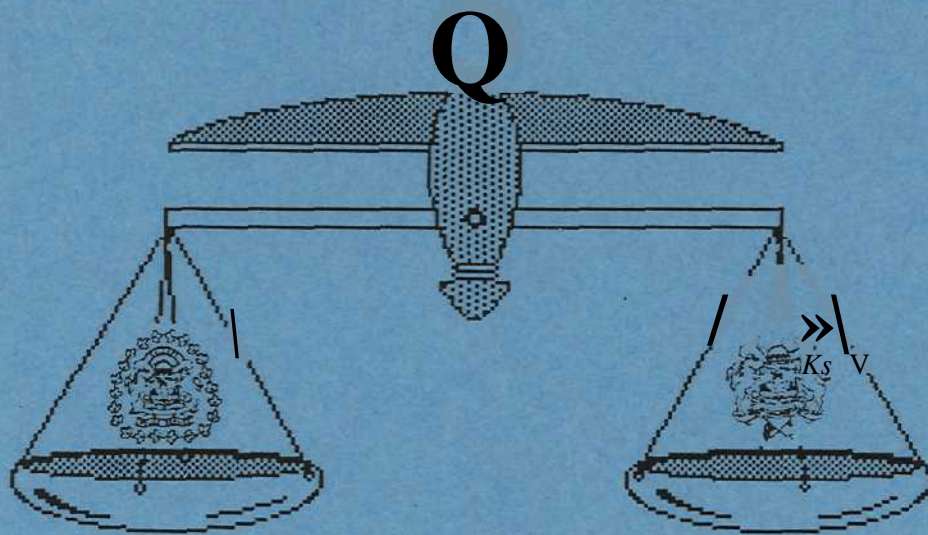


Problem Solving A Tool For Policing A Community



Calgary
Police
Service

City of
Calgary
Communities

OPERATIONAL PROCESS

CALGARY POLICE SERVICE
OPERATIONAL PROCESS

Emphasizing problem solving as a focus for
policing the community.

Prepared by the Calgary Police Service:

Constable Doug Brown Constable Roy Moe
Detective Teny Jackson Sergeant Rick Rudd
Analyst Doug King

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Calgary Police Service

ACKNOWLEDGEMENTS

Several sources were used to develop the Calgary Police Service Operational Process. Problem-Oriented Policing by Herman Goldstein and PrOblem Solving: Problem-Oriented Policing in Newport News by John Eck, William Spelman, et. al., were particularly useful.

Also material developed by Dr. Renee Lapierre, Instructional Planner for the Calgary Police Service's Training Section, was of great assistance.

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PREFACE

Faced with the prospect of doing more with less, many police agencies in North America have begun to explore ways of utilizing their resources in a more effective and efficient manner.

The Calgary Police Service is part of this trend. As established in the Terms of Reference given to him by the Police Commission at the time of his appointment, Chief Borbridge was directed to enhance the Service's commitment to community based policing within the realities of budgetary constraints and increased calls for police intervention. Following three years of research, initiatives to refocus on policing a community are now being put into operations plans. Problem solving techniques will be implemented to ensure a more effective Police Service.

To ensure a standardized approach, all members of the Calgary Police Service will receive training in problem solving. The problem solving process, SARA (Scanning, Analysis, Response, and Assessment), will provide the basis for this training.

CALGARY POLICE SERVICE
OPERATIONAL PROCESS

INTRODUCTION

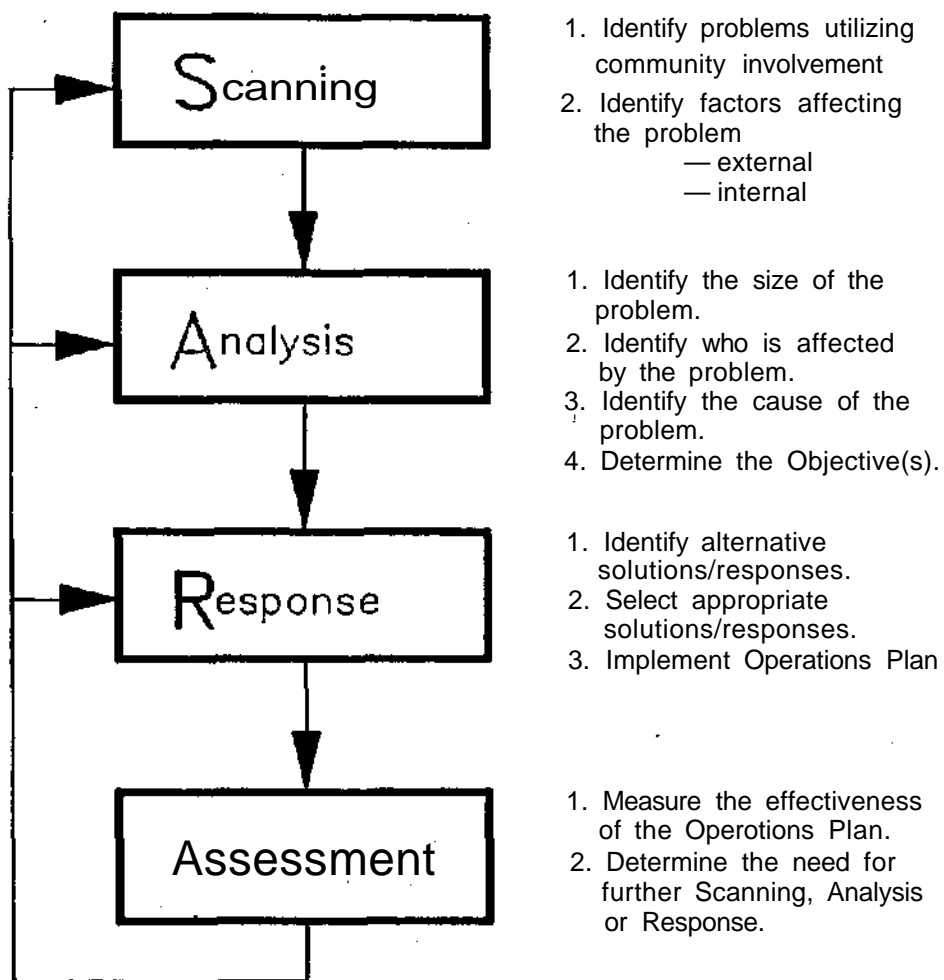
To completely understand the concept of policing a community, it is important to be aware of four distinct features:

1. A community is not, necessarily, restricted to a group of people in a geographic area (e.g., Bowness, Maple Ridge). It can also refer to a group of people who share a common interest. This interest may be ethnic origin (e.g., German Canadians) or religious (e.g., Sikh) or business (17th Avenue Business Association) or related to education (school principals). A community can be an established, "official", organization (e.g., Hillhurst Sunnyside Community Association) or a group of people who join together, temporarily, because of a particular concern.
2. Policing a community is different from the traditional model of policing in that it is based on a more balanced approach of community and police resources. This type of policing calls for a recognition of the police role in law enforcement, response to requests for service, solving crime, crime prevention, public education, referral and social order maintenance. Policing a community is not a program to be added to your current policing practices, it is now the way we conduct business.
3. The community plays a large role in determining its own needs and, where possible, shares responsibility for handling its problems.
4. Policing incorporates both action and appropriate feedback to all community members affected by an identified problem.

