 21 positions for the new Neighbourhood Foot Patrol Project. The positions were posted, and constables interested in participating were invited to apply. Desirable attributes for the foot patrol constables were advertised as: self-motivated, independent and innovative; energetic and enthusiastic; extroverted and friendly; imaginative; and hard working.

Of the 786 constables eligible, 46 applied. All 46 were interviewed. All applicants were notified by the Chief of Police. The 21 successful applicants were notified of their selection, while the remaining constables were thanked for applying and informed that their applications would be reconsidered if vacancies occurred in the future.

The foot patrol assignment involved working eight-hour shifts, whereas the majority of operational personnel in the Department are assigned to ten-hour rotating shifts. Subsequently, those applying were willing to give up an average of forty-eight days off each year in order to become involved in the program.

The Senior Management Team, in consultation with the Personnel Officer and the Divisional Commanders, selected the 21 successful candidates. Once selected, constables were assigned to specific Divisions and neighbourhood foot patrol areas with input from operational supervisors. Transfers between Divisions were discouraged in an effort to minimize disruption. From the remaining choices available, the constables were then able to select foot patrol areas of their preference.

The Neighbourhood Foot Patrol Constable job description appears in Appendix A.

Training

The initial formal training program consisted of four days of classroom instruction. The training was provided primarily by police department personnel with expertise in the area presented. Representatives from the Alberta Arbitration and Mediation Society, City of Edmonton Social Services and Alberta Social Services and Community Health provided instruction in neighbourhood mediation and social service agencies in Edmonton and Alberta.

The sessions included the following:

- program philosophy, job descriptions, job functions
- data analysis and selection of the foot patrol areas
- data collection (complaint handling and dispatch system)
- neighbourhood organization

- crime prevention
- social service agencies in Edmonton and Alberta
- neighbourhood mediation
- multiculturalism
- communication skills
- ethics
- informant development and control
- question and answer period.

The foot patrol constables were instructed to read various materials on community policing including publications by Herman Goldstein and the publications of the National Foot Patrol Center, Michigan State University, East Lansing, Michigan.

Ongoing training from April 1988 until present has included the following:

- two full-day and two half-day information-sharing sessions for all of the foot patrol constables (these provide the opportunity for the exchange of ideas, strategies and general information between the foot patrol constables);
- one seminar on volunteer management for all foot patrol constables;
- foot patrol seminars for two of the supervising Sergeants at the National Neighbourhood Foot Patrol Center in East Lansing, Michigan.

The foot patrol constables have also had four meetings dealing with the evaluation study: one to elicit assistance from the constables in constructing a time budget study data collection instrument (on July 5, 1988); one to instruct them on the use of this instrument (September 15, 1988); one to discuss shift scheduling, the use of volunteers and calls-for service (on January 10, 1989); and one to discuss the findings of the study with the constables (September 26, 1989).

Supervision

Two types of supervision were provided for the foot patrol constables:

- Overall project supervision was provided by the Project Manager, Superintendent Chris Braiden, during the initiation of the program (approximately the first six months).
- Supervision of day-to-day activities was assumed by the supervisors from the four Divisions once the program was underway.

Due to the specialized experimental nature of the program, few people within the Edmonton Police Department were able to provide the specific supervision that related directly to community policing at the commencement of the project. For example, the foot patrol constables were expected to be more autonomous than the regular motor patrol constables by nature of their position and job description. This was intended primarily to promote the constable relationships with community members and was not totally consistent with regular supervision.

Identification of Foot Patrol Areas

The method used to identify areas generating frequent repeat calls for service was of critical importance to this project. The process is described below. Data pertinent to specific occurrences is collected by the Police Department's information system on an ongoing basis, according to municipal address or intersection location. The city is divided into 571 sectors or atoms. When occurrence data is collected, locations are identified according to which atom they are in.

For the purpose of this program, the information system was used to generate

occurrence data from 153,000 case files covering the 13-month period prior to the implementation of the program. Data were analyzed to establish an inventory of repeat calls for service (i.e., calls from addresses appearing more than once in separate reporting situations) and to identify small areas within the city where the workload was high. Indeed, 74% of the entire activity in the City of Edmonton originated from repeat addresses. Data were then extracted and analyzed with regard to the following categories:

- volume of occurrence locations by atom
- volume of occurrence at repeat addresses by atom
- volume of dispatched calls by atom
- volume of dispatched units by atom.

Atoms that were high in all four of these categories were marked. As a result, forty-seven atoms were identified as generating a high workload and were later used to identify the foot patrol beat areas.

It was clear that most activity within each atom occurred at relatively few addresses. For example, 489 occurrences occurred in a small subdivision of 100 square blocks (10x10). The subdivision consisted of dwellings with small neighborhood shopping centers. When addresses having only one occurrence were eliminated, it was found that the remaining 332 occurrences (68%) took place at only 44 addresses. After eliminating addresses that generated only 2 calls for service, it was found that the remaining 286 calls for service (58%) originated at a mere 21 addresses (Cassels, 1988).

Selection of Foot Patrol Areas

Forty-seven atoms were identified as being high in terms of repeat addresses and

overall workload. Eleven of these areas contained large shopping centers and most incidents occurred at or near the centers. These occurrences included theft (shoplifting), theft from automobiles, credit card offences, and false instruction/robbery alarms. The remaining thirty-six atoms included a fairly equal distribution of occurrences such as family disputes, assaults, break and enter, theft, drug and liquor offences, disturbances, robberies, and a variety of general complaints.

Divisional Commanders thought the problem solving approach would be more successful if the constables were assigned to areas where the population was somewhat permanent. Therefore, it was decided to eliminate the atoms containing the shopping centers because the occurrences involved a very transient group.

The remaining 36 atoms were examined further by Divisional Commanders and operational personnel who were personally familiar with these areas. The configuration of each atom and its occurrence data were considered and the foot patrol areas were defined. The 21 new foot patrol areas consisted of 85 atoms, including the 36 which generated a high percentage of repeat calls for service. Within the 21 areas selected, 81 percent of the 38,569 calls for service occurred at repeat-call addresses (see map in Appendix B) (Cassels, 1988).

CHAPTER 3: METHODOLOGY

3.1 DESIGN

The purpose of this report is to document the results of a comprehensive evaluation of the Edmonton NFPP. The evaluation consisted of numerous components designed to test various aspects of the program, using multiple data sources. In most cases, data were collected for both foot and motor patrol and comparisons between the two groups were made. Sometimes, comparisons were also made between downtown and non-downtown foot patrol beats.

Most of the data collection instruments were only administered once; exceptions are the personnel survey, which was administered at the inception of the NFPP and again one year later, and the repeat calls for service analysis, which occurred prior to and during the first year of the NFPP. Therefore the overall research design may be generally described as an exploratory one-shot comparison group design. However, components of the evaluation deviate from the general model, either because: (1) only one group (i.e. foot patrol) was measured; or (2) the instrument was administered twice, at pretest and posttest. The evaluation components, timing, research question, methodologies, research designs data sources and units of analysis are presented in Table 3.1.

The remainder of this chapter documents the instruments, procedures, data processing and analysis methods used for each component of the evaluation. Limitations resulting from the nature, design and context of the study are also briefly described.

Table 3.1

Evaluation Components and Related Methodology

Evaluation Component	Time Period When Data Collected	Research Questions	Research Design	Methodology	Data Source
Time Budget Study	October-December 1988	How do NFPP activities compare with motor patrol activities?	1-shot comparison group posttest only	All NFPP constables and a sample of motor constables complete a daily log detailing their activities	Foot and motor patrol constables
Travel Time Analysis	May 1989	Is there a significant difference in the travel time used by foot and motor patrol constables in responding to calls for service?	1-shot comparison group posttest only	Compared travel times of both groups over a 1-month period	CADIS
Survey of Service Users	May-June 1989	Has the NFPP had an impact on user satisfaction with the police service?	1-shot comparison group posttest only	Community contacts identified in the time budget study are re-contacted by the research team and requested to complete a telephone interview	Service users who had contact with foot or motor patrol constables
Personnel Survey	May 1988 and May 1989	What impact has the NFPP had on constables in terms of role definition, job functioning and job satisfaction?	Quasi-experimental pretest-posttest comparison group	All NFPP constables and a sample of motor patrol constables complete a survey at the onset of the program and again one year later	Foot and motor patrol constables
Repeat Calls for Service Analysis	March 1/87-Feb. 29/88 May 16/88-May 15/89	Has there been a reduction in repeat calls for service since implementation of the NFPP?	pretest-posttest single group	Compared number of repeat calls for year preceding program with those for program's first year of operation	Department database
Interviews with Foot Patrol Constables	July-August 1989	How have different components of the program been implemented?	posttest only, single group	Foot patrol constables were interviewed	
Interviews with Key Informants	August 1989	What is the impact of the NFPP program?	1-shot posttest only	Senior managers from Police Department were interviewed	Senior managers from Police Department

3.2 EVALUATION COMPONENTS

3.2.1 Time Budget Study

Instruments and Procedures

Specific NFPP activities were documented by a time budget study. Insight into constables' activities was also obtained through extensive participant observation in August, September and October 1988, when members of CRILF's research team accompanied foot patrol constables on beat activities.

Time budget data were collected from the foot patrol constables ($N=21$) and a matched sample of motor patrol constables ($N=21$) by use of daily time sheets (see Appendix C for Daily Time Sheet and Codebook). The time sheets were used by the constables to record: locations and persons under investigation; locations of constable activities; contact persons; activities; minutes spent on particular activities; offences under investigation; origins of calls for service; results of activities and comments about specific activities. A detailed codebook, which accompanied the time sheets, contained a comprehensive series of codes by which the information was recorded.

The time budget instrument was pretested by 20 foot patrol constables in the last week of September and by 19 motor patrol constables in the first week of October 1988. Based on pretest experiences, the instrument was then refined and data collection began in earnest in the first week of October for the 21 foot patrol constables and in the second week of October for the 21 motor patrol constables. All 21 foot patrol constables completed time sheets throughout the data collection period, while 19 motor patrol constables completed time sheets for the entire period. Time budget data collection continued until December 9, 1988.

In the interest of attaining the best possible degree of comparability between the two groups, the number of days reported by the two groups was compared. While the foot patrol response rate remained consistent throughout the data collection period, it was determined that the best response rate for the motor patrol group was obtained during the 8-week period between October 9 and December 3, 1988. Thus the October 9 - December 3 period was selected as the study period for analysis of time budget results.

Data Processing and Analysis

Completed time sheets were forwarded to CRILF and were then entered and analyzed on a microcomputer. The first task following data entry was to clean and check the data for reliability. For the most part, the data were found to possess a high degree of internal consistency.

After the data were cleaned and processed, two principal analyses were conducted. First, the numbers and origins of all calls for service were analyzed for the following groups: (1) all foot patrol constables ($N=21$); (2) all participating motor patrol constables ($N=19$); (3) all downtown foot patrol constables ($n=5$: beat areas 6-10); (4) all non-downtown foot patrol constables ($n=16$: beat areas 1-5 and 11-21).

Second, detailed analysis was conducted on the proportion of workload time spent in various activities, locations, with various contact person types and in the investigation of specific offence types. This analysis was performed for the four groups defined above. In addition, individual reports on the proportion of workload time spent on specific activities, locations, person types and offence types were produced for each of the 21 foot patrol constables. These individual reports were intended solely to assist the constable in assessing his individual

activities. Finally, the comments submitted by the foot patrol constables by the daily time sheets, over the course of the time budget study, were classified.

Time budget data also assisted other aspects of the overall evaluation. For example, they were used to examine differences in the numbers and origins of calls for service received by foot and motor patrol constables. In addition, as discussed below, information obtained through the time budget study was used to generate a list of potential contacts for the survey of service users.

3.2.2 Travel Time Analysis

Instruments and Procedures

The CADIS database at the Edmonton police department contains dispatch data. Included in the database are variables such as the date and time of the call, division, district and grid where the complaint originated, number of units dispatched to the scene, the division and district of the unit taking the call, the time at which the unit was dispatched and when the unit arrived onscene.

Given the perception that foot patrol constables may be less mobile than their motorized counterparts, their relative ability to respond to calls, as measured by travel time, was assessed using CADIS data for the month of May 1989. Travel time in responding to calls for service was defined as the difference in minutes between dispatch time and onscene time. Foot and motor patrol constables were easily identified in CADIS according to their division and district numbers.

Data Processing and Analysis

First, the CADIS data file was cleaned to eliminate any divisions other than

regular patrol divisions (A through D). A variable called "watch" was then computed to assign watch to each call. Watch was assigned as 1 (08:01-16:00 hrs), 2 (16:01-23:59 hrs) or 3 (00:00-08:00 hrs) depending on the dispatch time. Subsequent investigation showed that calls are rarely dispatched to foot patrol constables during the third watch. Therefore comparison of the two groups was further limited to watches 1 and 2 only (refer to Table 3.2 for sampling information).

Table 3.2
Sample Breakdown for Analysis of Travel Time
Data from CADIS, May 1989

	Number of Cases		
	Foot Patrol	Motor Patrol	Total
All cases:	197	6470	6667
All cases, excluding watch 3:	194	4711	4905
Sample motor patrol:	194	216 ¹	410
Valid cases: ²	84	102	186
Cases where dispatch time is <u>not equal to onscene time</u> ³	49	90	139

¹ Based on a 5% random sample of the 4,711 motor patrol cases (watches 1 & 2 only).

² All cases where onscene time is not equal to 9999: 9999 applies to cases where a constable is dispatched but is then told not to proceed to the scene.

³ For 35 of the 84 foot patrol cases (42%) and 12 of the 102 motor patrol cases (12%), travel time was zero minutes, because dispatch time and onscene time were the same. This situation arises mainly in the case of self-initiated calls for service, which apparently are more prevalent amongst foot patrol constables.

Another issue was that the motor patrol group data set was much larger than that of the foot patrol group (Table 3.2). Therefore, a random sample of the motor patrol data was selected, so that the number of calls analyzed was roughly equal for both groups (foot patrol - n=194; motor patrol - n=216).

The next step was to subtract dispatch time from onscene time, resulting in travel time, or the number of minutes it took the constable to arrive at the scene following dispatch. This revealed that in many cases, the onscene time was recorded as "9999"; 9999 is applied to cases where the constable is dispatched but is then told not to proceed to the scene. These cases were also dropped from the analysis, resulting in a final sample of 49 calls dispatched to foot patrol constables and 90 calls dispatched to motor patrol constables. Table 3.2 describes how the number of cases evolved from the original data set to the final sample.

Finally, mean travel time for the two groups was compared using t-tests for the following subsets: 1) all valid cases and 2) only those cases where onscene and dispatch time were not equal. As explained in Table 3.2, the latter situation arises mainly in the case of self-initiated calls for service.

3.2.3 Survey Of Service Users

Instruments and Procedures

Information collected through the time budget study was used to generate a list of potential contacts for the Survey of Service Users. The variables listed consisted of:

- (1) constable study ID; (2) date of contact; (3) contact name; (4) contact type;

(5) address under investigation; (6) type of address under investigation; and (7) offence code. (Refer to Appendix C for Daily Time Sheet and Codebook.) Research assistants then examined the information and identified persons who could likely be contacted at the address noted. This involved considering the completeness of name and address data in conjunction with the contact person type code, location code, and offence code, when available. Sampling details are provided in Table 3.3.

Table 3.3
Survey of Service Users Sampling Data

	Foot Patrol	Motor Patrol
Potential Contacts	319	367
Actual Contacts (n) (% of Potential Contacts)	135 42.3%	136 37.1%
Refused to be interviewed	20	20
Partly completed Interview	4	10
Completed Interview (% of Potential Contacts) (% of Actual Contacts)	111 34.8% 82.2%	106 28.9% 77.9%

Contact with certain types of individuals was avoided. For example, it would have been inappropriate to contact any suspects or offenders. Therefore, the list of potential contacts only included individuals having a contact type code of 1 (complainant/victim), 6 (witness), 8 (other professional), 9 (general citizen) or 11

(business person). Contact with any young offender witnesses was also avoided, due to the confidentiality provisions of the Young Offenders Act. Finally, contact with victims under the age of 18 was generally avoided. The comments provided by constables during the time budget study were used to screen out these contacts. However, a few ($n=2$) underage respondents still emerged in the interviews. In both cases, parental approval was obtained before conducting the interview. After potential contacts were identified, telephone numbers were then sought for the potential contacts, using the telephone directory and the Harrison directory. Interviews were conducted by telephone between May 24 and June 10, 1989.

The "Service User Survey" questionnaire was developed in April 1989 (Appendix D). Some pretesting was conducted to establish the length of time required to complete the telephone interviews and to correct any problems encountered in administering the questionnaire. Early testing of the instrument indicated that some of the foot patrol contacts were not incident related. Rather, the constable initiated contact with the respondent as part of his general community contact effort. Therefore, some of the questions in the original questionnaire were found to be inappropriate for the general community contact group. These questions (identified by an asterisk on the Service User Survey - Community Contacts questionnaire) were reworded for the general contact group to remove references to specific incidents.

Data Processing and Analysis

Completed surveys were forwarded to CRILF and were then entered and analyzed on a microcomputer. A total of 217 questionnaires were completed.

These were distributed among the three study groups as follows: (1) Foot patrol

contacts - incident related ($n=101$); (2) Motor patrol contacts - incident related ($n=106$); (3) Foot patrol contacts - general community contact ($n=10$). The responses of all foot patrol contacts ($n=111$) were compared to those of the motor patrol contacts for questions that were not incident-specific. However, the general community contact responses were analyzed separately for all questions where the wording did not match the other questionnaires. In these cases, just the subset of foot patrol respondents ($n=101$) was compared to the motor patrol respondents. The distribution of responses was analyzed. Chi-square analysis and t-tests were also conducted when appropriate.

3.2.4 PERSONNEL SURVEY

Instruments and Procedures

The attitudes of constables towards various aspects of policing were measured by the Personnel Survey. All foot patrol constables ($N=21$) and a random sample of motor patrol constables

($N=80$) were asked to complete the survey shortly after the inception of the NFPP (May 1988) and again one year later (May 1989). The baseline instrument had its origins in the work of the Police Foundation and Madison Wisconsin Police, and measured constables' attitudes toward the following issues: (1) general (i.e. motor patrol) police function; (2) police performance issues; (3) job satisfaction; (4) personal motivation and job involvement; and (5) personal feelings towards work. At the posttest, attitudes toward the following two issues were added to the original instrument: (1) foot patrol function; and (2) resource allocation. These topics relate directly to foot patrol and therefore could not be asked during baseline testing (see Appendix E).

Prior to conducting the baseline study in May 1988, a random sample of 80

motor patrol constables was identified. Personnel surveys and stamped, self-addressed return envelopes were forwarded to these constables and to all 21 foot patrol constables. The return rates were 100% for the foot patrol constables and 92.5% (74/80) for the motor patrol. In May 1989, the follow-up questionnaires were sent only to those constables who had returned the questionnaire at the pretest. Again, the foot patrol had a 100% response rate while the motor patrol response rate dropped to 81% (60/74). Sample sizes and reasons for attrition are provided in Table 3.4. At both the pretest and posttest, a letter and questionnaire was sent requesting constables who had not already completed and returned the questionnaire to do so as soon as possible.

Table 3.4

Personnel Survey Pretest and Posttest Sample
and Reasons for Attrition

			Foot Patrol	Motor Patrol
Pretest (May 1988):				
Sampled			23 ¹	80
Returned	(n)		23	74 ²
	(%)		100%	92.5%
Posttest (May 1989):				
Sampled			21 ³	74 ³
Returned	(n)		20 ⁴	60 ⁵
	(%)		95.2%	81%

¹ Within a few months of completing the survey in May 1988, two officers left the foot patrol program and two new constables joined. The two new constables were asked to complete the survey upon joining. This explains the sample size of 23 at the pretest; at any one time, there are only 21 foot patrol officers.

² Five constables did not return the survey; one unusable survey was received.

³ Only those constables who: (1) completed the survey at pretest and (2) were thought to still be in the program, in the case of foot patrol, were contacted again at the posttest.

⁴ One foot patrol constable had left the program -- his successor was not contacted because he was not in the pretest.

⁵ Ten of the 74 motor patrol constables did not return the questionnaire at the posttest; four others returned them but they were not usable.

Data Processing and Analysis

Completed surveys were forwarded to CRILF and were then entered and analyzed on a microcomputer. The degree of attitude change on subscales from pretest to posttest was calculated for both groups. Further, t-tests were conducted to determine whether there was a significant difference between the two groups in terms of the amount of change exhibited on subscales. For all remaining items not belonging to subscales, the mean scores for the two groups were simply compared for the pretest and posttest and t-tests on the significance of observed change were conducted.

3.2.5 Repeat Calls For Service Analysis

Instruments and Procedures

Prior to commencement of the NFPP in April 1988, a request from within the police department was made to computer services to produce a listing, for all 21 beat areas, of all addresses for which at least two calls for service had been made between March 1, 1987 and February 29, 1988. A similar request was later made for the May 16, 1988 to May 15, 1989 period, which corresponds closely to the first year of operation for the NFPP.

The printouts generated from the department's occurrence database (OSCAR) provided the following data for each call-for-service: (1) address; (2) atom; (3) date; (4) case #; (5) complainant name; (6) offence code; and (7) offence description. Printouts for both time periods were forwarded to CRILF. In addition the output for the more recent period was available to CRILF on magnetic tape. Unfortunately this was not the case for the earlier time period.

Data Processing and Analysis

Data for the May 1988-May 1989 period were downloaded from magnetic tape to a microcomputer and were then read into a database. A report was generated which tallied the number of calls per address. A research assistant then manually tallied the number of calls per address for the previous year, using the March 1987-February 1988 printouts.

These results were then merged into the file containing the results from the later time period. The frequency of repeat calls per address was then analyzed in order to see whether any significant changes in the numbers of repeat calls occurred within the 21 beat areas.

3.2.6 Interviews With Foot Patrol Constables

Instrument and Procedures

The attitudes of foot patrol constables towards various aspects of the NFPP after a year in the program were measured by telephone interviews conducted in July and August 1989 (see Appendix F for the interview protocol). The instrument gathered information and measured the constables' attitudes with regard to the following issues: (1) operation of the store-front offices (including all regular activities such as problem solving, dealing with repeat addresses, and use of volunteer services); (2) special organized activities included in a constable's duties; (3) community liaison committees; (4) effectiveness of the NFPP; (5) problems; (6) availability of resources; and (7) suggestions for improving the NFPP.

The interview protocol was pretested in face-to-face interviews with three foot patrol constables in June 1989. Based on pretest experiences, the instrument was then refined and telephone interviews with the foot patrol constables were carried out in July and August 1989. Contact was made with 20 of the 21 foot patrol constables; the remaining constable was not available during the interview period.

Data Processing and Analysis

Content analysis of these interviews was done in order to: document the problem-solving activities of foot patrol constables and the pattern of routine activities that had evolved in response to selected problem areas; provide a descriptive analysis of the operations and management of store-front police stations; document the development, composition, role and utility of the community liaison committees; and document and provide a descriptive analysis of the use of volunteer services.

The interview data also contributed to other aspects of the overall evaluation. For example, they provided additional information regarding the impact of the NFPP on the foot patrol constables in terms of role definition, job functioning and job satisfaction. They provided additional information regarding the problem-solving impact of problem-oriented policing strategies, and additional information regarding the level of improvement in communication and information exchange between citizens and police. They also provided the foot patrol constables' perceptions of the effectiveness of the NFPP and their suggestions for improving the program.

3.2.7 Interviews With Key Informants

Instruments and Procedures

In August 1989, police service managers (four superintendents, one deputy chief) were interviewed concerning their opinions regarding the success of the NFPP and its impact on the Edmonton Police Department. The interview protocol (see Appendix G) collected information on the best and worst components of the program; how the NFPP affected the operations of the motor patrol; whether the program created any special management problems; suggestions for improving the program; and whether they would recommend expanding the program.

Analysis

The data gathered through the key informants interviews were analyzed by use of content analysis. Trends were identified and common opinions described.

3.3 LIMITATIONS

The findings of this report must be considered within the context of several limitations which result from the nature and design of the study, as well as the general state of police evaluation research. These limitations are discussed briefly below. The first two limitations are characteristic of the entire field of police evaluation research, while the remainder are limiting aspects of this particular evaluation.

Defining Success

The measures by which policing may be deemed successful or not are difficult to identify and are not well defined in the police literature. Crime rates are often used as an indicator of police program success. However, crime rates can be misleading since they are dependent on the rate of reporting. For example, if crime reporting decreases because of poor community-police relationships, crime rates will also decline, even though the rate of crime victimization may have increased. Conversely, an increased crime rate may not reflect failure of the police to reduce crime; rather it may indicate success on their part in improving relationships with the community such that the public becomes more involved in reporting crime.

In general evaluation research, a common approach to measuring program success is to address the problem from several angles. This strategy of using multiple measures and multiple sources of data has also been adopted in this study to avoid the danger of drawing conclusions from a single, and in some ways flawed, approach or measure of success such as crime rates analysis. Table 3.1, presented at the beginning of this chapter, demonstrates the variety of measures and data sources used in this evaluation. Integrating the findings from the numerous study components enables the researcher to formulate an overall picture of program success, although the question "what constitutes a successful police program?" is likely to remain unresolved at the broad theoretical level.

Measurement

Police evaluation research is in its early stages of development. This is demonstrated by such issues as defining police success, which has yet to be adequately resolved. Another characteristic of the present state of police

evaluation research is the lack of standardized measures. In this study, virtually all instruments were developed by the research team. (One exception is the Personnel Survey, which is a composite of surveys developed by police evaluation researchers elsewhere). Instruments that were developed to meet the needs of this evaluation have not been statistically validated as are standardized measures. A further disadvantage of not using standardized measures is the lack of direct comparability with other studies. When standardized measures are used to evaluate two different programs, it is possible to compare results directly because one can be satisfied that the same constructs have been measured.

Time Budget Study

The time budget study was conducted from October to December 1988. The major limitation of this study component was its timing. It was conducted midway through the first year of the NFPP, when the program was undergoing significant transition and development. Therefore, the time budget study may measure only temporary qualities of the NFPP.

A second limitation of the time budget study is that it was only conducted once. Such cross-sectional study designs are somewhat limited because it is impossible to determine whether the patterns are long-term or simply a function of the timing of the study. Therefore, without a follow-up study it is not possible to tell whether any of the qualities attributed to the NFPP and motor patrol were influenced by the transition that the NFPP was under-going, or even by the season in which the study was conducted.

Travel Time Analysis

The principal limitation of this analysis was that data for only one short time period was used. This may be problematic because it resulted in analysis of a relatively small number of cases and because it does not adequately reflect any long-term patterns. It may be worth pursuing the analysis further to see whether there is any seasonal variability in the travel time used by foot and motor patrol constables.

Survey of Service Users

Surveys of police service users have certain drawbacks. The general nature of the variables measured and the fact that only a small proportion of individuals in a given area will have direct contact with a police constable in a given time frame makes this a limited measure of program success. Further, such surveys may measure general community attitudes that are influenced more by the media and rumour than by the direct planned activities of a specific community policing program. Getting in touch with potential contacts is another problem associated with user surveys. As shown in Table 3.3, contact was made with only 42.3% of the foot patrol and 37.1% of the motor patrol potential contacts. The survey of service users also employed a cross-sectional design, making it difficult to determine whether the community attitudes measured are long-term or a function of the respondents' circumstances when the interviews were conducted. Of course, the timing of the evaluation, scheduled to last only one year, required that enough time had passed to allow citizens to have had contact and experience with the NFPP but did not allow for a follow-up survey of users at a later date.

Personnel Survey

Unlike some of the other evaluation components, the Personnel Survey is strengthened by the use of a pretest and posttest as well as a comparison group (motor patrol) in the study design. However, the instrument itself was a composite of several instruments found in the police research and sociology literature on job satisfaction. The instrument used for the evaluation consisted of seven sections, but subscales had only been developed for two sections. Subscales are very useful because they collapse numerous variables into a few general factors, making the results more understandable. The need to consider numerous items in the other five sections made the analysis more cumbersome.

Repeat Calls for Service Analysis

This study is strengthened by its use of pretest and posttest study periods of relatively long duration (one year each). However it is limited by the lack of a control or comparison group. Unfortunately, comparable data were not easily available for the motor patrol group, and even if they had been, it would have been very difficult to identify comparable geographic areas, given that the NFPP areas were initially defined on the basis of high numbers of repeat calls. As a result, this analysis sheds light only on the effect of the NFPP on repeat calls, and does not allow insight into how this compares to the record of the police force generally.

Second, the repeat calls analysis is limited by the lack of control over offence type (all incidents, regardless of type, are accumulated by address) or caller. The latter is important if one is trying to measure the effectiveness of the NFPP in encouraging complainants to arrive at their own solutions to persistent problems.

Interviews with Foot Patrol Constables

The principal weakness of this analysis was that the population of foot patrol constables changed slightly over the first year of the program. After the first 15 months, 16 of the original 21 constables remained, while 5 had been replaced. Therefore the degree of experience amongst the 21 constables interviewed varies. Also, this study component is cross-sectional and therefore provides only a "snapshot" view of the constables at a certain point in time.

Interviews with Key Informants

A major limitation of this component of the evaluation is that it is cross-sectional. As discussed above, this limits understanding of long-term changes in attitude. Also, the group contacted was limited to senior management within the police force.

CHAPTER 4: FINDINGS - PROGRAM IMPLEMENTATION

The information presented in this chapter deals with the first major purpose of this report the description and documentation of the NFPP as it was implemented. A number of study designs were employed including a time budget study, analysis of departmental data on calls for service and travel time, and interviews with the foot patrol constables and senior police managers. The time budget data and calls for service data were collected seven months after the program was initiated. Travel time data were analyzed for May 1989 and the interviews with foot patrol constables concerning the operations of the program and interview data from senior managers were collected in July and August 1989, approximately 15 months after the program began.

During the first year of the study, attrition of the foot patrol constables was minimal. Only one foot patrol constable resigned because "the program was not for him" and this occurred within two months of the project's commencement. Several months later, another foot patrol constable withdrew for medical reasons and one constable was promoted during the course of the study. Thus the attrition rate for the first 12 months of the project was 14.3%. All constables leaving were immediately replaced.

4.1 DAILY WORK PATTERNS OF FOOT AND MOTOR PATROL CONSTABLES (TIME BUDGET STUDY)

As explained in Chapter 3.0, data collected through the time budget study were analyzed for the 8-week period of October 9 to December 3, 1988 (see Appendix C for Daily Timesheet and Codes.) All foot patrol constables (N=21) and a matched sample of motor patrol constables (N=19) recorded the details of their daily work patterns.

The following discussion focuses on the differences and similarities between motor and foot patrol over the entire time budget study period. The discussion also compares downtown foot patrol (beats 6 through 10) to non-downtown foot patrol (all remaining beats) since informal feedback from the constables and information obtained by the researchers during "walk-alongs" suggests that there were significant differences between these groups (see map in Appendix B). The geographic location of the beat is sometimes a valuable explaining factor for the patterns that emerge. The tables for downtown and non-downtown beats are presented in Appendix H.

4.1.1 Activities

The proportion of time spent by the two groups on specific activities is presented in Tables 4.1 (foot patrol) and 4.2 (motor patrol). The proportion of time spent on most activities was similar for the two groups. However, substantial differences in the activity patterns of the two groups are apparent in four activity types discussed below.

1. As would be expected, foot patrol recorded a much higher proportion of time (21.4%) spent on "foot patrol" (i.e. walking and talking with citizens) than did motor patrol (1.0%). As shown in Tables H-1 and H-2 (Appendix H), the non-downtown foot patrol constables spent proportionately more time on this activity than did their downtown counter-parts (22.7% of total time, compared to 17.8% for the downtown constables).

Table 4.1
Activity by Proportion Workload Minutes - Foot Patrol (N=21)

Activity	MONTH					
	OCT 9-NOV 5		NOV 6-DEC 3		ENTIRE STUDY PERIOD	
	Sum	% GTTL	Sum	% GTTL	Sum	% GTTL
Foot Patrol.....	36917	20.9%	34220	22.0%	71137	21.4%
Assist Citizen.....	620	.4%	395	.3%	1015	.3%
Initial Investigation..	23058	13.0%	21125	13.6%	44183	13.3%
Follow-up Investigation	12193	6.9%	11615	7.5%	23808	7.2%
Problem Solving.....	4565	2.6%	9125	5.9%	13690	4.1%
Community Work.....	9060	5.1%	7500	4.8%	16560	5.0%
Collaboration-Other						
Professionals.....	4645	2.6%	4895	3.2%	9540	2.9%
Administration.....	41055	23.2%	33395	21.5%	74450	22.4%
Warrant.....	1140	.6%	1540	1.0%	2680	.8%
Seize Property.....	3	.0%	75	.0%	78	.0%
VAG.....	2738	1.5%	1555	1.0%	4293	1.3%
Arrest.....	1208	.7%	1185	.8%	2393	.7%
Travel by Car.....	1646	.9%	1536	1.0%	3182	1.0%
Travel by Foot.....	1139	.6%	279	.2%	1418	.4%
Traffic Enforcement....	1188	.7%	595	.4%	1783	.5%
Court-related Work....	4310	2.4%	3475	2.2%	7785	2.3%
Mediation, Counselling.	1605	.9%	1105	.7%	2710	.8%
Assist Other Police						
Officer.....	4955	2.8%	3530	2.3%	8485	2.6%
Referral to Agency....	180	.1%	450	.3%	630	.2%
Lunch.....	4620	2.6%	3790	2.4%	8410	2.5%
EPD Meetings, Classes						
etc.....	10195	5.8%	5405	3.5%	15600	4.7%
Other.....	9717	5.5%	8505	5.5%	18222	5.5%
Grand Total.....	176757	100.0%	155295	100.0%	332052	100.0%

Table 4.2
Activity by Proportion Workload Minutes - Motor Patrol (N=19)

Activity	MONTH					
	OCT 9-NOV 5		NOV 6-DEC 3		ENTIRE STUDY PERIOD	
	Minutes Sum	% GTTL	Minutes Sum	% GTTL	Minutes Sum	% GTTL
Foot Patrol.....	2550	1.9%	240	.2%	2790	1.0%
Assist Citizen.....	620	.5%	540	.4%	1160	.4%
Initial Investigation...	41116	29.9%	43622	30.2%	84738	30.0%
Follow-up Investigation.	9180	6.7%	9623	6.7%	18803	6.7%
Problem Solving.....	550	.4%	165	.1%	715	.3%
Community Work.....	180	.1%	210	.1%	390	.1%
Collaboration-Other						
Professionals.....	580	.4%	1230	.9%	1810	.6%
Administration.....	23732	17.3%	23571	16.3%	47303	16.8%
Warrant.....	3290	2.4%	2215	1.5%	5505	2.0%
Seize Property.....	615	.4%	160	.1%	775	.3%
VAG.....	45	.0%	10	.0%	55	.0%
Arrest.....	1310	1.0%	1885	1.3%	3195	1.1%
Travel by Car.....	4972	3.6%	4377	3.0%	9349	3.3%
Traffic Enforcement....	11380	8.3%	16049	11.1%	27429	9.7%
Court-related Work.....	215	.2%	9771	6.8%	9986	3.5%
Mediation, Counselling..	265	.2%	270	.2%	535	.2%
Assist Other Police						
Officer.....	10980	8.0%	6488	4.5%	17468	6.2%
Referral to Agency.....	26	.0%	560	.4%	586	.2%
Lunch.....	4775	3.5%	6280	4.3%	11055	3.9%
EPD Meetings, Classes						
etc.....	2290	1.7%	4325	3.0%	6615	2.3%
Acting Administrator....	13200	9.6%	4200	2.9%	17400	6.2%
Other.....	5521	4.0%	8851	6.1%	14372	5.1%
Grand Total.....	137392	100.0%	144642	100.0%	282034	100.0%

2. A large discrepancy was found in terms of the proportion of time spent by the two groups on "initial investigation": Motor patrol constables spent 30% of their time on this activity, compared to 13.3% of the foot patrol constables' time. This finding is consistent with the foot patrol's relatively low call-for-service (CFS) rate discussed in section 4.2. A further finding with respect to initial investigation is that the non-downtown constables spent moretime (14.3% of total time) on this activity than did the downtown constables (10.4% of total time). As will be shown in section 4.2, this is also consistent with the lower CFS rate recorded in the downtown beats.
3. Foot patrol recorded having spent a substantially higher proportion of their time on administration (22.4%) than motor patrol did (16.8%). Analysis of the comments accompanying this activity type indicates that this discrepancy arose mainly because foot patrol constables used a much broader definition of "administration." Terms that should be considered as truly administrative activities include: parade, preshift orientation, and completing logs, beatsheets forms and reports. A search for these keywords (see Table H-13 in Appendix H) revealed that the comments associated with 82% of the motor patrol minutes coded as administrative time actually contained these terms. In contrast, only 58.9% of the foot patrol minutes coded as administrative activity contained these terms. Foot patrol employed a much broader definition of "administration," including such activities as being in the store-front office, working with volunteers, returning phone calls and listening to the answering machine. Given that these activities are unique to foot patrol, it is easy to understand why the overall proportion of time accounted for by "administration" was so much higher for foot patrol than for motor patrol. In hindsight, it would have been better to provide a separate category for these activities.

Foot patrol also reported a higher proportion of administrative time without any comments to explain exactly what they had been doing. Overall, 15.1% of the foot patrol administrative minutes had no comments associated with them, compared to only 6% of motor patrol administrative time. Thus, these two factors together help to explain the higher proportion of administrative time reported by foot patrol.

It also appears that the data from the downtown constables are skewing the results and raising the overall proportion of time recorded as administration. The downtown constables collectively recorded 33.4% of their time as "administration." In contrast, non-downtown foot patrol constables recorded having spent just 18.7% of their time on administration, a figure that is just slightly higher than that recorded by motor patrol. Unfortunately, this difference is difficult to explain, partly because comments were not provided by the non-downtown foot patrol for 22.7% of administrative minutes, compared to only 2.6% for downtown foot patrol. However, we do know that 72.5% of the downtown administrative time was truly administrative, compared to only 50.6% for non-downtown foot patrol (recall that the comparable figure for motor patrol was 82%). Perhaps a substantial proportion of the time recorded by those constables not downtown without any explanatory comments rightly belongs in the "True Administration" category. In summary, we cannot explain why downtown recorded so much more true administrative time (reports, forms and paperwork) than either downtown foot patrol or motor patrol.

4. As might be expected, "traffic enforcement" was another area in which the two groups differed. Foot patrol recorded having spent only 0.5% of their time on this activity, compared to 9.7% of time for motor patrol. Downtown constables spent a slightly higher proportion of time on Traffic Enforcement (1.4% of total time) than did the non-downtown constables (0.2% of total

time). This makes sense given the higher degree of traffic congestion downtown.

4.1.2 Location under Investigation

The proportion of time spent by foot and motor patrol groups on investigations in specific location types is presented in Tables 4.3 (foot patrol) and 4.4 (motor patrol). Substantial differences in the patterns of the two groups are apparent for most of the nine location types.

1. Motor patrol constables spent a much higher proportion of their time investigating incidents on the street. This location type accounted for 26.2% of the total time spent by motor patrol on investigations, compared with only 17.3% for the foot patrol. This finding is consistent with the motor patrol's greater emphasis on traffic enforcement (discussed in section 4.1.1) and their tendency to spend a greater proportion of time answering traffic-related calls for service (see section 4.1.6 below). Within foot patrol, substantial differences are also apparent (Tables H-3 and H-4 in Appendix H). Downtown constables spent 32.1% of their investigative time on the street, compared to just 12.5% for non-downtown constables. This could be due to the fact that the downtown foot patrol constables were very involved in investigating drug-related occurrences (see Table H-11, Code 907).
2. Motor patrol constables also recorded having spent greater proportions of time investigating at single family residences. Single family dwellings constituted 24.8% of the total time spent by motor patrol during investigations. For foot patrol, single family dwellings constituted 14.6% of investigative time. This may be largely explained by the higher rates of CFS received by motor patrol and by the tendency to relay higher priority calls to

motor patrol. In addition, the lack of single family residences in the downtown area depressed the overall proportion of investigative time spent by foot patrol at single family residences. The non-downtown foot patrol constables recorded spending 19.3% (close to the motor patrol rate of 24.8%) of their investigative time at single family residences, while the downtown constables did not report spending any time in that location type.

3. Foot patrol constables spend relatively more time investigating complaints on school premises (7.7% of investigative time) than do motor patrol constables (1.0% of time). This may be due to the close associations that foot patrol constables are encouraged to foster with schools. When problems do arise at schools, foot patrol constables have "ownership" of these problems. Comparison of downtown to non-downtown foot patrol reveals that the downtown constables spent proportionately less investigative time at schools. Nevertheless, at 4.3% of total time, even the downtown foot constables spent more time at schools than did motor patrol. In comparison, the proportion of total investigative time spent by non-downtown foot patrol constables at schools was 8.8%.