Problem solving in policing a community incorporates four steps which can be used by all members of the Calgary Police Service. These steps are applied to any identified issue or problem, be it an internal management concern or an identified crime trend. When followed, the steps will result in a well thought out Operations Plan that takes all appropriate factors into account.

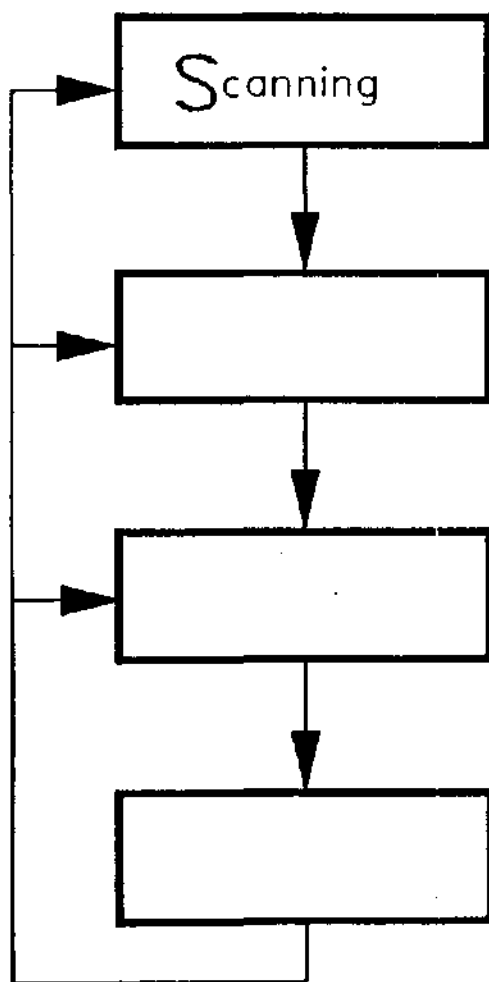
The operational process has been given the acronym S.A.R.A.

PROBLEM SOLVING PROCESS



PROBLEM SOLVING PROCESS

PHASE ONE



1. Identify problems utilizing community involvement
2. Identify factors affecting the problem
 - external
 - internal

PHASE ONE - SCANNING

The first phase in the problem solving process is SCANNING. The objectives of this phase are to:

1. Identify problems requiring police involvement (Problem Identification);
2. Compile an inventory of factors, outside of direct police control, that may cause the problems to change (External Assessment), and;
3. Compile an inventory of factors, under police control that may cause the problem(s) to change (Internal Assessment).

1. PROBLEM IDENTIFICATION

The problem solving technique of policing is used to address problems - problems of concern to the community and police. A problem can be defined as:

"A group of incidents occurring in a community, that are similar in one or more ways, and that are of concern to the police and the public."

The criteria for what is considered a problem are as follows:

1. A problem must involve a group of incidents or events. A problem can be a group of incidents that are expected in the* future, even though none have yet occurred.
2. The incidents or events that make up a problem must be similar in some way. Maybe the place is the same; the people are the same; the behaviour is the same. To be a problem, there must be a way to group the incidents.
3. A problem must be of concern to the police and community.
4. A problem must fall within the broad range of the police function.

Problem identification requires moving beyond an "incident driven" approach.

In the past, the police took the lead role in telling a community what problems it had. The problem solving process encourages community members to assume a more active role in isolating and prioritizing its problems. Community input in identifying problems should result in community involvement in solving those problems with the police.

A problem that merits the thorough application of the problem solving process may be identified in several ways. Some of these include:

- from personal experience;
- from another police member;
- from another police agency;
- from elected officials, e.g., an alderman;
- from schools;
- from community leaders;
- from businessmen or business groups;
- from community group meetings;
- from the news media;
- from members of the general public;
- from community surveys.

A helpful checklist to identify a problem is included in Appendix 1.

2. EXTERNAL ASSESSMENT

There are many factors outside the direct control of the Police Service which can cause identified problems to change. For example, research demonstrates that a person's fear of being a victim of crime increases as they grow older.

Things to consider in an external assessment include:

- Crime Trends

Patterns of crime can change by season of the year, day of the week and/or hour of the day. Further some types of crime can grow in the number of occurrences depending on economic conditions, population changes and/or changes in the legislation. Plotting crime trends, by area and/or type of offence will reveal these patterns.

- Profile of the People in the Area

The city publishes information on the demographic make-up of all areas in the city. Information is available about the overall number of residents, their ages, nationality, length of time in the community, percentage on social assistance and type of living accommodations. Good references include Census Canada's Metropolitan Calgary Census Atlas and the City of Calgary's Corporate Resources department.

- Existing Community Organizations

As part of efforts to mobilize community resources, it is important to know what kinds of community organizations already exist. Names and telephone numbers will be a great resource (e.g., crime prevention groups, education groups, political organizations, community associations).

- "Special Attention" Areas

Most districts/zones have areas that require special police attention (e.g., hotels, schools, strip malls, shopping centres, parks).

- Land Use

What proportion of the area is residential, industrial and/or commercial? Good references include Census Canada's Metropolitan Calgary Census Atlas and the City of Calgary's Corporate Resources department.

There are many excellent resources to help with external assessments. Some of these include:

- your colleagues and supervisor;
- the Centralized Analysis Unit;
- the Calgary Police Service Library;
- the Planning Section;
- the Information Services Branch;
- the Federation of Calgary Communities;
- the City of Calgary's Corporate Resources department.

3. INTERNAL ASSESSMENT

Before addressing the problems, it is important to put together an inventory of the internal police resources available to tackle the problem(s). Key aspects of this inventory include:

- Workload Study

If police personnel are going to be required to tackle the problem, it is necessary to know how much available time they have. Appendix 2 is a guideline on how to conduct a quick, but useful, workload study.

- Shift Scheduling

How are personnel currently being deployed? Breakdowns by hour of the day and day of the week will be useful. See Appendix 3.

- Supply or Equipment

Is the current supply of equipment, and its condition, adequate? If not, shortages and future needs must be addressed before the problem can be tackled. These future needs must be built into budget considerations.

- Training

What level of training do the personnel in your area have? Can you identify any individuals with special skills that may be useful in the future?

- Computer Support

Will computer support be helpful? If so, it is necessary to find out if that support is available within the work area.

Internal Assessments are not complicated and do not take much time to complete. It is always a good idea to include as many resource people as possible to help put together your internal assessment.

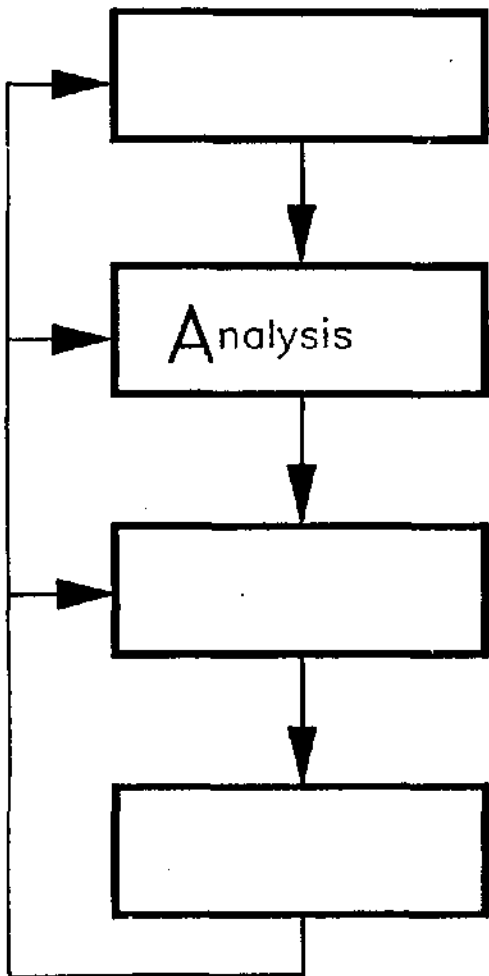
There are many excellent resources within the Police Service to help you with your internal assessment. Some of these include;

- the Centralized Analysis Unit;
- the Calgary Police Service Library;
- the Planning Section;
- the Information Services Branch.