Table 4.3
Location Under Investigation by Proportion Workload Minutes - Foot Patrol (N=21)

	MONTH						ENTIRE STUDY PERIOD		
	OCT 9-NOV 5			NOV 6-DEC 3			Sum	% GTTL	% STTL
		Minutes			Minutes				
Location Type									
Street.....	400	.2%	12.6%	595	.4%	23.1%	995	.3%	17.3%
Business.....	1015	.6%	31.9%	495	.3%	19.2%	1510	.5%	26.2%
Bar.....	75	.0%	2.4%	60	.0%	2.3%	135	.0%	2.3%
Hotel-Motel.....	90	.1%	2.8%	150	.1%	5.8%	240	.1%	4.2%
Apartment/Duplex/Condo..	810	.5%	25.4%	440	.3%	17.1%	1250	.4%	21.7%
Single Family Dwelling..	290	.2%	9.1%	550	.4%	21.4%	840	.3%	14.6%
School.....	295	.2%	9.3%	150	.1%	5.8%	445	.1%	7.7%
General Beat.....	90	.1%	2.8%	.	.	.	90	.0%	1.6%
Other.....	120	.1%	3.8%	135	.1%	5.2%	255	.1%	4.4%
Sub-Total.....	3185	1.8%	100.0%	2575	1.7%	100.0%	5760	1.7%	100.0%
No offence Code or Invalid Person Type									
Under Investigation...	172792	97.8%	.	152195	98.0%	.	324987	97.9%	.
Invalid Location Type...	255	.1%	.	100	.1%	.	355	.1%	.
None Specified.....	525	.3%	.	425	.3%	.	950	.3%	.
Grand Total.....	176757	100.0%	.	155295	100.0%	.	332052	100.0%	.

% GTTL uses the Grand Total as the base for calculating percentages, while % STTL uses the Sub-Total as the base.
The Sub-Total is the sum of all minutes for the time period, excluding the "No Offence Code...", "Invalid Location Type" and "None Specified" categories.

"Invalid Location Type" consists of locations which are probably not under investigation but were coded as such (i.e. Division Office, Store-Front Office, Headquarters, Court and Patrol Car).

Only includes locations for which an offence code or valid person type (i.e. "Suspect" or "Suspicious Person") was identified.

Table 4.4
Location Under Investigation by Proportion Workload Minutes - Motor Patrol (N=19)

	MONTH									
	OCT 9-NOV 5			NOV 6-DEC 3			ENTIRE STUDY PERIOD			
	Sum	Minutes % GTTL	% STTL	Sum	Minutes % GTTL	% STTL	Sum	Minutes % GTTL	% STTL	
Location Type										
Street.....	2050	1.5%	27.1%	1930	1.3%	25.4%	3980	1.4%	26.2%	
Business.....	1539	1.1%	20.3%	2065	1.4%	27.1%	3604	1.3%	23.7%	
Bar.....	210	.2%	2.8%	.	.	.	210	.1%	1.4%	
Hotel-Motel.....	105	.1%	1.4%	170	.1%	2.2%	275	.1%	1.8%	
Apartment/Duplex/Condo..	1660	1.2%	21.9%	1312	.9%	17.2%	2972	1.1%	19.6%	
Single Family Dwelling..	1862	1.4%	24.6%	1900	1.3%	25.0%	3762	1.3%	24.8%	
School.....	90	.1%	1.2%	60	.0%	.8%	150	.1%	1.0%	
Other.....	60	.0%	.8%	172	.1%	2.3%	232	.1%	1.5%	
Sub-Total.....	7576	5.5%	100.0%	7609	5.3%	100.0%	15185	5.4%	100.0%	
No Offence Code or										
Invalid Person Type										
Under Investigation...	128901	93.8%	.	136708	94.5%	.	265609	94.2%	.	
Invalid Location Type...	780	.6%	.	205	.1%	.	985	.3%	.	
None Specified.....	135	.1%	.	120	.1%	.	255	.1%	.	
Grand Total.....	137392	100.0%	.	144642	100.0%	.	282034	100.0%	.	

% GTTL uses the Grand Total as the base for calculating percentages, while % STTL uses the Sub-Total as the base. The Sub-Total is the sum of all minutes for the time period, excluding the "No Offence Code or...", "Invalid Location Type" and "None Specified" categories.

"Invalid Location Type" consists of locations which are probably not under investigation but were coded as such (i.e. Division Office, Store-Front Office, Headquarters, Court and Patrol Car).

Only includes locations for which an offence code or valid person type (i.e. "Suspect" or "Suspicious Person") was identified.

4.1.3 Location of Activity

The proportion of time spent by the two groups in specific location types (including but not limited to investigative time) is presented in Tables 4.5 (foot patrol) and 4.6 (motor patrol). Foot and motor patrol constables were similar in terms of the proportions of time spent in Table 4.5 Table 4.6 businesses, bars, hotels, court and police offices. However, some interesting differences are evident for other location types.

1. Overall, motor patrol constables spent a much higher proportion of their time (19.2%) "on the street" than did foot patrol (9.6%). This finding is consistent with the motor patrol's greater emphasis on traffic enforcement (discussed in section 4.1.1), their investigative pattern (discussed in section 4.1.2) and their tendency to spend a greater proportion of time answering traffic-related calls for service (see section 4.1.6 below). However, if the time spent on the street and on general beat is combined, then the foot patrol is seen to spend slightly more time (29.2% of total) "on the street" than the motorized constables (Tables H-5 and H-6 in Appendix H). It is possible that some confusion between these two categories occurred for the foot patrol, and that much of the time spent on general beat is accounted for by general "walk and talk" foot patrol (i.e. no specific incidents). Only a slight difference is detected between downtown and non-downtown constables when "street" and "general beat" are combined (26.8% for downtown, 30.0% for non-downtown).
2. Motor patrol constables also recorded having spent greater proportions of time at both multiple and single family residences. Motor patrol reported spending 10.1% and 9.1% of their time at Apartment/Duplex/Condos and\single family dwellings, while foot patrol reported spending just 4.9% and 3.4% of their time in apartment/duplex/condos and single family dwellings.

Table 4.5
Location of Activity by Proportion Workload Minutes - Foot Patrol (N=21)

	MONTH									
	OCT 9-NOV 5			NOV 6-DEC 3			ENTIRE STUDY			
	Minutes	% GTTL	% STTL	Minutes	% GTTL	% STTL	Sum	% GTTL	% STTL	
Location of Activity										
Street.....	16535	9.4%	9.9%	14025	9.0%	9.4%	30560	9.2%	9.6%	
Business.....	14473	8.2%	8.6%	12280	7.9%	8.2%	26753	8.1%	8.4%	
Bar.....	1911	1.1%	1.1%	1840	1.2%	1.2%	3751	1.1%	1.2%	
Hotel-Motel.....	2140	1.2%	1.3%	1590	1.0%	1.1%	3730	1.1%	1.2%	
Apartment/Duplex/Condo..	7527	4.3%	4.5%	8115	5.2%	5.4%	15642	4.7%	4.9%	
Single Family Dwelling..	4844	2.7%	2.9%	5940	3.8%	4.0%	10784	3.2%	3.4%	
School.....	5705	3.2%	3.4%	3700	2.4%	2.5%	9405	2.8%	3.0%	
General Beat.....	31689	17.9%	18.9%	30430	19.6%	20.4%	62119	18.7%	19.6%	
Division Office.....	11280	6.4%	6.7%	8955	5.8%	6.0%	20235	6.1%	6.4%	
Store-Front Office.....	38260	21.6%	22.8%	28335	18.2%	19.0%	66595	20.1%	21.0%	
Headquarters.....	19523	11.0%	11.6%	19705	12.7%	13.2%	39228	11.8%	12.4%	
Court.....	3475	2.0%	2.1%	3760	2.4%	2.5%	7235	2.2%	2.3%	
Patrol Car.....	2415	1.4%	1.4%	915	.6%	.6%	3330	1.0%	1.0%	
Other.....	7980	4.5%	4.8%	9930	6.4%	6.6%	17910	5.4%	5.6%	
Sub-Total.....	167757	94.9%	100.0%	149520	96.3%	100.0%	317277	95.6%	100.0%	
None Specified.....	9000	5.1%		5775	3.7%		14775	4.4%		
Grand Total.....	176757	100.0%		155295	100.0%		332052	100.0%		

% GTTL uses the Grand Total as the base for calculating percentages, while % STTL uses the Sub-Total as the base.
The Sub-Total is the sum of all minutes for the time period, excluding the "None Specified" category.

Table 4.6
Location of Activity by Proportion Workload Minutes - Motor Patrol (N=19)

Location of Activity	MONTH						ENTIRE STUDY PERIOD		
	OCT 9-NOV 5			NOV 6-DEC 3			Sum	% GTTL	% STTL
	Sum	Minutes	% GTTL	Sum	Minutes	% GTTL			
Street.....	23452	17.1%	17.9%	27615	19.1%	20.5%	51067	18.1%	19.2%
Business.....	12765	9.3%	9.8%	15768	10.9%	11.7%	28533	10.1%	10.7%
Bar.....	1298	.9%	1.0%	1095	.8%	.8%	2393	.8%	.9%
Hotel-Motel.....	550	.4%	.4%	1135	.8%	.8%	1685	.6%	.6%
Apartment/Duplex/Condo..	14022	10.2%	10.7%	12853	8.9%	9.5%	26875	9.5%	10.1%
Single Family Dwelling..	14030	10.2%	10.7%	10150	7.0%	7.5%	24180	8.6%	9.1%
School.....	380	.3%	.3%	1167	.8%	.9%	1547	.5%	.6%
General Beat.....	45	.0%	.0%	.	.	.	45	.0%	.0%
Division Office.....	32571	23.7%	24.9%	28028	19.4%	20.8%	60599	21.5%	22.8%
Headquarters.....	9100	6.6%	7.0%	9450	6.5%	7.0%	18550	6.6%	7.0%
Court.....	380	.3%	.3%	8946	6.2%	6.6%	9326	3.3%	3.5%
Patrol Car.....	19843	14.4%	15.2%	15338	10.6%	11.4%	35181	12.5%	13.2%
Other.....	2246	1.6%	1.7%	3412	2.4%	2.5%	5658	2.0%	2.1%
Sub-Total.....	130682	95.1%	100.0%	134957	93.3%	100.0%	265639	94.2%	100.0%
None Specified.....	6710	4.9%	.	9685	6.7%	.	16395	5.8%	.
Grand Total.....	137392	100.0%	.	144642	100.0%	.	282034	100.0%	.

% GTTL uses the Grand Total as the base for calculating percentages, while % STTL uses the Sub-Total as the base. The Sub-Total is the sum of all minutes for the time period, excluding the "None Specified" category.

As stated above in reference to investigative time, this pattern may be largely explained by the higher rates of CFS received by motor patrol and by the tendency to relay higher priority calls to motor patrol. It is also partly explained by the relatively lower number of people living in downtown in single family dwellings and probably also in multiple dwellings. The downtown foot patrol constables spent 1.9% and 0.7% of their time in Apartment/Condo/Duplex and single family dwellings respectively, compared to 6.0% and 4.4% of the time spent by foot patrol constables not working downtown beats.

3. Schools emerge as a more prominent location for foot patrol activity, accounting for 3.0% of their time. In comparison, motor patrol constables reported having spent only 0.6% of their time at schools. As stated above in reference to investigative time, this pattern may be due to the close associations that foot patrol constables are encouraged to foster with schools. Non-downtown foot patrol constables spent proportionately more time (3.8%, compared to 0.6% for downtown constables) in schools.
4. Again, as was the case with investigative time, a large proportion (19.6%) of foot patrol constables' overall time was spent in the general beat area. This percentage is similar to the proportion of time accounted for by the "foot patrol" activity (21.4%), as discussed in section 4.1.1.
5. As would be expected, motor patrol constables reported having spent a much higher proportion of their time (13.2%) in patrol cars. In comparison, foot patrol constables only spent 1.0% of their time in cars.
6. Foot patrol recorded spending 39.8% of their time in a police office, including Headquarters, the Division Office or the Store-front Office. In comparison, the motor patrol reported spending only 29.8% of their time in Division Office and Headquarters combined. Differences are also apparent between downtown and non-downtown constables in this regard. Downtown

constables reported spending 48.2% of their time in police offices, compared to 36.7% for non-downtown constables. However, they reported spending equivalent proportions of time in the store-front offices (22.6% for downtown and 20.4% for non-downtown). Perhaps the proximity of the downtown beats to the Division Office and Headquarters contributes to this trend.

4.1.4 Person Type Under Investigation

The proportion of time spent by the two groups investigating specific person types is presented in Tables 4.7 (foot patrol) and 4.8 (motor patrol). Both groups spent most of their time in investigations (at least 87%) of actual suspects. However, "suspicious persons" accounted for relatively more (12.1%) of the investigative time for foot patrol than motor patrol (3.8%). This may reflect the foot patrol's emphasis on proactive crime prevention by actively gathering intelligence information and identifying suspicious persons.

Tables H-7 and H-8 (Appendix H) show that some of the overall difference between foot and motor patrol also stems from the difference between downtown and non-downtown foot patrol. Non-downtown foot patrol constables recorded spending 94% of their investigative time with suspects and 6% with suspicious persons, a pattern very similar to that of motor patrol. In contrast, downtown foot patrol spent 69.7% of their investigative time with suspects and 30.3% with suspicious persons. Again, this may indicate the greater emphasis, especially in downtown beats, of actively gathering intelligence information and identifying suspicious persons.

Table 4.7
Person Type Under Investigation by Proportion Workload Minutes - Foot Patrol (N=21)

	MONTH									
	OCT 9-NOV 5			NOV 6-DEC 3			ENTIRE STUDY PERIOD			
	Minutes			Minutes			Sum		% GTTL	
	Sum	% GTTL	% STTL	Sum	% GTTL	% STTL	Sum	% GTTL	% STTL	
Person Type Under Investigation										
Suspect.....	22625	12.8%	88.9%	24675	15.9%	87.0%	47300	14.2%	87.9%	
Suspicious Person.....	2815	1.6%	11.1%	3690	2.4%	13.0%	6505	2.0%	12.1%	
Sub-Total.....	25440	14.4%	100.0%	28365	18.3%	100.0%	53805	16.2%	100.0%	
Invalid Person Type.....	6114	3.5%	.	4075	2.6%	.	10189	3.1%	.	
None Specified.....	145203	82.1%	.	122855	79.1%	.	268058	80.7%	.	
Grand Total.....	176757	100.0%	.	155295	100.0%	.	332052	100.0%	.	

% GTTL uses the Grand Total as the base for calculating percentages, while % STTL uses the Sub-Total as the base. The Sub-Total is the sum of all minutes for the time period, excluding the "Invalid Person Type" and "None Specified" categories.

"Invalid Person Type" consists of person types which are probably not under investigation but were coded as such (i.e. Complainant/Victim, Reporter, Informant, Witness, Police Officer, Other Professional, Citizen, Volunteer, Business Person, Other).

Table 4.8
Person Type Under Investigation by Proportion Workload Minutes - Motor Patrol (N=19)

Person Type Under Investigation	OCT 9-NOV 5			NOV 6-DEC 3			ENTIRE STUDY PERIOD		
	Sum	Minutes		Sum	Minutes		Sum	Minutes	
		% GTTL	% STTL		% GTTL	% STTL		% GTTL	% STTL
Suspect.....	31067	22.6%	95.0%	26163	18.1%	97.6%	57230	20.3%	96.2%
Suspicious Person.....	1620	1.2%	5.0%	650	.4%	2.4%	2270	.8%	3.8%
Sub-Total.....	32687	23.8%	100.0%	26813	18.5%	100.0%	59500	21.1%	100.0%
Invalid Person Type.....	8947	6.5%	.	9339	6.5%	.	18286	6.5%	.
None Specified.....	95758	69.7%	.	108490	75.0%	.	204248	72.4%	.
Grand Total.....	137392	100.0%	.	144642	100.0%	.	282034	100.0%	.

% GTTL uses the Grand Total as the base for calculating percentages, while % STTL uses the Sub-Total as the base. The Sub-Total is the sum of all minutes for the time period, excluding the "Invalid Person Type" and "None Specified" categories.

"Invalid Person Type" consists of person types which are probably not under investigation but were coded as such (i.e. Complainant/Victim, Reporter, Informant, Witness, Police Officer, Other Professional, Citizen, Volunteer, Business Person, Other).

4.1.5 Contact Person Type

The proportion of time spent by the two groups with specific contact person types (including but not limited to investigative time) is presented in Tables 4.9 (foot patrol) and 4.10 (motor patrol). Foot and motor patrol constables were similar in terms of the proportions of time spent with suspects and suspicious persons, and reporters, informants and witnesses. However, some interesting differences are evident for other contact person types.

1. The largest difference is in the relative amount of time spent with complainants and/or victims. While foot patrol spent 41.5% of their time with this person type, motor patrol spent 72.0% of their time with them. This probably reflects the tendency for motor patrol constables to receive more calls for service. Applying the same logic, however, it is surprising that motor patrol, compared to foot patrol, only reports a slightly larger proportion of time spent with reporters, informants and witnesses. Within the foot patrol a difference in the proportion of time spent with complainant and/or victim was also apparent (Tables H-9 and H-10). The non-downtown foot patrol spent 44.5% of their time with them, compared to 28.3% for downtown foot patrol. Again, this is probably due to the tendency for non-downtown constables to have a higher CFS rate. The non-downtown constables reported spending a slightly larger proportion of time with Reporters, Informants and Witnesses (11.9% of total) than their downtown counterparts did (9.9%).
2. Foot patrol spent a much larger proportion of time with other police constables (16.1%) than did motor patrol (8.0%). Perhaps this is because motor patrol constables often work with a partner for the duration of their shift and would not have identified that person's presence for every activity noted. On the other hand, when a foot patrol constable assisted or otherwise

Table 4.9
Contact Person Type by Proportion Workload Minutes - Foot Patrol (N=21)

Contact Person Type	MONTH						ENTIRE STUDY PERIOD		
	OCT 9-NOV 5			NOV 6-DEC 3			Sum	% GTTL	% STTL
	Sum	% GTTL	% STTL	Sum	% GTTL	% STTL			
Contact Person Type									
Complainant and/or									
Victim.....	19138	10.8%	40.3%	18640	12.0%	42.7%	37778	11.4%	41.5%
Suspect.....	2645	1.5%	5.6%	1525	1.0%	3.5%	4170	1.3%	4.6%
Suspicious Person....	695	.4%	1.5%	785	.5%	1.8%	1480	.4%	1.6%
Reporter.....	3880	2.2%	8.2%	3540	2.3%	8.1%	7420	2.2%	8.1%
Informant.....	650	.4%	1.4%	600	.4%	1.4%	1250	.4%	1.4%
Witness.....	1329	.8%	2.8%	575	.4%	1.3%	1904	.6%	2.1%
Police Officer.....	6774	3.8%	14.3%	7880	5.1%	18.1%	14654	4.4%	16.1%
Other Professional....	6024	3.4%	12.7%	4665	3.0%	10.7%	10689	3.2%	11.7%
General Citizen.....	1943	1.1%	4.1%	1385	.9%	3.2%	3328	1.0%	3.7%
Volunteer.....	1115	.6%	2.3%	1225	.8%	2.8%	2340	.7%	2.6%
Business Person.....	2475	1.4%	5.2%	2470	1.6%	5.7%	4945	1.5%	5.4%
Other.....	860	.5%	1.8%	315	.2%	.7%	1175	.4%	1.3%
Sub-Total.....	47528	26.9%	100.0%	43605	28.1%	100.0%	91133	27.4%	100.0%
None Specified.....	129229	73.1%	.	111690	71.9%	.	240919	72.6%	.
Grand Total.....	176757	100.0%		155295	100.0%		332052	100.0%	

% GTTL uses the Grand Total as the base for calculating percentages, while % STTL uses the Sub-Total as the base. The Sub-Total is the sum of all minutes for the time period, excluding the "None Specified" category.

Table 4.10
Contact Person Type by Proportion Workload Minutes - Motor Patrol (N=19)

Contact Person Type	OCT 9-NOV 5			NOV 6-DEC 3			ENTIRE STUDY PERIOD		
	Sum	Minutes % GTTL	% STTL	Sum	Minutes % GTTL	% STTL	Sum	Minutes % GTTL	% STTL
Contact Person Type									
Complainant and/or									
Victim.....	30750	22.4%	73.5%	28694	19.8%	70.5%	59444	21.1%	72.0%
Suspect.....	2435	1.8%	5.8%	1702	1.2%	4.2%	4137	1.5%	5.0%
Suspicious Person....	45	.0%	.1%	.	.	.	45	.0%	.1%
Reporter.....	2685	2.0%	6.4%	5485	3.8%	13.5%	8170	2.9%	9.9%
Informant.....	170	.1%	.4%	.	.	.	170	.1%	.2%
Witness.....	1080	.8%	2.6%	743	.5%	1.8%	1823	.6%	2.2%
Police Officer.....	3676	2.7%	8.8%	2903	2.0%	7.1%	6579	2.3%	8.0%
Other Professional....	295	.2%	.7%	885	.6%	2.2%	1180	.4%	1.4%
General Citizen.....	60	.0%	.1%	45	.0%	.1%	105	.0%	.1%
Business Person.....	335	.2%	.8%	180	.1%	.4%	515	.2%	.6%
Other.....	310	.2%	.7%	75	.1%	.2%	385	.1%	.5%
Sub-Total.....	41841	30.5%	100.0%	40712	28.1%	100.0%	82553	29.3%	100.0%
None Specified.....	95551	69.5%	.	103930	71.9%	.	199481	70.7%	.
Grand Total.....	137392	100.0%	.	144642	100.0%	.	282034	100.0%	.

% GTTL uses the Grand Total as the base for calculating percentages, while % STTL uses the Sub-Total as the base. The Sub-Total is the sum of all minutes for the time period, excluding the "None Specified" category.

with another police constable, it was probably for a specific purpose and would therefore be noted. The difference between the proportion of time spent by downtown and non-downtown foot patrol constables with other police constables is so small, it is probably insignificant (16.4% of non-downtown constables' time, compared to 14.8% for downtown constables).

3. Foot patrol spent a much larger proportion of time with other professionals (11.7%) than did motor patrol (1.4%). This could reflect both the tendency for foot patrol to foster more of that type of contact and for foot patrol to do more in terms of incident follow-up, by consulting other professionals or referring people to agencies. However, the data in Tables 4.1 and 4.2 suggest that the reason for this contact is more general than incident related. There is very little difference between downtown and non-downtown foot patrol in terms of the proportion of time spent with other professionals.
4. Contact with general citizens (3.7%) and business persons (5.4%) was also more common amongst foot patrol constables than amongst motor patrol constables (0.1% and 0.6% respectively). Again, this may reflect foot patrol's greater emphasis on promoting contact with the general community. Downtown and non-downtown foot patrol spent the same proportions of time with general citizens. However, downtown constables spent 13.1% of their contact time with business persons, compared to just 3.7% for foot patrol constables not working downtown. This suggests that "community" has a different connotation in the downtown beats, where the "business community" predominates over the "resident community." This point is also made elsewhere in this report as it has implications for the application of a community policing model to downtown areas.
5. Overall, foot patrol constables spent 2.6% of their time with volunteers, who assist in the operation of store-front offices. Of course, the volunteer category is not applicable to motor patrol constables. While downtown foot

patrol constables reported spending 1.4% of their contact time with volunteers, the non-downtown constables spent 2.8% of their contact time with volunteers. Again, this difference may be attributable to the differing notions of "community" and to the fact that volunteer involvement is more difficult to achieve downtown and less appropriate for the types of problems that are found downtown.

4.1.6 Offences and Incidents

The proportion of time spent by the two groups on specific types of offences and incidents is presented in Tables 4.11 (foot patrol) and 4.12 (motor patrol). Perhaps the most significant finding is that specific offences and incidents account for only 24.1% of foot patrol's time, compared with 49.1% of motor patrol's time. Furthermore, only 19.3% of the downtown constables' time was spent on specific incidents and offences compared to 25.8% for non-downtown constables. These findings are in accord with the foot patrol's (especially downtown) relatively low CFS rate discussed in section 4.2. Some differences, both between foot and motor patrol and within the foot patrol, are also apparent in terms of the types of offences and incidents responded to by the time budget participants.

1. The greatest difference between the foot and motor patrol is in traffic-related offences, which collectively account for 2.4% of the foot patrol total workload (9.7% of incident workload) and 12.4% of the motor patrol total workload (25.6% of incident workload). Motor patrol also reported having spent more time (1.7% of total and 3.4% of incident workload) on impaired drivers, compared to foot patrol constables (0.3% of total and 1.1% of incident workload). These findings are consistent with the motor patrol's greater emphasis on traffic enforcement (section 4.1.1), investigative pattern (section 4.1.2), and proportion of time spent on the street (section 4.1.3). A slight

difference was also found between downtown and non-downtown foot patrol, which spent 12.2% and 9.2% of incident time, respectively, on traffic-related offences; the two groups spent 2.3% and 2.4%, respectively, of total workload time on such offences (Tables H-11 and H-12 in Appendix H). This is consistent with the finding that the downtown foot patrol spent a higher proportion of time on traffic enforcement. In addition, it was found that the downtown and non-downtown foot patrol spent 1.7% and 1.0% of incident time, respectively, on impaired drivers. Impaired drivers accounted for 0.3% of the total time for both groups.

2. Motor patrol constables spent slightly more incident-related time on family disputes (2.4%, compared to 1.3% for foot patrol), probably because these were priority calls. Family disputes accounted for 1.2% and 0.3% of total time for motor and foot patrol. Virtually no difference was found in the proportions of total or incident-related time spent by downtown and non-downtown foot patrol on family disputes.
3. Overall, foot patrol constables spent 2.5% of their total time (10.2% of incident-related time) on "Trouble with Neighbour," compared to 3.6% (7.4% of incident-related time) for motor patrol. Again virtually no difference was detected between downtown and non-downtown foot patrol in terms of the proportion of incident-related or total time spent on this offence/incident type.
4. Robbery and intrusion alarms accounted for 1.5% of the motor patrol total workload and only 0.3% of the foot patrol total workload; they accounted for 3.2% and 1.4% of the incident-related workloads of motor and foot patrol respectively. Break-and-enters accounted for 4.2% of motor patrol total time and 1.3% of foot patrol total time (8.5% and 5.3% of the incident-related time, respectively). The downtown foot patrol constables reported spending a slightly higher proportion of total time (0.6%) on robbery and intrusion alarms, compared to that reported by the non-downtown constables (0.2% of total time); alarms accounted for 3.2% and 0.9% of incident-related time for

Table 4.11
CHAD Codes by Proportion Workload Minutes - Foot Patrol (N=21)

Offence	MONTH									
	OCT 9-NOV 5			NOV 6-DEC 3			ENTIRE STUDY PERIOD			
	Sum	% GTTL	% STTL	Sum	% GTTL	% STTL	Sum	% GTTL	% STTL	
704.....	90	.1%	.2%	35	.0%	.1%	125	.0%	.2%	
705 TA-Property.....	810	.5%	2.0%	550	.4%	1.4%	1360	.4%	1.7%	
706 TA-Injury.....	120	.1%	.3%	385	.2%	1.0%	505	.2%	.6%	
707 TA-Hit & Run.....	695	.4%	1.7%	620	.4%	1.6%	1315	.4%	1.6%	
708 TA-Parking.....	2035	1.2%	5.1%	1675	1.1%	4.2%	3710	1.1%	4.6%	
709 TA-Moving.....	270	.2%	.7%	260	.2%	.7%	530	.2%	.7%	
710 TA-Other.....	268	.2%	.7%	120	.1%	.3%	388	.1%	.5%	
720 LA-Drunk.....	860	.5%	2.1%	535	.3%	1.3%	1395	.4%	1.7%	
730 Landlord/Tenant.....	210	.1%	.5%	75	.0%	.2%	285	.1%	.4%	
740 Mental Health.....	105	.1%	.3%	60	.0%	.2%	165	.0%	.2%	
750 Child Welfare.....	75	.0%	.2%	.	.	.	75	.0%	.1%	
755 Dog Bylaw.....	35	.0%	.1%	15	.0%	.0%	50	.0%	.1%	
765 Streets Bylaw.....	.	.	.	30	.0%	.1%	30	.0%	.0%	
775 Noise Bylaw.....	45	.0%	.1%	160	.1%	.4%	205	.1%	.3%	
785 Other Municipal.....	45	.0%	.1%	60	.0%	.2%	105	.0%	.1%	
801 Assistance.....	30	.0%	.1%	150	.1%	.4%	180	.1%	.2%	
802 Assist police.....	225	.1%	.6%	175	.1%	.4%	400	.1%	.5%	
803 Escorts.....	.	.	.	120	.1%	.3%	120	.0%	.1%	
804 Family Disputes.....	245	.1%	.6%	815	.5%	2.0%	1060	.3%	1.3%	
805 Sick/Injured.....	525	.3%	1.3%	545	.4%	1.4%	1070	.3%	1.3%	
806 Lost/Found.....	835	.5%	2.1%	475	.3%	1.2%	1310	.4%	1.6%	
807 Missing Persons.....	1194	.7%	3.0%	845	.5%	2.1%	2039	.6%	2.5%	
808 Trouble with										
Neighbour etc.....	3930	2.2%	9.8%	4210	2.7%	10.6%	8140	2.5%	10.2%	
810 Drug Overdose.....	105	.1%	.3%	30	.0%	.1%	135	.0%	.2%	
811 Insecure Premises...	90	.1%	.2%	25	.0%	.1%	115	.0%	.1%	
812 Other.....	490	.3%	1.2%	830	.5%	2.1%	1320	.4%	1.6%	
901 Robbery Alarm.....	30	.0%	.1%	410	.3%	1.0%	440	.1%	.5%	
902 Intrusion Alarm.....	325	.2%	.8%	370	.2%	.9%	695	.2%	.9%	
903 Assault.....	3395	1.9%	8.4%	1580	1.0%	4.0%	4975	1.5%	6.2%	
904 Bomb Threats.....	.	.	.	60	.0%	.2%	60	.0%	.1%	
905 Break-and-Enter.....	2920	1.7%	7.2%	1345	.9%	3.4%	4265	1.3%	5.3%	
906 Disturbance.....	255	.1%	.6%	180	.1%	.5%	435	.1%	.5%	
907 Drugs.....	2800	1.6%	7.0%	2705	1.7%	6.8%	5505	1.7%	6.9%	

% GTTL uses the Grand Total as the base for calculating percentages, while % STTL uses the Sub-Total as the base. The Sub-Total is the sum of all minutes for the time period, excluding the "None Specified" category.

CHAD Offence Code 704 was reported by only two constables. Description of offence was not provided.

(continued)

Table 4.11 (continued)
 CHAD Codes by Proportion Workload Minutes - Foot Patrol (N=21)

	MONTH							
	OCT 9-NOV 5			NOV 6-DEC 3			ENTIRE STUDY PERIOD	
	Minutes			Minutes			Minutes	
	Sum	% GTTL	% STTL	Sum	% GTTL	% STTL	Sum	% GTTL
Offence								
908 Fire/Arson.....	30	.0%	.1%	30	.0%	.1%	60	.0%
909 Fraud.....	2910	1.6%	7.2%	955	.6%	2.4%	3865	1.2%
910 Gun Complaint.....	285	.2%	.7%	130	.1%	.3%	415	.1%
911 Impaired Driver.....	480	.3%	1.2%	410	.3%	1.0%	890	.3%
912 Juvenile Complaint..	180	.1%	.4%	60	.0%	.2%	240	.1%
913 Murder, Suicide etc.	525	.3%	1.3%	75	.0%	.2%	600	.2%
914 Sex Offences.....	794	.4%	2.0%	3785	2.4%	9.5%	4579	1.4%
915 Suspicious Person...	1385	.8%	3.4%	2030	1.3%	5.1%	3415	1.0%
916 Thefts.....	7190	4.1%	17.8%	8725	5.6%	21.9%	15915	4.8%
917 Threats.....	795	.4%	2.0%	605	.4%	1.5%	1400	.4%
918 Trouble Unknown.....	90	.1%	.2%	30	.0%	.1%	120	.0%
919 Wilful Damage.....	1670	.9%	4.1%	1625	1.0%	4.1%	3295	1.0%
920 Armed Robbery.....	180	.1%	.4%	440	.3%	1.1%	620	.2%
921 Other.....	716	.4%	1.8%	1415	.9%	3.6%	2131	.6%
1013 EP Officer in Trouble	.	.	.	30	.0%	.1%	30	.0%
Sub-Total	40287	22.8	100.0%	39795	25.6%	100.0%	80082	24.1%
None Specified.....	136470	77.2%	.	115500	74.4%	.	251970	75.9%
Grand Total	176757	100.0%	.	155295	100.0%	.	332052	100.0%

% GTTL uses the Grand Total as the base for calculating percentages, while % STTL uses the Sub-Total as the base.
 The Sub-Total is the sum of all minutes for the time period, excluding the "None Specified" category.

CHAD Offence Code 704 was reported by only two constables. Description of offence was not provided.

Table 4.12
CHAD Codes by Proportion Workload Minutes - Motor Patrol (N=19)

	OCT 9-NOV 5			NOV 6-DEC 3			ENTIRE STUDY PERIOD		
	Sum	Minutes		Sum	Minutes		Sum	Minutes	
		% GTTL	% STTL		% GTTL	% STTL		% GTTL	% STTL
Offence									
705 TA-Property.....	3825	2.8%	5.2%	6718	4.6%	10.4%	10543	3.7%	7.6%
706 TA-Injury.....	2835	2.1%	3.8%	1712	1.2%	2.6%	4547	1.6%	3.3%
707 TA-Hit & Run.....	875	.6%	1.2%	1515	1.0%	2.3%	2390	.8%	1.7%
708 TA-Parking.....	2640	1.9%	3.6%	5070	3.5%	7.8%	7710	2.7%	5.6%
709 TA-Moving.....	1903	1.4%	2.6%	1250	.9%	1.9%	3153	1.1%	2.3%
710 TA-Other.....	3655	2.7%	5.0%	3355	2.3%	5.2%	7010	2.5%	5.1%
720 LA-Drunk.....	549	.4%	.7%	645	.4%	1.0%	1194	.4%	.9%
730 Landlord/Tenant.....	.	.	.	60	.0%	.1%	60	.0%	.0%
740 Mental Health.....	90	.1%	.1%	765	.5%	1.2%	855	.3%	.6%
750 Child Welfare.....	75	.1%	.1%	60	.0%	.1%	135	.0%	.1%
755 Dog Bylaw.....	85	.1%	.1%	135	.1%	.2%	220	.1%	.2%
775 Noise Bylaw.....	1177	.9%	1.6%	50	.0%	.1%	1227	.4%	.9%
801 Assistance.....	210	.2%	.3%	135	.1%	.2%	345	.1%	.2%
802 Assist police.....	580	.4%	.8%	570	.4%	.9%	1150	.4%	.8%
803 Escorts.....	575	.4%	.8%	265	.2%	.4%	840	.3%	.6%
804 Family Disputes.....	2505	1.8%	3.4%	865	.6%	1.3%	3370	1.2%	2.4%
805 Sick/Injured.....	125	.1%	.2%	635	.4%	1.0%	760	.3%	.5%
806 Lost/Found.....	345	.3%	.5%	635	.4%	1.0%	980	.3%	.7%
807 Missing Persons.....	1915	1.4%	2.6%	1165	.8%	1.8%	3080	1.1%	2.2%
808 Trouble with Neighbour etc.....	5856	4.3%	7.9%	4350	3.0%	6.7%	10206	3.6%	7.4%
810 Drug Overdose.....	105	.1%	.1%	.	.	.	105	.0%	.1%
811 Insecure Premises...	165	.1%	.2%	.	.	.	165	.1%	.1%
812 Other.....	1062	.8%	1.4%	1425	1.0%	2.2%	2487	.9%	1.8%
901 Robbery Alarm.....	35	.0%	.0%	105	.1%	.2%	140	.0%	.1%
902 Intrusion Alarm.....	2905	2.1%	3.9%	1382	1.0%	2.1%	4287	1.5%	3.1%
903 Assault.....	4445	3.2%	6.0%	3009	2.1%	4.6%	7454	2.6%	5.4%
904 Bomb Threats.....	.	.	.	80	.1%	.1%	80	.0%	.1%
905 Break-and-Enter.....	5406	3.9%	7.3%	6380	4.4%	9.9%	11786	4.2%	8.5%
906 Disturbance.....	950	.7%	1.3%	425	.3%	.7%	1375	.5%	1.0%
907 Drugs.....	180	.1%	.2%	300	.2%	.5%	480	.2%	.3%

% GTTL uses the Grand Total as the base for calculating percentages, while % STTL uses the Sub-Total as the base.
The Sub-Total is the sum of all minutes for the time period, excluding the "None Specified" category.

(continued)

Table 4.12 (continued)
 CHAD Codes by Proportion Workload Minutes - Motor Patrol (N=19)

	OCT 9-NOV 5			NOV 6-DEC 3			ENTIRE STUDY PERIOD		
	Sum	Minutes		Sum	Minutes		Sum	Minutes	
		% GTTL	% STTL		% GTTL	% STTL		% GTTL	% STTL
Offence									
908 Fire/Arson.....	240	.2%	.3%	120	.1%	.2%	360	.1%	.3%
909 Fraud.....	1425	1.0%	1.9%	605	.4%	.9%	2030	.7%	1.5%
910 Gun Complaint.....	2090	1.5%	2.8%	70	.0%	.1%	2160	.8%	1.6%
911 Impaired Driver.....	3976	2.9%	5.4%	720	.5%	1.1%	4696	1.7%	3.4%
912 Juvenile Complaint..	180	.1%	.2%	90	.1%	.1%	270	.1%	.2%
913 Murder, Suicide etc.	435	.3%	.6%	1050	.7%	1.6%	1485	.5%	1.1%
914 Sex Offences.....	850	.6%	1.2%	1035	.7%	1.6%	1885	.7%	1.4%
915 Suspicious Person...	2360	1.7%	3.2%	1640	1.1%	2.5%	4000	1.4%	2.9%
916 Thefts.....	11987	8.7%	16.2%	11277	7.8%	17.4%	23264	8.2%	16.8%
917 Threats.....	1170	.9%	1.6%	765	.5%	1.2%	1935	.7%	1.4%
918 Trouble Unknown....	170	.1%	.2%	70	.0%	.1%	240	.1%	.2%
919 Wilful Damage.....	1360	1.0%	1.8%	1346	.9%	2.1%	2706	1.0%	2.0%
920 Armed Robbery.....	945	.7%	1.3%	1295	.9%	2.0%	2240	.8%	1.6%
921 Other.....	1560	1.1%	2.1%	1573	1.1%	2.4%	3133	1.1%	2.3%
Sub-Total.....	73821	53.7%	100.0%	64717	44.7%	100.0%	138538	49.1%	100.0%
None Specified.....	63571	46.3%		79925	55.3%		143496	50.9%	
Grand Total.....	137392	100.0%		144642	100.0%		282034	100.0%	

% GTTL uses the Grand Total as the base for calculating percentages, while % STTL uses the Sub-Total as the base.
 The Sub-Total is the sum of all minutes for the time period, excluding the "None Specified" category.

downtown and non-downtown constables. A greater difference was found for break-and-enters, which accounted for 1.6% of non-downtown foot patrol's incident-related time and only 0.5% of the downtown foot patrol's time (6.1% and 2.3% of total time, respectively).

5. Foot patrol constables spent considerably more of their total time (1.7%) on drug-related offences than did the motor patrol constables (0.2%); such offences accounted for 6.9% and 0.3% of foot and motor patrol incident-related time. Perhaps this reflects the greater emphasis of foot patrol on getting to know the people in an area, gathering intelligence information and identifying suspicious persons. A dramatic difference between downtown and non-downtown constables is apparent in terms of the proportion of both total and incident-related time spent on drug investigation by these two groups. The downtown constables spent 3.7% (19.0% of incident-related time) of their total time on drugs, compared to only 1.0% of the total time (3.8% of incident-related time) spent by non-downtown constables.
6. Foot patrol constables spent a slightly larger proportion of total time investigating fraud (1.2%, compared to 0.7% for motor patrol), and sex offences (1.4%, compared to 0.7% for motor patrol). Foot patrol also spent a higher proportion of incident-related time investigating fraud (4.8%, compared to 1.5% for motor patrol) and sex offences (5.7%, compared to 1.4% for motor patrol). Downtown and non-downtown foot patrol constables spent the same proportions of total time (1.2%) and similar proportions of incident-related time on fraud (6.1% and 4.5% for downtown and non-downtown, respectively). However, non-downtown foot patrol spent 1.8% of total time and 7.2% of incident-related time investigating sex offences, while the downtown constables spent no time dealing with such incidents/offences. In addition, the non-downtown foot patrol constables spent 5.6% of total time and 21.8% of incident-related time investigating thefts,

compared to only 2.4% and 12.4% reported by downtown foot patrol.

4.2 CALLS FOR SERVICE NUMBER AND TRAVEL TIME FOR FOOT AND MOTOR PATROL

4.2.1 Number of Calls for Service

As explained in Chapter 3.0, data collected through the time budget study were analyzed to estimate the number of calls for service taken by foot and motor patrol constables during the period from October 9 to December 3, 1988. The average number of calls for service received by the two groups is presented in Tables 4.13 (foot patrol) and 4.14 (motor patrol). These tables present the steps taken to calculate the average numbers of calls for service (CFS) received by constables and reveal that motor patrol constables receive substantially more calls for service than do their foot patrol counterparts.

The analysis indicates that, when calls originating from communications only are considered, foot patrol constables receive an average of just 3.40 calls per constable per week (Table 4.13), compared to 12.85 calls per constable per week for the motor patrol constables (Table 4.14). However, when all origins of CFS are considered, foot patrol constables receive an average of 9.16 calls per constable per week (Table 4.13), compared to 15.60 calls per constable per week for motor patrol constables. Therefore, it is apparent that self-initiated work and calls received through the beat office significantly reduce the difference between the number of calls taken by foot and motor patrol constables. Nevertheless, the difference between the two groups in terms of calls for service is considerable, a finding that was also apparent in the time budget findings discussed in section 4.1.

Table 4.13

Average Number of Calls per Foot Patrol Constable per Week
During the 8-Week Time Budget Study (October 9 - December 5, 1988)

Average Time per Constable

5768 hours¹ / 21 constables = 274.67 hours/constable

274.67 hours/constable / 40 hours = 6.87 weeks/constable

Average Number of Calls^{2,3} per Constable per Week

A. All origins of calls for service:⁴

1321 calls / 21 constables = 62.90 calls/constable

62.90 calls/constable / 6.87 weeks = 9.16 calls/constable/week

B. Calls for service originating from Communications only:

490 calls / 21 constables = 23.33 calls/constable

23.33 calls/constable / 6.87 weeks = 3.40 calls/constable/week

¹ Total number of days for which time budget sheets were submitted multiplied by the number of hours in typical shift:

721 days X 8 hours/day = 5768 hours

². Offence-related only.

³. Assumes an average of one activity per offence, but there may be more than one activity per offence.

⁴. Includes calls from Communications, self-initiated and calls received through beat office. Breakdown is as follows: Communications=490; self-initiated=421; beat office=410.

Table 4.14

Average Number of Calls per Motor Patrol Constable per Week
During the 8-Week Time Budget Study (October 9 - December 5, 1988)

Average Time per Constable

4910 hours¹ / 19 constables = 258.42 hours/constable

258.42 hours/constable / 40 hours = 6.46 weeks/constable

Average Number of Calls^{2,3} per Constable per Week

A. All origins of calls for service:⁴

1914.50 calls⁵ / 19 constables = 100.76 calls/constable

100.76 calls/constable / 6.46 weeks = 15.60 calls/constable/week

B. Calls for service originating from Communications only:

1577.50 calls⁵ / 19 constables = 83.03 calls/constable

83.03 calls/constable / 6.46 weeks = 12.85 calls/constable/week

¹ Total number of days for which time budget sheets were submitted multiplied by the number of hours in typical shift:

$$491 \text{ days} \times 10 \text{ hours/day} = 4910 \text{ hours}$$

² Offence-related only.

³ Assumes an average of one activity per offence, but there may be more than one activity per offence.

⁴ Includes calls from Communications and self-initiated. Breakdown is as follows: Communications - 1577.50; self-initiated-337.

⁵ Divides number of calls for service by two where two constables worked together and (a) both reported to time budget study or (b) only one reported to time budget study.

Analysis of calls for service for downtown versus non-downtown beat areas (Tables 4.15 and 4.16) reveals slight differences in the average number of calls per constable per week. When calls originating from communications only are considered, downtown constables receive an average of 2.46 calls per week, compared to 3.72 calls for foot patrol constables not working downtown. When all origins of calls for service are considered, downtown constables average 6.86 calls per week, compared to 9.95 calls for their counterparts not working downtown beats.

4.2.2 Travel Time

As described in Chapter 3.0, data provided by the Edmonton Police Department (CADIS system) for the month of May 1989 were used to determine whether there was any difference in the travel time of foot and motor patrol constables. Please refer to Chapter 3.0 for an explanation of the methodology employed in this analysis..

Travel time was computed as the difference between dispatch and onscene time. It was considered to be a more reliable indicator of mobility than response time, because the latter is likely to be distorted by the priority of calls. That is, response time by motor patrol may be shorter because higher priority calls are more likely to be dispatched to a constable in a patrol car. Travel time, on the other hand, is independent of a call's priority.

Results of the travel time analysis appear in Table 4.17. In many cases, the onscene and dispatch times were the same, resulting in a travel time of zero minutes. This condition was more prevalent among the foot patrol, because of their tendency to have self-initiated calls for service. Therefore, if this situation is left uncontrolled, foot patrol emerges with a significantly shorter travel time

than motor patrol. However, if this condition is controlled for by eliminating all cases where the onscene and dispatch times are the same, then there is no significant difference between the two groups in terms of the time required to travel to the scene.

Table 4.15

Calls for Service - Downtown Foot Patrol Constables OnlyAverage Number of Weeks per Constable

$$1464 \text{ hours}^1 / 6 \text{ constables} = 244 \text{ hours/constable}$$

$$244 \text{ hours/constable} / 40 \text{ hours} = 6.10 \text{ weeks/constable}$$

Average Number of Calls^{2,3} per Constable per WeekA. All origins of calls for service:⁴

$$251 \text{ calls} / 6 \text{ constables} = 41.83 \text{ calls/constable}$$

$$41.83 \text{ calls/constable} / 6.10 \text{ weeks} = 6.86 \text{ calls/constable/week}$$

B. Calls for service originating from Communications only:

$$90 \text{ calls} / 6 \text{ constables} = 15 \text{ calls/constable}$$

$$15 \text{ calls/constable} / 6.10 \text{ weeks} = 2.46 \text{ calls/constable/week}$$

¹ Total number of days for which time budget sheets were submitted multiplied by the number of hours in typical shift:

$$183 \text{ days} \times 8 \text{ hours/day} = 1464 \text{ hours}$$

² Offence-related only.

³ Assumes an average of one activity per offence, but there may be more than one activity per offence.

⁴ Includes calls from beat office, Communications and self-initiated. Breakdown is as follows: beat office=28; Communications=90; self-initiated=133.

Table 4.16

Calls for Service - Non-Downtown Foot Patrol Constables OnlyAverage Number of Weeks per Constable

$4304 \text{ hours}^1 / 15 \text{ constables} = 286.93 \text{ hours/constable}$

$286.93 \text{ hours/constable} / 40 \text{ hours} = 7.17 \text{ weeks/constable}$

Average Number of Calls^{2,3} per Constable per WeekA. All origins of calls for service:⁴

$1070 \text{ calls} / 15 \text{ constables} = 71.33 \text{ calls/constable}$

$71.33 \text{ calls/constable} / 7.17 \text{ weeks} = 9.95 \text{ calls/constable/week}$

B. Calls for service originating from Communications only:

$400 \text{ calls} / 15 \text{ constables} = 26.67 \text{ calls/constable}$

$26.67 \text{ calls/constable} / 7.17 \text{ weeks} = 3.72 \text{ calls/constable/week}$

¹ Total number of days for which time budget sheets were submitted multiplied by the number of hours in typical shift:

$$538 \text{ days} \times 8 \text{ hours/day} = 4304 \text{ hours}$$

² Offence-related only.

³ Assumes an average of one activity per offence, but there may be more than one activity per offence.

⁴ Includes calls from beat office, Communications and self-initiated. Breakdown is as follows: beat office=382; Communications=400; self-initiated=288.

Table 4.17

Comparison of Travel Time (Minutes) for Foot Patrol and Motor Patrol
using CADIS Data for May 1989

Control Condition	Foot Patrol			Motor Patrol			t-value	1-tail Probability
	n	Mean	SD	n	Mean	SD		
All valid cases ¹	84	5.75	9.07	102	9.03	10.20	-2.32	.01
Excluding cases where onscene time equals dispatch time	49	9.86	10.04	90	10.23	10.28	-0.21	.418

¹ Refer to Table ___ for explanation of "valid cases" and cases where onscene and dispatch time are the same.

4.3 OPERATION OF STORE-FRONT OFFICES

Information regarding operation of the store-front offices was obtained through telephone interviews with 20 of the 21 foot patrol constables in July and August 1989.

4.3.1 Cost and Accessibility

Seventeen of the store-front offices are rented, at rates ranging from \$100 to \$375 per month. Three were donated: one by the Grant MacEwan College Foundation; one by a private individual; and one obtained through the City of Edmonton. In four cases, space is shared with businesses. The constables rate 16 of the offices as very accessible to the public, 2 as moderately accessible, and 2 as minimally accessible.

4.3.2 Hours of Operation

Hours of operation vary considerably, depending largely upon the availability of volunteers to keep the beat offices open. In areas having no volunteers, the offices tend not to be open during specific hours, but only when the constable is on duty and in the office rather than walking the beat. At the other end of the continuum, volunteers keep the offices open for as much as 12 hours per day. Constables are in and out of the store-front offices when they are on duty; usually they spend most of their time on the beat.

4.3.3 Answering Machines

Answering machines are used to take messages when the offices are unattended. When a constable is walking the beat and there are no volunteers in the offices, the answering machine may be call forwarded to the constable's pager or the message on the machine may include the pager number. The types of messages left on the answering machine vary a great deal but are usually not urgent. They may be inquiries, complaints, calls for service, calls giving information, crank calls or hang-ups. There are a lot of hang-ups; the constables note that some of their community members find the answering machine intimidating. Fourteen of the constables considered the answering machine to be very useful, five found it moderately useful, and one found it to be minimally useful.

4.3.4 Pagers

The pager is used when a constable is on duty. Some constables leave it on all the time. When the constables are out of the office, telephone calls may be forwarded to the pager, volunteers may page them when they are needed, or they may give their pager number directly to people who may need to contact them

quickly. The constables report that the calls received on the pager tend to be somewhat more urgent than those left on the answering machine, except when the telephone has been call forwarded to the pager. Eighteen of the constables considered the pager to be very useful. Two found it minimally useful, given that they did not receive many calls on the pager.

4.3.5 Motor Units

Fourteen of the constables reported that they used a motor unit to come and go from the store-front office and in their regular work. Six reported that they did not use a motor unit. Respondents found it difficult to estimate the percentage of time they used a motor vehicle. Even those who stated that they did not use a vehicle reported that they could use one if necessary. Only one respondent reported that he had "no use for one."

4.4 COMMUNITY LIAISON COMMITTEES

Information regarding community liaison committees was gathered through telephone interviews with the foot patrol constables in July and August 1989.

4.4.1 Development

Only 5 of the 20 constables indicated that their foot patrol areas have community liaison committees. The community liaison committees were organized by foot patrol constables in their respective areas. They contacted individuals whom they believed would be helpful and asked them to serve on the committees.

4.4.2 Composition

The community liaison committees are composed of individuals who are active in their respective communities, such as: Member of the Legislative Assembly for the area, President of the Community League, Head of the Neighbourhood Watch Program, President of the Business Association in the area and other business representatives, President of the Inter-Fraternity Council at the University of Alberta, the Alberta Family and Social Services representative in the area, Outreach Director from a senior citizens' home in the area, school principals, lawyers, representatives from community committees and other knowledgeable area residents.

4.4.3 Role

These committees met as required. Regular meetings were held at first, but once the constables had established contacts in their areas, the formal committee structure became less useful. Committee members and other community residents tend to contact the constables directly when they have a concern, rather than waiting to take the problem to a meeting of the community liaison committee.

4.4.4 Utility

As noted above, 15 of the foot patrol areas did not have a community liaison committee. At the time of the interview, constables in these areas felt community liaison committees were not necessary, since they had established adequate contacts in their areas, both with individuals and community organizations. In some cases, community liaison committees were established and a few meetings were held but the committees fell by the wayside, either because

they seemed to fill no need or because, in a business area, community members who were not residents of the area lost interest. Even in areas where community liaison committees were established, they were thought to be of limited utility. The constables indicated that it is more useful to deal with individual contacts on an immediate, one-to-one basis. Further, in some cases well-established Community Leagues already existed and a community liaison committee appeared to be redundant.

4.5 VOLUNTEER SERVICES

Information regarding the use of volunteer services was gathered through telephone interviews with the foot patrol constables in July and August 1989. At the time of the interviews, 16 beats had volunteers, while 4 did not. The number of volunteers attached to a particular beat office ranged from 1 to 24. The amount of responsibility delegated to volunteers ranged from answering the telephone to running the office and coordinating the volunteer program. Responsibilities delegated to volunteers included: answering the telephone; keeping the office open; running the office (filing, typing, reports, paperwork, paging the constable when he was needed urgently); identifying repeat addresses; assisting citizens, responding to citizen concerns; acting as liaison between the constable and the community; and assisting the constable as required.

There is a great deal of variation in the degree to which volunteer services have been utilized. Generally, the use of volunteer services was more prevalent in the residential areas than in downtown. In the downtown areas, constables expressed reservations about the use of volunteers because they did not see a great deal that volunteers could do in those areas and they considered it unsafe to leave volunteers alone in these areas.

In areas where volunteers had been used most successfully, they run the office and keep it open for up to 12 hours a day. Use of volunteers in B Division is coordinated by a volunteer. There is also an on-going volunteer recruiting program in B Division. Attitudes toward the use of volunteers varied a great deal, from the view that their use was not appropriate to the view that volunteerism is the wave of the 90's and that people's spare time is a resource that has not been tapped by police.

4.6 PROBLEMS PERCEIVED BY FOOT PATROL CONSTABLES

During the posttest interview, the constables were asked whether they encountered any particular problems as a result of being part of the NFPP. The problems mentioned are briefly discussed below.

4.6.1 Shifts

Nine constables reported that they found the 8-hour shifts a problem, while nine did not mention it. Two were somewhat ambivalent, commenting that the shifts were bad in some ways but good in others, and that most people preferred the 10-hour shift but had been aware of the 8-hour shift when they started in the program. Specific difficulties mentioned by those who had problems with the 8-hour shifts were: a loss of 48 days off per year, loss of shift differential and court time (possibly amounting to \$4,000 to \$5,000 per year in overtime), and loss of family time. Those who did not consider the shifts a problem commented that it was a question of give and take, that it was good not to have the midnight to 8 a.m. shift, that loss of time off was a minor inconvenience which goes with the territory, and that although the extra days off were missed, and money and family time was lost, there was a gain in job satisfaction.

4.6.2 Problems with Supervision

Eighteen constables reported no problems with their supervising sergeant, while two reported problems. Generally, the constables found their sergeants to be very supportive. Problems that were mentioned arose from a rapid staff turnover, resulting in having several sergeants in a short period, some of whom may not have understood the NFPP program. Some constables thought that such supervision problems could be minimized if there was one centralized director or program advocate for the NFPP.

4.6.3 Training

Most of the foot patrol constables indicated that they would have liked to receive more training, especially in the following areas: making effective presentations; media relations; interpersonal communication skills; public relations; a supervisor's course; writing skills; and interview interrogation. It was also suggested by some that the best training for rookies would be to have them work alongside veterans.

4.7 PERCEPTIONS OF SENIOR POLICE MANAGERS

At the end of the study in August 1989, interviews were conducted with the senior police managers regarding their perception of the success of the NFPP and its impact on the Edmonton Police Department. While the information obtained in these interviews does not directly relate to any of the specific program objectives outlined in section 2.2, it is relevant to the process and implementation of the program in general.

4.7.1 Attitudes Concerning Program Components

A number of the senior managers felt that the best component of the program was the "problem solving" approach fostered by the program. This approach, in their view, contributed to the constables developing an "ownership of problems" in their community and, in turn, higher satisfaction with their day-to-day work. Probably one of the most attractive aspects of the problem solving approach was that it could be transferred and adopted by other members of the department. In other words, they viewed this approach as reflecting an important and positive change in the philosophy of policing not something that could only be used by the foot patrol constables.

The least successful and possibly the least useful component of the program, in the view of the senior managers, was the liaison committees. Many felt that more effort could have been put forth by the constables on the development and use of these committees. However, some also felt that the constables had little prior experience with such committees and therefore had little understanding of how to use such committees.

4.7.2 Effect on Motor Patrol

None of the senior managers felt that the NFPP negatively affected the motor patrol division. In contrast, a number of examples of positive effects were cited. The most commonly cited positive effect was that the foot patrol constables provided information and intelligence to other sectors of the Department. Second, a number felt that the "problem solving" approach of the foot patrol constables had been recognized as a better way to police by the motor patrol and was being readily adopted. In at least one division, motor patrol constables were accompanying foot patrol constables on "walk-alongs" in order to learn some of

the techniques employed.

4.7.3 Management Problems

The major management problem with the NFPP was commonly identified as "problems with scheduling." Most agreed with the orientation of the program to provide services when they are needed by the community. However, this sometimes resulted in a flexible schedule for the foot patrol constables; this often created difficulties in terms of integrating that schedule with the regular service provided by the Department.

4.7.4 Improvement of the NFPP

When the senior managers were asked about areas where the program could be improved, a number of suggestions were made. There was unanimous consent that the NFPP did not work as well in the downtown core as it did in the residential or mixed residential-business areas. The problems and needs of the downtown areas were identified as being unique and therefore in need of a unique policing approach.

The second most frequently mentioned issue was the need to improve accessibility of the store-front police stations. A few felt this could be done by having several constables sharing one office. However, most felt that accessibility in terms of time could be most appropriately improved by having volunteers staff the store-front when the foot patrol constable was not there. Some felt the sharing of the store-front by several constables could damage the program by breaking down the "owner-ship" of community problems that seemed to occur when one constable was assigned to one area.

Other suggestions for improvement included: (1) improving the procedure used to identify target areas; (2) providing more training for the foot patrol constables, both at the beginning of the program and throughout the duration of assignment to the project; and (3) using mountain bikes to increase efficiency while on patrol.

4.7.5 Recommendations Regarding Expansion

All of the senior managers interviewed strongly supported further expansion of the NFPP, both within the Edmonton Police Department and elsewhere. In addition to supporting expansion of the program by adding neighbourhood beats, many support the concept of using specific components of the program in other areas of police work. For example, while most felt that the program did not work as well as expected in downtown beats, they unanimously felt that the "problem solving" approach was appropriate for downtown beats.

CHAPTER 5: FINDINGS - PROGRAM IMPACT

This chapter deals with the second major purpose of this report the impact of the Neighbourhood Foot Patrol Program. The information in this chapter is organized according to the specific program objectives summarized in Table 2.1 and discussed in Section 2.2 above. These objectives are summarized as follows:

- to reduce repeat calls for service;
- to improve public/user satisfaction with the police;
- to increase job satisfaction of the police;
- to increase reporting of intelligence in the area; and
- to solve community problems.

5.1 REPEAT CALLS FOR SERVICE

As discussed in Chapter 3.0, data on repeat calls for service for the 21 beat areas were obtained from the Edmonton Police Department computer system (OSCAR). The objective of the analysis is to determine whether there was any significant decrease in the number of calls per repeat address from the pretest (March 1, 1987 to February 29, 1988) to the posttest period (May 16, 1988 to May 15, 1989).

There are two principal variables in this analysis: (1) the number of repeat addresses (defined as occurrence addresses accounting for at least two calls in the course of the year); and (2) the number of repeat calls. It would be inconclusive to consider either variable alone when attempting to assess changes in the number of calls per repeat address, which is the key objective of the analysis. However, before examining the interplay between the two variables, it is first necessary to understand how each of these two variables changes from pretest to

posttest. Therefore the following discussion considers:

(1) changes in the number of repeat addresses from pretest to posttest; (2) changes in the number of calls from pretest to posttest; and, finally (3) changes in the number of repeat calls per address from pretest to posttest. Program success is defined as a significant decrease in the number of calls per repeat address from pretest to posttest.

5.1.1 Number of Repeat Addresses

Data pertaining to the number of repeat addresses during the pretest and posttest are presented in Tables 5.1 and 5.2. Table 5.1 shows that the number of repeat addresses declined slightly from 4,014 during the pretest to 3,918 during the posttest, representing a decrease of about 2.4%. Of course, these figures alone do not reveal much about the patterns of change in the numbers of repeat addresses.

Table 5.1
Number of Repeat Addresses and Calls
at Pretest and Posttest

	Pretest	Posttest
Number of Repeat Addresses	4,014	3,918
Number of Calls	21,001	19,612

More insight into the patterns of change are provided in Table 5.2, where the number of addresses (per beat and overall) that decreased, stayed the same or increased from pretest to posttest are presented, along with the number of repeat addresses that disappeared, remained or appeared at the posttest. Improvement is said to have occurred if: (1) a decrease occurred in the number of repeat addresses; or (2) a higher proportion of repeat addresses disappeared than appeared at the posttest. As shown by the "Improvement" column for each criterion, 14 of the 21 (66.6%) beats experienced improvement by virtue of having had decreases in the numbers of repeat addresses, while 12 of the 21 beats (57.1%) improved because larger proportions of repeat addresses had disappeared than appeared for the first time at the posttest. Overall (all beats considered together) improvement was also noted on both criteria. It must be emphasized, however, that the number of repeat addresses alone indicates little. Conclusions may only be drawn when the number of calls per repeat address is analyzed.

5.1.2 Number of Calls

Data on the number of calls are presented in Table 5.1. The number of calls decreased from 21,001 at pretest to 19,612 at posttest, representing a decrease of 6.6%. Again, however, it must be emphasized that data on the total number of calls alone does not explain much.

Table 5.2

Number of Repeat Addresses at Pretest and Posttest, by Beat

Beat ¹	Number of Repeat Addresses from Pretest to Posttest that:				Number of Repeat Addresses at Posttest that:				Improvement ³
	Decreased	Same	Increased	Improvement ²	Disappeared	Remained	Appeared		
n	126	14	118	Yes	96	77	85	Yes	
% total	(48.8)	(5.4)	(45.7)		(37.2)	(29.8)	(32.9)		
n	114	11	109	Yes	75	72	87	No	
% total	(48.7)	(4.7)	(46.6)		(32.1)	(30.8)	(37.2)		
n	122	14	142	No	109	50	119	No	
% total	(43.9)	(5.0)	(51.1)		(39.2)	(18.0)	(42.8)		
n	163	23	181	No	122	96	149	No	
% total	(44.4)	(6.3)	(49.3)		(33.2)	(26.2)	(40.6)		
n	160	17	172	No	99	125	125	No	
% total	(45.8)	(4.9)	(49.3)		(28.4)	(35.8)	(35.8)		
n	92	13	70	Yes	40	98	37	Yes	
% total	(52.6)	(7.4)	(40.0)		(22.9)	(56.0)	(21.1)		
n	72	8	43	Yes	36	67	20	Yes	
% total	(58.5)	(6.5)	(35.0)		(29.3)	(54.5)	(6.3)		
n	103	15	71	Yes	55	101	33	Yes	
% total	(54.5)	(7.9)	(37.6)		(29.1)	(53.4)	(17.5)		
n	73	8	47	Yes	35	67	26	Yes	
% total	(57.0)	(6.3)	(36.7)		(27.3)	(52.3)	(20.3)		
n	98	11	122	No	74	81	76	No	
% total	(42.4)	(4.8)	(52.8)		(32.0)	(35.1)	(32.9)		
n	240	30	262	No	167	173	192	No	
% total	(45.1)	(5.6)	(49.2)		(31.4)	(32.5)	(36.1)		
n	215	32	210	Yes	172	130	155	Yes	
% total	(47.0)	(7.0)	(46.0)		(37.6)	(28.4)	(33.9)		
n	172	20	120	Yes	141	66	105	Yes	
% total	(55.1)	(6.4)	(38.5)		(45.2)	(21.2)	(33.7)		
n	376	56	343	Yes	288	200	287	Yes	
% total	(48.5)	(7.2)	(44.3)		(37.2)	(25.8)	(37.0)		

continued...

Table 5.2 (continued)

Beat ¹	Number of Repeat Addresses from Pretest to Posttest that:				Number of Repeat Addresses at Posttest that:			
	Decreased	Same	Increased	Improvement ²	Disappeared	Remained	Appeared	Improvement ³
n	101	12	104	No	79	49	89	No
% total	(46.5)	(5.5)	(47.9)		(36.4)	(22.6)	(41.0)	
n	144	13	115	Yes	122	50	100	Yes
% total	(52.9)	(4.8)	(42.3)		(44.9)	(18.4)	(36.8)	
n	181	13	129	Yes	142	85	96	Yes
% total	(56.0)	(4.0)	(39.9)		(44.0)	(26.3)	(29.7)	
n	110	14	85	Yes	83	54	72	Yes
% total	(52.6)	(6.7)	(40.7)		(39.7)	(25.8)	(34.4)	
n	107	8	115	No	94	35	101	No
% total	(46.5)	(3.5)	(50.0)		(40.9)	(15.2)	(43.9)	
n	74	16	60	Yes	45	56	49	No
% total	(49.3)	(10.7)	(40.0)		(30.0)	(37.3)	(32.7)	
n	152	25	109	Yes	103	106	77	Yes
% total	(53.1)	(8.7)	(38.1)		(36.0)	(37.1)	(26.9)	
Overall n	2995	373	2727	Yes	2177	1838	2080	Yes
x	(49.1)	(6.1)	(44.7)		(35.7)	(30.2)	(34.1)	

1 Note that every pair of lines (n and % total) represents one beat. However, the beats are not listed in consecutive order from 1 to 21. Rather, their presentation has been randomized to prevent tracing the data back to a specific beat.

2 If the % Decreased address is greater than the % Increased address, then improvement is said to have occurred.
(Totals: Yes=14; No=7)

3 If the % Disappeared address is greater than the % Appeared address, then improvement is said to have occurred.
(Totals: Yes=12; No=9)

5.1.3 Number of Calls per Repeat Address

Data pertaining to the number of repeat calls per address at pretest and posttest are provided in Table 5.3. Table 5.3 uses a test of significant difference (student's t-test) to determine whether there was any statistically significant decrease in the number of calls per repeat address in each of the 21 beat areas and overall. Seven of the 21 beats (33.3%) exhibited a significant decrease from pretest to posttest, while two beats (9.5%) exhibited a significant increase from pretest to posttest. A significant decrease was also observed overall. At the pretest, the average number of calls per repeat address ranged from 1.87 to 9.36; at the posttest they ranged from 1.76 to 7.89.

Data from Table 5.3 support the interpretation that some improvement was made from pretest to posttest in terms of the average number of calls per repeat address. However, it would be necessary to know whether similar changes were experienced in non-beat (i.e. motor patrol) areas before attributing this moderate success to the NFPP directly. Unfortunately, this information was not available at the time data were analyzed.

Table 5.3

Tests of Significant Difference for Number of Calls per Repeat Address
Pretest to Posttest

Beat ¹	Pretest		Posttest		t-value	1-tail probability
	Mean	S.D.	Mean	S.D.		
3.02	5.80	2.77	5.60	1.23	.110	
3.72	7.55	3.68	7.82	.13	.449	
1.87	2.59	2.22	3.43	-1.83	.034+	
2.17	2.78	2.21	2.31	.27	.394	
3.89	6.25	3.91	5.60	.08	.469	
9.36	19.10	7.63	14.72	2.38	.009*	
8.59	12.91	7.89	15.12	1.24	.109	
8.93	23.30	7.50	19.40	1.20	.116	
6.26	7.97	5.29	7.35	1.81	.036*	
4.31	8.73	5.17	12.69	-1.87	.031+	
2.59	3.56	2.82	3.85	-1.48	.070	
2.44	3.16	2.56	4.28	-.66	.255	
2.37	2.78	1.76	2.46	3.24	.001*	
2.53	5.38	2.47	5.71	.57	.286	
2.56	4.73	2.37	3.78	.81	.211	
2.14	4.11	1.84	4.17	1.87	.032*	
3.04	4.68	2.42	4.27	3.09	.001*	
5.02	15.06	4.09	16.58	1.51	.067	
2.06	3.38	2.03	3.33	.14	.446	
3.77	6.71	3.00	4.24	1.98	.025*	
3.83	5.84	3.34	5.69	2.37	.009*	
Overall	3.45	8.02	3.22	7.71	3.37	.001*

¹ Beat numbers cannot be provided. However, lines have been arranged in the same order as in Table 5.2. Therefore, lines from the two tables may be compared as long as they are in the same relative location.

+ Significant increase from pretest to posttest (N=2)

* Significant decrease from pretest to posttest (N=7 beats and overall)

5.2 USER SATISFACTION WITH FOOT AND MOTOR PATROL

The Service User Survey was conducted in May and June 1989 to assess whether there were any differences between the foot and motor patrol contacts in terms of their attitudes towards the police service. At the same time, some basic demographic data was collected to ensure that there were no significant demographic differences between the two groups.

Data revealed no significant differences between the foot and motor patrol contacts in terms of age, gender, marital status or education levels. The "length of time in neighbourhood" also reveals no significant difference between the two groups. However, some differences in terms of the occupational structure of the two groups were found. Almost 68% of the foot patrol contacts are engaged in "white collar" occupations, compared to 39.8% of motor patrol contacts. Further, only 32.4% of the foot patrol contacts were engaged in clerical, technical, skilled or semi-skilled labour, or were students, housewives, retired, unemployed or self-employed, compared to 60.2% of the motor patrol contacts. The impact of socio-economic status on satisfaction with the police is not known. It may influence attitudes toward the police to some extent, but is probably less significant than factors associated directly with respondents' experience during and in the aftermath of a crime.

As Table 5.4 indicates, some differences may also be noted with respect to the offences that prompted contact with the police constable. Specifically, minor differences are observed in terms of codes 806, 807, 901/902, 903 and 909. Greater differences are found for codes 808, 915, 916 and 919. The overall pattern of differences and similarities suggests that the motor patrol constables dealt with a slightly higher proportion of people who had experienced more serious and possibly more traumatic incidents.

As shown in Table 5.5, analysis of the data obtained through the Service Users Survey revealed numerous significant differences between the motor and foot patrol contacts. Overall, the foot patrol contacts exhibited generally higher levels of satisfaction with the police. Specific attitudinal differences between the two groups are discussed below.

5.2.1 Attitudes toward Neighbourhood

Foot patrol contacts had a more positive and optimistic attitude towards their neighbourhoods (Table 5.5). Significant differences were found between the foot and motor patrol contacts on all three items (Part 1, questions 2, 3, and 4) designed to measure attitudes toward neighbourhood. However, the general wording of these questions, without direct reference to policing, makes it difficult to draw a direct link between the responses given and the presence/absence of foot patrol.

Table 5.4
Offences for each Contact Group

Offense Code	Foot Patrol Contacts		Motor Patrol Contacts	
	n	%	n	%
705 TA-Property	0	0	5	4.7
706 TA-Injury	1	1.0	0	0
707 TA-Hit & Run	0	0	6	5.7
708 TA-Parking	14	13.9	6	5.7
710 TA-Other	0	0	1	0.9
775 Noise Bylaw	1	1.0	0	0
801 Assistance	0	0	1	0.9
806 Lost/Found	4	4.0	1	0.9
807 Missing Persons	1	1.0	4	3.8
808 Trouble with Neighbour etc.	9	8.9	16	15.1
812 Other	0	0	1	0.9
901 Robbery Alarm	1	1.0	0	0
902 Intrusion Alarm	2	2.0	1	0.9
903 Assault	2	2.0	4	3.8
905 Break-and-Enter	20	19.8	21	19.8
906 Disturbance	1	1.0	0	0
908 Fire/Arson	0	0	1	0.9
909 Fraud	3	3.0	1	0.9
913 Murder, Suicide etc.	0	0	1	0.9
914 Sex Offences	0	0	1	0.9
915 Suspicious Person	11	10.9	7	6.6
916 Thefts	15	14.9	21	19.8
917 Threats	2	2.0	3	2.8
919 Wilful Damage	9	8.9	3	2.8
920 Armed Robbery	1	1.0	0	0
Unknown	4	4.0	1	0.9
Total	101	100.3	106.	99.6

5.2.2 Attitudes Toward the Incident and Investigating Constable

Part 2 of the Service Users Survey measures attitudes of the foot and motor patrol contacts towards their experience with the police service. Before gauging the levels of satisfaction with the investigating constable, respondents were asked if they could recall the specific incident that prompted the contact and the constable who came to investigate. There were significant differences between the two groups on both items. First, significantly more motor patrol contacts (96%, compared with 87% of foot contacts) recalled the specific incident that led to contact with the constable. This may be due to the greater tendency of foot patrol constables to converse more often with the public, resulting in some blurring of these meetings in the minds of citizens. Second, significantly more foot respondents (89%, compared to 77% for motor patrol respondents) recalled the specific investigating constable. These two differences are complementary, reflecting the increased contact between citizens and foot patrol constables. However, it should be noted that in both cases the degree of recall is very high, suggesting that they do not compromise the validity of the study.

As shown in Table 5.5, foot patrol constables received significantly more positive ratings than their motor patrol counterparts on virtually all items in Part 2 of the Service Users Survey that are suitable for statistical tests of difference. Specifically, the foot patrol constables were perceived more favourably than the motor patrol on the following items:

- (1) officer clearly explained action to be taken;
- (2) officer's helpfulness;
- (3) officer's politeness;
- (4) citizen's confidence that conflict would be resolved;
- (5) officer's understanding of citizen's feelings toward the crime;

Table 5.5

Chi-square and t-test Statistics for Service User Survey

Question ¹	Valid Response ²	χ^2	Sig. Level	Chi-Square			Foot Patrol			t-test		
				n	Mean	SD	n	Mean	SD	t		Sig. Level
PART 1 NEIGHBOURHOOD QUESTIONS												
1. How long have you lived (worked) in this neighbourhood	0-70 years	-	-	109	8.40	10.71	102	6.74	7.98	1.28	.101	
2. In the past year has neighbourhood become better, gotten worse or stayed about the same	1=better 2=same 3=worse			106	1.84	.72	105	2.15	.60	-3.43	.001*	
3. Predict neighbourhood quality a year from now	1=better 2=same 3=worse			104	1.75	.72	102	2.03	.65	-2.92	.002*	
4. Feelings toward neighbourhood overall	1=very satis. 2=somewhat satis. 3=neutral 4=somewhat dissatis. 5=dissatis.			110	1.95	1.11	105	2.46	1.30	-3.10	.001*	
PART 2 QUESTIONS ABOUT POLICE CONTACT EXPERIENCE BY RESPONDENTS												
1. Aware of NFPP existence	1=yes 2=no	6.94	.008									
2. Aware of contact with foot/motor patrol	1=yes 2=no	1.25	.263									
+3. Recall specific incident (contact)	1=yes 2=no	4.54	.033*									
+4. Recall the officer who came to investigate (recall what officer came to talk to you about)	1=yes 2=no	4.15	.042*									
5. Did officer pay careful attention to you	1=yes 2=partly 3=no			108	1.07	.327	106	1.15	.494	-1.34	.091	
6. Did he clearly explain action to be taken (foot patrol program)	1=yes 2=partly 3=no			99	1.13	.488	105	1.37	.737	-2.76	.003	
7. Found officer to be helpful	1=very helpful 2=somewhat helpful 3=not very helpful 4=not at all helpful			108	1.24	.594	105	1.58	.718	-3.76	.000*	
8. Found officer to be polite	1=very polite 2=somewhat polite 3=not very polite 4=not at all polite			108	1.17	.421	105	1.47	.621	-4.11	.000*	
+9. Confident conflict would be resolved (neighbourhood problems would be resolved by foot patrol)	1=very confident 2=somewhat confident 3=somewhat unconfident 4=very unconfident			100	1.79	.967	103	2.36	1.083	-3.95	.000*	

Table 5.5 (continued)

Question ¹	Valid Response ²	χ^2	Sig. Level	Chi-Square			t-test					
				Foot Patrol			Motor Patrol			t	Sig. Level	
				n	Mean	SD	n	Mean	SD			
+10. How did you feel about the incident? (how did you feel about any ³ incident in the past?)	1=very frightened 2=somewhat frightened 3=not at all frightened			93	2.62	.624	99	2.29	.799	3.21	.001*	
+12. Officer understood your feelings toward crime (foot patrol officer would understand your feelings toward crime)	1=clearly understand 2=somewhat able 3=somewhat unable 4=clearly not able			94	1.12	.323	101	1.39	.721	-3.40	.001*	
+13. Officer's manner helped you feel comfortable about reporting complaint (will help you to feel comfortable)	1=yes 2=mixed 3=no			94	1.14	.477	102	1.31	.660	-2.14	.017*	
+14. Officer's manner helped you feel relaxed after incident (will help you to feel relaxed)	1=yes 2=mixed 3=no			97	1.24	.609	102	1.55	.840	-3.01	.002*	
+16. Same officer returned to tell you how problem was resolved	1=yes 2=no	10.79	.001*									
+17. Any additional contact following initial incident (contact)	1=yes 2=no	3.82	.051									
18. Feel satisfied by follow-up contact with police	1=very satisfied 2=somewhat satis. 3=neutral 4=somewhat dissatis. 5=very dissatis.			75	1.61	1.03	62	2.50	1.41	-4.13	.000*	
19. Heard whether incident was resolved ⁴	1=yes 2=no	4.98	.026*									
21. How satisfied are you that justice has been served	1=very satisfied 2=somewhat satis. 3=neutral 4=somewhat dissatis. 5=very dissatis.			99	2.43	1.326	94	3.16	1.256	-3.90	.000*	
23. Satisfied with how officer responded	1=very satisfied 2=somewhat satis. 3=neutral 4=not very satis. 5=not at all satis.			108	1.47	.971	104	1.80	1.08	-2.30	.011*	
+27. Would call police again if similar circumstances	1=yes 2=mixed feelings 3=no			98	1.12	.460	103	1.08	.334	.79	.217	

continued...

Table 5.5 (continued)

Question ¹	Valid Response ²	χ^2	Sig. Level	Chi-Square		t-test						
				Foot Patrol			Motor Patrol			t	Sig. Level	
				n	Mean	SD	n	Mean	SD			
PART 3 GENERAL EVALUATION OF POLICE EFFECTIVENESS												
How good a job are police doing in ...												
1. working together with residents of this neighbourhood to solve local problems	1=very good 2=good 3=fair 4=poor 5=very poor			96	1.91	.930	84	2.42	1.11	-3.32	.001*	
2. dealing with problems that really concern people in this neighbourhood	1=very good 2=good 3=fair 4=poor 5=very poor			91	2.03	.936	84	2.43	1.021	-2.66	.004*	
3. preventing crime	1=very good 2=good 3=fair 4=poor 5=very poor			92	2.17	.909	89	2.54	.966	-2.62	.005*	
4. helping victims of crime	1=very good 2=good 3=fair 4=poor 5=very poor			78	2.12	1.04	89	2.36	1.11	-1.46	.073	
5. keeping order on neighbourhood streets	1=very good 2=good 3=fair 4=poor 5=very poor			98	1.80	.908	98	2.40	.960	-4.51	.000*	
6. treating people politely	1=very good 2=good 3=fair 4=poor 5=very poor			104	1.62	.874	104	1.95	.928	-2.69	.004*	
7. treating people fairly	1=very good 2=good 3=fair 4=poor 5=very poor			98	1.74	.777	99	2.15	.993	-3.20	.001*	

1 Abbreviated form only.

2 Many questions also allowed for "don't recall" or "not applicable" responses. However, these were treated as missing values in the analysis.

3 Brackets contain the slightly different wording that was used when interviewing community contacts, who had no specific incident to refer to.

4 Not asked for Community Contact group.

* Difference is significant at level shown.

+ Statistics shown exclude the community contacts in the general foot patrol group for all questions marked with this symbol. This was done for questions where the wording changed, depending on whether the case was incident related or strictly a case of general contact.

For all questions not marked by this symbol, community contacts are included with the foot patrol group, because the questions were worded the same regardless of whether a specific incident had occurred.

- (6) officer's manner helped citizen feel comfortable about reporting complaint;
- (7) officer's manner helped citizen feel relaxed after incident;
- (8) same officer returned to tell how problem was resolved (54.5% of foot patrol contacts, compared to 30.8% of motor patrol contacts answered "yes" to this question);
- (9) citizen's satisfaction with follow-up contact with police;
- (10) citizen heard whether incident was resolved (65% of foot patrol contacts and 48.6% of motor patrol contacts answered "yes" to this question);
- (11) citizen's satisfaction that justice had been served; and
- (12) citizen's satisfaction with how officer responded.

The motor patrol was not rated more favourably than foot patrol on any Part 2 items, to the extent that statistical significance was achieved. However, responses to question 2.10 (feelings about the incident) indicate that the motor patrol contacts were significantly more frightened about the crime incident than were the foot patrol contacts. This higher level of fear amongst the motor patrol respondents is logical given that this group had experienced generally more serious offences than the foot patrol group, and that motor patrol constables tended to receive higher priority calls than did the foot patrol.