With the Scanning Phase completed, you are now ready to move to the Analysis Phase.

PROBLEM SOLVING PROCESS

PHASE TWO



1. Identify the size of the problem.
2. Identify who is affected by the problem.
3. Identify the cause of the problem.
4. Determine the Objective(s).

PHASE TWO - ANALYSIS

The second phase in the problem solving process is ANALYSIS. The objectives of this phase are:

1. Identify, completely, the magnitude of the problem;
2. Identify what other groups or agencies are affected by the problem;
3. Identify the causes of the problem.;
4. Determine objectives.

The underlying cause of the identified problem may lay outside of the regular police information sphere, so it is important to search out other areas to ensure the analysis is as accurate and complete as possible. Do not be limited to traditional police resources. It is important to be creative when determining the sources for information.

Some possible sources of information are:

- relevant literature, e.g., articles, books, documents from other city departments;
- police files - read them with a view to gaining an insight;
- police service personnel - active and retired, have a wealth of information;
- victims;
- community members, e.g., residents, business owners and employees, school administrators, teachers and students;
- those who appear to be involved in the problem;
- other agencies - police and non-police, public agencies;
- similar communities, zones/districts/cities - places where the same type of problem has emerged.

A checklist of information sources for the analysis phase is included in Appendix 4.

In analyzing the identified problem, it is important to do the following:

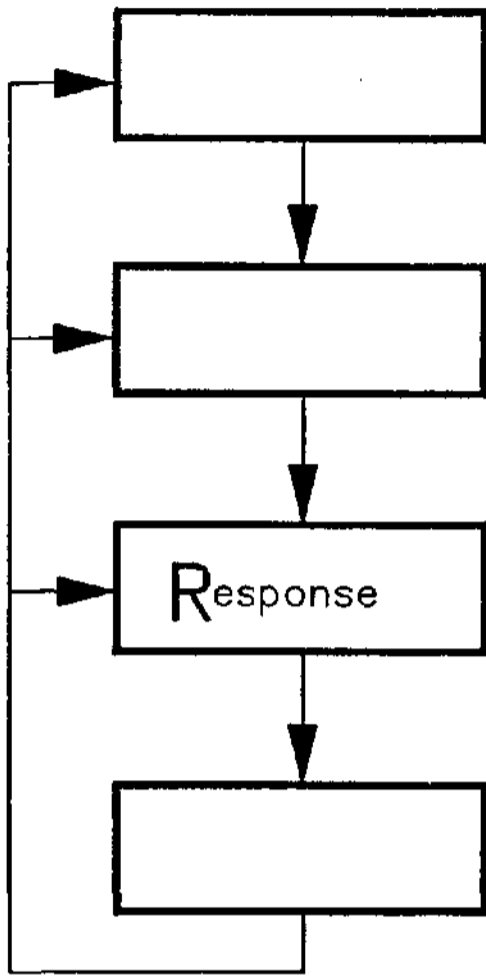
1. The definition of the problem in the scanning phase may need to be re-evaluated. Analysis may point out that the identified problem is only a symptom of a larger problem.
2. It is important that objectives in addressing identified problems be realistic. When developing an objective, it is crucial to keep in mind the internal and external assessments.

Traditionally, analysis is the Phase which is often not thoroughly completed. The tendency to jump right into response creates a "knee jerk" reaction which is usually inappropriate and non-effective. It cannot be emphasized enough, to do a complete and comprehensive analysis. The best chance of impacting the problem depends on the quality of this analysis.

With the Analysis Phase completed, you are ready to move to the Response Phase.

PROBLEM SOLVING PROCESS

PHASE THREE



1. Identify alternative solutions/responses.
2. Select appropriate solutions/responses.
3. Implement Operations Plan

PHASE THREE - RESPONSE

The third phase in the problem solving process is RESPONSE. The objectives of this phase are:

1. Search for alternative response(s) to the identified problem(s);
2. Select the most appropriate response(s) to the identified problem(s);
3. Implement the selected response(s).

I. SEARCH FOR ALTERNATIVE RESPONSES

The search for responses to a problem has two important characteristics. The search is:

- a. broad: it breaks out of the mindset of the past; and,
- b. uninhibited: it explores sensible responses without regard, initially, to limitations in adopting them.

This step aims at developing a tailor-made response to the problem, based on the careful and thorough analysis undertaken in Phase Two. Let the results of the analysis point to the direction of the various alternative responses. The problem solving approach encourages the broad and uninhibited search for alternatives, only after the problem has been analyzed.

The notion of alternatives is that there is usually more than one way of looking at, and doing, things. It should be part of the creative process to shape and tailor an idea so that it gets closer to filling the need of the situation. Only after this creative process should constraints and barriers be considered when selecting the most appropriate responses.

The community must be involved in searching for alternative responses. Policing a community involves empowering its members to become a full partner in problem solving.

Developing Alternative Responses

The task of identifying alternative solutions to the problem may be handled by an individual, in the case of minor issues, or by a group when more complex problems are identified.

In the latter situation, the task of developing alternative solutions will likely be delegated to working groups. This delegation must be accompanied by a Task Statement. This document will state in detail the task assigned and what is expected of the group or individual, within specific time guidelines. An example of a Task Statement is found in Appendix 5.

2. SELECT THE MOST APPROPRIATE RESPONSES

As in the search for alternative responses, the community must play an active role in selecting which alternatives best suit the problem.

There is no complicated formula in deciding between alternatives. Common sense should apply. Some "things to do" when selecting the most appropriate responses include:

- concentrate on those individuals who account for the major part of the problem (e.g., are repeat offenders involved?);
- connect with other government services or other private agencies;
- coordinate police response with other units or agencies (e.g., as in the problem of prostitution or young offenders);
- correct inadequacies in municipal services or press for new services;
- use of mediation and negotiation resources;
- share and convey information;
- mobilize members of the community to help resolve the problem;
- use existing forms of social control (e.g., school principal, landlord, private security agency, School Resource Officer, probation officer, parents);
- alter the physical environment (e.g., get street or traffic lights installed);
- use statutory and civil law options (e.g., licensed premise control).
- press for changes in statutory and civil law. It is important, however, to guard against over-regulation, it can lead to more calls for police service that reinforce an incident driven approach to the problem;
- estimate what resources will be needed, or added.

3. IMPLEMENT THE SELECTED RESPONSE

Success in problem solving depends on a number of factors. Just as important as problem identification and the search for alternative responses is a systematic implementation.