Respondents' feelings toward the crime were also probed in question 2.11, and results are presented in Table 5.6. Considerably more motor patrol respondents reported at least one other feeling (besides fear) about the crime (79 of 101 foot patrol - 78.2%; 98 of 106 of motor patrol - 92.5%). Again, this may be related to the generally more serious nature of incidents experienced by motor respondents. Feelings of hurt, frustration, helplessness and being "down" were reported to roughly the same extent by both groups. However, anger was a more common feeling reported by the foot patrol, while motor patrol respondents more often reported feeling confused than did the foot patrol respondents.

Table 5.6
Respondent's Feelings About Crime (Question 2.11)

	Type of Contract			
	User-Foot n	% Ttl ¹	User-Motor n	% Ttl ¹
Feelings About Crime				
Angry.....	49	62.0%	49	50.0%
Confused.....	4	5.1%	19	19.4%
Hurt.....	1	1.3%	3	3.1%
Frustrated.....	27	34.2%	33	33.7%
Helpless.....	7	8.9%	11	11.2%
Down.....	1	1.3%	4	4.1%
Other.....	33	41.8%	34	34.7%
Total ²	79	100%	98	100%

¹ This question is a multiple response variable and the percentages are based on the total number of respondents, not responses.

² These totals represent the number of respondents in each group who provided one or more responses when asked to describe their feelings toward the crime/incident.

Respondents were also asked about what the constable did or said to make them feel better about having reported the crime. (Question 2.15, reported in Table 5.7). The personal attitudes, mannerisms and actions of the constable were identified by the highest proportions of respondents in both groups (49.5% of foot patrol respondents and 56.6% of motor patrol respondents gave this answer). The second most frequent response was good communication by the constable; 24.8% of foot patrol respondents and 22.4% of motor patrol respondents provided this response. The third most common response given by both groups was "offering safety tips and advice." However, this response was more common amongst motor patrol contacts (14.5%) than amongst foot patrol contacts (5.9%). Slightly higher percentages of foot patrol respondents reported follow-up visit(s) or information provided by the constable (foot patrol-5%, motor patrol-2.6%). Finally, prompt service and knowledge of neighbourhood and people were both mentioned by 5% of the foot patrol contacts, while motor patrol contacts made no reference to these factors.

Several items in Part 2 refer to follow-up by the police. As mentioned above, foot patrol contacts more frequently reported that the same constable returned to tell the citizen how the problem was resolved, that the citizen heard whether the incident was resolved, and were significantly more satisfied with the follow-up contact provided. A higher proportion of foot patrol contacts also reported follow-up as helping them to feel better about reporting the crime. All of these data point to more diligent follow-up on the part of the foot patrol constables. In addition, Table 5.8 reports the results of question 2.20, which probed how respondents learned that the incident was resolved. Table 5.8 shows that 66.2% of foot patrol contacts and 48.1% of motor patrol contacts reported that the police constable returned to inform them. Again, this points to more follow-up on the part of foot patrol constables.

Table 5.7

Respondents' Perceptions of what Constable did or said
that made Respondent Feel Better about Reporting Crime

(Question 2.15)

Response Categories	Foot Patrol Contacts		Motor Patrol Contacts	
	n	%	n	%
1. Good communication - explained action to be taken - offered reassurance - asked questions and offered information about conflict	25	24.8	17	22.4
2. Follow-up - checked back with individual, provided information about event and proceedings	5	5.0	2	2.6
3. Offered safety tips and advice	6	5.9	11	14.5
4. Availability and visibility	1	1.0	1	1.3
5. Personal attitudes, mannerisms and actions - friendly, confident, concerned	50	49.5	43	56.6
6. Followed through on plan of action - resolved conflict	4	4.0	2	2.6
7. Prompt service	5	5.0	0	0
8. Knowledge of neighbourhood and people	5	5.0	0	0
Total	101	100	76	100

Table 5.8
How Respondents Learned Incident was Resolved¹
 (Question 2.20)

	Foot Patrol		Motor Patrol	
	n	%	n	%
Newspaper	1	1.5	-	-
Television	1	1.5	1	1.9
Radio	-	-	2	3.8
Neighbour	-	-	1	1.9
Friend	-	-	2	3.8
Relative	3	4.6	1	1.9
Police Officer Returned	43	66.2	25	48.1
Resolved on Contact	5	7.7	8	15.4
Other ²	12	18.5	12	23.1
Total	65	100	52	100

¹ As the numbers show, many of the incidents had not been resolved at the time of contact. Many respondents (n=86) did not answer the question.

² Includes: court; no charges laid; not resolved; hospital; insurance; observed; human rights commission; property returned; bank; landlord; co-worker; letter received; not yet resolved.

5.2.3 Attitudes Toward General Police Service and Effectiveness

Question 2.24, 2.25 and 2.26 of Part 2 of the Service User Survey asked the motor and foot patrol groups about the good and poor aspects of the police service in general, and about how the Edmonton Police Department could improve their service (Tables 5.9, 5.10 and 5.11). Part 3 of the survey asked seven questions about general police effectiveness, and these findings appear in Table 5.5. Unlike the incident-related variables discussed in the preceding subsection, analysis of the general attitudes is not limited to contacts who had experienced a specific incident or crime. Rather, the discussion that follows includes the general community contacts in the overall foot patrol group. It should also be noted that the discussion of good and poor aspects of services as well as means of improving the service focuses on the number and proportion of times a response was given, not on the proportion of the overall sample population that held a certain view. This is a crucial distinction. Given that only a subset of those surveyed provided any response to these three questions, data only applies to them and should not be extrapolated to the entire sample.

When questioned about the good aspects of the police service, the highest proportion of responses for both groups was "personability of the officer" (Table 5.9). This term was applied to answers such as "polite," "easy to get along with" and "concerned." Overall, 40% of the foot and 54.5% of the motor patrol responses were in this category. Response time was the second most common characteristic identified by both groups as a good aspect of the police service (accounting for 35.6% of foot and 48.9% of motor patrol contacts' responses).

Table 5.9
Good Aspects of Police Service, as Perceived by Respondents
(Question 2.24)

	Foot Patrol		Motor Patrol	
	n	% Tt ¹	n	% Tt ¹
Aspects of Police Service				
Personability.....	36	40.0%	48	54.5%
Follow-up.....	7	7.8%	2	2.3%
Communication.....	15	16.7%	12	13.6%
Response Time.....	32	35.6%	43	48.9%
Thoroughness.....	3	3.3%	11	12.5%
Availability/Visibility.....	30	33.3%	3	3.4%
Familiar/Involved.....	21	23.3%	0	.0%
Create Positive Image.....	19	21.1%	0	.0%
Foot Patrol.....	4	4.4%	2	2.3%
Public Relations.....	7	7.8%	3	3.4%
Effort.....	18	20.0%	30	34.1%
Total Respondents ²	90	100%	88	100%

¹This question is a multiple response variable and the percentages are based on the total number of respondents, not responses.

²These totals represent the number of respondents in each group who provided one or more responses when asked to evaluate the police service by identifying its good aspects. General community contacts are included.

Table 5.10
Poor Aspects of Police Service, as Perceived by Respondents
 (Question 2.25)

	Foot Patrol		Motor Patrol	
	n	% Ttl ¹	n	% Ttl ¹
Aspects of Police Service				
Response Time.....	3	7.5%	14	33.3%
No Action Taken.....	3	7.5%	1	2.4%
No Follow-up.....	6	15.0%	13	31.0%
More Service.....	16	40.0%	2	4.8%
Lack Effort.....	5	12.5%	5	11.9%
Attitude.....	2	5.0%	9	21.4%
Minimize Incident.....	3	7.5%	7	16.7%
Legal System.....	3	7.5%	2	4.8%
Impolite to Victims.....	1	2.5%	10	23.8%
Lack Communication.....	3	7.5%	2	4.8%
Don't Understand Role.....	0	.0%	1	2.4%
Poor Commercial Crime Serv....	0	.0%	1	2.4%
Total Respondents ²	40	100%	42	100%

¹This question is a multiple response variable and the percentages are based on the total number of respondents, not responses.

²These totals represent the number of respondents in each group who provided one or more responses when asked to evaluate the police service by identifying its poor aspects. General community contacts are included.

Table 5.11
 How EPD Could Improve Police Service, as Perceived by Respondents
 (Question 2.26)

	Foot Patrol		Motor Patrol	
	n	% Ttl ¹	n	% Ttl ¹
Steps to Improve Police Service				
Improve Response Time.....	3	3.8%	7	10.9%
Better (More) Service.....	54	69.2%	24	37.5%
Community Involvement.....	5	6.4%	9	14.1%
Accessibility.....	5	6.4%	1	1.6%
Better Follow-up.....	5	6.4%	13	20.3%
Politeness & Attitudes.....	9	11.5%	15	23.4%
Public Relations.....	5	6.4%	3	4.7%
Better Communication.....	4	5.1%	4	6.3%
More Action, Follow Through...	9	11.5%	15	23.4%
Legal System.....	2	2.6%	2	3.1%
Total Respondents ²	78	100%	64	100%

¹This question is a multiple response variable and the percentages are based on the total number of respondents, not responses.

²These totals represent the number of respondents in each group who provided one or more responses when asked to evaluate the police service by identifying how it could be improved. General community contacts are included.

Respondents in the motor patrol group mentioned "effort" as the third most common positive aspect of the police service; 34.1% of the motor patrol mentioned "effort," compared to 20% of the foot patrol respondents. ("Effort" was the label used to describe responses pertaining to quick and efficient effort by police). Finally, the fourth most common positive aspect of the police service identified by the motor patrol respondents was "communication by the officer." This category includes comments such as "answers questions," "makes suggestions" and "provides information," and accounted for 16.7% of the foot and 13.6% of the motor patrol responses.

In addition, foot patrol respondents mentioned other aspects of police service which they considered to be positive. All of these relate to the mandate of the foot patrol program to promote good community relations. Three of these items were mentioned more often by the foot respondents than the "effort and communication" item, and consisted of "availability and visibility" (33.3% of foot responses compared with only 3.4% of motor responses); "familiar and involved with neighbourhood" (23.3% of foot patrol contacts' responses, but not mentioned by motor patrol contacts); and "create positive image" for the police department (accounting for 21.1% of foot patrol responses and none of the motor patrol responses). In addition "foot patrol" was specifically identified as a positive aspect of the police service, accounting for 4.4% of the foot responses and 2.3% of the motor responses. Finally, "public relations" was identified as a positive aspect of the service, accounting for 7.8% of the foot and 3.4% of the motor patrol responses. These findings show strong support for the NFPP among citizens who have had contact with foot patrol constables.

Considerably fewer comments were made about the poor aspects of the police service. Approximately 40 comments were recorded for each group for the poor aspects, compared to about 90 responses for each group for the good aspects of

service. Furthermore, although there was some agreement between the two groups regarding the good aspects, the major poor aspects of service listed in Table 5.10 never accounted for similar proportions of responses for both groups.

The motor patrol was most commonly criticized for "response time"; 33% of motor responses pertained to this category compared to only 7.5% of foot patrol responses. However, this criticism may not always be justified, particularly when the seriousness of the incident is not controlled for. Respondents may have been unaware of the issues pertaining to call priority and may not understand why the problem that was so important to them received lower priority than other calls for service. "No follow-up" accounted for 31% of motor patrol criticisms, compared to only 15% of foot patrol responses. The issue of follow-up was discussed at considerable length in the preceding section.

Motor respondents criticized the police service for their "attitude." This term was applied to responses such as "lack concern," "bossy," and "did not take my complaint seriously." Attitude accounted for 21.4% of the motor and only 5% of the foot patrol responses. The motor patrol was also more frequently criticized for being impolite to victims (accounting for 23.8% of motor responses, compared to 2.5% of foot responses) and minimizing the incident (16.7% of motor responses, 7.5% of foot responses).

By far the single most common criticism of the foot patrol was that "more service" was needed. This term describes comments such as availability, visibility and the need for 24-hour foot patrol, more foot patrol constables and more patrol areas. "More service" accounted for 40% of the foot and 4.8% of the motor responses. However, this may be interpreted as support for the foot patrol concept and actually represents a strong call for more foot patrol.

A final category that accounted for a sizeable proportion of responses in both groups is "lack effort," which was generally a criticism when the conflict had not been resolved. This accounted for 12.5% of foot and 11.9% of motor patrol responses.

In terms of how the Edmonton Police Department could improve its service to the public, Table 5.11 indicates that a resounding 69.2% of the foot patrol responses called for "better (i.e. more) service." Again, this represents strong support for increased foot patrol. This category accounted for 37.5% of the motor patrol responses. A call was also made for improvements in "politeness and attitudes" (11.5% of foot responses and 23.4% of motor responses), "more action and follow through" (11.5% of foot and 23.4% of motor responses) and "better follow-up," especially for the motor patrol (20.3% of motor responses, compared to only 6.4% of foot responses). This last finding on follow-up is consistent with the relative levels of satisfaction with follow-up noted in relation to the incident.

As shown in Table 5.5, the results for Part 3 of the Service Users Survey indicate higher levels of satisfaction with the foot patrol than with the motor patrol. Statistical significance may be observed for six of the seven items, with foot patrol receiving more positive ratings on all six of these items. These consist of police effectiveness in working with the neighbourhood to solve local problems, dealing with problems of concern to the neighbourhood, preventing crime, keeping order on the streets and treating people politely and fairly. There was no statistically significant difference in the perceived effectiveness of foot and motor patrol in helping victims of crime.

Finally, it should be noted that while the foot patrol received more positive ratings from the public, the ratings given to the motor patrol were also fairly

high, tending to centre around "good" (a 2 on the 5-point scale). Therefore many aspects of the results should be considered when drawing conclusions, and a narrow preoccupation with "who is better" should be avoided.

5.3 JOB SATISFACTION

As explained in Chapter 3.0, 20 foot patrol constables and a sample of motor patrol constables ($n=60$) completed the Personnel Survey (Appendix E) at the inception of the NFPP (pretest) in May 1988 and again in May 1989 (posttest). Some demographic data was collected during the pretest to ensure that the two groups were generally similar and to obtain some background information about the two groups. As shown by the demographic data provided in Table 5.12, the two groups are very similar in terms of age, age at which they joined the EPD, the number of years they had been with the EPD, marital status and education levels. However, the motor patrol sample reported having been with their unit significantly longer than foot patrol. Also, a considerably higher proportion (91.7%, compared to 45% for foot patrol) of motor patrol respondents had been with the Patrol Division during the previous six months, while larger proportions of the foot patrol had been on Beat Detail (40%) or in some other area (15%) of the police department. These differences would be expected given the recent inception of the NFPP.

Differences between the foot and motor patrol respondents were apparent in terms of certain "Job Satisfaction" subscales and "Personal Motivation and Job Involvement" subscales. For each group and subscale, Table 5.13 provides: (1) mean and standard deviation at pretest; (2) mean and standard deviation at posttest; and (3) mean and standard deviation of "change scores" between pretest

Table 5.12
Demographic Characteristics of Personnel Survey
Respondents at Pretest¹

	Foot Patrol (N=2D)	Motor Patrol (N=60)		
Age (years)				
Mean	31.90			
SD	4.76			
Min	26.00			
Max	43.00			
Age Joined EPD (years)				
Mean	23.55			
SD	4.36			
Min	19.00			
Max	36.00			
Years with EPD				
Mean	8.32			
SD	2.19			
Min	5.50			
Max	13.33			
Years with Present Unit				
Mean	2.36			
SD	2.22			
Min	.50			
Max	7.08			
	n	%	n	%
Marital Status				
1 = Never Married	2	10.0	7	11.7
2 = Unmarried/Living as Couple	-	-	3	5.0
3 = Married	15	75.0	46	76.7
4 = Divorced	3	15.0	4	6.7
Education				
1 = High School Graduate	6	30.0	18	30.0
2 = Some Tech School, not a Graduate	3	15.0	6	10.0
3 = Tech School Graduate	-	-	5	8.3
4 = Some College, not a Graduate	4	20.0	10	16.7
5 = Community College Graduate	3	15.0	8	13.3
6 = University Graduate	3	15.0	10	16.7
7 = Some University Graduate Courses	-	-	3	5.0
8 = Graduate Degree(s)	1	5.0	-	-
Assigned Unit for Last Six Months				
1 = Patrol Division	9	45.0	55	91.7
2 = Beat Detail	8	40.0	-	-
3 = Other	3	15.0	5	8.3

¹ Demographic information was only collected at the pretest.

and posttest (calculated as the average difference between the pretest and posttest score). Tests of difference were conducted on the change scores, to determine whether the two groups differed significantly in the amount of attitudinal change experienced from pretest to posttest. The results of this analysis are also presented in Table 5.13.

From the pretest to the posttest, the foot patrol became significantly more satisfied than the motor patrol on the following subscales: (1) "compensation"; (2) "organization policy and procedures"; (3) "growth and satisfaction"; and (4) "internal work motivation." In addition, the foot patrol was significantly more satisfied with "physical working conditions" at both pretest and posttest than were the motor patrol constables. However, because both groups experienced only minimal change on this subscale from pretest to posttest, this between-group difference is not evident in Table 5.13.

In contrast, the motor patrol showed no significant improvement in satisfaction on any subscale, in terms of either within-group pretest to posttest change or change scores in comparison to foot patrol.

Unfortunately, subscales were not available for the remainder of the questionnaire. Therefore findings for the remaining sections (1-3, 6-7) of the questionnaire must be discussed in terms of individual items. Tables presenting the mean, standard deviation, minimum value, maximum value and valid n for each group at pretest and posttest are provided in Appendix I. The major findings are summarized below in relation to each section of the questionnaire.

Table 5.13
Personnel Survey Subscale Scores for Foot and Motor Patrol Constables
at Pretest and Posttest

CATEGORY & SUBSCALE ^{1,2}	FOOT PATROL (N=20)						MOTOR PATROL (N=60)						TEST OF SIGNIFICANCE OF CHANGE		
	Pretest		Posttest		Change (Post-Pre)		Pretest		Posttest		Change (Post-Pre)		FOOT VS MOTOR t value	1-tail prob	
	MEAN	SD	MEAN	SD	MEAN	SD	MEAN	SD	MEAN	SD	MEAN	SD			
JOB SATISFACTION															
Supervision	13.60	3.97	14.70	4.95	1.10	6.94	14.60	4.38	15.00	5.21	.40	5.15	.41	.341	
Co-workers	12.35	2.62	11.60	2.96	-.75	2.75	12.27	2.96	11.92	3.22	-.35	3.21	-.54	.297	
Kind of Work	13.60	4.63	11.75	3.45	-1.85	6.21	13.35	3.36	13.35	4.38	.00	2.97	-1.28	.106	
Compensation	12.95	2.93	11.45	2.52	-1.50	2.28	12.52	2.45	12.40	2.89	-.12	2.74	-2.23	.016*	
Physical Working Conditions	10.75	2.36	10.25	1.59	-.50	2.96	12.33	2.90	12.43	3.01	.10	2.66	-.80	.214	
Amount of Work	9.45	2.26	10.60	2.54	1.15	2.21	10.07	2.11	10.62	2.63	.55	2.51	1.02	.158	
Promotion & Career Opportunity	9.60	2.64	9.95	3.43	.35	2.32	10.68	2.75	10.63	3.40	-.05	2.70	.64	.263	
Organization Policy & Procedures	14.80	3.17	13.85	2.48	-.95	3.35	15.05	3.50	15.57	4.47	.52	2.98	-1.74	.046*	
PERSONAL MOTIVATION & JOB INVOLVEMENT															
Growth & Satisfaction	10.20	3.68	8.05	2.93	-2.15	3.98	10.05	2.66	9.85	3.11	-.20	1.98	-2.11	.024*	
Internal Work Motivation	11.90	1.62	10.75	1.41	-1.15	1.63	11.25	1.24	11.35	1.46	.10	1.79	-2.89	.003*	
Individual Growth Need	11.70	3.03	11.10	3.29	-.60	2.30	12.68	2.74	12.77	3.37	.08	2.97	-1.06	.147	
Job Involvement	17.10	2.49	16.65	2.52	-.45	2.50	17.15	2.75	17.57	3.03	.42	2.78	-1.30	.105	

¹ For all scales, a low score ("strongly agree") indicates a positive statement, while a high score ("strongly disagree") indicates a negative statement.

² Valid subscale ranges vary according to the number of items which comprise each scale. Valid ranges are as follows: Supervision, Kind of Work, Organization Policy & Procedures, Individual Growth Need and Job Involvement (6-30); Co-workers, Compensation and Physical Working Conditions (5-25); Amount of Work, Promotion & Career Opportunity, Growth & Satisfaction and Internal Work Motivation (4-20).

5.3.1 Attitudes to Neighbourhood Foot Patrol (Section 1)

(All items in this section were ranked on a 6 point scale: 1 = very negative, 6 = very positive, and were only asked at the posttest).

- Both foot and motor patrol rated the NFPP low in terms of "access to specialized equipment" (foot patrol mean = 3.4; motor patrol mean = 3.6). The NFPP received the lowest score from both groups on this item (Tables I-1 and I-2 in Appendix I).
- The NFPP received the highest mean score from both groups for promoting police-community relations (foot patrol = 5.7, motor patrol = 5.4).
- Overall, the foot patrol rated the NFPP higher than the motor patrol did for all items except: "prevention of crime" (foot = 3.7; motor = 4.3); "knowledge of neighbourhood activities" (foot = 5.3; motor = 5.3); "support from community minorities" (foot = 4.4; motor = 4.4); "access to specialized equipment" (foot = 3.4; motor = 3.6).
- Statistical tests of significant difference (students' t-test) found that foot patrol rated NFPP significantly higher (i.e. more positively) than did motor patrol for the following items in section 1 of the questionnaire: (1) "effectiveness in handling non-criminal street activity"; (2) "rapid response to calls for service"; (3) "promoting good community-police relations"; (4) "delivering a full range of police services"; and (5) "can lend support where needed." Foot patrol rated NFPP significantly lower (i.e. more negatively) than did motor patrol for "prevention of crime."

5.3.2 Attitudes to Motor Patrol Function (Section 2)

(All items in this section were ranked on a 6 point scale: 1 = very negative, 6 = very positive, and were only asked at the posttest).

- Foot patrol attitudes toward motor patrol declined from pretest to posttest on all items except "response to calls for service." This could be interpreted as another indicator of their growing satisfaction with the foot patrol approach to policing (Tables I-3 and I-4 in Appendix I).
- Motor patrol rated themselves higher than did foot patrol on all items at pretest and posttest except: "ability to remain mobile" (both groups gave motor patrol a mean score of 5.0 at posttest) and "access to specialized equipment" (which both groups rated at 4.5 at posttest).
- Foot patrol gave motor patrol the lowest mean scores for "knowledge of neighbourhood activities" (foot-pretest = 3.9, posttest = 2.3; motor-pretest = 4.1, posttest = 3.5) and "obtaining business merchant support" (foot-pretest = 4.1, posttest = 3.0; motor-pretest = 4.4, posttest = 3.8). These items may be interpreted as reflecting the perceived level of neighbourhood contact/knowledge, and the degree of change exhibited was found to differ significantly between foot and motor patrol on both items.
- Motor patrol rated themselves lowest in terms of "support from community minorities" (foot-pretest = 3.4, posttest = 2.7; motor-pretest 3.6, posttest = 3.4).

- Motor patrol rated themselves highest in terms of "training ground for recruits" (foot-pretest = 4.6, posttest = 4.6; motor-pretest = 4.8 posttest = 5.0).
- Statistical tests of significant difference in terms of the amount of change in scores from pretest to posttest were conducted. For the following items, attitudes toward motor patrol became more negative for both groups, but the decrease was significantly greater amongst foot patrol: (1) "effectiveness in handling non-criminal street activity"; (2) "promoting good police-community relations"; (3) "obtaining community support"; (4) "obtaining business merchant support"; (5) "knowledge of neighbourhood activities." For the "creating a sense of security among citizens," foot patrol attitudes became more positive.

5.3.3 Police Performance Issues (Section 3)

(All items in this section were ranked on a 5 point scale:

1 = strongly agree, 5 = strongly disagree).

- Both groups registered similar attitudes toward most police performance issues (Tables I-5 and I-6 in Appendix I).
- At pretest and posttest, foot patrol constables felt more strongly than the average constable spends a great deal of time enforcing traffic laws. Motor patrol opinion was neutral on this point. It is also noteworthy that the strength of foot patrol opinion on this point diminished from pretest to posttest (foot-pretest = 3.7, posttest = 3.2; motor-pretest = 2.9, posttest = 2.9).

- At both pretest and posttest, foot patrol registered stronger disagreement with the notion that foot patrol constables could be more effectively utilized doing patrol work with time set aside for special tasks. Note also that the strength of their feeling on this point intensified from pretest to posttest (foot-pretest = 3.8, posttest 4.2; motor-pretest = 3.4, posttest = 3.4). This reflects the relatively higher degree of commitment to the NFPP concept on the part of foot patrol constables.
- The strongest opinion registered by foot patrol concerned the statement that foot patrol is a waste of manpower. Strong disagreement was registered by foot patrol at both pretest and posttest. Motor patrol also disagreed with this statement, though less strongly than foot patrol, at both pretest and posttest (foot-pretest = 4.7, posttest = 4.7; motor-pretest = 4.0, posttest = 3.9). Again this reflects relatively higher commitment by foot patrol constables than motor patrol constables towards the NFPP concept. Note, however, that there is also strong support for foot patrol amongst the motor patrol respondents.
- At the pretest, foot and motor patrol both mildly disagreed with the idea that police constables must enforce any law that is on the books. However, foot patrol opinion on this issue intensified further at posttest, while motor patrol opinion remained about the same (foot-pretest = 3.6, posttest = 4.1; motor-pretest = 3.4, posttest = 3.4). Test of difference found this degree of change to be statistically significant.
- At both pretest and posttest, foot patrol disagreed more strongly with the statement that "marked cars reduce citizen's fear of crime more effectively than foot patrol." Motor patrol opinion was generally neutral on this point (foot-pretest = 4.0, posttest = 4.1; motor-pretest 3.3, posttest = 3.2).

- At the pretest, foot and motor patrol opinion was roughly equal for the statement "I am my own boss in almost every work related situation." At the posttest, however, foot patrol agreed more strongly with this statement, probably reflecting the higher degree of autonomy they are encouraged to develop (foot-pretest = 2.4, posttest = 1.9; motor-pretest = 2.6, posttest = 2.6). There was a statistically significant difference between the change scores for this item.

5.3.4 Personal Feelings Towards Work (Section 6)

(All items in this section were ranked on a 5 point scale:

1 = strongly agree, 5 = strongly disagree).

- Foot and motor patrol respondents had very similar scores, except at the posttest, where the foot patrol seemed slightly more positive about their work, especially on the following items:
 - "Generally very satisfied with this job" (foot-pretest = 2.3, posttest = 1.8; motor-pretest = 2.1, posttest = 2.3).
 - "Most things on job seem useless/trivial" (foot-pretest = 3.6, posttest = 4.1; motor-pretest and posttest = 3.7).
 - "Frequently think of quitting job" (foot-pretest = 4.0, posttest = 4.6; motor-pretest = 4.0, posttest = 3.8). (See Tables I-7 and I-8, Appendix I)

For these three items, tests of significant difference found the change scores for the two groups to be significantly different. This supports the observation that foot patrol became more positive about their job from pretest to posttest than did motor patrol.

- Motor patrol scores did not fluctuate much from pretest to posttest.
- Foot patrol scores had more variability from pretest to posttest, especially in terms of: "most things on job seem useless/trivial" (foot-pretest = 3.6, posttest = 4.1) and "frequently think of quitting job" (foot-pretest = 4.0, posttest = 4.6).
- These findings generally support those stated above in relation to the job satisfaction subscales.

5.3.5 Attitudes Toward Resource Allocation (Section 7)

(All items in this section were ranked on a 5 point scale:

1 = none, 5 = very large amount).

- Many substantial differences are apparent in terms of foot and motor patrol attitudes toward resource allocation (Tables I-9 and I-10 in Appendix I).
- Foot patrol felt that more resources should be allocated to "patrolling on foot in neighbourhoods" (foot-posttest = 4.0; motor = 3.4), while motor patrol felt more resources should be allocated to "traffic enforcement" (foot-posttest = 2.7; motor = 3.2). Perhaps this difference reflects the vested interest held by each group in their own style of policing. In both cases, the differences between the mean scores were statistically significant.
- Foot patrol considered seven other items to be more important than the motor patrol did. These items have to do with a greater commitment to public relations, problem solving and becoming involved with juveniles and family problems. All of these are in keeping with the NFPP mandate and

philosophy. (See Tables I-9 and I-10 in Appendix I). The differences were statistically significant for all seven items, which consisted of the following: (1) marketing police services to the public; (2) helping settle family disputes; (3) getting to know juveniles; (4) understanding problems of minorities; (5) doing research and problem solving; (6) coordinating with other agencies to improve quality of life; (7) working with citizen groups to resolve local problems.

5.3.6 Comments from the Foot Patrol Constables

In the posttest telephone interviews, the foot patrol constables expressed a great deal of enthusiasm for the program. They find their work very satisfying, although some indicate that burnout can be a problem. The following comments are illustrative:

I am getting more job satisfaction than in previous 13 years with the police. Having a lot of fun.

This last year and one-half has opened my eyes to what police work should be. We can do more than bandaid, can help people, can refer them to agencies, etc. That's what people want, they want us to take the little bit of extra time to help, and keep in touch after the complaint to let them know what's happened.

I take personal pride in the area.

I have learned the better part of police experience from walking and listening.

It's been good - a learning experience. I would definitely recommend it to everybody. There are problems in the area but good people as well - fabulous people. Making them feel comfortable is more important than the bad stuff. Quality of life, that's important, and something I can help. I can help some of these good people. Basically, do what you can; it's the only way you'll function.

Patrol is a bandaid solution. On the beat you can't do bandaid, people are still there the next day, so you have to solve the problem. I enjoy this more.

Creative (way NFPP constables deal with problems and do their policing) but increases the chance of burnout. The biggest potential is to be in a position to identify trends and recognize solutions. You can't do this in a patrol car.

5.4 REPORTING OF INTELLIGENCE

During the telephone interviews conducted with the NFPP constables in July and August 1989, some information was collected regarding reporting and intelligence, in the process of documenting the constables' activities. Reporting and intelligence appear to be considered vital components of the NFPP constables' duties, as the following comments illustrate:

I generate a lot of informants on this job but farm it out - I can't follow up. It would be rewarding to follow up oneself.

One of the important jobs on the beat is information gathering. I meet people daily, know them on a first-name basis. Would like to see calls in an area directed to the foot patrol constable, so he can help out by providing information to resolve continuous problems (now only get calls at the end of the month). Would suggest that this should be part of training, so police officers realize they can call on the men on foot patrol for information.

Always doing information gathering. Information is passed on. We are eyes and ears for detectives and special units. When they come looking for people, the constable has seen them, knows where the suspect is - arrests are made.

People like detectives, who get information from NFPP constables, know how valuable the work is.

I pass on information to the Drug Squad. There isn't enough communication between specialized areas and us. We know the area and could help them.

Things have changed since the initial data were collected, things have snowballed. The longer constables are there, the busier they get. They have resources and information, so can charge people.

I pass information to the Drug Squad - whether they utilize it is up to them.

5.5 PROBLEM SOLVING

This section deals with the "problem solving" approach employed by the foot patrol constables. The problems discussed, for the most part, emanate from repeat address calls for service. As indicated earlier, these repeat calls are responsible for the vast majority of police workload. Thus, if a long-term solution can be found, the long-term effect of reducing workload and crime could be considerable. It is for this reason that the concept of problem solving is so important for the NFPP.

5.5.1 Conceptualization

The first step in problem solving should be to provide a clear definition of what problem solving is and guidelines for how it should be done. Unfortunately, this step has been generally omitted in the literature dealing with community policing. "Problem solving" has tended to be used as an umbrella term to cover any type of policing that does not fit within the traditional enforcement model. The absence of precise conceptual and operational definitions makes it very difficult to measure the effectiveness of any problem solving program. The information regarding the problem solving activities of the Edmonton foot patrol constables was gathered through telephone interviews with the constables in July and August 1989, notes from meetings with the constables, as well as from the time budget study.

The problem solving activities carried out by the foot patrol constables in Edmonton were individualistic, although experiences and strategies were shared amongst the constables. No single master strategy was applied to all beats. However, Constable R. J. Tetz, in his July 1989 review of The Edmonton Police Service Neighbourhood Foot Patrol Project, has provided the following outline of the general problem solving process.

Problem analysis includes the following:

1. Documentation of the problem. This includes police files, media reports, other agencies' records, and any other data which provides relevant information.
2. Analysis of the problem. A study of the data which results in a conclusion.
3. Proposed solution. A solution is identified which can reduce or eliminate the problem.
4. Implementation. The solution is tried. Strategies and tactics occur.
5. Analysis of results. After an identified period of time the results are evaluated.

5.5.2 Types of Key Problems Reported and Specific Strategies Used to Deal with Them

All of the constables reported key problems in their areas. A substantial variety of problems existed, e.g., parking problems, juvenile crime, family disputes, theft, break and enter, alcohol and drug-related violence, prostitution, and assaults. Some of the specific key problems reported and the strategies employed to deal with them are discussed below.

Parking Problems

Parking problems were particularly severe in one foot patrol area with a high proportion of apartment buildings and resulted in a high number of calls for service to the police. A strategy to deal with these problems includes improving the signs posted on properties to advise where parking is and is not permitted. In addition, the foot patrol constables supplied resident and building supervisors with information from the City of Edmonton explaining how they could do their own by-law enforcement. Soon building supervisors and residents were empowered to issue tickets and have vehicles towed. The decrease in the number of calls for service resulting from this problem solving strategy has made it possible to close down the store-front foot patrol station in this area and move it to another area where it is more needed.

Drug and Liquor Problems

In other patrol areas, liquor and drug problems resulting in violence were reported to commonly occur in specific night clubs. To deal with these problems, a number of strategies were employed. The first approach was to increase enforcement and police presence. Sometimes three or four constables would go into a bar together to check out the people there. Another strategy involved holding meetings with nightclub owners and staff to inform them of their rights and duties under the Liquor Control Act and to encourage them to work closely with the foot patrol constable to reduce problems.

In one bar that catered to bikers, violence and drug problems resulted in repeated calls for service. These problems were addressed through a combination of police presence and enforcement, meeting with management, surveillance, and enlisting the cooperation of the Liquor Control Board to deal with problems

within the Board's jurisdiction. The long-term result was that the bar closed and moved from the area.

Glue Sniffing

Glue sniffing was reported as another problem. The method used to deal with this problem was to identify where the glue was obtained and take steps to stop its sale. In addition, in one area the foot patrol constable made regular visits to the homes of known "sniffers" in an attempt to identify the causes of their problem which could then be dealt with directly.

Absentee Landlords

Absentee landlords are a common problem in many areas. The specific method used to deal with problems arising as a result of absentee landlords has been to find out who they are and take steps to establish rapport with them. Then, when problems arise on their properties, they can be called and directly involved.

Cooking Wine

The availability of Chinese cooking wine (38% alcohol) was not regulated by the A.L.C.B. and was a major problem in the downtown area. The foot patrol constable addressed the sale of Chinese cooking wine by attempting to have the A.L.C.B. place it on the prohibited list. At first this was not successful. Thus, the constable drew attention to the problem by informing the media. After a number of months of hard work, the wine was placed on the prohibition list and is no longer available at corner stores.

Ethnic Minorities

In some areas, the ethnic composition presents unique communication problems, since many of the residents may not speak English and may distrust the police. Problems of communicating with ethnic minorities are being addressed through the use of translators available through the Department's Community Relations Office. One constable is studying Vietnamese. Another, who has a problem communicating with Chinese residents on his beat had the Chinese multicultural constable walk the beat with him.

Juvenile Crime

A key problem in several areas is juvenile crime, primarily property crime, shoplifting, and theft from or of vehicles. The problem of juvenile crime has been dealt with by increasing police presence and enforcement, sometimes through the use of volunteer blockwatch and neighbourhood patrol programs. In addition, some foot patrol constables have become involved in establishing and supporting youth programs. One such program included referring young offenders back to the community under the direction of the foot patrol constable (under Alternative Measures of the Young Offenders Act).

Family Violence

In some areas, key problems reported include family violence, child abuse and neglect and poverty. These problems tend to be addressed by referring individuals to agencies that can provide appropriate help and working directly with the schools and children.

Community Relations

Key problems in another beat area resulted because of the university presence. These problems included noisy parties, drinking, littering, and mischief, often related to fraternity houses. These problems were addressed by working with the university administration, fraternities, campus security and the residents.

5.5.3 General Strategies Employed in Problem Solving

As stated in Section 5.5.1, the strategies employed by the Edmonton foot patrol constables were individualistic. However, when aggregated, they can be grouped into the following general categories of activities:

- (1) Enlisting the cooperation of residents, politicians, civil servants, other city departments, government agencies and social agencies to work with them in dealing with a problem.
- (2) Attacking the problem indirectly, if direct methods are ineffective or cannot be used. Police obtained information and assistance from other departments and agencies, so that if the problem could not be addressed straight on, they addressed it obliquely. The effect was the same (e.g., get a "strip joint" closed on a parking issue, working through the City's Business Licencing and Zoning Departments).
- (3) Targeting and monitoring known criminals who frequent the area.
- (4) Using stickers stating that "This area is patrolled by Neighbourhood Foot Patrol." These stickers served two purposes: (1) prevention, in the form of deterring criminals; and (2) reminding people to call the beat constable rather than Communications with minor complaints.
- (5) Working in cooperation with business and hotel security staff in the area.

- (6) Acting as a motivator and facilitator in the community, often in liaison with other agencies (e.g., set up summer programs for youth in area, with help from Community Leagues, schools, Parks/Rec. and use community newspapers to generate interest in Community League and Neighbourhood Watch). Constables worked with Alberta Family and Social Services and the Edmonton Board of Health to introduce a program to teach better parenting skills to parents of troublesome kids. They set up a system whereby young offenders in the area are referred back to the beat office by an Alternative Measures worker at Edmonton Social Services and assigned work by the beat constable. The young offenders then put something back into the community where they committed the offence and develop an appreciation for the role of the police. Through contact with an international employment group, constables helped several people on the beat to obtain jobs. They also help groups of businessmen come together and cooperate in an effort to combat crimes (shoplifting and credit card fraud).
- (7) Meeting with other foot patrol constables to share information, experiences, contacts and solutions.
- (8) Using displacement. For example, they moved prostitutes by making the street they frequented a one-way and moved criminals by showing police presence.
- (9) Assisting residents to solve their own problems (e.g., hold information meetings for apartment managers, dealing with apartment security, Landlord-Tenant regulations, and general problem solving - how to deal with incidents without calling police).
- (10) Working with residents of the area to solve problems in the area by setting up committees to deal with security problems in the City Pedway system.

CHAPTER 6: CONCLUSIONS AND RECOMMENDATIONS

This report has two major purposes. The first purpose is to describe the NFPP and to document how it was initiated and implemented. The second purpose is to identify the impact of the service provided by the NFPP. While a broad base of information was collected and presented relevant to the first purpose, the specific objectives of the program provide the criteria for assessing the impact and effectiveness of the program. These specific objectives are as follows:

- to reduce repeat calls for service;
- to improve police/user satisfaction with the police;
- to increase job satisfaction of the constables;
- to increase reporting of intelligence in the area;
- to solve community problems.

6.1 CONCLUSIONS

This chapter of the report presents the conclusions of the study relevant to the purposes of the study. The conclusions are based directly on the findings presented in Chapters 4.0 and 5.0. Overall, the key conclusions can be summarized as follows:

- The program was successfully implemented.
- Overall, the program was successful in that the five program objectives were accomplished to a significant degree.
- The program as originally conceived was particularly applicable to residential settings.

- The problem solving component of the program worked well in the downtown areas. However, the other components were not well suited to this non-residential setting.

6.1.1 Reasons for Success

The process analysis of this study suggests a number of reasons why this program was successful. The reasons for success are summarized as follows:

- the program was well planned;
- the program was targeted to specific areas through identification of hot spots;
- implementation of the program was well planned. Implementation on a small scale made it manageable and observable;
- constables were well chosen. It was a good strategy to choose experienced constables who had volunteered. They were well respected in the police system and were committed to the program;
- ownership of the program was transferred to the department as a whole and integrated with regular policing approximately 6 to 8 months after it began.

6.1.2 Program Components

Conclusions based on each component of the program are presented below.

Foot Patrol

Implementing the program in targeted high crime rate areas was very useful. The visibility of the constables and their direct contact with residents of the area increased the constables' knowledge of the community and its problems. This has

contributed to both a reduction in the number of calls for service, as well as to improved user (complainant) satisfaction with the police, increased autonomy and problem solving of the constables and increased job satisfaction.

Store-fronts

Store-fronts appear to be useful in residential areas. However, public access is limited because many of the store-fronts are open only when the foot patrol constable is in the office; this may reduce the effectiveness of store-fronts.

In downtown areas, the store-fronts appear to be used more as mini police stations. While this is not consistent with the original plan of the program, it appears to be appropriate for the downtown areas.

Community Liaison Committees

The community liaison committees seem to be the least effective component of the NFPP. There is little indication of substantial effort being put forth to develop the committees as they were proposed. In the downtown areas, it appears that the concept of "community" is not applicable. Therefore, this component was even less successfully implemented in the downtown areas.

Volunteers

The use of volunteers was not universally accepted by the constables. Therefore, the effective use of volunteers varied considerably from neighbourhood to neighbourhood. In the downtown areas, the use of volunteers was hardly adopted because of the problems associated with using volunteers in potentially high risk situations.

Problem Solving

There is substantial evidence that creative approaches to problem solving in communities were adopted by the NFPP constables. While it is difficult to conceptualize the "problem solving approach," the evidence points to increased use of indirect methods to achieve long-term solutions as opposed to the use of an "enforcement" method. The major drawback to the problem-solving approach is that some of the constables seem to be overwhelmed by the responsibility of solving the complex problems in communities.

6.2 RECOMMENDATIONS

On the basis of the findings and conclusions of this study, we make the following recommendations:

- the foot patrol program should be expanded to include additional high crime rate areas;
- the program should remain flexible to permit constables the autonomy necessary to deal with the special problems of each area;
- since the program has been decentralized through integration with regular division, central monitoring of the program should continue to ensure that the components of the program are not "watered down."
- attempts should be made to keep the store-fronts open longer by staffing them with volunteers;

- the constables should be provided with training and/or management resources for the organization and use of volunteers;
- training should be provided for volunteers from a central resource;
- the community liaison component of the program should be reconsidered.

The establishment of ad hoc committees, as opposed to ongoing committees, should be considered to deal with specific community issues;

- preparation and training of the constables in problem solving methods could improve the effectiveness of this component of the program and reduce the feeling of "being out there alone";
- the use of other community resources, including other professionals and agencies, should be integrated with the problem-solving approach; and
- a specialized beat program should be developed for the downtown areas. The problem-solving component of the NFPP should be retained downtown but differences in the types of crimes that occur in these areas and the lack of a "community" culture should be considered in designing specialized beat program. Consideration should be given to locating a specialized beat program in a mini police station (i.e., staffed by several constables as opposed to one constable) located in the downtown area.

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APPENDIX A

Job Description

J O B D E S C R I P T I O N

TITLE:

NEIGHBOURHOOD FOOT PATROL CONSTABLE

GOAL:

To provide a Police Service that is Community Based and is directed at solving Community problems in the interest of Community well being and co-existence.

JOB SUMMARY:

To become a Community Team Leader/Facilitator within a designated Neighbourhood Foot Patrol Area (N.F.P.A.).

To become intimate with the social structure and problems that are legitimate Community concerns.

Collectively with residents, identify problems, determine and apply solutions and adjust accordingly.

DESCRIPTION OF DUTIES:

To decentralize service level calls to the Store Front Office and teach people to use their Police Service more intelligently.

To be responsible for initial response and investigations of calls for service (C.F.S.) (service level, priorities and high priorities).

Utilize the Complaint Handling and Dispatch Computer (CHAD) to identify all C.F.S. to repeat addresses/steady customers within the preceding 24 hours.

To attend to all telephone messages received at the Store Front Office and do all follow-up work necessary.

To become completely familiar with the N.F.P.A. Historical Profile.

To take a problem-oriented approach in dealing with the identified repeat addresses.

To act as a Community Team Leader/Facilitator in finding and applying solutions to these problems.

To eliminate the causes of repeat C.F.S.

JOB DESCRIPTION: NEIGHBOURHOOD FOOT PATROL CONSTABLE.....2

DESCRIPTION

OF DUTIES (CONT'D): To recruit responsible people to form a Neighbourhood Liaison Committee.

Recognizing that information is the lifeblood of policing, facilitate the flow of information within the Neighbourhood.

To identify and organize volunteers to staff the Store Front Office.

To attend Neighbourhood Liaison Committee Meetings and act as a Leader/Facilitator.

WORK IS

GENERATED BY:

Dispatched C.F.S.

Daily CHAD printout

Telephone messages

N.F.P.A. Historical Profile

Suggestions from Neighbourhood Liaison Committee

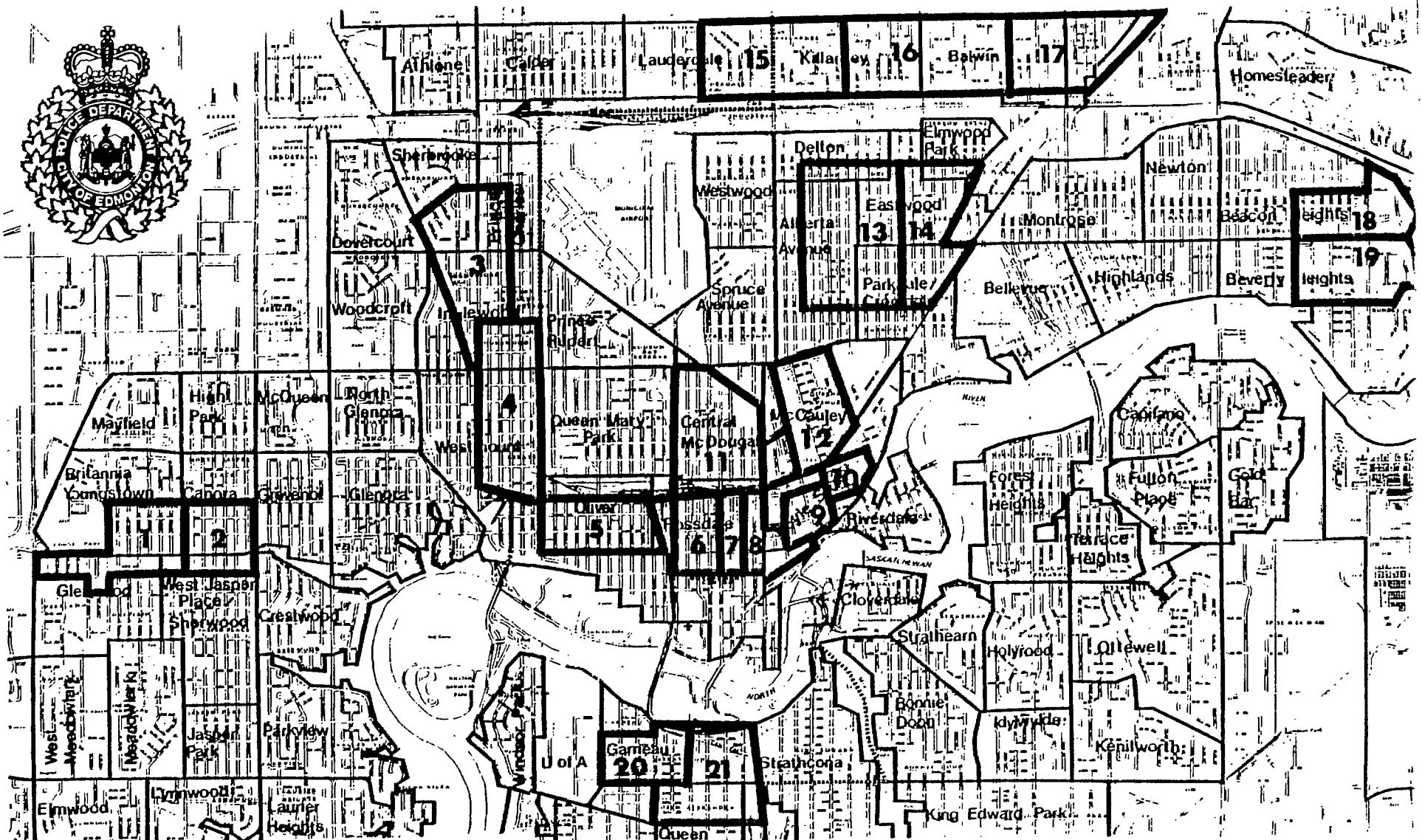
In keeping with the Community Based Policing Philosophy, the Member is responsible for creating a positive working relationship with the Community and has considerable freedom to use energy and imagination to accomplish this task. The Neighbourhood Foot Patrol Constable is the primary decision maker. There will be some "risk taking" involved in applying innovative tactics to eliminate the source of problems.

Work performed will be measured by the reductions in calls for service and elimination of problem or repeat addresses.

APPENDIX B

Map of Neighbourhood Foot Patrol Areas

Neighbourhood Foot Patrol Areas



- | | | | | | | |
|-------------------------|--------------|----------------|------------------|--------------------------|----------------------|---------------------|
| 1. BRITANNIA/YOUNGSTOWN | 4. WESTMOUNT | 7. BEAUFORT | 10. BOYLE STREET | 13. ALBERTA AVENUE | 16. KILLARNEY/BALWIN | 19. BEVERLY HEIGHTS |
| 2. CAMRA | 5. OLIVER | 8. CITY CENTRE | 11. McDougall | 14. EASTWOOD | 17. BELVEDERE | 20. GARNEAU |
| 3. INGLEWOOD | 6. CORONA | 9. DOWNTOWN | 12. McCAULLEY | 15. LAUDERDALE/KILLARNEY | 18. BEACON HEIGHTS | 21. STRATHCONA |

APPENDIX C

Daily Time Sheet and Codebook

DAILY LOG - NEIGHBOURHOOD FOOT PATROL

TIME ON:

TIME OFF:

NAME:

BEAT DISTRICT:

WATCH:

DAY:

DATE:

OVERTIME:

Number of brief contacts not recorded above (less than 10 minutes)



NEIGHBOURHOOD FOOT PATROL PROJECT EVALUATION

Time Budget Study Codebook

Please refer to sections A to H on the Daily Log in recording the codes listed below. If you are unsure how to code something, simply write in the details. We will then decide on a code when we receive the log sheet. If you have any questions, feel free to contact Donna Phillips collect at 220-4014 or 220-6653.

A. LOCATION

List both the address and type of location (code) under investigation. Also indicate where you were while you were undertaking the activity (i.e., LOCATION...OF ACTIVITY). If there are a number of locations for each activity, list them separately. Foot patrol officers - please star all "repeat-call" addresses.

CODE (with OB if outside beat area)	LOCATION TYPE
1	Street (including parking lots)
2	Business/business area
3	Bar
4	Hotel/motel
5	Apartment/duplex/condominiums
6	Single family dwelling
7	School/schoolyard
8	General beat area (not applicable for car patrol)
9	Division office
10	Store-front office (not applicable for car patrol)
11	Headquarters
12	Court
13	Patrol Car
14	Other (specify)

B. CONTACT PERSON

List the last name and initials of the person(s) under investigation. Also list one of the codes below to indicate what role they assumed. Then list the last name and initials of the person(s) you were dealing with during the activity (contact person). Also list one of the codes below to indicate what role they assumed. If the person under investigation and the contact person are the same, indicate this with an arrow.

If your contact was by phone, add P beside the code. You may also record their phone number for your own information. If you spoke with two or more people, use separate lines for each name and code. In this case some or all of the other categories may remain the same. If so, please use ditto marks or arrows to indicate that this information is unchanged.

Please specify if the contact person fits two categories - for example, if you spoke to the complainant who was also a witness, or if you spoke to a reporter who is also the witness state: "complainant is also witness," or "reporter is also witness." In this case, the code numbers would not be necessary.

CODE (if by phone, add P)	CONTACT PERSON
1	Complainant and/or victim
2	Suspect (specific incident/offence involved)
3	Suspicious person (green tag, druggie, drunk, etc. - no specific incident)
4	Reporter
5	Informant
6	Witness
7	Police officer

- 8 = Other professional (social worker, teacher, etc.)
- 9 = Citizen (general)
- 10 = Volunteer
- 11 = Business person (owner, manager, etc.)
- 12 = Other (specify)

C. ACTIVITY

If there is more than one activity to be noted for each location or contact person, list each activity code on a separate line. It is not necessary to repeat the location or contact person if they remain the same. If so, please use ditto marks or arrows to indicate that this information is unchanged.

CODE

ACTIVITY

GENERAL

- 1 = Foot patrol (walk and talk, with no specific incidents)
- 2 = Assisting citizen - no offence or complaint involved (directions, etc.)

SPECIFIC

- 3 = Initial investigation (includes "ID"ing suspicious person on street)
- 4 = Follow-up investigation
- 5 = Problem solving (of repeat-call addresses, etc.)
- 6 = Community work (introducing program, lectures, meetings, working on community projects, etc.)
- 7 = Collaboration with other professionals re: a specific person or address
- 8 = Administration (paperwork, etc.)
- 9 = Executing warrant
- 10 = Seizing property
- 11 = VAG (Street Information Reports) (includes gathering needed intelligence)
- 12 = Arrest
- 13 = Travelling by car (from point A to B)
- 14 = Travelling by foot (from point A to B)
- 15 = Traffic enforcement (for example, AG44 - TAGs)
- 16 = Court-related activity (appearing in, or preparing for court)
- 17 = Mediation, counselling, advice
- 18 = Assisting other police officers (specify what you are assisting them with)
- 19 = Referring to agency (including transporting to hospital, Spady house, etc.)
- 20 = Lunch
- 21 = EPD meetings, classes, etc.
- 22 = Other (specify)

D. TIME SPENT

If over 10 minutes are spent on any one activity, list the amount of time you spent on that activity in minutes. If less than 10 minutes are spent, list < 10.

E. INCIDENT/OFFENCE

Use EPD offence codes (CHAD). If you must use one of the "other" categories listed in CHAD, please write beside the code the type of incident it was. This category would be left blank if the activity was, for example, community work, administration, travelling by car, etc. Complete only if a specific incident or offence is involved. If the incident involved family violence please state this and record the nature of the incident.

Add CFS-COM (call for service from communications) after the code if your involvement was a response to a call for service, or CFS-BO if your involvement was a response to a call from your beat office, or a request from someone on your beat. Add SI after the code if it was self-initiated (use SI for all follow up, or if you discover a problem while on patrol).

CODE (add CFS-COM, CFS-BO, or SI)	INCIDENT TYPE
--------------------------------------	---------------

All EPD codes	As per CHAD
---------------	-------------

F. RESULT OF ACTIVITY

If applicable, list outcome of the activity undertaken. Often this will not be applicable, as may be implied in the description of the activity (for example, travelling, administration, arrest, etc.) Complete this section if a separate specific result occurred. If two or more outcomes occurred, list all of the applicable codes separated by commas.

CODE	OUTCOME
1 =	Charges laid
2 =	Charges being considered (i.e., still under investigation)
3 =	Problem lessened or solved (comment)
4 =	Referral made (state to whom)
5 =	Useful information obtained
6 =	Information relayed to another person (police officer, security guard, etc.)
7 =	Other (specify)

G. FILE #

List if one exists.

H. COMMENTS

List comments for your use, (names, phone numbers, if things are quiet or busy, or if you notice something suspicious, etc.). Also list details you think we may be interested in.

* * *

Thank you for the time and effort you have taken to use this log sheet and code-book.

APPENDIX D

Service User Survey

CITY OF EDMONTON POLICE DEPARTMENT
NEIGHBOURHOOD FOOT PATROL PROJECT

SERVICE USER SURVEY
(FOOT PATROL)

Prepared by the Canadian Research Institute for Law and the Family
with the valuable and ongoing assistance and contributions of:

Police Foundation, Washington, D.C.,
Chief David Couper and the staff of
the Madison P.D., Madison, Wisconsin.

May 1989

PRE-INTERVIEW

Identification number of interviewee _____ Phone _____

Time of interview _____ Date of interview _____

Interviewer _____

INSTRUCTIONS

Look on the Sample Sheet to ensure whether you are calling a business telephone or a private residence. Listen carefully to how the telephone is answered to help ascertain if it is a business or a residence.

After insuring that you have reached the correct person as identified in the sample, on the phone, you may begin your interview.

TELEPHONE INTRODUCTION

Hello, my name is _____. I am working for the Canadian Research Institute for Law and the Family. It is a research unit based at the University of Calgary.

We are doing a survey to evaluate the services provided by the Edmonton City Police, Neighbourhood Foot Patrol. I would like to talk with you because we understand that you have had some contact with the Foot Patrol in the last six month period. Because you have had some contact, I believe you have some valuable opinions and observations that may help others to develop programs addressing neighbourhood problems.

SCREENING QUESTIONS:

1) I don't want to take too much of your time, but I think I have reached you at your residence (work), is that correct?

RESIDENCE----- CONTINUE

TO

WORK----- SCREENING Q.

P. 2

2) Since I have reached you at work, do you have ten minutes to do the interview right now, and I promise I won't take any longer than ten minutes?

Yes----- | No----- | ARRANGE ANOTHER TIME AND

TELEPHONE NUMBER TO

COMPLETE THE INTERVIEW

Ph. _____ Time _____

Date _____

CONTINUE INTERVIEW

SCREENING QUESTIONS CONTINUED

Everything you tell me will be kept strictly confidential and it will be used only to prepare a report. You will not be identified in the report and no individual's answer will be identified. Your participation is voluntary, but your cooperation will be most helpful.

ONLY ASK THOSE WHOM YOU HAVE REACHED AT WORK.

- 3) Since I have reached you at work, do you live in this same neighbourhood where you work?

Yes-----

No-----| SINCE YOU DON'T

LIVE IN THIS NEIGHBOURHOOD, THE QUESTIONS I
AM GOING TO ASK WILL RELATE TO THE
NEIGHBOURHOOD THAT YOU WORK IN. SO WHEN I
ASK THESE QUESTIONS, PLEASE THINK ABOUT THE
NEIGHBOURHOOD THAT YOU ARE WORKING IN.
**ASK THE QUESTIONS USING THE RELEVANT TERMS

I NEIGHBOURHOOD QUESTIONS

I have a few questions about the neighbourhood where I have reached you...:

- 1) How long have you lived (worked) in this neighbourhood?

Years _____ 99 Don't Know _____
Months _____ (if less than 1 yr) No response _____

- 2) In general, in the past year would you say this neighbourhood has become a better place to live (work), gotten worse, or stayed about the same?

1 Better _____ 9 Don't Know _____
2 Same _____ No Response _____
3 Worse _____

- 3) All things considered, what do you think this neighbourhood will be like a year from now? Will it be a better place to live (work), have gotten worse, or stayed about the same?

1 Better _____ 9 Don't Know _____
2 Same _____ No Response _____
3 Worse _____

- 4) On the whole, how do you feel about this neighbourhood as a place to live (work)? Are you...

1 Very satisfied _____ 9 Don't Know _____
2 Somewhat satisfied _____ No Response _____
3 Neutral _____
4 Somewhat dissatisfied _____
5 Very dissatisfied? _____

II QUESTIONS ABOUT POLICE CONTACT EXPERIENCE BY RESPONDENT

I am going to ask you some questions which relate to the contact that you had with the police in _____ of last year (1988).

- 1) Are you aware that the Neighbourhood Foot Patrol Program is a special program of the Edmonton City Police?

1 Yes _____ 2 No _____

- 2) Did you know that in _____ (date) you were contacted by a foot patrol officer?

1 Yes _____ 2 No _____

- 3) Do you recall the specific incident?

1 Yes _____ 2 No _____ ---- PROMPT

- 4) When you think back to this time, do you recall the officer who came to investigate?

1 Yes _____ 2 No _____

- 5) When you talked to the officer, did he pay careful attention to you?

1 Yes _____ 9 Don't Recall _____
2 No _____ No Response _____

- 6) Did the officer clearly explain what action he would take in response to your contact?

1 Yes _____ 9 Don't Recall _____
2 No _____ No Response _____

- 7) Did you find the police officer to be

1 Very helpful _____
2 Somewhat helpful _____
3 Not very helpful _____
4 Not at all helpful _____
9 Don't Recall _____

- 8) When you talked to the officer was he

1 Very polite _____
2 Somewhat polite _____
3 Not very polite _____
4 Not at all polite _____
9 Don't Recall _____

9) At the conclusion of your initial contact with the officer, how confident were you that the problem would be resolved

- 1 Very confident _____
- 2 Somewhat confident _____
- 3 Somewhat unconfident _____
- 4 Very unconfident _____
- 9 Don't recall _____

10) How did you feel about the incident or crime that you reported or witnessed?

- 1 Very frightened _____
- 2 Somewhat frightened _____
- 3 Not at all frightened _____
- 9 Don't recall _____

11) Did you have any other feelings about the incident?

- | | |
|--------------------|----------------------|
| 1 Angry _____ | 5 Helpless _____ |
| 2 Confused _____ | 6 Down _____ |
| 3 Hurt _____ | 7 Other _____ |
| 4 Frustrated _____ | 9 Don't recall _____ |
| | No Response _____ |

PROBE: How did you feel about the incident occurring?

12) Did the officer understand the feelings that you had towards the crime or incident?

- 1 Clearly understood _____
- 2 Some understanding _____
- 3 Somewhat misunderstood _____
- 4 Clearly misunderstood _____
- 9 Don't recall _____

13) Did the officer's manner or style help you to feel comfortable about reporting the complaint?

1 Yes _____ 2 No _____ 3 Mixed feelings _____

14) Did the officer's style or manner help you to feel more comfortable or relaxed following the incident?

Yes _____ ---- | 2 No _____ To Q.16 3 Mixed feelings _____

15) Can you describe what the officer did or said that made you feel better? _____

16) Following this initial contact with the officer, did the same officer return to let you know how the problem was resolved?

1 Yes _____ 2 No _____

17) Was there any additional contact with the police following the initial incident or report?

1 Yes _____ 2 No _____ To Q.19

18) Did you feel satisfied by the follow-up contact with the police?

1 Very satisfied _____
2 Somewhat satisfied _____
3 Neutral _____
4 Somewhat dissatisfied _____
5 Very dissatisfied _____
9 Don't remember _____

19) Did you hear whether the incident was resolved?

1 Yes _____ ---- | 2 No _____ TO Q.21

20) How did you learn how the incident was resolved?

1 Newspaper _____	6 Relative _____
2 Television _____	7 Other _____ (specify)
3 Radio _____	
4 Neighbour _____	9 Don't Recall _____
5 Friend _____	No Response _____

21 How satisfied are you that justice has been served?

1 Very satisfied _____
2 Somewhat satisfied _____
3 Neutral _____
4 Somewhat dissatisfied _____
5 Very dissatisfied _____
No response _____

22) Do you have any additional concerns arising from your contact with the officer?

23) Overall, how satisfied were you with the way the officer responded?

1 Very satisfied _____
2 Somewhat satisfied _____
3 Neutral _____
4 Not very satisfied _____
5 Not at all satisfied _____
9 Don't recall _____

24) How would you evaluate the service? What aspects were good? [PROBE]

GOOD

- (1) _____
(2) _____
(3) _____

25) What aspects were poor? [PROBE]

- Poor (1) _____
(2) _____
(3) _____

26) What could the Edmonton City Police do to improve their service?

- 1) _____
2) _____
3) _____

27) Would you call the police again under similar circumstances?

1 Yes _____
If not, why not?

III GENERAL EVALUATION OF POLICE EFFECTIVENESS

Now, I am going to read you another list of some things that relate to how good a job the police do in this neighbourhood. After I read each one, please tell me whether you think they are doing a very good job, a good job, a fair job, a poor job, or a very poor job?

	VERY GOOD JOB	GOOD JOB	FAIR JOB	POOR JOB	POOR JOB	DON'T JOB	KNOW
--	---------------------	-------------	-------------	-------------	-------------	--------------	------

1) How good a job are the police doing in working together with residents of this neighbourhood to solve local problems? 1 2 3 4 5 9

[PROMPT AS NECESSARY: "Do you think they are doing a very good job, good job,..."]

- | | | | | | | |
|--|---|---|---|---|---|---|
| 2) How good a job are the police doing with the problems that really concern people in this neighbourhood? | 1 | 2 | 3 | 4 | 5 | 9 |
| 3) How good a job are they doing to prevent crime | 1 | 2 | 3 | 4 | 5 | 9 |
| 4) How good a job are they doing in helping people out after they have been victims of crime? | 1 | 2 | 3 | 4 | 5 | 9 |
| 5) How good a job are the police doing in keeping order on the streets of this neighbourhood? | 1 | 2 | 3 | 4 | 5 | 9 |
| 6) How good a job are the police doing at treating the people politely in this neighbourhood? | 1 | 2 | 3 | 4 | 5 | 9 |
| 7) Are the police doing a good job of treating the people fairly in this neighbourhood? | 1 | 2 | 3 | 4 | 5 | 9 |

IV BACKGROUND INFORMATION

We are now at the last questions. These questions have been included to provide some additional information on the background of the people that we talk to.

- 1) Age _____
- 2) Gender Male _____ Female _____
- 3) Marital Status (one only)
1 Single _____ 4 Separated (living alone) _____
2 Common-law _____ 5 Divorced _____
3 Married _____ 6 Widowed _____
- 4) What is the highest grade or year of school that you have completed?
Gr. 7 8 9 10 11 (circle the response)
12 High school completed _____
13 Post Secondary incomplete some courses _____
14 1 year technical or college _____ (completed)
15 2 year technical or college _____ (completed)
16 4 year degree _____
17 graduate studies _____
18 post graduate _____
- 5) What is your current occupation?

Thank you very much for your time and participation. I recognize that this questionnaire is long and takes a lot of work. I very much appreciate your effort.

CITY OF EDMONTON POLICE DEPARTMENT
NEIGHBOURHOOD FOOT PATROL PROJECT

SERVICE USER SURVEY
(MOTOR PATROL)

Prepared by the Canadian Research Institute for Law and the Family
with the valuable and ongoing assistance and contributions of:

Police Foundation, Washington, D.C.,
Chief David Couper and the staff of
the Madison P.D., Madison, Wisconsin.

May 1989

PRE-INTERVIEW

Identification number of interviewee _____ Phone _____

Time of interview _____ Date of interview _____

Interviewer _____

INSTRUCTIONS

Look on the Sample Sheet to ensure whether you are calling a business telephone or a private residence. Listen carefully to how the telephone is answered to help ascertain if it is a business or a residence.

After insuring that you have reached the correct person as identified in the sample, on the phone, you may begin your interview.

TELEPHONE INTRODUCTION

Hello, my name is _____. I am working for the Canadian Research Institute for Law and the Family. It is a research unit based at the University of Calgary.

We are doing a survey to evaluate the services provided by the City of Edmonton Police Department. I would like to talk with you because we understand that you have had some contact with the Motor Patrol in the last six month period. I believe you have some valuable opinions and observations that may help others to develop programs addressing police problems.

SCREENING QUESTIONS:

- 1) I don't want to take too much of your time, but I think I have reached you at your residence (work), is that correct?

RESIDENCE----- CONTINUE
TO

WORK----- SCREENING Q.
P. 2

- 2) Since I have reached you at work, do you have ten minutes to do the interview right now, and I promise I won't take any longer than ten minutes?

Yes----- No----- ARRANGE ANOTHER TIME AND
TELEPHONE NUMBER TO

COMPLETE THE INTERVIEW

Ph. _____ Time _____
Date _____

CONTINUE INTERVIEW

SCREENING QUESTIONS CONTINUED

Everything you tell me will be kept strictly confidential and it will be used only to prepare a report. You will not be identified in the report and no individual's answer will be identified. Your participation is voluntary, but your cooperation will be most helpful.

ONLY ASK THOSE WHOM YOU HAVE REACHED AT WORK.

- 3) Since I have reached you at work, do you live in this same neighbourhood where you work?

Yes-----

No----- | SINCE YOU DON'T
LIVE IN THIS NEIGHBOURHOOD, THE QUESTIONS I
AM GOING TO ASK WILL RELATE TO THE
NEIGHBOURHOOD THAT YOU WORK IN. SO WHEN I
ASK THESE QUESTIONS, PLEASE THINK ABOUT THE
NEIGHBOURHOOD THAT YOU ARE WORKING IN.
**ASK THE QUESTIONS USING THE RELEVANT TERMS

I NEIGHBOURHOOD QUESTIONS

I have a few questions about the neighbourhood where I have reached you...

- 1) How long have you lived (worked) in this neighbourhood?

Years _____ 99 Don't Know _____
Months _____ (if less than 1 yr.) No response _____

- 2) In general, in the past year would you say this neighbourhood has become a better place to live (work), gotten worse, or stayed about the same?

1 Better _____ 9 Don't Know _____
2 Same _____ No Response _____
3 Worse _____

- 3) All things considered, what do you think this neighbourhood will be like a year from now? Will it be a better place to live (work), have gotten worse, or stayed about the same?

1 Better _____ 9 Don't Know _____
2 Same _____ No Response _____
3 Worse _____

- 4) On the whole, how do you feel about this neighbourhood as a place to live (work)? Are you...

1 Very satisfied _____ 9 Don't Know _____
2 Somewhat satisfied _____ No Response _____
3 Neutral _____
4 Somewhat dissatisfied _____
5 Very dissatisfied? _____

II QUESTIONS ABOUT POLICE CONTACT EXPERIENCED BY RESPONDENT

I am going to ask you some questions which relate to the City of Edmonton's Neighbourhood Foot Patrol Program.

- 1A) Are you aware that the Neighbourhood Foot Patrol Program is a special program of the Edmonton City Police?

1 Yes _____ 2 No _____

- 1B) Have you had any contact with any Edmonton Foot Patrol constables?

1 Yes _____ 2 No _____ To Q. 2

- 1C) When did the contact with the Foot Patrol constable occur?

Date _____ Place _____

- 1D) What were the circumstances of the incident?

List _____

Now I am going to ask you some questions which relate to the contact that you had with the motor patrolman in _____ (date) of last year (1988).

- 2) Did you know that in _____ (date) you were contacted by a motor patrol officer?

1 Yes _____ 2 No _____

- 3) Do you recall the specific incident?

1 Yes _____ 2 No _____ ---- PROMPT

- 4) When you think back to this time, do you recall the officer who came to investigate?

1 Yes _____ 2 No _____

- 5) When you talked to the officer, did he pay careful attention to you?

1 Yes _____ 9 Don't Recall _____
2 No _____ No Response _____

- 9) Did the officer clearly explain what action he would take in response to your contact?

1 Yes _____ 9 Don't Recall _____
2 No _____ No Response _____

7) Did you find the police officer to be

- 1 Very helpful _____
- 2 Somewhat helpful _____
- 3 Not very helpful _____
- 4 Not at all helpful _____
- 9 Don't Recall _____

8) When you talked to the officer was he

- 1 Very polite _____
- 2 Somewhat polite _____
- 3 Not very polite _____
- 4 Not at all polite _____
- 9 Don't Recall _____

9) At the conclusion of your initial contact with the officer, how confident were you that the problem would be resolved

- 1 Very confident _____
- 2 Somewhat confident _____
- 3 Somewhat unconfident _____
- 4 Very uncertain _____
- 9 Don't recall _____

10) How did you feel about the incident or crime that you reported or witnessed?

- 1 Very frightened _____
- 2 Somewhat frightened _____
- 3 Not at all frightened _____
- 9 Don't recall _____

11) Did you have any other feelings about the incident?

- | | |
|--------------------|-------------------------|
| 1 Angry _____ | 5 Helpless _____ |
| 2 Confused _____ | 6 Down _____ |
| 3 Hurt _____ | 7 Other _____ (specify) |
| 4 Frustrated _____ | 9 Don't recall _____ |
| | No Response _____ |

PROBE: How did you feel about the incident occurring?

12) Did the officer understand the feelings that you had towards the crime or incident?

- 1 Clearly understood _____
- 2 Some understanding _____
- 3 Somewhat misunderstood _____
- 4 Clearly misunderstood _____
- 9 Don't recall _____

13) Did the officer's manner or style help you to feel comfortable about reporting the complaint?

1 Yes _____ 2 No _____ 3 Mixed feelings _____

14) Did the officer's style or manner help you to feel more comfortable or relaxed following the incident?

1 Yes _____ ----| 2 No _____ To Q.16 3 Mixed feelings _____

15) Can you describe what the officer did or said that made you feel better? _____

16) Following this initial contact with the officer, did the same officer return to let you know how the problem was resolved?

1 Yes _____ 2 No _____

17) Was there any additional contact with the police following the initial incident or report?

1 Yes _____ 2 No _____ To Q.19

18) Did you feel satisfied by the follow-up contact with the police?

1 Very satisfied _____
2 Somewhat satisfied _____
3 Neutral _____
4 Somewhat dissatisfied _____
5 Very dissatisfied _____
9 Don't remember _____

19) Did you hear whether the incident was resolved?

1 Yes _____ ----| 2 No _____ TO Q.21

20) How did you learn how the incident was resolved?

1 Newspaper _____	6 Relative _____
2 Television _____	7 Other _____ (specify)
3 Radio _____	9 Don't recall _____
4 Neighbour _____	No Response
5 Friend _____	

21) How satisfied are you that justice has been served?

1 Very satisfied _____
2 Somewhat satisfied _____
3 Neutral _____
4 Somewhat dissatisfied _____
5 Very dissatisfied _____
9 No response _____

22) Do you have any additional concerns arising from your contact with the officer?

23) Overall, how satisfied were you with the way the officer responded?

- 1 Very satisfied _____
- 2 Somewhat satisfied _____
- 3 Neutral _____
- 4 Not very satisfied _____
- 5 Not at all satisfied _____
- 9 Don't recall _____

24) How would you evaluate the service? What aspects were good? [PROBE]

GOOD

(1) _____

(2) _____

(3) _____

25) What aspects were poor? [PROBE]

Poor (1) _____

(2) _____

(3) _____

26) What could the Edmonton City Police do to improve their service?

1) _____

2) _____

3) _____

27) Would you call the police again under similar circumstances?

1 Yes _____
If not, why not?

III GENERAL EVALUATION OF POLICE EFFECTIVENESS

Now, I am going to read you another list of some things that relate to how good a job the police do in this neighbourhood. After I read each one, please tell me whether you think they are doing a very good job, a good job, a fair job, a poor job, or a very poor job?

		VERY GOOD JOB	GOOD JOB	FAIR JOB	POOR JOB	POOR JOB	VERY DON'T KNOW
1)	How good a job are the police doing in working together with residents of this neighbourhood to solve local problems?	1	2	3	4	5	9
	[PROMPT AS NECESSARY: "Do you think they are doing a very good job, good job,..."]						
2)	How good a job are the police doing with the problems that really concern people in this neighbourhood?	1	2	3	4	5	9
3)	How good a job are they doing to prevent crime	1	2	3	4	5	9
4)	How good a job are they doing in helping people out after they have been victims of crime?	1	2	3	4	5	9
5)	How good a job are the police doing in keeping order on the streets of this neighbourhood?	1	2	3	4	5	9
6)	How good a job are the police doing at treating the people politely in this neighbourhood?	1	2	3	4	5	9
7)	Are the police doing a good job of treating the people fairly in this neighbourhood?	1	2	3	4	5	9

IV BACKGROUND INFORMATION

We are now at the last questions. These questions have been included to provide some additional information on the background of the people that we talk to.

1) Age _____

2) Gender Male _____ Female _____

3) Marital Status (one only)

1 Single _____
2 Common-law _____
3 Married _____

4 Separated (living alone) _____
5 Divorced _____
6 Widowed _____

4) What is the highest grade or year of school that you have completed?
Gr. 7 8 9 10 11 (circle the response)

12 High school completed _____
13 Post Secondary incomplete some courses _____
14 1 year technical or college _____ (completed)
15 2 year technical or college _____ (completed)
16 4 year degree _____
17 graduate studies _____
18 post graduate _____

5) What is your current occupation?

Thank you very much for your time and participation. I recognize that this questionnaire is long and takes a lot of work. I very much appreciate your effort.

APPENDIX E

Personnel Survey

**CITY OF EDMONTON POLICE DEPARTMENT
NEIGHBOURHOOD FOOT PATROL PROJECT**

PERSONNEL SURVEY

Prepared by the Canadian Research Institute for Law and the Family with the valuable and ongoing assistance and contributions of:

Police Foundation, Washington, D.C.,
Chief David Couper and the staff of
the Madison P.D., Madison, Wisconsin

April 1988

INSTRUCTIONS

Most of the questions can be answered by checking or circling an appropriate response. If you do not find the exact answer that fits your case, choose the one that comes the closest to it. Completing the questionnaire should take approximately 15 minutes.

Some questions may not be applicable to the job you are now doing in the Department. If a question is not relevant to you, please check the "not applicable" code if one has been provided; otherwise, write NA (not applicable) beside the item and go on to the next one.

The value of this study to you, your associates and the Edmonton Police Department depends on your thought-fulness and honesty. Please answer the following questions as they relate to your past experiences over the last six months of work. Please do not discuss this survey with your fellow officers and remember that you will never be identified by your responses. The information you provide is strictly confidential, will remain anonymous, and will be accessible to only the research team of the Canadian Research Institute for Law and the Family.

Please complete the questionnaire at your earliest convenience and return it to us in the self addressed envelope provided. If you have any questions about the survey, please do not hesitate to call us collect at (403)220-6653.

Thank you for your cooperation.

Joe Hornick
Joe Hudson
CRILF

SECTION I: BACKGROUND INFORMATION

Instructions: The following questions have been included to provide some information about police officers and their backgrounds. Please check or fill in appropriate information.

- 1) _____ Age
- 2) _____ Male _____ Female
- 3) Marital Status:
_____ 1) Never married _____ 2) Unmarried/living as a couple _____ 3) Married
_____ 4) Divorced _____ 5) Widowed
- 4) What is the highest level of formal education you have completed to date? (check only one)
_____ 1) Graduate from a high school
_____ 2) Some technical school, but not a graduate
_____ 3) Graduate from technical school
_____ 4) Some college courses, but did not graduate
_____ 5) Graduate from community college
_____ 6) Graduate from university
_____ 7) Some graduate courses in university
_____ 8) Graduate degree(s)
- 5) If you have taken any university or college courses, what was your major area of study? Please specify.

- 6) Please check the Unit to which you were assigned during the past six months.
_____ 1) Patrol Division
_____ 2) Beat Detail
_____ 3) Other. Please specify.

- 7) How long were or have you been assigned to that Unit/Division?
____ Years ____ Months
- 8) How long have you been with the Edmonton Police Department?
____ Years ____ Months

9) How old were you when you joined the Department?

____ Years of age

10) If you had an occupation prior to becoming a policemen, please specify that occupation.

SECTION II: ATTITUDES TOWARD POLICE FUNCTION

Instructions: Please rate the Department's Regular Patrol Division with respect to the areas listed below. Circle the number that best describes your opinion.

	VERY NEGATIVE	MODERATELY NEGATIVE	SLIGHTLY NEGATIVE	SLIGHTLY POSITIVE	MODERATELY POSITIVE	VERY POSITIVE
1) Effectiveness in handling non-criminal street activity	1	2	3	4	5	6
2) Prevention of crime	1	2	3	4	5	6
3) Rapid response to calls for service	1	2	3	4	5	6
4) Reducing citizen fear of crime in the community	1	2	3	4	5	6
5) Promoting good police-community relations	1	2	3	4	5	6
6) Cost effectiveness: "giving the public its money's worth"	1	2	3	4	5	6
7) Obtaining citizen support	1	2	3	4	5	6
8) Obtaining support from business merchants	1	2	3	4	5	6
9) Creating a sense of security among citizens	1	2	3	4	5	6
10) Ability to collect information on the beat	1	2	3	4	5	6
11) Knowledge of activities on the beat	1	2	3	4	5	6
12) As a training ground for recruits	1	2	3	4	5	6
13) In delivering a full range of police services	1	2	3	4	5	6
14) In obtaining support from community minority groups	1	2	3	4	5	6

SECTION III: ATTITUDES TOWARD POLICE PERFORMANCE ISSUES

Instructions: Listed below are a number of statements relating specifically to police work and law enforcement in Edmonton. Please circle the number that corresponds to the extent you agree or disagree with each statement.