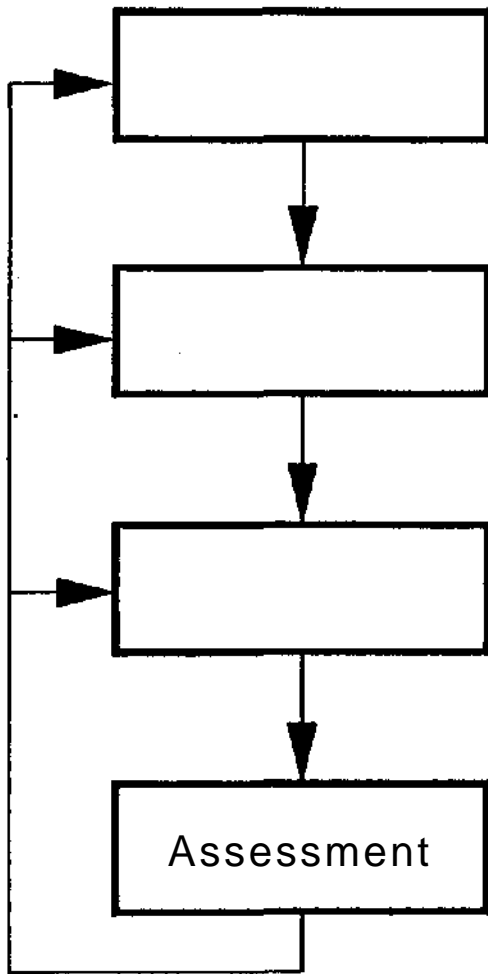
Fully documenting the problem(s), objective, responses (including timelines) and evaluation criteria in an Operations **Plan** is crucial. Not only does it force those implementing to consider these factors, but the Operations Plan provides a vehicle to have the strategy approved. Also, it documents, in writing, the basics of the selected strategy to be shared by others.

An **Operations Plan** format is illustrated in Appendix 6. Actual Operations Plans will be discussed during the upcoming training schedule.

With the Response Phase completed, you are ready to move to the Assessment Phase.

PROBLEM SOLVING PROCESS

PHASE FOUR



1. Measure the effectiveness of the Operations Plan.
2. Determine the need for further Scanning, Analysis or Response.

PHASE FOUR: ASSESSMENT

The fourth phase in the problem solving process is ASSESSMENT. The objectives of this phase are:

1. Measure the effectiveness of the Operations Plan; and
2. Determine the need for further Scanning, Analysis, or Response.

In problem solving, we are ultimately concerned with the effectiveness of a police response over the efficiency of a police response.

Here is an analogy. The battery in your car is worn down. You keep calling a tow truck. The tow truck has arrived in short order, every time you call him -- which is 40 times. You can say this quick, reliable response is very **efficient**, however, installing a new battery to replace the problem one, so the tow truck won't have to come at all -- that's effectiveness.

1. METHODS OF ASSESSMENT

Several methods to measure effectiveness can be used, in combination:

a. Before and After Measurement

An example best illustrates this point.

The increasing number of young women, aged 18 to 21, who are being charged with prostitution, has been identified as a problem. To lay the groundwork for the assessment step, a Before Measurement of the number of prostitutions is taken. For example, out of 202 adult female prostitutes charged in 1989, 94 individuals, or 46.5%, were aged 18 to 21.

After implementing a response or several responses to reduce the number of female prostitutes between the ages of 18 and 21, an **After Measurement** of the problem is taken. Hypothetically, 180 adult female prostitutes in 1990 were charged, 63 were between the ages of 18 and 21. Now that represents 35% of the adult female prostitutes charged. A reduction of 11.5% has been achieved.

Be sure it was the response that caused a change in the problem. For example, in the prostitution example above, did the response cause the reduction or did any changes to the legislation cause a reduction?

There are many tools available to help you gain a statistical measure of your problem. These include:

- CAD statistics through the Communications Section;
- PIMS data;
- Crime Statistics matrix.

b. Follow-up Interviews

A common method of assessing the effectiveness of a response is to conduct a follow-up interview with those members of the community who were affected by the problem. Has the problem been eliminated or reduced? Are there still some concerns? What measures can be taken to prevent the problem from reoccurring in the future?

c. Community Surveys

Perhaps the problem being addressed affected an entire community or neighbourhood. Perhaps the problem lead to fear amongst community residents (for example, a string of sexual assaults in a particular community). A door-to-door survey, or a mail-out questionnaire, can be used to ascertain whether the level of fear has gone down after a variety of responses have been implemented.

Basic Evaluation Requirements

Evaluating the response to a problem requires the following:

- a clear statement of the problem being addressed;
- a clear statement of how the effectiveness of the response will be measured; before measures;
- agreement over the identified objective(s) to be served in dealing with the problem, and their order of importance. This is generally done in consultation with a supervisor;
- agreement on the method to be used to determine the extent to which the identified objective is reached. Again, this is done with a supervisor;
- a realistic assessment of what might be expected (e.g., what will be the community's initial response to the operations plan. Will the news media be interested?);
- determination of the relative importance of short-term versus long-term impact;
- a clear understanding of the legality of the response.

Assistance in the Assessment

Many areas within the Service can help you with setting up and completing your evaluation. These include:

- the Planning Section;
- the Calgary Police Service Library;
- the Centralized Analysis Unit;
- the Community Services Section.

Timelines for Assessments

Assessing the results of the Operations Plan can/should take place at four points in the implementation process:

1. Throughout the project;
2. At the completion of the project;
3. Monthly - unit report;
4. At the end of the year - unit annual report.

At each point, timelines should be reassessed, relevant to budget and progress in meeting the desired results.

2. DETERMINE THE NEED FOR FURTHER SCANNING, ANALYSIS AND RESPONSE

Here are some questions you should ask yourself at the end of the Assessment Phase:

1. Have we reached the desired outcomes?
2. What steps have hindered our program?
3. Have we provided feedback to all concerned?
4. Will it be necessary to redefine the problem?
5. Will the problem reoccur in the future?

SOME FINAL THOUGHTS

The objective in developing this Operational Process is to encourage a standardized method for enhancing problem solving policing within the Calgary Police Service. It will assist all members of the Service in developing strategies to address minor and major problems they are confronted with on a day-to-day basis.

While advocating a systematic approach to problem solving, the Operational Process places emphasis on **implementing** strategies or responses.

Problem solving is only useful when planning is translated into implemental responses.

Beyond Bean Counting

Using the problem solving approach to policing a community goes well beyond "bean counting". It goes beyond counting the number of arrests, number of reported crimes, and number of calls for service. The problem solving approach goes past the "stats"; although the statistics are still collected and are valuable. They are not the end-all.

APPENDIX 1:
PROBLEM IDENTIFICATION CHECKLIST

APPENDIX 1

PROBLEM IDENTIFICATION CHECKLIST

- | | YES | NO |
|---|----------------------------------|----------------------------------|
| 1. Does the problem involve a group of incidents? | <input checked="" type="radio"/> | <input type="checkbox"/> |
| 2. Do the events which make up the problem resemble each other in some way? | <input checked="" type="radio"/> | <input type="checkbox"/> |
| 3. Is the problem of direct concern to the public and/or police? | <input type="checkbox"/> | <input checked="" type="radio"/> |
| 4. Does the problem fall within the broad range of the police function? | <input checked="" type="radio"/> | <input checked="" type="radio"/> |
| 5. State the problem: | | |
| 6. Re-read the statement in Number 5, above. Does it describe symptoms rather than the problem? | D | <input checked="" type="radio"/> |
| 7. Does it contain disguised solutions? | <input checked="" type="radio"/> | <input checked="" type="radio"/> |

APPENDIX 2:
WORKLOAD STUDY GUIDELINE

APPENDIX 2

It is recognized that a thorough understanding of what is being accomplished and what needs to be accomplished by personnel in a given work area forms the basis for future planning.

Although there is no operational definition of workload, it is generally viewed as a TIME/TASK relationship. Simply put, all tasks take time to accomplish and for the most part, we can determine the amount of time for each task.

When you compare this with the given amount of time available as deployable hours, you have determined workload.

This form of measurement will work in all areas providing task time can be measured. As with all other statistically based claims, it is not definitive, but is generally accurate and can be used as a basis for operational planning and budget.

Attached is an example of a generic "District Work Load Study". It has been tailored to suit the work done by the personnel working in a zone, however, the same steps could be taken by other work areas who wish to examine their present work/time status.

This study begins with the total number of hours available to personnel to perform their job function and subtracts from the total, time consuming features, such as meals, court, vacation, etc. It is then necessary to review the amount of time your job functions have consumed during a particular time frame (two weeks, one year) and subtract this from the time remaining.

APPENDIX 2

••EXAMPLE: DEPLOYMENT SCHEDULE
TABLE SHOWS NUMBER OF OFFICERS DEPLOYED PER SHIFT

SHIFT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT
0630	07	07	07	07	07	07	07	07	07	07	07	07	07	07
0800	13	17	17	16	19	17	15	13	17	17	17	13	19	17
1300	06	08	10	12	10	08	08	10	10	12	12	11	08	08
1500	04	04	04	04	04	08	04	04	04	02	06	04	06	06
1700	06	06	06	10	12	12	10	04 ^	02	04	10	08	10	12
1900	02	04	06	02	06	08	08	02	02	06	02	08	10	08
2100	14	14	14	14	14	14	14	14	14	14	14	14	14	14
DAILY TOTAL	52	62	64	65	72	74	66	54	56	62	62	66	74	72

WEEKLY SUB-TOTALS	WEEK #1	WEEK #2
Singular Workshift	453	446
After factoring "2-man" Deployment on 1700, 1900, 2100 shift	355	353
		Maximum workshifts per 80 hours scheduled rotation 708

••Example: Figures are based on a 7-zone district.

WORKSHIFTS - HOURS OF WORK

2 WEEK PERIOD - 1990

1990

One workshift is a police unit whether it be a "one man" unit or a "two man" unit.

\VK #1 _____¹ \VK #2 _____^{*} _____ workshifls/2 wks x 26 _____

Total = _____ workshifls/2wks _____ workshifls/yr

1 workshift = 10 hours

1 workshift = 10 hours

_____ workshifls x 10 hr =

_____ workshifls/yr x 10 hrs =

"Note: Factoring "2 man" deployment on 1700, 1900, 2100 hour shifts

CONTRACTUAL OBLIGATIONS

2 WEEK PERIOD - 1990

1990

Meals and breaks total
1 hour/day or 10% of workshift

Meals and breaks total
1 hour/day or 10% of workshift

Avail, number of hrs _____
minus meals/snacks _____

Avail, number of hrs _____
minus meals/snacks _____

After meals/snacks _____

After meals/snacks _____

Source: Manpower Deployment Schedule

SICK TIME

The Service loses approximately 2.3 sick days per member per year.¹

2 WEEK PERIOD - 1990

1990

____ hrs/yr divided by 26 pay periods
= ____/2 wk period

2.3 days x 10 hrs x # of deployed persons
= ____hrs/yr

Avail, number of hrs
minus sick time _____

Avail, number of hrs
minus sick time _____

After sick time _____

After sick time _____

ANNUAL LEAVE

At the District level each deployable member takes approximately three weeks of annual leave.²

2 WEEK PERIOD - 1990

1990

____ hrs/yr divided by 52/2
= ____hrs/2 weeks annual leave

(Based on # of deployable members)
____weeks annual leave x 40 hrs
____hrs/year annual leave

Avail, number of hrs
minus annual leave _____

Avail, number of hrs
minus annual leave _____

After Annual Leave _____

After Annual Leave _____

¹Source: Finance Branch

²Source: Police Association Collective Agreement Sec. 2.01(a) - 15 calendar days for first 8 years

ACTING TIME

Accumulated time is the amount of time taken off by Police Service personnel using their accumulated time bank.

2 WEEK PERIOD - 1990

1990

____ hrs/yr divided by 26 pay period _____ hours of accumulated time taken
by zone personnel in 1990.
= ____/2 wk period

Avail, number of hrs
minus accum. time _____

Avail, number of hrs.
minus accum. time _____

After accum. time _____

After accum. time _____

ACTING TIME

2 WEEK PERIOD - 1990

1990

____ hrs/yr divided by 52/2
= ____ hrs/2 weeks

____ hrs* in 1990

Avail, number of hrs
minus acting time _____

Avail, number of hrs
minus acting time _____

After Acting Time _____

After Acting Time _____

Source: Finance Branch

⁴Source: tallied from District's Temporary Acting Appointments Form

COURT APPEARANCE.

2 WEEK PERIOD - 1990

1990

___ workshifts x 10 hrs x 7 zones x
10 days
= ___ hrs/2 weeks

___ hrs/2 wks x 26
= ___ hrs/year

Avail, number of hrs _____
minus crt. app. _____

Avail, number of hrs _____
minus crt. app _____

After Court Appearance _____

After Court Appearance _____

⁵Source: Court Appearance Printout Figure Range .7 to 1 per day

IN-SERVICE COURSES

2 WEEK PERIOD - 1990

1990

___ divided by 26 pay periods
= ___ hrs/2 wks

___ hrs⁶ by District personnel in 1990

Avail, number of hrs _____
minus In-Service Course _____

Avail, number of hrs _____
minus In-service Course _____

After In-service Courses _____

After In-Service Courses _____

7700 CODES

The computer Aided Dispatch System now has the capacity to generate information on time spend on 7700 codes.

EXAMPLES OF 7700 CODES ARE:

- 7731 Follow ups
- 7733 Warranis/Axrests
- 7735 Subpoenas
- 7742 District Office
- 7746 Report Writing
- 7751 Non Critical Enforcement Activity

Conservative estimates are that for every radio call received, field personnel book out on a 7700 Code.

We are suggesting a 1:1 relationship between these two work loads

2 WEEK PERIOD - 1990

1990

_____ hours of work
(see Call Load)

_____ hours of work
(see Call Load)

Avail, number of hrs
minus 7700 Codes

Avail, number of hrs
minus 7700 Codes

After 7700 Codes

After 7700 Codes

MISCELLANEOUS

There are several other non classified or measured drains on deployable manhours (hat affect policing but are not reflected in statistics.

- i) Shift Start 15 minutes
includes parades, equipment pickup
 - ii) Shift Close 15 minutes
includes replacing equipment
- TOTAL 30 minutes**

2 WEEK PERIOD - 1990

1990

_____ workshifts in 2 weeks x 30 min
= _____ hours/2 weeks

_____ workshifts x 26 pay periods x 30 min
= _____ hours/year

Avail, number of hrs _____
minus miscellaneous _____

Avail, number of hrs _____
minus miscellaneous _____

After Miscellaneous _____

After Miscellaneous _____

SECONDARY UNITS RESPONDING TO RADIO CALLS

There are numerous complaints where 2 officers or 2 units are needed to respond to a call i.e., Domestic, Robberies, Traffic Control at Accident Scenes, etc.