		STRONGLY AGREE	AGREE	NEITHER DISAGREE OR AGREE	DISAGREE	STRONGLY DISAGREE
1)	Police officers should not become personally familiar with the residents of the area they patrol.	1	2	3	4	5
2)	Police officers should be sincerely concerned about the well-being of the citizens in the neighbourhood they patrol.	1	2	3	4	5
3)	All laws should be enforced at all times, otherwise people lose respect for the law.	1	2	3	4	5
4)	The average patrol officer spends a great deal of time enforcing traffic laws.	1	2	3	4	5
5)	Police officers are kept so busy that they seldom have a chance to relax.	1	2	3	4	5
6)	Most people do not respect the police.	1	2	3	4	5
7)	The relationship between the police and the people of Edmonton is very good.	1	2	3	4	5
8)	A police officer is more likely to arrest a person who displays what he/she considers to be a bad attitude.	1	2	3	4	5
9)	It doesn't take much formal education to be a good police officer.	1	2	3	4	5
10)	During a working day, a police officer often must do the same things time after time.	1	2	3	4	5
11)	Detectives in the E.P.D. do a good job of providing intelligence information to patrol officers.	1	2	3	4	5
12)	An officer who is doing a good job is bound to get an occasional citizen complaint.	1	2	3	4	5
13)	Citizens don't understand the problems of the police in Edmonton.	1	2	3	4	5
14)	In investigations of citizen complaints, it seems like a citizen's word is worth more than that of a police officer.	1	2	3	4	5
15)	Police officers are really no different than citizens.	1	2	3	4	5

		STRONGLY AGREE	AGREE	NEITHER DISAGREE OR AGREE	DISAGREE	STRONGLY DISAGREE
16)	Investigations of police misconduct are usually biased in favor of officers.	1	2	3	4	5
17)	It is more important that a police officer has very few citizen complaints than to have an impressive record of making arrests.	1	2	3	4	5
18)	If police put as much effort into crime prevention as they do into investigation after a crime has been committed, we would be further ahead in reducing crime.	1	2	3	4	5
19)	Patrol officers often have so much time on their hands they get bored.	1	2	3	4	5
20)	E.P.D. has a fair system in place that recognizes police officers who do a good job.	1	2	3	4	5
21)	Officers presently assigned to foot patrol and neighbourhood offices could be more effectively utilized doing patrol work with time set aside for special tasks.	1	2	3	4	5
22)	An officer on foot can develop a greater awareness of citizen expectations of the police than might be learned in a squad car.	1	2	3	4	5
23)	The use of foot patrols is a waste of manpower.	1	2	3	4	5
24)	Problem solving should not be part of an officers responsibility.	1	2	3	4	5
25)	Today, it is better to avoid any chance of citizen complaints than to try and build an impressive arrest record.	1	2	3	4	5
26)	There is not enough communication between officers on different shifts or in other assignments/bureaus.	1	2	3	4	5
27)	A university education should be a job requirement for the department.	1	2	3	4	5
28)	Female police officers are equally as effective as male officers are.	1	2	3	4	5
29)	Good police work requires that officers concern themselves with the consequences of crime and not with its roots or causes.	1	2	3	4	5
30)	Police officers don't really understand the problems of citizens.	1	2	3	4	5

		STRONGLY AGREE	AGREE	NEITHER DISAGREE OR AGREE	DISAGREE	STRONGLY DISAGREE
31)	As long as a law is on the books, the police must enforce it.	1	2	3	4	5
32)	Police officers often treat whites better than they do non-whites.	1	2	3	4	5
33)	The supervisors I work with think foot patrol is a waste of people.	1	2	3	4	5
34)	In certain areas of Edmonton, an aggressive bearing is more useful to a patrol officer on the beat rather than a courteous manner.	1	2	3	4	5
35)	People in this city generally look up to the police.	1	2	3	4	5
36)	I get enough credit for my performance on the job.	1	2	3	4	5
37)	Motorized patrols are often so busy answering calls for service that they have no time for conducting preventive patrol or providing other services.	1	2	3	4	5
38)	A university education should be a job requirement.	1	2	3	4	5
39)	Beat officers don't receive enough information about crime patterns in their respective patrol areas.	1	2	3	4	5
40)	E.P.D. hiring practices have increased the quality of the organization.	1	2	3	4	5
41)	A university education does not improve police performance.	1	2	3	4	5
42)	Officers often share information about known suspects in their patrol area.	1	2	3	4	5
43)	E.P.D. management communicates goals, objectives and policies clearly to all employees.	1	2	3	4	5
44)	I rarely receive praise for the work I do.	1	2	3	4	5
45)	Most of the decisions or judgments I make are seldom if ever changed or modified by a supervisor/manager.	1	2	3	4	5
46)	The presence of marked patrol cars reduces a citizen's fear of crime more effectively than foot patrols do.	1	2	3	4	5
47)	Detectives are often so busy doing follow up investigations they have no time for other activities.	1	2	3	4	5

		STRONGLY AGREE	AGREE	NEITHER DISAGREE OR AGREE	DISAGREE	STRONGLY DISAGREE
48)	I am my own boss in almost every work related situation.	1	2	3	4	5
49)	Patrol officers frequently have the opportunity to discuss "beat problems" with their supervisors.	1	2	3	4	5
50)	I feel there should be about as many minorities on the department as there are in the city itself.	1	2	3	4	5
51)	Officers are often well informed as to the problems and crime patterns of their patrol areas.	1	2	3	4	5
52)	The position of detective could be used more effectively in this department.	1	2	3	4	5
53)	There should be ways to improve your rank by doing a good job at patrol work instead of becoming a supervisor/manager.	1	2	3	4	5
54)	It is encouraging to see the high level of idealism maintained by some officers.	1	2	3	4	5

SECTION IV: JOB SATISFACTION

Instructions: Please circle the number that corresponds to the extent you agree or disagree with each statement listed below, as they related to your personal attitudes about your last six months of work.

		STRONGLY AGREE	AGREE	NEITHER DISAGREE OR AGREE	DISAGREE	STRONGLY DISAGREE
1)	The supervision I receive is the kind that tends to discourage me from giving extra effort.	1	2	3	4	5
2)	My overall attitude toward my job is unfavorably influenced by the people I work with.	1	2	3	4	5
3)	My supervisor has more good traits than bad ones.	1	2	3	4	5
4)	Almost none of the work I do stirs up real enthusiasm on my part.	1	2	3	4	5
5)	There is quite a bit of friction among my work unit/shift.	1	2	3	4	5
6)	Most of the time when I finish a day's work, I feel I've accomplished something really worthwhile.	1	2	3	4	5

		STRONGLY AGREE	AGREE	NEITHER DISAGREE OR AGREE	DISAGREE	STRONGLY DISAGREE
7)	I frequently feel that I would be better off working under a different supervisor.	1	2	3	4	5
8)	For the job I do, I feel the amount of money I make is good.	1	2	3	4	5
9)	I am satisfied with my physical working conditions.	1	2	3	4	5
10)	I am dissatisfied with the amount of work I am expected to do.	1	2	3	4	5
11)	The way I am treated by my supervisor has a favorable influence on my overall attitude toward my job.	1	2	3	4	5
12)	I'm making some progress getting ahead in the E.P.D.	1	2	3	4	5
13)	I am satisfied with the supervision I receive.	1	2	3	4	5
14)	The way pay and benefits are handled in the E.P.D. makes it worthwhile for me to work hard.	1	2	3	4	5
15)	The amount of work I'm expected to do has a favorable influence on my overall attitude toward my job.	1	2	3	4	5
16)	My feelings about my future with E.P.D. have a favorable influence on my overall attitude toward my job.	1	2	3	4	5
17)	The amount of work I'm expected to do makes it difficult for me to do my job well.	1	2	3	4	5
18)	The kind of work I do has a fairly favorable influence on my overall attitude toward my job.	1	2	3	4	5
19)	I like the kind of work I do very much.	1	2	3	4	5
20)	I enjoy nearly all the things I do on my job.	1	2	3	4	5
21)	The efforts of my supervisor add quite a bit to the success of my work unit/squad.	1	2	3	4	5
22)	My work load is seldom too heavy.	1	2	3	4	5
23)	Work like mine tends to discourage me from doing my best.	1	2	3	4	5
24)	I like the employees I work with a great deal.	1	2	3	4	5

		STRONGLY AGREE	AGREE	NEITHER DISAGREE OR AGREE	DISAGREE	STRONGLY DISAGREE
25)	The example my fellow employees set encourages me to work hard.	1	2	3	4	5
26)	The way co-workers handle their jobs adds very little to the success of my work unit/shift.	1	2	3	4	5
27)	I take quite a bit of pride in the appearance of my work area (i.e., patrol car, bureau, desk or office).	1	2	3	4	5
28)	I think E.P.D. management considers employee welfare less important than service provided to the community.	1	2	3	4	5
29)	My physical working conditions have a favorable influence on my overall attitude toward my job.	1	2	3	4	5
30)	For the work I do, my physical working conditions are good.	1	2	3	4	5
31)	The amount of money I now make has a favorable influence on my overall attitude toward my job.	1	2	3	4	5
32)	Considering what it costs to live in this area, my pay at E.P.D. is adequate.	1	2	3	4	5
33)	Very few of my needs are satisfied by the pay and benefits I receive.	1	2	3	4	5
34)	The physical working conditions make working for E.P.D. pleasant.	1	2	3	4	5
35)	I am somewhat worried about my future with E.P.D.	1	2	3	4	5
36)	Hard work seems fairly worthwhile to me with regard to my future at E.P.D.	1	2	3	4	5
37)	I feel fairly secure in my present job assignment.	1	2	3	4	5
38)	E.P.D. is a good organization to work for.	1	2	3	4	5
39)	Working for the E.P.D. has a favorable influence on my overall attitude toward my job.	1	2	3	4	5
40)	From my experience, I feel E.P.D. management treats its employees quite well.	1	2	3	4	5
41)	Working for the E.P.D. encourages me to do my best.	1	2	3	4	5

SECTION V: PERSONAL MOTIVATION AND JOB INVOLVEMENT

Instructions: Please circle the number that corresponds to the extent you agree with each statement below, as they relate to your personal attitudes about your last six months of work.

		STRONGLY AGREE	AGREE	NEITHER DISAGREE OR AGREE	DISAGREE	STRONGLY DISAGREE
1)	I am satisfied with the feeling of worthwhile accomplishment I get from performing in my present job assignment.	1	2	3	4	5
2)	I feel a great sense of personal satisfaction when I do this job well.	1	2	3	4	5
3)	I am really a perfectionist about the details of my job.	1	2	3	4	5
4)	My opinion of myself goes up when I do this job well.	1	2	3	4	5
5)	I desire stimulating and challenging work.	1	2	3	4	5
6)	I am satisfied with the amount of personal growth and development I get performing in my present job.	1	2	3	4	5
7)	My own feelings generally are not affected much one way or the other by how well I do on this job.	1	2	3	4	5
8)	I need opportunities to be creative and imaginative in my work.	1	2	3	4	5
9)	I desire opportunities for personal growth and development in my job.	1	2	3	4	5
10)	I am satisfied with the amount of challenge in my present job.	1	2	3	4	5
11)	The major satisfaction in my life comes from my job.	1	2	3	4	5
12)	I feel bad and unhappy when I discover that I have performed poorly on my job.	1	2	3	4	5
13)	I require opportunities to learn new things from my work.	1	2	3	4	5
14)	The most important things that happen to me involve my job.	1	2	3	4	5
15)	I am very much involved personally in my job.	1	2	3	4	5
16)	Most things in life are more important than my job.	1	2	3	4	5
17)	I am dissatisfied with the amount of independent thought and action I can exercise in my job.	1	2	3	4	5

		STRONGLY AGREE	AGREE	NEITHER DISAGREE OR AGREE	DISAGREE	STRONGLY DISAGREE
18)	I desire a chance to exercise independent thought and action in my job.	1	2	3	4	5
19)	I live, eat and breathe my job.	1	2	3	4	5
20)	I require a sense of worthwhile accomplishment from my work.	1	2	3	4	5

SECTION VI: PERSONAL FEELINGS TOWARDS WORK

Instructions: Please circle the number that corresponds to the extent you agree with each statement below, as they relate to your personal feelings about your last six months of work.

		STRONGLY AGREE	AGREE	NEITHER DISAGREE OR AGREE	DISAGREE	STRONGLY DISAGREE
1)	It's hard, on this job, for me to care very much about whether or not the work gets done right.	1	2	3	4	5
2)	Generally speaking, I am very satisfied with this job.	1	2	3	4	5
3)	Most of the things I have to do on this job seem useless or trivial.	1	2	3	4	5
4)	I usually know whether or not my work is satisfactory on this job.	1	2	3	4	5
5)	The work I do on this job is very meaningful to me.	1	2	3	4	5
6)	I feel a very high personal responsibility for the work I do on this job.	1	2	3	4	5
7)	I frequently think of quitting this job.	1	2	3	4	5
8)	I often have trouble figuring out whether I'm doing well or poorly on this job.	1	2	3	4	5
9)	I feel I should personally take the credit or blame for the results of my work on this job.	1	2	3	4	5
10)	I am generally satisfied with the kind of work I do in this job.	1	2	3	4	5
11)	Whether or not this job gets done right is clearly my responsibility.	1	2	3	4	5
12)	I feel that my job contributes to my intellectual growth and development.	1	2	3	4	5
13)	I feel that my job helps me develop my interpersonal skills in dealing with others.	1	2	3	4	5
14)	This job helps me to be a better person.	1	2	3	4	5

Thank you for your help in completing this questionnaire.

CITY OF EDMONTON POLICE DEPARTMENT
NEIGHBOURHOOD FOOT PATROL PROJECT

PERSONNEL SURVEY
FOOT PATROL

Prepared by the Canadian Research Institute for Law and the Family
with the valuable and ongoing assistance and contributions of:

Police Foundation, Washington, D.C.,
Chief David Couper and the staff of
the Madison P.D., Madison, Wisconsin

April 1989

INSTRUCTIONS

Most of the questions can be answered by checking or circling an appropriate response. If you do not find the exact answer that fits your case, choose the one that comes the closest to it. Completing the questionnaire should take approximately 20 minutes.

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The value of this study to you, your associates and the Edmonton Police Department depends on your thought-fulness and honesty. Please answer the following questions as they relate to your experiences over the past year (April 1988 to April 1989) of work. Please do not discuss this survey with your fellow officers and remember that you will never be identified by your responses. The information you provide is strictly confidential, will remain anonymous, and will be accessible to only the research team of the Canadian Research Institute for Law and the Family.

Please complete the questionnaire at your earliest convenience and return it to us in the self addressed envelope provided. If you have any questions about the survey, please do not hesitate to call us collect at (403) 220-6653.

Thank you for your cooperation.

Joe Hornick
Joe Hudson
CRILF

SECTION I: ATTITUDES TOWARD NEIGHBOURHOOD FOOT PATROL FUNCTION

Instructions: Please rate the Department's Neighbourhood Foot Patrol Program with respect to the areas listed below. Circle the number that best describes your opinion.

	VERY NEGATIVE	MODERATELY NEGATIVE	SLIGHTLY NEGATIVE	SLIGHTLY POSITIVE	MODERATELY POSITIVE	VERY POSITIVE
1) Effectiveness in handling non-criminal street activity	1	2	3	4	5	6
2) Prevention of crime	1	2	3	4	5	6
3) Rapid response to calls for service	1	2	3	4	5	6
4) Reducing citizens fear of crime	1	2	3	4	5	6
5) Promoting good police-community relations	1	2	3	4	5	6
6) Cost effectiveness: "giving the public its money's worth"	1	2	3	4	5	6
7) Obtaining citizens' support	1	2	3	4	5	6
8) Obtaining support from business merchants	1	2	3	4	5	6
9) Creating a sense of security among citizens	1	2	3	4	5	6
10) Ability to collect information while on duty	1	2	3	4	5	6
11) Knowledge of neighbourhood activities	1	2	3	4	5	6
12) Training ground for recruits	1	2	3	4	5	6
13) Delivering a full range of police service	1	2	3	4	5	6
14) In obtaining support from community minority groups	1	2	3	4	5	6
15) Ability to remain mobile within the community	1	2	3	4	5	6
16) Access to specialized equipment	1	2	3	4	5	6
17) Effectiveness in handling criminal activity	1	2	3	4	5	6
18) Can lend support where needed	1	2	3	4	5	6

SECTION II: ATTITUDES TOWARD MOTOR PATROL FUNCTION

Instructions: Please rate the Department's Motor Patrol Division with respect to the areas listed below. Circle the number that best describes your opinion.

		VERY NEGATIVE	MODERATELY NEGATIVE	SLIGHTLY NEGATIVE	SLIGHTLY POSITIVE	MODERATELY POSITIVE	VERY POSITIVE
1)	Effectiveness in handling non-criminal street activity	1	2	3	4	5	6
2)	Prevention of crime	1	2	3	4	5	6
3)	Rapid response to calls for service	1	2	3	4	5	6
4)	Reducing citizens fear of crime	1	2	3	4	5	6
5)	Promoting good police-community relations	1	2	3	4	5	6
6)	Cost effectiveness: "giving the public its money's worth"	1	2	3	4	5	6
7)	Obtaining citizens' support	1	2	3	4	5	6
8)	Obtaining support from business merchants	1	2	3	4	5	6
9)	Creating a sense of security among citizens	1	2	3	4	5	6
10)	Ability to collect information while on duty	1	2	3	4	5	6
11)	Knowledge of neighbourhood activities	1	2	3	4	5	6
12)	Training ground for recruits	1	2	3	4	5	6
13)	Delivering a full range of police service	1	2	3	4	5	6
14)	In obtaining support from community minority groups	1	2	3	4	5	6
15)	Ability to remain mobile within the community	1	2	3	4	5	6
16)	Access to specialized equipment	1	2	3	4	5	6
17)	Effectiveness in handling criminal activity	1	2	3	4	5	6
18)	Can lend support where needed	1	2	3	4	5	6

SECTION III: ATTITUDES TOWARD POLICE PERFORMANCE ISSUES

Instructions: Listed below are a number of statements relating specifically to police work and law enforcement in Edmonton. Please circle the number that corresponds to the extent you agree or disagree with each statement.

		STRONGLY AGREE	AGREE	NEITHER DISAGREE OR AGREE	DISAGREE	STRONGLY DISAGREE
1)	Police officers should not become personally familiar with the residents of the area they patrol.	1	2	3	4	5
2)	Police officers should be sincerely concerned about the well-being of the citizens in the neighbourhood they patrol.	1	2	3	4	5
3)	All laws should be enforced at all times, otherwise people lose respect for the law.	1	2	3	4	5
4)	The average patrol officer spends a great deal of time enforcing traffic laws.	1	2	3	4	5
5)	Police officers are kept so busy that they seldom have a chance to relax.	1	2	3	4	5
6)	Most people do not respect the police.	1	2	3	4	5
7)	The relationship between the police and the people of Edmonton is very good.	1	2	3	4	5
8)	A police officer is more likely to arrest a person who displays what he/she considers to be a bad attitude.	1	2	3	4	5
9)	It doesn't take much formal education to be a good police officer.	1	2	3	4	5
10)	During a working day, a police officer often must do the same things time after time.	1	2	3	4	5
11)	Detectives in the E.P.D. do a good job of providing intelligence information to patrol officers.	1	2	3	4	5
12)	An officer who is doing a good job is bound to get an occasional citizen complaint.	1	2	3	4	5
13)	Citizens don't understand the problems of the police in Edmonton.	1	2	3	4	5

		STRONGLY AGREE	AGREE	NEITHER DISAGREE OR AGREE	DISAGREE	STRONGLY DISAGREE
14)	In investigations of citizen complaints, it seems like a citizen's word is worth more than that of a police officer.	1	2	3	4	5
15)	Police officers are really no different than citizens.	1	2	3	4	5
16)	Investigations of police misconduct are usually biased in favor of officers.	1	2	3	4	5
17)	It is more important that a police officer has very few citizen complaints than to have an impressive record of making arrests.	1	2	3	4	5
18)	If police put as much effort into crime prevention as they do into investigation after a crime has been committed, we would be further ahead in reducing crime.	1	2	3	4	5
19)	Patrol officers often have so much time on their hands they get bored.	1	2	3	4	5
20)	E.P.D. has a fair system in place that recognizes police officers who do a good job.	1	2	3	4	5
21)	Officers presently assigned to foot patrol and neighbourhood offices could be more effectively utilized doing patrol work with time set aside for special tasks.	1	2	3	4	5
22)	An officer on foot can develop a greater awareness of citizen expectations of the police than might be learned in a squad car.	1	2	3	4	5
23)	The use of foot patrols is a waste of manpower.	1	2	3	4	5
24)	Problem solving should not be part of an officer's responsibility.	1	2	3	4	5
25)	Today, it is better to avoid any chance of citizen complaints than to try and build an impressive arrest record.	1	2	3	4	5
26)	There is not enough communication between officers on different shifts or in other assignments/bureaus.	1	2	3	4	5

		STRONGLY AGREE	AGREE	NEITHER DISAGREE OR AGREE	DISAGREE	STRONGLY DISAGREE
27)	A university education should be a job requirement for the department.	1	2	3	4	5
28)	Female police officers are equally as effective as male officers are.	1	2	3	4	5
29)	Good police work requires that officers concern themselves with the consequences of crime and not with its roots or causes.	1	2	3	4	5
30)	Police officers don't really understand the problems of citizens.	1	2	3	4	5
31)	As long as a law is on the books, the police must enforce it.	1	2	3	4	5
32)	Police officers often treat whites better than they do non-whites.	1	2	3	4	5
33)	The supervisors I work with think foot patrol is a waste of people.	1	2	3	4	5
34)	In certain areas of Edmonton, an aggressive bearing is more useful to a patrol officer on the beat rather than a courteous manner.	1	2	3	4	5
35)	People in this city generally look up to the police.	1	2	3	4	5
36)	I get enough credit for my performance on the job.	1	2	3	4	5
37)	Motorized patrols are often so busy answering calls for service that they have no time for conducting preventive patrol or providing other services.	1	2	3	4	5
38)	Beat officers don't receive enough information about crime patterns in their respective patrol areas.	1	2	3	4	5
39)	E.P.D. hiring practices have increased the quality of the organization.	1	2	3	4	5
40)	A university education does not improve police performance.	1	2	3	4	5
41)	Officers often share information about known suspects in their patrol area.	1	2	3	4	5

		STRONGLY AGREE	AGREE	NEITHER DISAGREE OR AGREE	DISAGREE	STRONGLY DISAGREE
42)	E.P.D. management communicates goals, objectives and policies clearly to all employees.	1	2	3	4	5
43)	I rarely receive praise for the work I do.	1	2	3	4	5
44)	Most of the decisions or judgments I make are seldom if ever changed or modified by a supervisor/manager.	1	2	3	4	5
45)	The presence of marked patrol cars reduces a citizen's fear of crime more effectively than foot patrols do.	1	2	3	4	5
46)	Detectives are often so busy doing follow up investigations they have no time for other activities.	1	2	3	4	5
47)	I am my own boss in almost every work related situation.	1	2	3	4	5
48)	Patrol officers frequently have the opportunity to discuss "beat problems" with their supervisors.	1	2	3	4	5
49)	I feel there should be about as many minorities on the department as there are in the city itself.	1	2	3	4	5
50)	Officers are often well informed as to the problems and crime patterns of their patrol areas.	1	2	3	4	5
51)	The position of detective could be used more effectively in this department.	1	2	3	4	5
52)	There should be ways to improve your rank by doing a good job at patrol work instead of becoming a supervisor/manager.	1	2	3	4	5
53)	It is encouraging to see the high level of idealism maintained by some officers.	1	2	3	4	5

SECTION IV: JOB SATISFACTION

Instructions: Please circle the number that corresponds to the extent you agree or disagree with each statement listed below, as they related to your personal attitudes about your last year of work in the Foot Patrol Division.

		STRONGLY AGREE	AGREE	NEITHER DISAGREE OR AGREE	DISAGREE	STRONGLY DISAGREE
1)	The supervision I receive is the kind that tends to discourage me from giving extra effort.	1	2	3	4	5
2)	My overall attitude toward my job is unfavorably influenced by the people I work with.	1	2	3	4	5
3)	My supervisor has more good traits than bad ones.	1	2	3	4	5
4)	Almost none of the work I do stirs up real enthusiasm on my part.	1	2	3	4	5
5)	There is quite a bit of friction among my work unit/shift.	1	2	3	4	5
6)	Most of the time when I finish a day's work, I feel I've accomplished something really worthwhile.	1	2	3	4	5
7)	I frequently feel that I would be better off working under a different supervisor.	1	2	3	4	5
8)	For the job I do, I feel the amount of money I make is good.	1	2	3	4	5
9)	I am satisfied with my physical working conditions.	1	2	3	4	5
10)	I am dissatisfied with the amount of work I am expected to do.	1	2	3	4	5
11)	The way I am treated by my supervisor has a favorable influence on my overall attitude toward my job.	1	2	3	4	5
12)	I'm making some progress getting ahead in the E.P.D.	1	2	3	4	5
13)	I am satisfied with the supervision I receive.	1	2	3	4	5
14)	The way pay and benefits are handled in the E.P.D. makes it worthwhile for me to work hard.	1	2	3	4	5

		STRONGLY AGREE	AGREE	NEITHER DISAGREE OR AGREE	DISAGREE	STRONGLY DISAGREE
15)	The amount of work I'm expected to do has a favorable influence on my overall attitude toward my job.	1	2	3	4	5
16)	My feelings about my future with E.P.D. have a favorable influence on my overall attitude toward my job.	1	2	3	4	5
17)	The amount of work I'm expected to do makes it difficult for me to do my job well.	1	2	3	4	5
18)	The kind of work I do has a fairly favorable influence on my overall attitude toward my job.	1	2	3	4	5
19)	I like the kind of work I do very much.	1	2	3	4	5
20)	I enjoy nearly all the things I do on my job.	1	2	3	4	5
21)	The efforts of my supervisor add quite a bit to the success of my work unit/squad.	1	2	3	4	5
22)	My work load is seldom too heavy.	1	2	3	4	5
23)	Work like mine tends to discourage me from doing my best.	1	2	3	4	5
24)	I like the employees I work with a great deal.	1	2	3	4	5
25)	The example my fellow employees set encourages me to work hard.	1	2	3	4	5
26)	The way co-workers handle their jobs adds very little to the success of my work unit/shift.	1	2	3	4	5
27)	I take quite a bit of pride in the appearance of my work area (i.e., bureau, desk or office).	1	2	3	4	5
28)	I think E.P.D. management considers employee welfare less important than service provided to the community.	1	2	3	4	5
29)	My physical working conditions have a favorable influence on my overall attitude toward my job.	1	2	3	4	5

		STRONGLY AGREE	AGREE	NEITHER DISAGREE OR AGREE	DISAGREE	STRONGLY DISAGREE
30)	For the work I do, my physical working conditions are good.	1	2	3	4	5
31)	The amount of money I now make has a favorable influence on my overall attitude toward my job.	1	2	3	4	5
32)	Considering what it costs to live in this area, my pay at E.P.D. is adequate.	1	2	3	4	5
33)	Very few of my needs are satisfied by the pay and benefits I receive.	1	2	3	4	5
34)	The physical working conditions make working for E.P.D. pleasant.	1	2	3	4	5
35)	I am somewhat worried about my future with E.P.D.	1	2	3	4	5
36)	Hard work seems fairly worthwhile to me with regard to my future at E.P.D.	1	2	3	4	5
37)	I feel fairly secure in my present job assignment.	1	2	3	4	5
38)	E.P.D. is a good organization to work for.	1	2	3	4	5
39)	Working for the E.P.D. has a favorable influence on my overall attitude toward my job.	1	2	3	4	5
40)	From my experience, I feel E.P.D. management treats its employees quite well.	1	2	3	4	5
41)	Working for the E.P.D. encourages me to do my best.	1	2	3	4	5

SECTION V: PERSONAL MOTIVATION AND JOB INVOLVEMENT

Instructions: Please circle the number that corresponds to the extent you agree with each statement below, as they relate to your personal attitudes about your work in the past year with the Foot Patrol Division.

		STRONGLY AGREE	AGREE	NEITHER DISAGREE OR AGREE	DISAGREE	STRONGLY DISAGREE
1)	I am satisfied with the feeling of worthwhile accomplishment I get from performing in my present job assignment.	1	2	3	4	5
2)	I feel a great sense of personal satisfaction when I do this job well.	1	2	3	4	5
3)	I am really a perfectionist about the details of my job.	1	2	3	4	5
4)	My opinion of myself goes up when I do this job well.	1	2	3	4	5
5)	I desire stimulating and challenging work.	1	2	3	4	5
6)	I am satisfied with the amount of personal growth and development I get performing in my present job.	1	2	3	4	5
7)	My own feelings generally are not affected much one way or the other by how well I do on this job.	1	2	3	4	5
8)	I need opportunities to be creative and imaginative in my work.	1	2	3	4	5
9)	I desire opportunities for personal growth and development in my job.	1	2	3	4	5
10)	I am satisfied with the amount of challenge in my present job.	1	2	3	4	5
11)	The major satisfaction in my life comes from my job.	1	2	3	4	5
12)	I feel bad and unhappy when I discover that I have performed poorly on my job.	1	2	3	4	5
13)	I require opportunities to learn new things from my work.	1	2	3	4	5
14)	The most important things that happen to me involve my job.	1	2	3	4	5
15)	I am very much involved personally in my job.	1	2	3	4	5

		STRONGLY AGREE	AGREE	NEITHER DISAGREE OR AGREE	DISAGREE	STRONGLY DISAGREE
16)	Most things in life are more important than my job.	1	2	3	4	5
17)	I am dissatisfied with the amount of independent thought and action I can exercise in my job.	1	2	3	4	5
18)	I desire a chance to exercise independent thought and action in my job.	1	2	3	4	5
19)	I live, eat and breathe my job.	1	2	3	4	5
20)	I require a sense of worthwhile accomplishment from my work.	1	2	3	4	5

SECTION VI: PERSONAL FEELINGS TOWARDS WORK

Instructions: Please circle the number that corresponds to the extent you agree with each statement below, as they relate to your personal feelings about your last years work with the Foot Patrol Division.

		STRONGLY AGREE	AGREE	NEITHER DISAGREE OR AGREE	DISAGREE	STRONGLY DISAGREE
1)	It's hard, on this job, for me to care very much about whether or not the work gets done right.	1	2	3	4	5
2)	Generally speaking, I am very satisfied with this job.	1	2	3	4	5
3)	Most of the things I have to do on this job seem useless or trivial.	1	2	3	4	5
4)	I usually know whether or not my work is satisfactory on this job.	1	2	3	4	5
5)	The work I do on this job is very meaningful to me.	1	2	3	4	5
6)	I feel a very high personal responsibility for the work I do on this job.	1	2	3	4	5
7)	I frequently think of quitting this job.	1	2	3	4	5
8)	I often have trouble figuring out whether I'm doing well or poorly on this job.	1	2	3	4	5

		STRONGLY AGREE	AGREE	NEITHER DISAGREE OR AGREE	DISAGREE	STRONGLY DISAGREE
9)	I feel I should personally take the credit or blame for the results of my work on this job.	1	2	3	4	5
10)	I am generally satisfied with the kind of work I do in this job.	1	2	3	4	5
11)	Whether or not this job gets done right is clearly my responsibility.	1	2	3	4	5
12)	I feel that my job contributes to my intellectual growth and development.	1	2	3	4	5
13)	I feel that my job helps me develop my interpersonal skills in dealing with others.	1	2	3	4	5
14)	This job helps me to be a better person.	1	2	3	4	5

SECTION VII: ATTITUDES TOWARD RESOURCE ALLOCATION

Instructions: How much of the Department's resources should be committed to the activities listed below? Please circle the response which best describes your opinion.

		NONE	SMALL AMOUNT	MODERATE AMOUNT	LARGE AMOUNT	VERY LARGE AMOUNT
1)	Traffic enforcement	1	2	3	4	5
2)	Patrolling in squad cars	1	2	3	4	5
3)	Patrolling on foot in neighbourhoods	1	2	3	4	5
4)	Investigating crimes	1	2	3	4	5
5)	Marketing police services to the public	1	2	3	4	5
6)	Assisting persons in emergencies	1	2	3	4	5
7)	Helping settle family disputes	1	2	3	4	5
8)	Getting to know juveniles	1	2	3	4	5
9)	Understanding problems of minority groups	1	2	3	4	5
10)	Explaining crime prevention techniques to citizens	1	2	3	4	5
11)	Handling special events	1	2	3	4	5

	NONE	SMALL AMOUNT	MODERATE AMOUNT	LARGE AMOUNT	VERY LARGE AMOUNT
12) Responding to calls for service	1	2	3	4	5
13) Checking buildings and residences	1	2	3	4	5
14) Doing research and problem solving	1	2	3	4	5
15) Coordinating with other agencies to improve the quality of life in Edmonton	1	2	3	4	5
16) Working with citizen groups to resolve local problems	1	2	3	4	5

Thank you for completing this questionnaire.

CITY OF EDMONTON POLICE DEPARTMENT
NEIGHBOURHOOD FOOT PATROL PROJECT

PERSONNEL SURVEY
MOTOR PATROL

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Please complete the questionnaire at your earliest convenience and return it to us in the self addressed envelope provided. If you have any questions about the survey, please do not hesitate to call us collect at (403) 220-6653.

Thank you for your cooperation.

Joe Hornick
Joe Hudson
CRILF

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Instructions: Please rate the Department's Neighbourhood Foot Patrol Program with respect to the areas listed below. Circle the number that best describes your opinion.

		VERY NEGATIVE	MODERATELY NEGATIVE	SLIGHTLY NEGATIVE	SLIGHTLY POSITIVE	MODERATELY POSITIVE	VERY POSITIVE
1)	Effectiveness in handling non-criminal street activity	1	2	3	4	5	6
2)	Prevention of crime	1	2	3	4	5	6
3)	Rapid response to calls for service	1	2	3	4	5	6
4)	Reducing citizens fear of crime	1	2	3	4	5	6
5)	Promoting good police-community relations	1	2	3	4	5	6
6)	Cost effectiveness: "giving the public its money's worth"	1	2	3	4	5	6
7)	Obtaining citizens' support	1	2	3	4	5	6
8)	Obtaining support from business merchants	1	2	3	4	5	6
9)	Creating a sense of security among citizens	1	2	3	4	5	6
10)	Ability to collect information while on duty	1	2	3	4	5	6
11)	Knowledge of neighbourhood activities	1	2	3	4	5	6
12)	Training ground for recruits	1	2	3	4	5	6
13)	Delivering a full range of police service	1	2	3	4	5	6
14)	In obtaining support from community minority groups	1	2	3	4	5	6
15)	Ability to remain mobile within the community	1	2	3	4	5	6
16)	Access to specialized equipment	1	2	3	4	5	6
17)	Effectiveness in handling criminal activity	1	2	3	4	5	6
18)	Can lend support where needed	1	2	3	4	5	6

SECTION II: ATTITUDES TOWARD MOTOR PATROL FUNCTION

Instructions: Please rate the Department's Motor Patrol Division with respect to the areas listed below. Circle the number that best describes your opinion.

		VERY NEGATIVE	MODERATELY NEGATIVE	SLIGHTLY NEGATIVE	SLIGHTLY POSITIVE	MODERATELY POSITIVE	VERY POSITIVE
1)	Effectiveness in handling non-criminal street activity	1	2	3	4	5	6
2)	Prevention of crime	1	2	3	4	5	6
3)	Rapid response to calls for service	1	2	3	4	5	6
4)	Reducing citizens fear of crime	1	2	3	4	5	6
5)	Promoting good police-community relations	1	2	3	4	5	6
6)	Cost effectiveness: "giving the public its money's worth"	1	2	3	4	5	6
7)	Obtaining citizens' support	1	2	3	4	5	6
8)	Obtaining support from business merchants	1	2	3	4	5	6
9)	Creating a sense of security among citizens	1	2	3	4	5	6
10)	Ability to collect information while on duty	1	2	3	4	5	6
11)	Knowledge of neighbourhood activities	1	2	3	4	5	6
12)	Training ground for recruits	1	2	3	4	5	6
13)	Delivering a full range of police service	1	2	3	4	5	6
14)	In obtaining support from community minority groups	1	2	3	4	5	6
15)	Ability to remain mobile within the community	1	2	3	4	5	6
16)	Access to specialized equipment	1	2	3	4	5	6
17)	Effectiveness in handling criminal activity	1	2	3	4	5	6
18)	Can lend support where needed	1	2	3	4	5	6

SECTION III: ATTITUDES TOWARD POLICE PERFORMANCE ISSUES

Instructions: Listed below are a number of statements relating specifically to police work and law enforcement in Edmonton. Please circle the number that corresponds to the extent you agree or disagree with each statement.

	STRONGLY AGREE	AGREE	NEITHER DISAGREE OR AGREE	DISAGREE	STRONGLY DISAGREE
1) Police officers should not become personally familiar with the residents of the area they patrol.	1	2	3	4	5
2) Police officers should be sincerely concerned about the well-being of the citizens in the neighbourhood they patrol.	1	2	3	4	5
3) All laws should be enforced at all times, otherwise people lose respect for the law.	1	2	3	4	5
4) The average patrol officer spends a great deal of time enforcing traffic laws.	1	2	3	4	5
5) Police officers are kept so busy that they seldom have a chance to relax.	1	2	3	4	5
6) Most people do not respect the police.	1	2	3	4	5
7) The relationship between the police and the people of Edmonton is very good.	1	2	3	4	5
8) A police officer is more likely to arrest a person who displays what he/she considers to be a bad attitude.	1	2	3	4	5
9) It doesn't take much formal education to be a good police officer.	1	2	3	4	5
10) During a working day, a police officer often must do the same things time after time.	1	2	3	4	5
11) Detectives in the E.P.D. do a good job of providing intelligence information to patrol officers.	1	2	3	4	5
12) An officer who is doing a good job is bound to get an occasional citizen complaint.	1	2	3	4	5
13) Citizens don't understand the problems of the police in Edmonton.	1	2	3	4	5

		STRONGLY AGREE	AGREE	NEITHER DISAGREE OR AGREE	DISAGREE	STRONGLY DISAGREE
14)	In investigations of citizen complaints, it seems like a citizen's word is worth more than that of a police officer.	1	2	3	4	5
15)	Police officers are really no different than citizens.	1	2	3	4	5
16)	Investigations of police misconduct are usually biased in favor of officers.	1	2	3	4	5
17)	It is more important that a police officer has very few citizen complaints than to have an impressive record of making arrests.	1	2	3	4	5
18)	If police put as much effort into crime prevention as they do into investigation after a crime has been committed, we would be further ahead in reducing crime.	1	2	3	4	5
19)	Patrol officers often have so much time on their hands they get bored.	1	2	3	4	5
20)	E.P.D. has a fair system in place that recognizes police officers who do a good job.	1	2	3	4	5
21)	Officers presently assigned to foot patrol and neighbourhood offices could be more effectively utilized doing patrol work with time set aside for special tasks.	1	2	3	4	5
22)	An officer on foot can develop a greater awareness of citizen expectations of the police than might be learned in a squad car.	1	2	3	4	5
23)	The use of foot patrols is a waste of manpower.	1	2	3	4	5
24)	Problem solving should not be part of an officer's responsibility.	1	2	3	4	5
25)	Today, it is better to avoid any chance of citizen complaints than to try and build an impressive arrest record.	1	2	3	4	5
26)	There is not enough communication between officers on different shifts or in other assignments/bureaus.	1	2	3	4	5

		STRONGLY AGREE	AGREE	NEITHER DISAGREE OR AGREE	DISAGREE	STRONGLY DISAGREE
27)	A university education should be a job requirement for the department.	1	2	3	4	5
28)	Female police officers are equally as effective as male officers are.	1	2	3	4	5
29)	Good police work requires that officers concern themselves with the consequences of crime and not with its roots or causes.	1	2	3	4	5
30)	Police officers don't really understand the problems of citizens.	1	2	3	4	5
31)	As long as a law is on the books, the police must enforce it.	1	2	3	4	5
32)	Police officers often treat whites better than they do non-whites.	1	2	3	4	5
33)	The supervisors I work with think foot patrol is a waste of people.	1	2	3	4	5
34)	In certain areas of Edmonton, an aggressive bearing is more useful to a patrol officer on the beat rather than a courteous manner.	1	2	3	4	5
35)	People in this city generally look up to the police.	1	2	3	4	5
36)	I get enough credit for my performance on the job.	1	2	3	4	5
37)	Motorized patrols are often so busy answering calls for service that they have no time for conducting preventive patrol or providing other services.	1	2	3	4	5
38)	Beat officers don't receive enough information about crime patterns in their respective patrol areas.	1	2	3	4	5
39)	E.P.D. hiring practices have increased the quality of the organization.	1	2	3	4	5
40)	A university education does not improve police performance.	1	2	3	4	5
41)	Officers often share information about known suspects in their patrol area.	1	2	3	4	5

	STRONGLY AGREE	AGREE	NEITHER DISAGREE OR AGREE	DISAGREE	STRONGLY DISAGREE
42) E.P.D. management communicates goals, objectives and policies clearly to all employees.	1	2	3	4	5
43) I rarely receive praise for the work I do.	1	2	3	4	5
44) Most of the decisions or judgments I make are seldom if ever changed or modified by a supervisor/manager.	1	2	3	4	5
45) The presence of marked patrol cars reduces a citizen's fear of crime more effectively than foot patrols do.	1	2	3	4	5
46) Detectives are often so busy doing follow up investigations they have no time for other activities.	1	2	3	4	5
47) I am my own boss in almost every work related situation.	1	2	3	4	5
48) Patrol officers frequently have the opportunity to discuss "beat problems" with their supervisors.	1	2	3	4	5
49) I feel there should be about as many minorities on the department as there are in the city itself.	1	2	3	4	5
50) Officers are often well informed as to the problems and crime patterns of their patrol areas.	1	2	3	4	5
51) The position of detective could be used more effectively in this department.	1	2	3	4	5
52) There should be ways to improve your rank by doing a good job at patrol work instead of becoming a supervisor/manager.	1	2	3	4	5
53) It is encouraging to see the high level of idealism maintained by some officers.	1	2	3	4	5

SECTION IV: JOB SATISFACTION

Instructions: Please circle the number that corresponds to the extent you agree or disagree with each statement listed below, as they related to your personal attitudes about your last year of work in the Motor Patrol Division.