Presently the Police Service has not method of determining: i) what percentage of radio calls are resonded to by 2 units; or ii) how much time is spent by secondary units at radio calls⁸.

2 WEEK PERIOD - 1990

1990

Avail, number of hrs _____
minus Secondary unit _____

Avail, number of hrs _____
minus Secondary unit _____

After Secondary Unit Response _____

After Secondary Unit Response _____

⁸Source: Communications Section

COMMUNITY POLICING

Successful implementation of enhanced Community Policing demands that Police Officers engage in new and additional activities. It is necessary to free up some time for officers to do this.

- a) It is realistic to suggest that direct police involvement with the community in a non-incident response situation should consume approximately 20% of a manshift.

20% of Total workshift hours (_____) = _____ hours dedicated to Community Policing

- b) It may be the goal of a District that for every hour we spend answering a radio call we should spend an equal amount of time engaging in Community Policing activities:

_____ hrs/2 wks in Radio Calls - _____ hrs/2 wks in Community activity.

2 WEEK AVERAGE - 1990 1990

Avail, number of hrs _____
minus community pol. _____

Avail, number of hrs _____
minus community pol. _____

After Community Policing _____

After Community Policing _____

After examining and assigning time periods for all of the functions for the period you are examining you will have arrived at a period of time, be it either a positive or negative number. This will assist you in determining the deployment of available manpower or the reassigning of tasks.

APPENDIX 3:
SHIFT SCHEDULING

APPENDIX 3

Shift scheduling is an alternative response in deploying manpower to enable them to address problems in your work area.

It requires the use of the operations process to be effectively accomplished.

Using present and projected workload as scanning and analysis criteria, demands within your work area will result in an appropriate schedule.

In all work areas, we are allotted a given number of personnel. Recognizing the ongoing changes in demand for service and internal staffing concerns (e.g., acting time, annual leave, training), a stable shift schedule must still exist for personnel to address your community demands and recognize the quality of life issues of your employees (morale).

This is not an easy task. Some sort of a compromise will always have to be made due to circumstances beyond your direct control. You must develop your schedule to meet these concerns.

A suggested model would include a minimum shifting pattern to cover call load, based on a 24 hour coverage. These personnel will be called the "stabilized response" in the following example. The remaining personnel will be called "directed response", addressing special problem areas or plugged back into the rotation to ensure stability.

The following working example is based on a District operation. If all zones within a District followed this model, a large group of constables can be easily mobilized to address a wide range of District level problems, without upsetting the "stabilized response" portion of the schedule.

ZONE: _____ DATE: FROM: _____ TO: _____

	NAME	SUN.	UON.	TUES.	WED.	TMURS	FRI.	SAT.	SUN.	UON.	TUB.	WED.	rnRS	FBI.	SAT.
SGT.															
1.			EXAMPLE	ZONE	SCHEDULE										
2.			MNF>0VFR	CCMP	IM:NI	01r	2D								
3.	FIRST	V	SL	01:5	ARE	DE(ICATED	TO	3	4	HR	CO	EF	AG	
4.															
5.	•-'&Ji		VEHL	Z-E	J	RE	•s	D	3	M	SE				
6.															
7.															
B.															
9.															
10.															
11.															
12.															
13.															
14.															

15.			F(LL	DWNG	6	SLOTS	ARE:	Dre	DI:	AI	ED	TO		
16.															
17.			"P	V	1D	E	C	T	E	D	-	R	E	S	P
18.			U	R	E	C	T	E	D	-	R	E	S	P	O
19.															
20.															

PERSONNEL ROTATE THROUGH ALL POSITIONS
 BI-WEEKLY

APPENDIX 4:
ANALYSIS CHECKLIST

APPENDIX 4

ANALYSIS CHECKLIST

To understand a problem fully, the analyst must find and examine information about three basic aspects of each problem. They are: People, Incidents and Responses.

PEOPLE

At least two people are required for most problems -- an offender and a victim. For some problems, of course, it will be difficult to tell the two apart. This is particularly likely to be the case with "victimless crimes," offenses committed between friends and relatives, some disorder problems, and crimes involving business transactions. Still, for most problems, the common sense labels are perfectly sensible. In addition, so-called "third parties" are often involved. These may be witnesses to a purse-snatcher, neighbours who discovered a burglary long after the offender had fled, or friends of a shoplifter who took no part in the offense itself. Depending on the nature of the problem, analysts may need a variety of data on each of these people. The most important of these data types are described below:

Offender

1. Identifiers

Name
Address
Social security number

2. Physical description

Age
Race
Sex
Height and weight
Hair colour, facial hair
Eye colour
Distinctive marks
physical disabilities
scars
tattoos
right/left handed
Blood type
Fingerprints
Speech patterns and accents
Clothing
Perfume or Cologne

3. Victim

4. Personal data

sources of income, both legitimate and illegitimate; real and other property owned
credit
marital status
living situation
friends
criminal associates
gang and criminal organization
affiliation
other organizational affiliations
prior residence
location of family and friends
sexual preference
leisure activities
hobbies
religious preference and background
history as a victim

4. Identification and employment history

Schooling/training
special skills
schools attended, location
Employment
present employer, location
previous employment, location
occupations
Military record
active/inactive/reserve
type of discharge
activities in service
where stationed

5. Medical history

Physical health
physical disabilities
hospitalization record
Substance use/abuse
type of substance used
frequency of use
behaviour under the influence
allergies
Mental health
present status
residency/patient history
Medical insurance

6. Criminal history

Type of crimes
trend in crimes
Motive for crimes
profit
revenge
anger
Method of operation!
preferred MO
trend in MO
where learned MO
one or several MOs
Recorded criminal record
number and crime type of prior arrests
pending warrant!
crimes done on bail, parole, or probation
jail and prison time
behaviour in prison
present parole/probation status and name of PO
Probable future conduct
prospects for rehabilitation
prospects for deterrence

Victim

1. Personal data

Identification Description:
* * * *
SCI
net
height and weight
medical history and present date of health
education/employment history
amount and source of income
criminal record
family makeup

2. Life Style

Present financial status
amount and source of income real and other
property owned
credit
insurance
Friends and Associates
marital status
living situation
domestic problems
relationship with neighbours
member of organized crime group
length of residence in neighbourhood
reason for choosing neighbourhood
prior residences
Routine activities
working hours
when someone at home or business
places frequented
organizations/clubs meetings attended
routine visitors
access to home/office by maintenance people
use/abuse of drugs, alcohol

3. Security

Police protection
Other organized security
private security guards
apartment management
neighbourhood watch
Self-protection
dogs
alarms
other crime prevention hardware
precautions taken to avoid street victimization
weapons
martial arts training

4. Victimization history

Prior victimizations
crime types
seriousness of prior crimes
relationship to prior offender
Response to prior victimizations
reported to police?
cooperate with prosecutor?
attitude regarding ad and offender
fear of future crime
precautions taken to prevent future crime

5. This victimization

Relationship to offender
family member
friend, neighbour, acquaintance
stranger
Short-run effects of victimization
property losses
injury
stress and
anxiety
inconvenience due to involvement with justice
system
Long-run effects of victimization
permanent disability
chronic anxieties and phobias

Reported to police
length of reporting delay
reason for delay
reason for reporting at all
Expectations for police action
willingness to cooperate with police
willingness to prosecute

Third Parties

1. Personal data

Identification

Description:

age
sex
race
height and weight
medical history and present state of health
education/employment history
amount and source of income
criminal record

2. How Involved

Connection to incident

witness/bystander
friend/relative of victim
friend/relative of offender
discoverer of crime

Relationship to victim

family member
friend, neighbour, acquaintance
stranger

Relationship to offender

family member
friend, neighbour, acquaintance
stranger

Impact of victimization

stress, anxiety
inconvenience due to involvement with justice system

Reported to police

length of reporting delay
reason for delay
reason for reporting at all

3. Expectations for police action

willingness to cooperate with police
willingness to prosecute

INCIDENTS

Although we are used to describing an incident in the simplest of terms - the appropriate section of the criminal code, for example -- a complete description of the acts that make up a problem is bound to be much more complicated. In particular, consideration must be given to the full sequence of events leading up to and including the event itself, the social and physical environment that provide **the context** for these events, and the results of the actions taken by the offenders and victims.

Sequence of Events

1. Target of act

Person
property
Exchange

2. Event preceding act

Crime part of other acts or end in itself
Transactions involved
legitimate business
vice
other illegal: fence, loanshark, and so on
Victim/witness/offender precipitation
Witness and others involved

3. Event itself

Intent of offender
Actions by victim to avoid attack

4. Type of tools used by offenders

All the buildings and things
Attack people

gun
knife
lead pipe
rope
wrench
candlestick

Other instruments

vehicles
police scanner
other

5. Overit following the ari
Attiont liken by each person rukiminy (he event
offender!
vifiimi
wilneui, other third panies

Pbyciol Conic it

1. Chronology

Time of day
()iy of week-holiday or tpeial event
Monlh
Scafou-Chriitris, spring nhool hrtal
Cycle-busineu, pay schedule, PMS, and to on

2. Location

Inlide
Outtide
Vehicle
private »ulo or public transpuruion
type of vehicle
Character of lurrounding neightourhfid
icidenliit-iingle family, rondo, *panmeni,
hold
commercial-retail, w»rehouie
pirking kM
industrial
dCKned toctition
mi>td utt of land
Crou boundariet oiihin juriidinon »nd beyond

3. A m * com ml

Tirjcr h»rdenin(
tockl, window bin and j»ms, peepholci
lifhl time it
»atch dogs
burjilr »lirmt
ufct
limixioni on tnfttc flow
(peoplcvthklei)
hurt*
Symbolic birritn
thrubf, licet
ihori fencet
dcTined wtk wiyt

4. Surveillncc

Sireel and doorway lijin
Thycinl dui(n
potioning of window
apanmcnl buiUinf cnlncc tobbiet
planmenl of playmundi and high arlvity areas
»be and iiatc of common ttu
rtoted-circvil leleviik-n

Social Chatez

1. IJlelihood of wilnetsci

Street traffic
pedultfani
vchickt
variation in activiij between day and night
Vkibility of evcnii to nearby building!
Chandctinict of likely witneuu
criminal*
drug addicts
dere licit
law-abiding citizen*

2. l'rolwMc aciiint of witncstet
NeigMiour* alik to identify strangers
l'rtijuenry and intensity of interaction «niong
neigh»ours
friend!
casual acquaintances
enemies
Hli-ck watch active in urea?

3. Appurenl altitude of resident* lowaid

neighbourhood
Condition of residence*
yards and liwnl
eterior maintenance: windows, paint
common interior areat in apartmtii
Condition a' neighbourhood
*tmndaned can
trash
common cterior areai in apanmcni

Immediate Rnulli (if fivenli

1. Harm done Hi victim
l'hfeat or intimidation
weapon uied or threalened
hnmie or liutineu brulen into
injury threalened ihorl-ruff and long-run (lies
and amiely

Injury

eatent of injury
medical can or hospitiliuion required
long-run dtliillilating effect! of injury
Tropc rly tots
value of properly ilolen
value of d»mage
Prospecli for recovery
covered by inturancet/effect on premiuni
re place men l of loti property possible
Operation ID or other identifying marki

2. l'jcp) itiuiei

Statutory ralegory/legal definiion
riemeni* of proof required
arctc
indictable
lumrnary conviction
fmenliat penatliet
violalion
lumrnary conviction
indictable
l'rcvkHK court caiet
new law or known track record

3. Gain to offender

Property
Revenge
Gnlfticalion
Slatut/rerognilion

RESPONSES

All problems result in some kind of community response, both among institutions such as government agencies and the mass media, and among individual citizens. These responses are important for understanding the problem for two reasons. First, community responses help define police objectives; thus, they may be used to help specify how serious a particular problem is, and why it is a problem. Second, these responses directly affect the problem itself.

Community Response

1. Neighbourhood affected by the problem
 - Perceptions of problem
 - Perceived amount of crime in neighbourhood
 - Perceived handling of problem by police
 - Perceptions of courts, other agencies
 - Attitudes about problem
 - fear level
 - acceptance of problem
 - perceived seriousness of problem
 - expectations of actions by police, courts
 - Actions
 - willingness to prevent further incident*
self-protection, avoidance
 - participation in Block Watch
 - Political clout
2. City as a whole
 - Perceptions of problem
 - know problem exists
 - perceived relevance of problem to their neighbourhood
 - Attitudes about problem
 - special/vested interests
 - fear levels
 - expectations of action by police, court
 - responses to victim/suspect
 - attitudes towards press/media
 - feels responsible for incidents outside immediate area
 - Actions
 - avoid areas perceived to be risky
 - willing to help solve problem
3. Opinions of people outside city
 - Investors
 - Commuter
 - Shopper
 - Tourists
 - Job-seeker
4. Community groups
 - Churches
 - Civic associations
 - Clubs
 - Block Watch

Institutional Response

1. Police
 - Prevailing attitudes
 - seriousness of incidents
 - victims
 - of offenders
 - police service philosophy
 - individual philosophy
 - Workload
 - perceived workload
 - actual workload
 - staffing levels
 - contribution of this problem to overall workload
 - Approach to problem
 - procedures
 - previous work with victims and witnesses
 - past experience/
previous approach to this problem
 - Belief in effectiveness of approach
 - Resources
 - information systems
 - equipment
 - expertise
 - funding
2. Prosecution
 - Priorities
 - special sections
 - case screening
 - Procedures
3. Courts
 - How people are treated
 - victims
 - offenders'
 - repeat offenders and repeat victims
 - Readiness to incarcerate
 - Procedures
4. Corrections
 - Space available
 - Jail and prison conditions
 - Parole procedures

5. Remind Centre
 Booking
 Jail space
 Work release programs
 Policies
6. legislature
 Knowledge of problem
 Willingness to deal with problem
 Receptivity to change
 How voice affected
7. Preventive Programs
8. Mass media
 effects of news coverage on public, victim, and
 offender
 Tendency to sensationalize violence copycat
 crimes null
 Willingness to cooperate with justice agencies
9. Business sector
 Insurance
 contribution problem
 knowledge about problem
 Housing industry
 Business organizations
10. Schools
 Crime prevention programs
 impact on community
 Truancy
 Vandalism
11. Medical
 How victim/offender treated
 Willingness to cooperate with other interested
 parties
12. Other social services
 Public housing
 Mental health
 Welfare
 Planning
 Codes compliance and enforcement
 Fire
 Revenue
 Community
 Development
 Other government agencies
- Serioucnca of the problem
1. Public perceptions
 how seriously regarded by public
 why seriously regarded by public
 publicity about the problem
 community support and acceptance of present
 police actions
2. Perceptions of problem by other agents
 Crown prosecutor's view and support
 Court cases on this problem
 Other enforcement agencies outside this
 jurisdiction
 Perception of city manager and other city agencies
3. How come .10 police attention

APPENDIX 5:
TASK STATEMENT

TASK STATEMENT
FORMAT

This statement is a delegation tool used to develop operations plans for identified alternative response(s) to a specified problem.