		STRONGLY AGREE	AGREE	NEITHER DISAGREE OR AGREE	DISAGREE	STRONGLY DISAGREE
1)	The supervision I receive is the kind that tends to discourage me from giving extra effort.	1	2	3	4	5
2)	My overall attitude toward my job is unfavorably influenced by the people I work with.	1	2	3	4	5
3)	My supervisor has more good traits than bad ones.	1	2	3	4	5
4)	Almost none of the work I do stirs up real enthusiasm on my part.	1	2	3	4	5
5)	There is quite a bit of friction among my work unit/shift.	1	2	3	4	5
6)	Most of the time when I finish a day's work, I feel I've accomplished something really worthwhile.	1	2	3	4	5
7)	I frequently feel that I would be better off working under a different supervisor.	1	2	3	4	5
8)	For the job I do, I feel the amount of money I make is good.	1	2	3	4	5
9)	I am satisfied with my physical working conditions.	1	2	3	4	5
10)	I am dissatisfied with the amount of work I am expected to do.	1	2	3	4	5
11)	The way I am treated by my supervisor has a favorable influence on my overall attitude toward my job.	1	2	3	4	5
12)	I'm making some progress getting ahead in the E.P.D.	1	2	3	4	5
13)	I am satisfied with the supervision I receive.	1	2	3	4	5
14)	The way pay and benefits are handled in the E.P.D. makes it worthwhile for me to work hard.	1	2	3	4	5

		STRONGLY AGREE	AGREE	NEITHER DISAGREE OR AGREE	DISAGREE	STRONGLY DISAGREE
15)	The amount of work I'm expected to do has a favorable influence on my overall attitude toward my job.	1	2	3	4	5
16)	My feelings about my future with E.P.D. have a favorable influence on my overall attitude toward my job.	1	2	3	4	5
17)	The amount of work I'm expected to do makes it difficult for me to do my job well.	1	2	3	4	5
18)	The kind of work I do has a fairly favorable influence on my overall attitude toward my job.	1	2	3	4	5
19)	I like the kind of work I do very much.	1	2	3	4	5
20)	I enjoy nearly all the things I do on my job.	1	2	3	4	5
21)	The efforts of my supervisor add quite a bit to the success of my work unit/squad.	1	2	3	4	5
22)	My work load is seldom too heavy.	1	2	3	4	5
23)	Work like mine tends to discourage me from doing my best.	1	2	3	4	5
24)	I like the employees I work with a great deal.	1	2	3	4	5
25)	The example my fellow employees set encourages me to work hard.	1	2	3	4	5
26)	The way co-workers handle their jobs adds very little to the success of my work unit/shift.	1	2	3	4	5
27)	I take quite a bit of pride in the appearance of my work area (i.e., patrol car, bureau, desk or office).	1	2	3	4	5
28)	I think E.P.D. management considers employee welfare less important than service provided to the community.	1	2	3	4	5
29)	My physical working conditions have a favorable influence on my overall attitude toward my job.	1	2	3	4	5

		STRONGLY AGREE	AGREE	NEITHER DISAGREE OR AGREE	DISAGREE	STRONGLY DISAGREE
30)	For the work I do, my physical working conditions are good.	1	2	3	4	5
31)	The amount of money I now make has a favorable influence on my overall attitude toward my job.	1	2	3	4	5
32)	Considering what it costs to live in this area, my pay at E.P.D. is adequate.	1	2	3	4	5
33)	Very few of my needs are satisfied by the pay and benefits I receive.	1	2	3	4	5
34)	The physical working conditions make working for E.P.D. pleasant.	1	2	3	4	5
35)	I am somewhat worried about my future with E.P.D.	1	2	3	4	5
36)	Hard work seems fairly worthwhile to me with regard to my future at E.P.D.	1	2	3	4	5
37)	I feel fairly secure in my present job assignment.	1	2	3	4	5
38)	E.P.D. is a good organization to work for.	1	2	3	4	5
39)	Working for the E.P.D. has a favorable influence on my overall attitude toward my job.	1	2	3	4	5
40)	From my experience, I feel E.P.D. management treats its employees quite well.	1	2	3	4	5
41)	Working for the E.P.D. encourages me to do my best.	1	2	3	4	5

SECTION V: PERSONAL MOTIVATION AND JOB INVOLVEMENT

Instructions: Please circle the number that corresponds to the extent you agree with each statement below, as they relate to your personal attitudes about your work in the past year with the Motor Patrol Division.

		STRONGLY AGREE	AGREE	NEITHER DISAGREE OR AGREE	DISAGREE	STRONGLY DISAGREE
1)	I am satisfied with the feeling of worthwhile accomplishment I get from performing in my present job assignment.	1	2	3	4	5
2)	I feel a great sense of personal satisfaction when I do this job well.	1	2	3	4	5
3)	I am really a perfectionist about the details of my job.	1	2	3	4	5
4)	My opinion of myself goes up when I do this job well.	1	2	3	4	5
5)	I desire stimulating and challenging work.	1	2	3	4	5
6)	I am satisfied with the amount of personal growth and development I get performing in my present job.	1	2	3	4	5
7)	My own feelings generally are not affected much one way or the other by how well I do on this job.	1	2	3	4	5
8)	I need opportunities to be creative and imaginative in my work.	1	2	3	4	5
9)	I desire opportunities for personal growth and development in my job.	1	2	3	4	5
10)	I am satisfied with the amount of challenge in my present job.	1	2	3	4	5
11)	The major satisfaction in my life comes from my job.	1	2	3	4	5
12)	I feel bad and unhappy when I discover that I have performed poorly on my job.	1	2	3	4	5
13)	I require opportunities to learn new things from my work.	1	2	3	4	5
14)	The most important things that happen to me involve my job.	1	2	3	4	5
15)	I am very much involved personally in my job.	1	2	3	4	5

		STRONGLY AGREE	AGREE	NEITHER DISAGREE OR AGREE	DISAGREE	STRONGLY DISAGREE
16)	Most things in life are more important than my job.	1	2	3	4	5
17)	I am dissatisfied with the amount of independent thought and action I can exercise in my job.	1	2	3	4	5
18)	I desire a chance to exercise independent thought and action in my job.	1	2	3	4	5
19)	I live, eat and breathe my job.	1	2	3	4	5
20)	I require a sense of worthwhile accomplishment from my work.	1	2	3	4	5

SECTION VI: PERSONAL FEELINGS TOWARDS WORK

Instructions: Please circle the number that corresponds to the extent you agree with each statement below, as they relate to your personal feelings about your last years work with the Motor Patrol Division.

		STRONGLY AGREE	AGREE	NEITHER DISAGREE OR AGREE	DISAGREE	STRONGLY DISAGREE
1)	It's hard, on this job, for me to care very much about whether or not the work gets done right.	1	2	3	4	5
2)	Generally speaking, I am very satisfied with this job.	1	2	3	4	5
3)	Most of the things I have to do on this job seem useless or trivial.	1	2	3	4	5
4)	I usually know whether or not my work is satisfactory on this job.	1	2	3	4	5
5)	The work I do on this job is very meaningful to me.	1	2	3	4	5
6)	I feel a very high personal responsibility for the work I do on this job.	1	2	3	4	5
7)	I frequently think of quitting this job.	1	2	3	4	5
8)	I often have trouble figuring out whether I'm doing well or poorly on this job.	1	2	3	4	5

		STRONGLY AGREE	AGREE	NEITHER DISAGREE OR AGREE	DISAGREE	STRONGLY DISAGREE
9)	I feel I should personally take the credit or blame for the results of my work on this job.	1	2	3	4	5
10)	I am generally satisfied with the kind of work I do in this job.	1	2	3	4	5
11)	Whether or not this job gets done right is clearly my responsibility.	1	2	3	4	5
12)	I feel that my job contributes to my intellectual growth and development.	1	2	3	4	5
13)	I feel that my job helps me develop my interpersonal skills in dealing with others.	1	2	3	4	5
14)	This job helps me to be a better person.	1	2	3	4	5

SECTION VII: ATTITUDES TOWARD RESOURCE ALLOCATION

Instructions: How much of the Department's resources should be committed to the activities listed below? Please circle the response which best describes your opinion.

		NONE	SMALL AMOUNT	MODERATE AMOUNT	LARGE AMOUNT	VERY LARGE AMOUNT
1)	Traffic enforcement	1	2	3	4	5
2)	Patrolling in squad cars	1	2	3	4	5
3)	Patrolling on foot in neighbourhoods	1	2	3	4	5
4)	Investigating crimes	1	2	3	4	5
5)	Marketing police services to the public	1	2	3	4	5
6)	Assisting persons in emergencies	1	2	3	4	5
7)	Helping settle family disputes	1	2	3	4	5
8)	Getting to know juveniles	1	2	3	4	5
9)	Understanding problems of minority groups	1	2	3	4	5
10)	Explaining crime prevention techniques to citizens	1	2	3	4	5
11)	Handling special events	1	2	3	4	5

	NONE	SMALL AMOUNT	MODERATE AMOUNT	LARGE AMOUNT	VERY LARGE AMOUNT
12) Responding to calls for service	1	2	3	4	5
13) Checking buildings and residences	1	2	3	4	5
14) Doing research and problem solving	1	2	3	4	5
15) Coordinating with other agencies to improve the quality of life in Edmonton	1	2	3	4	5
16) Working with citizen groups to resolve local problems	1	2	3	4	5

Thank you for completing this questionnaire.

APPENDIX F

NFPP Constable Interview Schedule

REPORT ON STORE FRONT OFFICES AND VOLUNTEER SERVICES

INTERVIEW WITH FOOT PATROL CONSTABLES

1.0 How is your store front office operated?

1. Cost and accessibility

(a) Is the store front office rented?

- 1 = Yes
- 2 = No

(b) If yes, please explain: (rented from whom? at what cost?)

(c) Was the store front office donated?

- 1 = Yes
- 2 = No

(d) If yes, please explain: (donated by whom?)

(e) Is space being shared with someone?

- 1 = Yes
- 2 = No

(f) If yes, please explain: (shared with whom?)

(g) How accessible is the store front office to the public?

- 1 = Very accessible
- 2 = Moderately accessible
- 3 = Minimally accessible
- 4 = Not accessible

Comments: _____

2. Major activities and staffing (who is responsible for what?)

(a) What are your responsibilities?

(b) What responsibilities are delegated to volunteers?

3. Hours of operation

(a) During what hours is the office open?

(b) During those hours, when is the office staffed by the constable?

(c) During those hours, when is the office staffed by volunteers?

4. Answering machine

(a) How and when is the answering machine utilized?

(b) How useful the answering machine?

- 1 = Very useful
- 2 = Moderately useful
- 3 = Minimally useful
- 4 = Not useful

Comments: _____

(c) What type of calls are received on the answering machine?

5. Pager

(a) How and when is the pager utilized?

- (b) How useful is the pager?
1 = Very useful
2 = Moderately useful
3 = Minimally useful
4 = Not useful

Comments: _____

- (c) What type of calls are received on the pager?

6. Motor Unit

- (a) Do you use a motor unit to come and go from the store front office?
1 = Yes
2 = No
- (b) Do you use a motor unit for your regular work?
1 = Yes
2 = No
- (c) What percentage of the time do you use a motor unit? ____ %
- (d) Comments _____

7. Problem Solving

- (a) Are there any key problems in your neighbourhood?
1 = Yes
2 = No
- (b) If yes, please explain: _____
- ---
- (c) If yes, what strategies have you used to deal with them?
- ---

(d) Are there any special difficulties in your neighbourhood dealing with community members who don't speak English?

1 = Yes

2 = No

(e) If yes, please explain: _____

8. Repeat Addresses

(a) Have you worked on any specific repeat addresses during the past year?

1 = Yes

2 = No

(b) If yes, what strategies have you used to deal with them?

2.0 Special Organized Activities

1. Are there special organized activities that you consider a part of your duties? (e.g., speaking at schools, special meetings with community representatives)

1 = Yes

2 = No

2. If yes, please explain:

3.0 Community Liaison Committee

1. Do you have a Community Liaison Committee?

1 = Yes

2 = No

2. If yes, what is its composition? (i.e., its membership)

3. If yes, how was it developed?

4. If yes, what is its role?

5. If yes, how useful is it?

4.0 Effectiveness of Foot Patrol Program

1. (a) How effective do you think the Foot Patrol Program is in your neighbourhood?

- 1 = Very effective
- 2 = Moderately effective
- 3 = Minimally effective
- 4 = Not effective

(b) Please explain:

5.0 Problems

1. (a) Do you feel that being involved in the Foot Patrol Program has created any unique problems with regard to your shifts?

- 1 = Yes
- 2 = No

(b) If yes, please explain: _____

2. (a) Do you feel that running a store front office and being a foot patrol constable has created any problems between you and your supervising sergeant?

1 = Yes

2 = No

(b) If yes, please explain: _____

3. (a) Do you feel that running a store front office and being a foot patrol constable has created any problems with other levels of the Department?

1 = Yes

2 = No

(b) If yes, please explain: _____

6.0 Resources Available

1. (a) Do you feel able to make use of resource available through the Department, or through outside agencies? (e.g., Drug Squad, Alberta Family and Social Services)

1 = Yes

2 = No

(b) Please explain: _____

7.0 Suggestions for Improving the Foot Patrol Program

1. (a) Do you have any suggestions for improving the operation of the store-front offices?

1 = Yes

2 = No

(b) If yes, please explain: _____

2. (a) Do you have any suggestions for improving the utilization of volunteer services?

1 = Yes
2 = No

(b) If yes, please explain: _____

3. (a) Do you have any suggestions for improving the training provided for the Foot Patrol Program?

1 = Yes
2 = No

(b) If yes, please explain: _____

APPENDIX G

Police Senior Managers Interview Protocol

EDMONTON FOOT PATROL PROJECT

POLICE SENIOR MANAGERS INTERVIEW PROTOCOL

Purpose: to assess the impact of the Neighbourhood Foot Patrol Program on the Edmonton Police Department

- 1.1 What are the best components of the program? (e.g., foot patrols, storefront offices, liaison committees, use of volunteers)

- 1.2 What are the worst components of the program?

- 2.0 Has the Neighbourhood Foot Patrol Program affected the operation of motor patrols:

- 2.1 in positive ways?

2.2 in negative ways?

3.0 Has the Neighbourhood Foot Patrol Program created any special management problems in the Department:

3.1 scheduling shifts?

3.2 workloads?

3.3 resources?

3.4 downtown beats?

4.0 Do you have any suggestions for improving the operation of the Neighbourhood Foot Patrol Program? (e.g., use of storefront offices, volunteers, problem solving, training, downtown beats)

5.0 Would you recommend that this program be implemented in other police departments in Canada?

1 = Yes

2 = No

Comments: _____

6.0 Would you recommend that this program be expanded by the Edmonton Police Department?

1 = Yes

2 = No

Comments: _____

APPENDIX H

**Time Budget Tables for Downtown and Non-downtown Foot Patrol
and Results of Content Analysis of Administrative Time
for Foot and Motor Patrol**

Table H-1
Activity by Proportion Workload Minutes
Downtown Foot Patrol Contables (n=5)

Activity	OCT 9-NOV 5		NOV 6-DEC 3		Entire Study Period	
	Minutes		Minutes		Minutes	
	Sum	% GTTL	Sum	% GTTL	Sum	% GTTL
Foot Patrol.....	7195	17.1%	7835	18.5%	15030	17.8%
Assist Citizen.....	330	.8%	225	.5%	555	.7%
Initial Investigation...	4340	10.3%	4410	10.4%	8750	10.4%
Follow-up Investigation.	2035	4.8%	2240	5.3%	4275	5.1%
Problem Solving.....	1220	2.9%	770	1.8%	1990	2.4%
Community Work.....	610	1.4%	1980	4.7%	2590	3.1%
Collaboration-Other						
Professionals.....	1540	3.7%	1305	3.1%	2845	3.4%
Administration.....	13750	32.6%	14475	34.2%	28225	33.4%
Warrant.....	525	1.2%	915	2.2%	1440	1.7%
Seize Property.....	.	.	75	.2%	75	.1%
VAG.....	1555	3.7%	1220	2.9%	2775	3.3%
Arrest.....	790	1.9%	750	1.8%	1540	1.8%
Traffic Enforcement....	720	1.7%	465	1.1%	1185	1.4%
Court-related Work.....	675	1.6%	765	1.8%	1440	1.7%
Mediation, Counselling..	185	.4%	60	.1%	245	.3%
Assist Other Police						
Officer.....	1830	4.3%	1275	3.0%	3105	3.7%
Referral to Agency.....	105	.2%	300	.7%	405	.5%
Lunch.....	420	1.0%	150	.4%	570	.7%
EPD Meetings, Classes						
etc.....	1545	3.7%	1530	3.6%	3075	3.6%
Other.....	2750	6.5%	1540	3.6%	4290	5.1%
Grand Total.....	45120	100.0%	42285	100.0%	84405	100.0%

Table H-2
Activity by Proportion Workload Minutes
Non-Downtown Foot Patrol Contables (n=16)

Activity	OCT 9-NOV 5		NOV 6-DEC 3		Entire Study Period	
	Minutes		Minutes		Minutes	
	Sum	% GTTL	Sum	% GTTL	Sum	% GTTL
Foot Patrol.....	29722	22.1%	26385	23.3%	56107	22.7%
Assist Citizen.....	290	.2%	170	.2%	460	.2%
Initial Investigation...	18718	13.9%	16715	14.8%	35433	14.3%
Follow-up Investigation.	10158	7.5%	9375	8.3%	19533	7.9%
Problem Solving.....	3345	2.5%	8355	7.4%	11700	4.7%
Community Work.....	8450	6.3%	5520	4.9%	13970	5.6%
Collaboration-Other						
Professionals.....	3105	2.3%	3590	3.2%	6695	2.7%
Administration.....	27305	20.3%	18920	16.7%	46225	18.7%
Warrant.....	615	.5%	625	.6%	1240	.5%
Seize Property.....	3	.0%	.	.	3	.0%
VAG.....	1183	.9%	335	.3%	1518	.6%
Arrest.....	418	.3%	435	.4%	853	.3%
Travel by Car.....	1646	1.2%	1536	1.4%	3182	1.3%
Travel by Foot.....	1139	.8%	279	.2%	1418	.6%
Traffic Enforcement.....	468	.3%	130	.1%	598	.2%
Court-related Work.....	3635	2.7%	2710	2.4%	6345	2.6%
Mediation, Counselling..	1420	1.1%	1045	.9%	2465	1.0%
Assist Other Police						
Officer.....	3125	2.3%	2255	2.0%	5380	2.2%
Referral to Agency.....	75	.1%	150	.1%	225	.1%
Lunch.....	4200	3.1%	3640	3.2%	7840	3.2%
EPD Meetings, Classes etc.....	8650	6.4%	3875	3.4%	12525	5.1%
Other.....	6967	5.2%	6965	6.2%	13932	5.6%
Grand Total.....	134637	100.0%	113010	100.0%	247647	100.0%

Table H-3
Location Under Investigation by Proportion Workload Minutes
Downtown Foot Patrol (n=5)

Location Type	MONTH						ENTIRE STUDY PERIOD		
	OCT 9-NOV 5			NOV 6-DEC 3					
	Sum	Minutes % GTTL	% STTL	Sum	Minutes % GTTL	% STTL	Sum	Minutes % GTTL	% STTL
Street.....	255	.6%	24.2%	195	.5%	56.5%	450	.5%	32.1%
Business.....	305	.7%	28.9%	30	.1%	8.7%	335	.4%	23.9%
Bar.....	45	.1%	4.3%	.	.	.	45	.1%	3.2%
Hotel-Motel.....	30	.1%	2.8%	120	.3%	34.8%	150	.2%	10.7%
Apartment/Duplex/Condo..	180	.4%	17.1%	.	.	.	180	.2%	12.9%
School.....	60	.1%	5.7%	.	.	.	60	.1%	4.3%
General Beat.....	90	.2%	8.5%	.	.	.	90	.1%	6.4%
Other.....	90	.2%	8.5%	.	.	.	90	.1%	6.4%
Sub-Total.....	1055	2.5%	100.0%	345	.8%	100.0%	1400	1.7%	100.0%
 No Offence Code or Invalid Person Type Under Investigation...	40820	96.9%	.	41790	98.8%	.	82610	97.9%	.
Invalid Location Type...	195	.5%	195	.2%	.
None Specified.....	50	.1%	.	150	.4%	.	200	.2%	.
 Grand Total.....	42120	100.0%	.	42285	100.0%	.	84405	100.0%	.

% GTTL uses the Grand Total as the base for calculating percentages, while % STTL uses the Sub-Total as the base.
The Sub-Total is the sum of all minutes for the time period, excluding the "No Offence Code or...", "Invalid Location Type" and "None Specified" categories.

"Invalid Location Type" consists of locations which are probably not under investigation but were coded as such (i.e. Division Office, Store-Front Office, Headquarters, Court and Patrol Car).

Only includes locations for which an offence code or valid person type (i.e. "Suspect" or "Suspicious Person").

Table H-4
Location Under Investigation by Proportion Workload Minutes
Non-Downtown Foot Patrol (n=16)

Location Type	MONTH			MONTH			ENTIRE STUDY PERIOD		
	OCT 9-NOV 5			NOV 6-DEC 3					
	Sum	Minutes % GTTL	% STTL	Sum	Minutes % GTTL	% STTL	Sum	Minutes % GTTL	% STTL
Street.....	145	.1%	6.8%	400	.4%	17.9%	545	.2%	12.5%
Business.....	710	.5%	33.3%	465	.4%	20.9%	1175	.5%	26.9%
Bar.....	30	.0%	1.4%	60	.1%	2.7%	90	.0%	2.1%
Hotel-Motel.....	60	.0%	2.8%	30	.0%	1.3%	90	.0%	2.1%
Apartment/Duplex/Condo..	630	.5%	29.6%	440	.4%	19.7%	1070	.4%	24.5%
Single Family Dwelling..	290	.2%	13.6%	550	.5%	24.7%	840	.3%	19.3%
School.....	235	.2%	11.0%	150	.1%	6.7%	385	.2%	8.8%
Other.....	30	.0%	1.4%	135	.1%	6.1%	165	.1%	3.8%
Sub-Total.....	2130	1.6%	100.0%	2230	2.0%	100.0%	4360	1.8%	100.0%
 No Offence Code or Invalid Person Type									
Under Investigation...	131972	98.0%	.	110405	97.7%	.	242377	97.9%	.
Invalid Location Type...	60	.0%	.	100	.1%	.	160	.1%	.
None Specified.....	475	.4%	.	275	.2%	.	750	.3%	.
Grand Total.....	134637	100.0%	.	113010	100.0%	.	247647	100.0%	.

% GTTL uses the Grand Total as the base for calculating percentages, while % STTL uses the Sub-Total as the base.
The Sub-Total is the sum of all minutes for the time period, excluding the "No Offence Code or...", "Invalid Location Type" and "None Specified" categories.

"Invalid Location Type" consists of locations which are probably not under investigation but were coded as such (i.e. Division Office, Store-Front Office, Headquarters, Court and Patrol Car).

Only includes locations for which an offence code or valid person type (i.e. "Suspect" or "Suspicious Person").

Table H-5
Location of Activity by Proportion Workload Minutes
Downtown Foot Patrol Constables (n=5)

Location of Activity	MONTH						ENTIRE STUDY PERIOD		
	OCT 9-NOV 5			NOV 6-DEC 3			Sum	% GTTL	% STTL
	Minutes	Sum	% GTTL	Minutes	% GTTL	% STTL			
Street.....	6850	16.3%	16.4%	5270	12.5%	12.5%	12120	14.4%	14.4%
Business.....	4030	9.6%	9.7%	4200	9.9%	10.0%	8230	9.8%	9.8%
Bar.....	940	2.2%	2.3%	1205	2.8%	2.9%	2145	2.5%	2.6%
Hotel-Motel.....	620	1.5%	1.5%	575	1.4%	1.4%	1195	1.4%	1.4%
Apartment/Duplex/Condo	585	1.4%	1.4%	1035	2.4%	2.5%	1620	1.9%	1.9%
Single Family Dwelling	120	.3%	.3%	450	1.1%	1.1%	570	.7%	.7%
School.....	90	.2%	.2%	405	1.0%	1.0%	495	.6%	.6%
General Beat.....	5110	12.1%	12.2%	5335	12.6%	12.6%	10445	12.4%	12.4%
Division Office.....	270	.6%	.6%	.	.	.	270	.3%	.3%
Store-Front Office....	10550	25.0%	25.3%	8405	19.9%	19.9%	18955	22.5%	22.6%
Headquarters.....	9080	21.6%	21.8%	12165	28.8%	28.8%	21245	25.2%	25.3%
Court.....	515	1.2%	1.2%	750	1.8%	1.8%	1265	1.5%	1.5%
Patrol Car.....	795	1.9%	1.9%	135	.3%	.3%	930	1.1%	1.1%
Other.....	2180	5.2%	5.2%	2265	5.4%	5.4%	4445	5.3%	5.3%
Sub-Total.....	41735	99.1%	100.0%	42195	99.8%	100.0%	83930	99.4%	100.0%
None Specified.....	385	.9%	.	90	.2%	.	475	.6%	.
Grand Total.....	42120	100.0%	.	42285	100.0%	.	84405	100.0%	.

% GTTL uses the Grand Total as the base for calculating percentages, while % STTL uses the Sub-Total as the base.
The Sub-Total is the sum of all minutes for the time period, excluding the "None Specified" category.

Table H-6
 Location of Activity by Proportion Workload Minutes
 Non-Downtown Foot Patrol Constables (n=16)

Location of Activity	MONTH							
	OCT 9-NOV 5			NOV 6-DEC 3			ENTIRE STUDY PERIOD	
	Sum	Minutes	% GTTL	Sum	Minutes	% GTTL	Sum	% GTTL
Street.....	9685	7.2%	7.7%	8755	7.7%	8.2%	18440	7.4%
Business.....	10443	7.8%	8.3%	8080	7.1%	7.5%	18523	7.5%
Bar.....	971	.7%	.8%	635	.6%	.6%	1606	.6%
Hotel-Motel.....	1520	1.1%	1.2%	1015	.9%	.9%	2535	1.0%
Apartment/Duplex/Condo	6942	5.2%	5.5%	7080	6.3%	6.6%	14022	5.7%
Single Family Dwelling	4724	3.5%	3.7%	5490	4.9%	5.1%	10214	4.1%
School.....	5615	4.2%	4.5%	3295	2.9%	3.1%	8910	3.6%
General Beat.....	26579	19.7%	21.1%	25095	22.2%	23.4%	51674	20.9%
Division Office.....	11010	8.2%	8.7%	8955	7.9%	8.3%	19965	8.1%
Store-Front Office....	27710	20.6%	22.0%	19930	17.6%	18.6%	47640	19.2%
Headquarters.....	10443	7.8%	8.3%	7540	6.7%	7.0%	17983	7.3%
Court.....	2960	2.2%	2.3%	3010	2.7%	2.8%	5970	2.4%
Patrol Car.....	1620	1.2%	1.3%	780	.7%	.7%	2400	1.0%
Other.....	5800	4.3%	4.6%	7665	6.8%	7.1%	13465	5.4%
Sub-Total.....	126022	93.6%	100.0%	107325	95.0%	100.0%	233347	94.2%
None Specified.....	8615	6.4%	.	5685	5.0%	.	14300	5.8%
Grand Total.....	134637	100.0%	.	113010	100.0%	.	247647	100.0%

% GTTL uses the Grand Total as the base for calculating percentages, while % STTL uses the Sub-Total as the base.
 The Sub-Total is the sum of all minutes for the time period, excluding the "None Specified" category.

Table H-7
Person Type Under Investigation by Proportion Workload Minutes - Downtown Foot Patrol (n=5)

Person Type Under Investigation	MONTH									
	OCT 9-NOV 5			NOV 6-DEC 3			Entire Study Period			
	Sum	% GTTL	% STTL	Sum	% GTTL	% STTL	Sum	% GTTL	% STTL	
Suspect.....	4630	11.0%	76.6%	4695	11.1%	64.0%	9325	11.0%	69.7%	
Suspicious Person.....	1415	3.4%	23.4%	2645	6.3%	36.0%	4060	4.8%	30.3%	
Sub-Total.....	6045	14.4%	100.0%	7340	17.4%	100.0%	13385	15.9%	100.0%	
Invalid Person Type.....	2405	5.7%	.	930	2.2%	.	3335	4.0%	.	
None Specified.....	33670	79.9%	.	34015	80.4%	.	67685	80.2%	.	
Grand Total.....	42120	100.0%	.	42285	100.0%	.	84405	100.0%	.	

Downtown Foot Patrol consists of beat areas 6, 7, 8, 9 and 10.

% GTTL uses the Grand Total as the base for calculating percentages, while % STTL uses the Sub-Total as the base. The Sub-Total is the sum of all minutes for the time period, excluding the "Invalid Person Type" and "None Specified" categories.

"Invalid Person Type" consists of person types which are probably not under investigation but were coded as such (i.e. Complainant/Victim, Reporter, Informant, Witness, Police Officer, Other Professional, Citizen, Volunteer, Business Person, Other).

Table H-8
Person Type Under Investigation by Proportion Workload Minutes - Non-Downtown Foot Patrol (n=16)

Person Type Under Investigation	MONTH							
	OCT 9-NOV 5			NOV 6-DEC 3			Entire Study Period	
	Sum	Minutes % GTTL	Minutes % STTL	Sum	Minutes % GTTL	Minutes % STTL	Sum	Minutes % GTTL
Suspect.....	17995	13.4%	92.8%	19980	17.7%	95.0%	37975	15.3% 94.0%
Suspicious Person.....	1400	1.0%	7.2%	1045	.9%	5.0%	2445	1.0% 6.0%
Sub-Total.....	19395	14.4%	100.0%	21025	18.6%	100.0%	40420	16.3% 100.0%
Invalid Person Type.....	3709	2.8%	.	3145	2.8%	.	6854	2.8% .
None Specified.....	111533	82.8%	.	88840	78.6%	.	200373	80.9% .
Grand Total.....	134637	100.0%	.	113010	100.0%	.	247647	100.0% .

Non-Downtown Foot Patrol consists of beat areas 1-5 and 11-21.

% GTTL uses the Grand Total as the base for calculating percentages, while % STTL uses the Sub-Total as the base. The Sub-Total is the sum of all minutes for the time period, excluding the "Invalid Person Type" and "None Specified" categories.

"Invalid Person Type" consists of person types which are probably not under investigation but were coded as such (i.e. Complainant/Victim, Reporter, Informant, Witness, Police Officer, Other Professional, Citizen, Volunteer, Business Person, Other).

Table H-9
Contact Person Type by Proportion Workload Minutes - Downtown Foot Patrol (n=5)

Contact Person Type	MONTH								
	OCT 9-NOV 5			NOV 6-DEC 3			ENTIRE STUDY PERIOD		
	Sum	Minutes % GTTL	% STTL	Sum	Minutes % GTTL	% STTL	Sum	Minutes % GTTL	% STTL
Complainant and/or									
Victim.....	1945	4.6%	21.0%	2865	6.8%	36.9%	4810	5.7%	28.3%
Suspect.....	1760	4.2%	19.0%	255	.6%	3.3%	2015	2.4%	11.9%
Suspicious Person....	460	1.1%	5.0%	195	.5%	2.5%	655	.8%	3.9%
Reporter.....	930	2.2%	10.1%	300	.7%	3.9%	1230	1.5%	7.2%
Informant.....	165	.4%	1.8%	20	.0%	.3%	185	.2%	1.1%
Witness.....	130	.3%	1.4%	135	.3%	1.7%	265	.3%	1.6%
Police Officer.....	1020	2.4%	11.0%	1495	3.5%	19.3%	2515	3.0%	14.8%
Other Professional....	925	2.2%	10.0%	840	2.0%	10.8%	1765	2.1%	10.4%
General Citizen.....	220	.5%	2.4%	355	.8%	4.6%	575	.7%	3.4%
Volunteer.....	240	.6%	2.6%	.	.	.	240	.3%	1.4%
Business Person.....	955	2.3%	10.3%	1265	3.0%	16.3%	2220	2.6%	13.1%
Other.....	495	1.2%	5.4%	30	.1%	.4%	525	.6%	3.1%
Sub-Total.....	9245	21.9%	100.0%	7755	18.3%	100.0%	17000	20.1%	100.0%
None Specified.....	32875	78.1%	.	34530	81.7%	.	67405	79.9%	.
Grand Total.....	42120	100.0%	.	42285	100.0%	.	84405	100.0%	.

Downtown Foot Patrol consists of beat areas 6, 7, 8, 9 and 10.

% GTTL uses the Grand Total as the base for calculating percentages, while % STTL uses the Sub-Total as the base.
The Sub-Total is the sum of all minutes for the time period, excluding the "None Specified" category.

Table H-10
Contact Person Type by Proportion Workload Minutes - Non-Downtown Foot Patrol (n=16)

Contact Person Type	MONTH							
	OCT 9-NOV 5			NOV 6-DEC 3			ENTIRE STUDY PERIOD	
	Sum	Minutes % GTTL	% STTL	Sum	Minutes % GTTL	% STTL	Sum	Minutes % GTTL
Contact Person Type								
Complainant and/or								
Victim.....	17193	12.8%	44.9%	15775	14.0%	44.0%	32968	13.3%
Suspect.....	885	.7%	2.3%	1270	1.1%	3.5%	2155	.9%
Suspicious Person.....	235	.2%	.6%	590	.5%	1.6%	825	.3%
Reporter.....	2950	2.2%	7.7%	3240	2.9%	9.0%	6190	2.5%
Informant.....	485	.4%	1.3%	580	.5%	1.6%	1065	.4%
Witness.....	1199	.9%	3.1%	440	.4%	1.2%	1639	.7%
Police Officer.....	5754	4.3%	15.0%	6385	5.6%	17.8%	12139	4.9%
Other Professional....	5099	3.8%	13.3%	3825	3.4%	10.7%	8924	3.6%
General Citizen.....	1723	1.3%	4.5%	1030	.9%	2.9%	2753	1.1%
Volunteer.....	875	.6%	2.3%	1225	1.1%	3.4%	2100	.8%
Business Person.....	1520	1.1%	4.0%	1205	1.1%	3.4%	2725	1.1%
Other.....	365	.3%	1.0%	285	.3%	.8%	650	.3%
Sub-Total.....	38283	28.4%	100.0%	35850	31.7%	100.0%	74133	29.9%
None Specified.....	96354	71.6%		77160	68.3%		173514	70.1%
Grand Total.....	134637	100.0%		113010	100.0%		247647	100.0%

Non-downtown Foot Patrol consists of beat areas 1-5 and 11-21.

% GTTL uses the Grand Total as the base for calculating percentages, while % STTL uses the Sub-Total as the base. The Sub-Total is the sum of all minutes for the time period, excluding the "None Specified" category.

Table H-11
CHAD Codes by Proportion Workload Minutes - Downtown Foot Patrol (n=5)

Offence	MONTH									
	OCT 9-NOV 5			NOV 6-DEC 3			ENTIRE STUDY PERIOD			
	Minutes	Sum	% GTTL	Minutes	Sum	% GTTL	Minutes	Sum	% GTTL	% STTL
704
705 TA-Property.....	165	.4%	1.9%	60	.1%	.8%	225	.3%	1.4%	
706 TA-Injury.....	.	.	.	120	.3%	1.6%	120	.1%	.7%	
707 TA-Hit & Run.....	105	.2%	1.2%	.	.	.	105	.1%	.6%	
708 TA-Parking.....	625	1.5%	7.1%	495	1.2%	6.7%	1120	1.3%	6.9%	
709 TA-Moving.....	195	.5%	2.2%	30	.1%	.4%	225	.3%	1.4%	
710 TA-Other.....	120	.3%	1.4%	75	.2%	1.0%	195	.2%	1.2%	
720 LA-Drunk.....	160	.4%	1.8%	45	.1%	.6%	205	.2%	1.3%	
730 Landlord/Tenant.....
740 Mental Health.....	105	.2%	1.2%	.	.	.	105	.1%	.6%	
750 Child Welfare.....
755 Dog Bylaw.....
765 Streets Bylaw.....
775 Noise Bylaw.....
785 Other Municipal.....
801 Assistance.....
802 Assist police.....	120	.3%	1.4%	.	.	.	120	.1%	.7%	
803 Escorts.....	.	.	.	120	.3%	1.6%	120	.1%	.7%	
804 Family Disputes.....	45	.1%	.5%	180	.4%	2.4%	225	.3%	1.4%	
805 Sick/Injured.....	150	.4%	1.7%	345	.8%	4.6%	495	.6%	3.0%	
806 Lost/Found.....	195	.5%	2.2%	75	.2%	1.0%	270	.3%	1.7%	
807 Missing Persons.....	510	1.2%	5.8%	90	.2%	1.2%	600	.7%	3.7%	
808 Trouble with										
Neighbour etc.....	750	1.8%	8.5%	1005	2.4%	13.5%	1755	2.1%	10.8%	
810 Drug Overdose.....	105	.2%	1.2%	.	.	.	105	.1%	.6%	
811 Insecure Premises...
812 Other.....	60	.1%	.7%	180	.4%	2.4%	240	.3%	1.5%	
901 Robbery Alarm.....	.	.	.	360	.9%	4.8%	360	.4%	2.2%	
902 Intrusion Alarm.....	135	.3%	1.5%	30	.1%	.4%	165	.2%	1.0%	
903 Assault.....	60	.1%	.7%	240	.6%	3.2%	300	.4%	1.8%	
904 Bomb Threats.....
905 Break-and-Enter.....	300	.7%	3.4%	80	.2%	1.1%	380	.5%	2.3%	
906 Disturbance.....	15	.0%	.2%	.	.	.	15	.0%	.1%	
907 Drugs.....	1830	4.3%	20.7%	1260	3.0%	17.0%	3090	3.7%	19.0%	

Downtown Foot Patrol consists of beat areas 6, 7, 8, 9 and 10.

% GTTL uses the Grand Total as the base for calculating percentages, while % STTL uses the Sub-Total as the base. The Sub-Total is the sum of all minutes for the time period, excluding the "None Specified" category.

CHAD Offence Code 704 was reported by only two constables. Description of offence was not provided.

(continued)

Table H-11 (continued)
CHAD Codes by Proportion Workload Minutes - Downtown Foot Patrol (n=5)

Offence	MONTH									
	OCT 9-NOV 5			NOV 6-DEC 3			ENTIRE STUDY PERIOD			
	Sum	Minutes % GTTL	% STTL	Sum	Minutes % GTTL	% STTL	Sum	Minutes % GTTL	% STTL	
908 Fire/Arson.....	
909 Fraud.....	600	1.4%	6.8%	390	.9%	5.2%	990	1.2%	6.1%	
910 Gun Complaint.....	195	.5%	2.2%	.	.	.	195	.2%	1.2%	
911 Impaired Driver.....	90	.2%	1.0%	180	.4%	2.4%	270	.3%	1.7%	
912 Juvenile Complaint..	
913 Murder, Suicide etc.	285	.7%	3.2%	.	.	.	285	.3%	1.8%	
914 Sex Offences.....	
915 Suspicious Person...	150	.4%	1.7%	540	1.3%	7.3%	690	.8%	4.2%	
916 Thefts.....	1020	2.4%	11.5%	990	2.3%	13.3%	2010	2.4%	12.4%	
917 Threats.....	90	.2%	1.0%	105	.2%	1.4%	195	.2%	1.2%	
918 Trouble Unknown....	.	.	.	30	.1%	.4%	30	.0%	.2%	
919 Wilful Damage.....	525	1.2%	5.9%	165	.4%	2.2%	690	.8%	4.2%	
920 Armed Robbery.....	.	.	.	150	.4%	2.0%	150	.2%	.9%	
921 Other.....	135	.3%	1.5%	60	.1%	.8%	195	.2%	1.2%	
1013 EP Officer in Trouble	.	.	.	30	.1%	.4%	30	.0%	.2%	
Sub-Total.....	8840	21.0%	100.0%	7430	17.6%	100.0%	16270	19.3%	100.0%	
None Specified.....	33280	79.0%	.	34855	82.4%	.	68135	80.7%	.	
Grand Total.....	42120	100.0%	.	42285	100.0%	.	84405	100.0%	.	

Downtown Foot Patrol consists of beat areas 6, 7, 8, 9 and 10.

% GTTL uses the Grand Total as the base for calculating percentages, while % STTL uses the Sub-Total as the base. The Sub-Total is the sum of all minutes for the time period, excluding the "None Specified" category.

CHAD Offence Code 704 was reported by only two constables. Description of offence was not provided.

Table H-12
CHAD Codes by Proportion Workload Minutes - Non-Downtown Foot Patrol (n=16)

	MONTH									
	OCT 9-NOV 5			NOV 6-DEC 3			ENTIRE STUDY PERIOD			
	Sum	Minutes % GTTL	% STTL	Sum	Minutes % GTTL	% STTL	Sum	Minutes % GTTL	% STTL	
Offence										
704.....	90	.1%	.3%	35	.0%	.1%	125	.1%	.2%	
705 TA-Property.....	645	.5%	2.1%	490	.4%	1.5%	1135	.5%	1.8%	
706 TA-Injury.....	120	.1%	.4%	265	.2%	.8%	385	.2%	.6%	
707 TA-Hit & Run.....	590	.4%	1.9%	620	.5%	1.9%	1210	.5%	1.9%	
708 TA-Parking.....	1410	1.0%	4.5%	1180	1.0%	3.6%	2590	1.0%	4.1%	
709 TA-Moving.....	75	.1%	.2%	230	.2%	.7%	305	.1%	.5%	
710 TA-Other.....	148	.1%	.5%	45	.0%	.1%	193	.1%	.3%	
720 LA-Drunk.....	700	.5%	2.2%	490	.4%	1.5%	1190	.5%	1.9%	
730 Landlord/Tenant.....	210	.2%	.7%	75	.1%	.2%	285	.1%	.4%	
740 Mental Health.....	.	.	.	60	.1%	.2%	60	.0%	.1%	
750 Child Welfare.....	75	.1%	.2%	.	.	.	75	.0%	.1%	
755 Dog Bylaw.....	35	.0%	.1%	15	.0%	.0%	50	.0%	.1%	
765 Streets Bylaw.....	.	.	.	30	.0%	.1%	30	.0%	.0%	
775 Noise Bylaw.....	45	.0%	.1%	160	.1%	.5%	205	.1%	.3%	
785 Other Municipal.....	45	.0%	.1%	60	.1%	.2%	105	.0%	.2%	
801 Assistance.....	30	.0%	.1%	150	.1%	.5%	180	.1%	.3%	
802 Assist police.....	105	.1%	.3%	175	.2%	.5%	280	.1%	.4%	
804 Family Disputes.....	200	.1%	.6%	635	.6%	2.0%	835	.3%	1.3%	
805 Sick/Injured.....	375	.3%	1.2%	200	.2%	.6%	575	.2%	.9%	
806 Lost/Found.....	640	.5%	2.0%	400	.4%	1.2%	1040	.4%	1.6%	
807 Missing Persons.....	684	.5%	2.2%	755	.7%	2.3%	1439	.6%	2.3%	
808 Trouble with Neighbour etc.....	3180	2.4%	10.1%	3205	2.8%	9.9%	6385	2.6%	10.0%	
810 Drug Overdose.....	.	.	.	30	.0%	.1%	30	.0%	.0%	
811 Insecure Premises...	90	.1%	.3%	25	.0%	.1%	115	.0%	.2%	
812 Other.....	430	.3%	1.4%	650	.6%	2.0%	1080	.4%	1.7%	
901 Robbery Alarm.....	30	.0%	.1%	50	.0%	.2%	80	.0%	.1%	
902 Intrusion Alarm.....	190	.1%	.6%	340	.3%	1.1%	530	.2%	.8%	
903 Assault.....	3335	2.5%	10.6%	1340	1.2%	4.1%	4675	1.9%	7.3%	
904 Bomb Threats.....	.	.	.	60	.1%	.2%	60	.0%	.1%	
905 Break-and-Enter....	2620	1.9%	8.3%	1265	1.1%	3.9%	3885	1.6%	6.1%	
906 Disturbance.....	240	.2%	.8%	180	.2%	.6%	420	.2%	.7%	
907 Drugs.....	970	.7%	3.1%	1445	1.3%	4.5%	2415	1.0%	3.8%	

Non-Downtown Foot Patrol consists of beat areas 1-5 and 11-21.

% GTTL uses the Grand Total as the base for calculating percentages, while % STTL uses the Sub-Total as the base. The Sub-Total is the sum of all minutes for the time period, excluding the "None Specified" category.

CHAD Offence Code 704 was reported by only two constables. Description of offence was not provided.

(continued)

Table H-12 (continued)
CHAD Codes by Proportion Workload Minutes - Non-Downtown Foot Patrol (n=16)

Offence	MONTH									
	OCT 9-NOV 5			NOV 6-DEC 3			ENTIRE STUDY PERIOD			
	Minutes	Sum	% GTTL	Minutes	Sum	% GTTL	Minutes	Sum	% GTTL	% STTL
908 Fire/Arson.....	30	.0%	.1%	30	.0%	.1%	60	.0%	.1%	
909 Fraud.....	2310	1.7%	7.3%	565	.5%	1.7%	2875	1.2%	4.5%	
910 Gun Complaint.....	90	.1%	.3%	130	.1%	.4%	220	.1%	.3%	
911 Impaired Driver.....	390	.3%	1.2%	230	.2%	.7%	620	.3%	1.0%	
912 Juvenile Complaint..	180	.1%	.6%	60	.1%	.2%	240	.1%	.4%	
913 Murder, Suicide etc.	240	.2%	.8%	75	.1%	.2%	315	.1%	.5%	
914 Sex Offences.....	794	.6%	2.5%	3785	3.3%	11.7%	4579	1.8%	7.2%	
915 Suspicious Person...	1235	.9%	3.9%	1490	1.3%	4.8%	2725	1.1%	4.3%	
916 Thefts.....	6170	4.6%	19.6%	7735	6.8%	23.9%	13905	5.6%	21.8%	
917 Threats.....	705	.5%	2.2%	500	.4%	1.5%	1205	.5%	1.9%	
918 Trouble Unknown....	90	.1%	.3%	.	.	.	90	.0%	.1%	
919 Wilful Damage.....	1145	.9%	3.6%	1460	1.3%	4.5%	2605	1.1%	4.1%	
920 Armed Robbery.....	180	.1%	.6%	290	.3%	.9%	470	.2%	.7%	
921 Other.....	581	.4%	1.8%	1355	1.2%	4.2%	1936	.8%	3.0%	
1013 EP Officer in Trouble	
Sub-Total.....	31447	23.4%	100.0%	32365	28.6%	100.0%	63812	25.8%	100.0%	
None Specified.....	103190	76.6%	.	80645	71.4%	.	183835	74.2%	.	
Grand Total.....	134637	100.0%	.	113010	100.0%	.	247647	100.0%	.	

Non-Downtown Foot Patrol consists of beat areas 1-5 and 11-21.

% GTTL uses the Grand Total as the base for calculating percentages, while % STTL uses the Sub-Total as the base. The Sub-Total is the sum of all minutes for the time period, excluding the "None Specified" category.

CHAD Offence Code 704 was reported by only two constables. Description of offence was not provided.

Table H-13

Explaining High Proportion of Administrative Time
(Activity 8) for Foot Patrol

Administrative Activity Comment Type	All Foot Patrol	%	Downtown Foot Patrol	%	Non-downtown Foot Patrol	%	Motor Patrol
0 - Minutes No comments provided	11,250	15.1	735	2.6	10,515	22.7	2,840 6.0%
1 - Minutes True administration - paperwork, forms, reports, preshift orientation	43,856	58.9	20,461	72.5	23,395	50.6	38,772 82.0%
2 - Minutes Foot administration - phone calls and volunteers	7,645	10.3	3,435	12.2	4,210	9.1	- -
3 - Minutes Other administration - photocopying, CHAD work, inventory	11,699	15.7	3,594	12.7	8,105	17.5	5,691 12.0%
Total	74,450	100%	28,225	100%	46,225	99.9%	47,303 100%

APPENDIX I

**Personnel Survey Results for Questions Not Included on Subscales,
Foot and Motor Patrol Constables, Pretest and Posttest**

Table I-1
 Personnel Survey - Attitudes Toward Neighbourhood Foot Patrol Function
 Foot Patrol Constables (N=20) at Pretest¹ and Posttest

Question ²	Pretest					Posttest				
	Mean	s.d.	Min	Max	Valid. n	Mean	s.d.	Min	Max	Valid. n
NFP: Non-Criminal Street Activity.....		0	5.4	.68	4	6	20		
NFP: Prevention of Crime....		0	3.7	1.28	1	5	19		
NFP: Rapid Response to CFS..		0	4.3	1.07	2	6	20		
NFP: Reduce Citizen Fear of Crime.....		0	5.1	1.19	1	6	20		
NFP: Promote Police-Community Relations.....		0	5.7	.57	4	6	20		
NFP: Cost-Effectiveness....		0	5.2	.75	4	6	20		
NFP: Obtain Citizen Support.		0	5.3	.98	3	6	20		
NFP: Obtain Business Merchant Support.....		0	5.5	.94	3	6	20		
NFP: Create Citizen Sense of Security.....		0	5.0	1.15	2	6	20		
NFP: Collect Information on Duty.....		0	5.4	.75	3	6	20		
NFP: Knowledge Neighbourhood Activities.....		0	5.3	.80	4	6	20		
NFP: Training Ground for Recruits.....		0	5.1	1.05	2	6	20		
NFP: Deliver Full Range Police Services.....		0	5.1	1.17	2	6	20		
NFP: Support from Community Minorities.....		0	4.4	1.26	2	6	19		
NFP: Remain Mobile in Community.....		0	4.8	.98	3	6	19		
NFP: Access to Specialized Equipment.....		0	3.4	1.63	1	6	20		
NFP: Handle Criminal Activity.....		0	4.6	.89	2	6	20		
NFP: Can Lend Support where Needed.....		0	5.1	.76	4	6	20		

¹Not Asked at Pretest, because Foot Patrol Program had only just begun.

²Abbreviated form only; Refer to Personnel Survey in Appendix E for exact wording of questions.

For section I of the Personnel Survey, valid responses consist of the following:
 1-Very Negative; 2-Moderately Negative; 3-Slightly Negative; 4-Slightly Positive;
 5-Moderately Positive; 6-Very Positive.

Table I-2
 Personnel Survey - Attitudes Toward Neighbourhood Foot Patrol Function
 Motor Patrol Constables (N=60) at Pretest¹ and Posttest

Question ²	Pretest					Posttest				
	Mean	s.d.	Min	Max	Valid n	Mean	s.d.	Min	Max	Valid n
NFP: Non-Criminal Street Activity.....	0	4.9	.72	2	6	56
NFP: Prevention of Crime....	0	4.3	.94	1	6	57
NFP: Rapid Response to CFS..	0	3.7	1.18	1	6	54
NFP: Reduce Citizen Fear of Crime.....	0	4.7	.89	3	6	56
NFP: Promote Police-Community Relations.....	0	5.4	.67	4	6	58
NFP: Cost-Effectiveness....	0	4.5	1.19	1	6	56
NFP: Obtain Citizen Support.	0	5.0	.83	3	6	58
NFP: Obtain Business Merchant Support.....	0	5.2	.68	4	6	58
NFP: Create Citizen Sense of Security.....	0	4.8	.94	1	6	58
NFP: Collect Information on Duty.....	0	5.1	.86	3	6	56
NFP: Knowledge Neighbourhood Activities.....	0	5.3	.71	4	6	56
NFP: Training Ground for Recruits.....	0	4.7	1.13	1	6	58
NFP: Deliver Full Range Police Services.....	0	4.2	1.12	1	6	57
NFP: Support from Community Minorities.....	0	4.4	.95	2	6	54
NFP: Remain Mobile in Community.....	0	4.3	1.03	1	6	57
NFP: Access to Specialized Equipment.....	0	3.6	1.03	1	5	55
NFP: Handle Criminal Activity.....	0	4.5	.83	2	6	56
NFP: Can Lend Support where Needed.....	0	4.4	1.16	1	6	58
.....

¹Not Asked at Pretest, because Foot Patrol Program had only just begun.

²Abbreviated form only; Refer to Personnel Survey in Appendix E for exact wording of questions.

For Section I of the Personnel Survey, valid responses consist of the following:
 1-Very Negative; 2-Moderately Negative; 3-Slightly Negative; 4-Slightly Positive;
 5-Moderately Positive; 6-VeryPositive.

Table I-3
 Attitudes Toward Motor Patrol Function
 Foot Patrol Constables (N=20) Pretest & Posttest

Question ¹	Pretest					Posttest					n
	Mean	s.d.	Min	Max	Valid	Mean	s.d.	Min	Max	Valid	
MP: Non-Criminal Street Activity...	4.3	.73	3	5	19	3.1	1.12	1	5	20	
MP: Prevention of Crime.....	3.4	1.14	1	5	20	3.3	1.21	1	5	20	
MP: Rapid Response to CFS.....	4.0	1.17	2	6	20	4.8	1.25	2	6	20	
MP: Reduce Citizen Fear of Crime...	3.7	1.18	1	5	20	3.4	.99	1	5	20	
MP: Promote Police-Community MP:											
Relations.....	4.2	.77	3	6	20	3.3	1.00	2	5	19	
MP: Cost-Effectiveness.....	3.7	1.42	1	6	20	3.6	1.47	1	6	20	
MP: Obtain Citizen Support.....	4.2	1.04	2	6	20	3.3	1.02	2	5	20	
MP: Obtain Business Merchant											
Support.....	4.1	1.10	2	6	20	3.0	.97	1	5	20	
MP: Create Citizen Sense of MP:											
Security.....	3.7	1.09	1	5	20	3.3	1.07	1	5	20	
MP: Collect Information on Duty....	4.1	1.52	1	6	20	4.0	.97	1	5	20	
MP: Knowledge Neighbourhood											
Activities.....	3.9	1.66	1	6	20	2.3	1.16	1	5	20	
MP: Training Ground for Recruits...	4.6	1.31	2	6	20	4.6	.82	4	6	20	
MP: Deliver Full Range Police											
Services.....	4.2	1.11	1	6	20	4.1	.97	3	6	20	
MP: Support from Community											
Minorities.....	3.4	1.18	1	5	20	2.7	1.16	1	4	19	
MP: Remain Mobile in Community ²	0	5.0	1.23	1	5	20	
MP: Access to Specialized Equipment ²	0	4.5	1.00	3	6	20	
MP: Handle Criminal Activity ²	0	4.3	.97	3	6	20	
MP: Can Lend Support where Needed ²	0	4.1	1.15	2	6	20	

¹Abbreviated form only; Refer to Personnel Survey in Appendix E for exact wording of questions.

²Not asked at pretest.

For section II of the Personnel Survey, valid responses consist of the following:

1-Very Negative; 2-Moderately Negative; 3-Slightly Negative; 4-Slightly Positive;
 5-Moderately Positive; 6-Very Positive.

Table I-4
Attitudes Toward Motor Patrol Function
Motor Patrol Constables (N=60) Pretest & Posttest

Question ¹	Pretest					Posttest				
	Mean	s.d.	Min	Max	Valid	Mean	s.d.	Min	Max	Valid
					n					n
MP: Non-Criminal Street Activity...	4.4	.85	2	6	59	4.1	.97	2	6	59
MP: Prevention of Crime.....	3.9	1.10	1	6	60	3.9	.97	1	6	58
MP: Rapid Response to CFS.....	4.3	1.11	2	6	60	5.0	.94	3	6	60
MP: Reduce Citizen Fear of Crime...	4.0	1.03	1	6	60	4.1	.90	2	6	59
MP: Promote Police-Community MP:										
Relations.....	4.4	1.11	1	6	60	4.0	1.07	1	6	60
MP: Cost-Effectiveness.....	4.1	1.00	2	6	60	4.3	.99	2	6	59
MP: Obtain Citizen Support.....	4.3	.97	2	6	60	4.0	.84	2	6	60
MP: Obtain Business Merchant										
Support.....	4.4	1.00	2	6	59	3.8	1.05	1	6	60
MP: Create Citizen Sense of										
Security.....	3.9	.87	2	5	60	4.2	.86	2	6	60
MP: Collect Information on Duty....	4.3	1.19	2	6	52	4.2	1.07	1	6	59
MP: Knowledge Neighbourhood										
Activities.....	4.1	1.15	2	6	53	3.5	1.18	1	6	59
MP: Training Ground for Recruits...	4.8	.93	2	6	57	5.0	.95	2	6	60
MP: Deliver Full Range Police										
Services.....	4.6	.95	2	6	59	4.8	.97	2	6	59
MP: Support from Community										
Minorities.....	3.6	1.20	1	6	58	3.4	1.03	1	5	58
MP: Remain Mobile in Community....	0	5.0	.84	3	6	60
MP: Access to Specialized Equipment	0	4.5	1.33	1	6	59
MP: Handle Criminal Activity.....	0	4.6	.95	2	6	59
MP: Can Lend Support where Needed..	0	4.9	.89	3	6	60

¹Abbreviated form only; Refer to Personnel Survey in Appendix E for exact wording of questions.

²Not asked at pretest.

For section II of the Personnel Survey, valid responses consist of the following:
 1-Very Negative; 2-Moderately Negative; 3-Slightly Negative; 4-Slightly Positive;
 5-Moderately Positive; 6-Very Positive.

Table I-5
Attitudes Toward Police Performance Issues
Foot Patrol Constables (N=20) Pretest & Posttest

Question ¹	Pretest					Posttest				
	Mean	s.d.	Min	Max	Valid n	Mean	s.d.	Min	Max	Valid n
Should Not Become Personally Familiar with Residents.....	4.4	.82	2	5	20	4.6	.94	1	5	20
Should be Concerned about Citizen Well-being.....	2.0	1.28	1	5	20	1.7	.99	1	5	20
Should Enforce All Laws at All Times.....	3.8	.95	2	5	20	4.1	1.05	1	5	20
Spend Great Deal of Time Enforcing Traffic Laws.....	3.7	.81	2	5	20	3.2	1.24	1	5	20
Police So Busy That They Seldom Have Time to Relax.....	3.8	.70	2	5	20	3.4	1.10	1	5	20
Most People Do Not Respect Police..	4.2	.59	3	5	20	4.4	.67	3	5	20
Good Relationship Between Police & Edmontonians.....	2.3	.57	1	3	20	2.2	.75	1	4	20
More Likely to Arrest Person with 'Bad Attitude'.....	2.7	1.09	1	5	20	2.6	.94	1	5	20
Does Not Take Much Formal Education to be Good Police Officer.....	2.7	1.04	1	5	20	2.9	1.12	1	5	20
Police Work Repetitive.....	2.1	.60	1	4	20	2.5	1.05	1	5	20
Detectives Relay Intelligence to Patrol Officers.....	4.4	.49	4	5	20	4.3	.97	1	5	20
Good Officer Gets Occasional Citizen Complaint.....	2.1	.72	1	4	20	2.2	.75	1	4	20
Citizens Don't Understand Problems of Police in Edmonton.....	2.3	.73	1	4	20	2.5	.76	1	4	20
Citizen's Word Worth More Than Officer's in Citizen Complaints.	3.2	.88	1	4	20	3.0	1.05	1	4	20
Police Officers No Different than Citizens.....	2.8	1.11	1	4	20	2.6	1.10	1	4	20
Misconduct Investigation Biased in Favor of Officers.....	3.8	.77	2	5	20	3.7	.66	3	5	20
Few Complaints More Important Than Arrest Record.....	3.4	.88	2	5	20	3.2	.70	2	4	20
Should put as Much Effort into Crime Prevention as Investigation....	2.8	1.06	2	5	20	2.8	.91	2	4	20
Officers Get Bored - Too Much Time on Hands.....	3.7	.80	2	5	20	4.1	.69	2	5	20
EPD Has Fair System to Recognize Officers Doing Good Job.....	3.5	1.24	1	5	20	3.6	1.19	1	5	20
Patrol Work with Time for Special Tasks.....	3.8	1.28	2	5	20	4.2	.93	2	5	20

Continued...

¹Abbreviated form only; Refer to Personnel Survey in Appendix E for exact wording of questions.

For section III of the Personnel Survey, valid responses consist of the following:

1-Strongly Agree; 2-Agree; 3-Neither Disagree or Agree; 4-Disagree; 5-Strongly Disagree.

Table I-5 (continued)
 Attitudes Toward Police Performance Issues
 Foot Patrol Constables (N=20) Pretest & Posttest

Question ¹	Pretest					Posttest				
	Mean	s.d.	Min	Max	Valid n	Mean	s.d.	Min	Max	Valid n
Foot Patrol Greater Awareness of										
Citizen Expectations than Motor.	1.4	.49	1	2	20	1.6	.75	1	4	20
Foot Patrol Waste of Manpower.....	4.7	.47	4	5	20	4.7	.47	4	5	20
Problem Solving Should Not be										
Officer's Responsibility.....	4.4	1.09	1	5	20	4.5	.95	1	5	20
Better to Avoid Complaints Than										
Build Impressive Arrest Record..	3.8	.91	2	5	20	3.7	.75	2	5	20
Not Enough Communication Between										
Officers.....	2.1	.97	1	5	20	2.3	1.12	1	5	20
University Education Should										
be Required.....	4.4	.75	2	5	20	4.3	.72	2	5	20
Female Officers Equally Effective										
as Male Officers.....	2.8	1.15	1	5	20	3.0	1.00	1	4	20
Good Policing Requires Concern For										
Crime Consequences not Causes...	3.8	1.01	2	5	20	4.0	.79	2	5	20
Police Officers Don't Understand										
Citizen Problems.....	3.9	.79	2	5	20	4.0	.69	2	5	20
Police Officers Must Enforce Any										
Law on the Books.....	3.6	.99	2	5	20	4.1	.76	2	5	20
Police Officers Often Treat Whites										
Better than Non-Whites.....	3.4	.82	2	4	20	3.7	1.14	2	5	20
My Supervisors Think Foot Patrol										
is a Waste of People.....	3.4	.99	2	5	20	3.3	1.17	1	5	20
Aggressive Bearing May Be More										
Useful than Courteous Manner....	2.6	1.10	1	5	20	2.5	1.28	1	5	20
People in Edmonton Generally Look										
up to Police.....	2.1	.31	2	3	20	2.1	.31	2	3	20
I Get Enough Credit for Performance										
on Job.....	2.8	1.01	1	5	20	3.1	1.05	1	5	20
Motorized Patrols So Busy, Have No										
Time for Prevention.....	2.6	1.27	1	4	20	2.3	1.13	1	5	20
Beat Officers Don't Get Information										
About Crime in Area.....	2.9	.99	1	5	20	2.8	1.11	1	4	20
EPD Hiring Practices have Increased										
Quality of Organization.....	2.9	.75	2	4	20	3.1	1.05	1	5	20
University Education Does Not										
Improve Police Performance.....	2.2	.83	1	4	20	2.4	.93	1	5	20

Continued...

¹Abbreviated form only; Refer to Personnel Survey in Appendix E for exact wording of questions.

For section III of the Personnel Survey, valid responses consist of the following:

1-Strongly Agree; 2-Agree; 3-Neither Disagree or Agree; 4-Disagree; 5-Strongly Disagree.

Table I-5 (continued)
 Attitudes Toward Police Performance Issues
 Foot Patrol Constables (N=20) Pretest & Posttest

Question ¹	Pretest					Posttest				
	Mean	s.d.	Min	Max	Valid n	Mean	s.d.	Min	Max	Valid n
Officers Share Information About										
Known Suspects in Patrol Area...	2.6	.82	2	4	20	2.7	.93	1	4	20
EPD Management Communicates Goals etc. Clearly to All Employees...	2.8	.91	1	4	20	2.8	1.06	2	5	20
I Rarely Receive Praise for My Work	3.0	1.03	1	5	20	3.1	.97	1	5	20
Most Decisions Seldom Changed by Supervisor/Manager.....	2.0	.46	1	3	20	1.9	.45	1	3	20
Marked Cars Reduce Fear More than Foot Patrol.....	4.0	.69	2	5	20	4.1	.51	3	5	20
Detectives so Busy on Follow-up, No Time for Other Activities.....	2.8	1.06	1	5	20	2.6	.69	2	4	20
I am My Own Boss in Almost All Work Situations.....	2.4	.88	1	4	20	1.9	.37	1	2	20
Often Have Opportunity to Discuss Beat Problems with Supervisor...	2.7	.86	2	4	20	2.8	.89	1	4	20
Should be as Many Minorities in Department as in City Itself....	3.6	1.05	1	5	20	3.6	1.00	2	5	20
Officers Well Informed about Patrol Area Problems & Crime Patterns..	3.5	.89	2	5	20	3.4	.93	2	5	20
Detective Could be Used More Effectively.....	2.5	.76	1	4	20	2.2	.77	1	3	20
Should be Ways to Improve Rank Other Than Becoming Supervisor..	2.0	.69	1	3	20	1.8	.52	1	3	20
Encouraging to See High Idealism of Some Officers.....	2.1	.39	1	3	20	2.2	.52	1	3	20

¹Abbreviated form only; Refer to Personnel Survey in Appendix E for exact wording of questions.

For section III of the Personnel Survey, valid responses consist of the following:
 1-Strongly Agree; 2-Agree; 3-Neither Disagree or Agree; 4-Disagree; 5-Strongly Disagree.

Table I-6
Attitudes Toward Police Performance Issues
Motor Patrol Constables (N=60) Pretest & Posttest

Question ¹	Pretest					Posttest				
	Mean	s.d.	Min	Max	Valid n	Mean	s.d.	Min	Max	Valid n
Should Not Become Personally Familiar with Residents.....	4.2	.99	1	5	60	4.2	.83	2	5	60
Should be Concerned about Citizen Well-being.....	1.9	.95	1	5	60	2.1	1.00	1	5	60
Should Enforce All Laws at All Times.....	3.7	.94	1	5	60	3.5	1.16	1	5	60
Spend Great Deal of Time Enforcing Traffic Laws.....	2.9	.94	1	4	60	2.9	.97	1	5	60
Police So Busy That They Seldom Have Time to Relax.....	3.4	.82	2	5	60	2.9	.95	1	5	60
Most People Do Not Respect Police..	3.8	.72	1	5	60	3.7	.84	1	5	60
Good Relationship Between Police & Edmontonians.....	2.4	.74	1	4	60	2.5	.87	1	4	60
More Likely to Arrest Person with 'Bad Attitude'.....	2.8	.94	2	5	60	2.8	.97	1	5	60
Does Not Take Much Formal Education to be Good Police Officer.....	3.1	1.13	1	5	60	3.3	1.07	1	5	60
Police Work Repetitive.....	2.3	.96	1	4	60	2.6	.96	1	5	60
Detectives Relay Intelligence to Patrol Officer.....	4.2	.63	3	5	59	3.9	.91	1	5	60
Good Officer Gets Occasional Citizen Complaint.....	2.3	.77	1	5	60	2.2	.81	1	4	60
Citizens Don't Understand Problems of Police in Edmonton.....	2.4	.80	1	5	60	2.2	.56	1	4	60
Citizen's Word Worth More Than Officer's in Citizen Complaints.	2.9	.90	1	4	60	2.7	.85	1	5	60
Police Officers No Different than Citizens.....	2.7	.86	1	4	60	2.5	1.02	1	5	60
Misconduct Investigation Biased in Favor of Officers.....	3.8	.63	2	5	59	3.7	.65	3	5	60
Few Complaints More Important Than Arrest Record.....	3.4	.79	1	5	60	3.2	.92	1	5	60
Should put as Much Effort into Crime Prevention as Investigation....	2.5	.83	1	4	60	2.7	.93	1	5	60
Officers Get Bored - Too Much Time on Hands.....	4.0	.97	1	5	60	4.2	.69	2	5	60
EPD Has Fair System to Recognize Officers Doing Good Job.....	3.5	.93	1	5	60	3.7	.91	1	5	60
Patrol Work with Time for Special Tasks.....	3.4	.86	2	5	58	3.4	.98	1	5	59

Continued...

¹Abbreviated form only; Refer to Personnel Survey in Appendix E for exact wording of questions.

For Section III of the Personnel Survey, valid responses consist of the following:

1-Strongly Agree; 2-Agree; 3-Neither Disagree or Agree; 4-Disagree; 5-Strongly Disagree.

Table I-6 (continued)
 Attitudes Toward Police Performance Issues
 Motor Patrol Constables (N=60) Pretest & Posttest

Question ¹	Pretest					Posttest				
	Mean	s.d.	Min	Max	Valid n	Mean	s.d.	Min	Max	Valid n
Foot Patrol Greater Awareness of Citizen Expectations than Motor.	2.0	.84	1	4	60	2.0	.77	1	5	60
Foot Patrol Waste of Manpower.....	4.0	.76	2	5	60	3.9	.91	2	5	60
Problem Solving Should Not be Officer's Responsibility.....	4.0	.74	2	5	60	3.9	.95	1	5	60
Better to Avoid Complaints Than Build Impressive Arrest Record..	3.4	1.06	1	5	60	3.5	.93	1	5	60
Not Enough Communication Between Officers.....	2.3	.91	1	5	60	2.1	.69	1	4	60
University Education Should be Required.....	4.1	.86	2	5	60	3.9	.85	1	5	60
Female Officers Equally Effective as Male Officers.....	2.7	1.03	1	5	60	2.8	.99	1	5	60
Good Policing Requires Concern For Crime Consequences not Causes...	3.8	.83	1	5	60	3.9	.92	1	5	60
Police Officers Don't Understand Citizen Problems.....	3.8	.74	2	5	60	3.9	.71	2	5	60
Police Officers Must Enforce Any Law on the Books.....	3.4	.94	1	5	60	3.4	.99	1	5	60
Police Officers Often Treat Whites Better than Non-Whites.....	3.3	1.04	1	5	60	3.5	1.03	1	5	60
My Supervisors Think Foot Patrol is a Waste of People.....	3.3	.74	2	5	57	3.5	.82	2	5	58
Aggressive Bearing May be More Useful than Courteous Manner....	2.8	.98	1	5	60	3.0	1.16	1	5	60
People in Edmonton Generally Look up to Police.....	2.3	.65	1	4	60	2.4	.66	1	4	60
I Get Enough Credit for Performance on Job.....	3.2	.98	1	5	60	3.2	1.00	1	5	60
Motorized Patrols So Busy, Have No Time for Prevention.....	2.3	.77	1	4	60	2.2	.72	1	4	60
Beat Officers Don't Get Information About Crime In Area.....	3.2	.68	2	4	46	3.2	.71	2	5	55
EPD Hiring Practices have Increased Quality of Organization.....	2.8	.90	1	5	60	2.8	.97	1	5	60
University Education Does Not Improve Police Performance.....	2.4	.87	1	4	60	2.4	.93	1	5	60

Continued...

¹Abbreviated form only; Refer to Personnel Survey in Appendix E for exact wording of questions.

For Section III of the Personnel Survey, valid responses consist of the following:

1-Strongly Agree; 2-Agree; 3-Neither Disagree or Agree; 4-Disagree; 5-Strongly Disagree.

Table I-6 (continued)
 Attitudes Toward Police Performance Issues
 Motor Patrol Constables Pretest & Posttest

Question ¹	Pretest					Posttest				
	Mean	s.d.	Min	Max	Valid n	Mean	s.d.	Min	Max	Valid n
Officers Share Information About Known Suspects in Patrol Area...	2.6	.81	2	4	60	2.4	.76	1	4	60
EPD Management Communicates Goals etc. Clearly to All Employees...	2.9	.93	1	5	60	2.9	1.02	1	5	60
I Rarely Receive Praise for My Work	2.9	.92	1	4	60	2.8	.87	1	5	60
Most Decisions Seldom Changed by Supervisor.....	2.1	.53	1	4	60	2.1	.62	1	4	60
Marked Cars Reduce Fear More than Foot Patrol.....	3.3	.69	2	4	60	3.2	.79	1	5	60
Detectives so Busy on Follow-up, No Time for Other Activities.....	2.7	.82	1	4	56	2.9	.96	1	5	57
I am My Own Boss in Almost All Work Situations.....	2.6	.83	1	4	60	2.6	.83	1	4	60
Often Have Opportunity to Discuss Beat Problems with Supervisor...	3.0	.89	2	4	57	3.1	.94	1	5	59
Should be as Many Minorities in Department as in City Itself....	3.4	.78	2	5	60	3.2	1.00	1	5	60
Officers Well Informed about Patrol Area Problems & Crime Patterns..	3.3	.93	2	5	60	3.2	1.00	1	5	60
Detective Could be Used More Effectively.....	2.4	.74	1	4	60	2.4	.81	1	4	59
Should be Ways to Improve Rank Other Than Becoming Supervisor..	2.2	.70	1	4	59	2.1	.89	1	5	60
Encouraging to See High Idealism of Some Officers.....	2.7	.86	1	5	59	2.7	.83	1	5	60

¹Abbreviated form only; Refer to Personnel Survey in Appendix E for exact wording of questions.

For Section III of the Personnel Survey, valid responses consist of the following:

1-Strongly Agree; 2-Agree; 3-Neither Disagree or Agree; 4-Disagree; 5-Strongly Disagree.

Table I-7
Personal Feelings Towards Work
Foot Patrol Constables (N=20) Pretest & Posttest

Question ¹	Pretest					Posttest				
	Mean	s.d.	Min	Max	Valid n	Mean	s.d.	Min	Max	Valid n
Hard to Care if Work Done Right....	4.0	.69	2	5	20	4.2	.70	2	5	20
Generally Very Satisfied With This Job.....	2.3	.92	1	4	20	1.8	.44	1	2	20
Most Things on Job Seem Useless/Trivial.....	3.6	.94	1	5	20	4.1	.76	3	5	20
Usually Know Whether Work is Usually Satisfactory.....	2.2	.83	1	5	20	2.1	.55	1	4	20
Work is Very Meaningful to Me.....	2.2	.70	1	4	20	2.0	.60	1	3	20
Feel High Personal Responsibility for Work.....	2.0	.51	1	3	20	2.0	.69	1	3	20
Frequently Think of Quitting Job...	4.0	1.03	1	5	20	4.6	.50	4	5	20
Often Don't Know if Doing Well or Poorly on Job.....	3.8	.91	1	5	20	3.8	.79	2	5	20
Feel I Should Personally Take Credit or Blame.....	2.5	.83	1	4	20	2.4	.75	1	4	20
Generally Satisfied With Kind of Work.....	2.1	.45	1	3	20	2.0	.46	1	3	20
My Responsibility Whether Job Done Right.....	2.4	.88	1	4	20	2.3	.72	1	4	20
Feel Job Contributes to Intellectual Growth.....	2.4	.88	1	5	20	2.2	.83	1	4	20
Job Helps me Develop Interpersonal Skills.....	1.8	.62	1	3	20	1.8	.55	1	3	20
Job Helps Me to be Better Person...	2.1	.69	1	3	20	2.2	.75	1	4	20

¹ Abbreviated form only; Refer to Personnel Survey in Appendix E for exact wording of questions.

For Section VI of the Personnel Survey, valid responses consist of the following:

1-Strongly Agree; 2-Agree; 3-Neither Disagree or Agree; 4-Disagree; 5-Strongly Disagree.

Table I-8
Personal Feelings Towards Work
Motor Patrol Constables (N=60) Pretest & Posttest

Question ¹	Pretest					Posttest				
	Mean	s.d.	Min	Max	Valid n	Mean	s.d.	Min	Max	Valid n
Hard to Care if Work Done Right....	4.1	.71	2	5	60	4.1	.78	1	5	60
Generally Very Satisfied With This Job.....	2.1	.67	1	4	60	2.3	.90	1	5	60
Most Things on Job Seem Useless/Trivial.....	3.7	.69	2	5	60	3.7	.94	1	5	60
Usually Know Whether Work is Satisfactory.....	2.2	.66	1	4	60	2.1	.59	1	4	60
Work is Very Meaningful to Me.....	2.3	.62	1	4	60	2.3	.80	1	5	60
Feel High Personal Responsibility for Work.....	2.2	.70	1	4	60	2.1	.79	1	5	60
Frequently Think of Quitting Job...	4.0	.92	1	5	60	3.8	1.19	1	5	60
Often Don't Know if Doing Well or Poorly on Job.....	3.8	.75	1	5	60	3.8	.74	2	5	60
Feel I Should Personally Take Credit or Blame.....	2.5	.91	1	5	60	2.4	.82	1	4	60
Generally Satisfied With Kind of Work.....	2.1	.38	1	4	60	2.0	.52	1	4	60
My Responsibility Whether Job Done Right.....	2.7	.97	1	5	60	2.5	.91	1	5	60
Feel Job Contributes to Intellectual Growth.....	2.4	.87	1	5	60	2.4	.96	1	5	60
Job Helps me Develop Interpersonal Skills.....	1.9	.54	1	4	60	2.0	.79	1	5	60
Job Helps Me to be Better Person...	2.3	.84	1	5	60	2.3	.90	1	5	59

¹Abbreviated form only; Refer to Personnel Survey in Appendix E for exact wording of questions.

For Section VI of the Personnel Survey, valid responses consist of the following:

1-Strongly Agree; 2-Agree; 3-Neither Disagree or Agree; 4-Disagree; 5-Strongly Disagree.

Table I-9
 Attitudes Toward Resource Allocation
 Foot Patrol Constables (N=20) Pretest¹ & Posttest

Question	Pretest					Posttest				
	Mean	s.d.	Min	Max	n	Mean	s.d.	Min	Max	n
Traffic Enforcement.....	0	2.7	.86	1	4	20
Patrolling in Squad Cars.....	0	3.6	.94	2	5	20
Patrolling on Foot in Neighbourhoods.....	0	4.0	.76	3	5	20
Investigating Crimes.....	0	4.3	.73	3	5	19
Marketing Police Services to Public	0	3.1	.91	2	5	20
Assisting Persons in Emergencies...	0	4.2	.89	2	5	20
Helping Settle Family Disputes....	0	3.8	.85	2	5	19
Getting to Know Juveniles.....	0	3.8	.85	2	5	20
Understanding Problems of Minorities.....	0	3.4	.75	2	5	20
Explaining Crime Prevention Techniques to Citizens.....	0	3.5	.90	2	5	19
Handling Special Events.....	0	2.7	.67	2	4	20
Responding to CFS.....	0	3.7	.81	2	5	20
Checking Buildings & Residences....	0	2.6	.75	1	4	20
Doing Research & Problem Solving...	0	4.0	1.00	2	5	20
Coordinating with Other Agencies... to Improve Quality of Life.....	.	.	.	0	4.0	.83	2	5	20	
Working with Citizen Groups to Resolve Local Problems.....	0	4.2	.75	3	5	20

¹Not asked at Pretest.

For Section VII of the Personnel Survey, valid responses consist of the following:
 1=None; 2-Small Amount; 3-Moderate Amount; 4-Large Amount; 5-Very Large Amount.



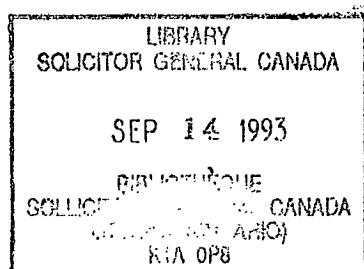
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Table I-10
Attitudes Toward Resource Allocation
Motor Patrol Constables (N=60) Pretest¹ & Posttest

Question	Pretest					Posttest				
	Mean	s.d.	Min	Max	Valid n	Mean	s.d.	Min	Max	Valid n
Traffic Enforcement.....	0	3.2	.63	2	5	60
Patrolling in Squad Cars.....	0	3.8	.69	2	5	60
Patrolling on Foot in Neighbourhoods.....	0	3.4	.86	1	5	60
Investigating Crimes.....	0	4.2	.65	3	5	60
Marketing Police Services to Public	0	2.7	.85	1	5	60
Assisting Persons in Emergencies...	0	4.1	1.00	1	5	59
Helping Settle Family Disputes....	0	3.1	.92	1	5	60
Getting to Know Juveniles.....	0	3.2	.81	1	5	60
Understanding Problems of Minorities.....	0	2.9	.85	1	5	60
Explaining Crime Prevention Techniques to Citizens.....	0	3.2	.87	2	5	60
Handling Special Events.....	0	2.7	.85	1	5	60
Responding to CFS.....	0	3.8	.74	3	5	60
Checking Buildings & Residences....	0	2.8	.79	1	5	60
Doing Research & Problem Solving...	0	3.0	.77	1	5	60
Coordinating with Other Agencies... to Improve Quality of Life.....	0	3.0	.84	1	5	60
Working with Citizen Groups to Resolve Local Problems.....	0	3.2	.76	1	5	60

¹Not asked at Pretest.

For Section VII of the Personnel Survey, valid responses consist of the following:
1=None; 2=Small Amount; 3=Moderate Amount; 4=Large Amount; 5=Very Large Amount.



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An Evaluation of the Neighbourhood Foot Patrol Program of Edmonton Police Service