COORDINATOR: _____

(Who is assigned to this task.)

PROBLEM: State the problem which has been identified.

OBJECTIVE: State the desired outcome.

ALTERNATIVE RESPONSE: State the response which requires the development of an Operations Plan.

TASK REQUIREMENTS: From scanning and analysis of the problem, alternative response(s) have been identified. This alternative response requires development. To maintain consistency in the development of this response, the coordinator will follow the Operations Plan format which is provided.

You will be responsible for:

1. Identifying and selecting members of your task group and notifying _____ (designated person for this project) by (a designated date) _____.
2. Meeting with task group members and discussing the task issues and developing the operations plan.
3. Presentation of the operations plan to _____ (the designated person). Remember: This plan must contain a time line for implementation.
4. Regularly report progress to _____ (designated person).

Attached is an example of a complete Task Statement.

APPENDIX 6:
OPERATIONS PLAN

OPERATIONS PLAN
FORMAT

Keep in mind the four phases of problem solving. The SCANNING and ANALYSIS portions of the process will be kept in your area for reference, however, in order that other areas within the service may benefit from your plan, the response and assessment phase are critical for sharing. This information will be placed in a central computer library to be accessed by any member of the Police Service.

For the purpose of standardizing ALL Operations Plans for the Calgary Police Service, it is imperative that your Operation Plan contains the following headings:

DATE: _____

SUBMITTED BY: _____

AREA: _____

CATEGORY TITLE: _____

(Brief explanation of type of problem, housebreaking, car prowling, internal manpower assessment.)

PROBLEM: (State the identified problem.)

OBJECTIVE: (State your desired outcome.)

ANALYSIS: (A brief summary of the information disclosed as a result of the analysis which has been completed after SCANNING.)

RESPONSE:

- Identify the alternative responses, course of action
- Does this impact other areas of the service/community?
- What resources will be required:
 - EXTERNAL - manpower, equipment, financial commitment
 - INTERNAL - manpower, equipment, finances
- Timeline of response:
 - implementation and assessment schedule

ASSESSMENT:

- Before and after analysis of the problem to determine the effectiveness of the response
- On going evaluation of the response at designated intervals
- Did you meet the desired outcome?

APPENDIX 6

EXAMPLE

OPERATIONS PLAN

DATE: June 07, 1990

SUBMITTED BY:

AREA: LRT Corridor 36 St. East from Memorial Drive to McKnight Blvd.

CATEGORY TITLE: LRT CORRIDOR CRIMINAL ACTIVITY

PROBLEM: Criminal activity along the N.E. LRT corridor is on the increase. Groups of youths congregating in LRT stations and in malls along the LRT Corridor are the reported offenders for much of the crime and it is suspected that their mode of transportation is the LRT.

OBJECTIVE: 1) Reduce criminal activity along the 36 St. LRT Corridor; and
2) Increase the comfort level of citizens and business people of the communities bordering the N.E. leg of LRT.

SCANNING: Scanning the problem revealed several interesting details.

- 1) Offences were occurring in public areas of both LRT properties and Mall properties;
- 2) Ail of the Malls and LRT have individual security units;
- 3) Complainants were bypassing these security units and going directly to police for assistance for even non criminal complaints;
- 4) A review of physical security measures of these locations revealed an almost total lack of "designed in" crime prevention barriers;

- 5) Most offences being committed were petty or "entry level" offences such as shoplifting, property damage, carprowlings, threats and intimidation; and
- 6) This problem was not a local or isolated concern but one that was occurring city wide.

The Scanning completed on this problem raised numerous questions and suggested a meeting between police, mall management and **LRT** security was necessary. The two aldermen affected by the defined geographic area were also invited for purposes of information and feedback.

This meeting resulted in:

- 1) informing all those present as to the magnitude of the problem;
- 2) it provoked table discussion as to the underlying causes of the problem; and
- 3) it led to the suggestion of numerous alternative solutions.

ANALYSIS:

Extensive analysis was conducted.

- 1) Crime statistics collected and collated for all geocodes bordering the N.E. leg of LRT;
- 2) Review of offences occurring in these geocodes confirmed the problem (youth gangs victimizing **LRT** patrons while using **LRT** to travel between malls where they would hang out and victimize customers and businesses);
- 3) Offence review also revealed individual suspects responsible for numerous offenses relating to the problem.

RESPONSE:

Several alternatives were chosen because single response could achieve the plan objectives.

- 1) District GIS personnel conducted a series of seminars for mall security and tenants educating them on their rights and authority as citizens, security officers and community members.

LRT security put forward a list of 21 alternatives of which 2 were chosen.

- 2) Piping in of classical music to the stations;
- 3) The use of CCTV on platforms and in consultation with police its specific monitoring and recording at specific locations during a specific time period;
- 4) The primary police response was a beat patrol of the affected area with police members travelling on LRT.

Because this response impacted so many areas including individual businesses, LRT, District street strength, Communications Section letters of notification were drafted and sent to all affected to make it clear what was occurring with the implementation of this plan.

DETAILS OF PLAN

The LRT corridor in 4 District has been identified as a centre of gang and crime related activities. As Zones 4-1, 4-2, 4-3, and 4-7 are the affected areas, they will be supplying 1 Constable each in an effort to curb the criminal activities and identify the problem individuals/gangs in 4 District.

The 4 Constables would be under the direct supervision of a Zone Sergeant. Sgt. Hornby would be assigned for the first 2 weeks and Sgt. Manuel would take over the supervisory duties of the remainder of the summer.

The Constables assigned would be responsible for patrolling the LRT and surrounding areas, including the Franklin, Marlborough, and Sunridge Malls. Patrolling the adjoining commercial properties such as the LRT parking lots would also be their responsibility.

The unit would be made up of 2 x 2 man teams who would work opposite shifts in order to cover 7 days per week. The shifts would be flexible to accommodate the busy or problem times along the corridor and in the malls. Wednesdays would be the only day where all 4 members would be working at the same time. The Constables would primarily be working in uniform in a high profile capacity. The occasion may arise on overlapping shifts that it would be prudent to have one of the teams working in plain clothes.

The Constables assigned to the unit would not require a police car except on the rare occasion where some follow-up work is required. They would be utilizing the LRT to get from place to place. The unit would be responsible for handling the on site calls from the malls such as shoplifters, frauds, and carprowlings. This would free up the street constables to a certain extent and could also supply the unit with valuable data on who is active in the malls.

There are several benefits to having a unit such as this assigned instead of having each zone commit a 2 man unit on a rotating basis. The unit would be in a position to familiarize themselves with all the active players and keep track of their movements within the District. It will eliminate the problem of just shifting the players from one zone to another on a weekly basis. It will also eliminate the need for each zone assigning a Mall Beat during the summer months.

A liaison with the LRT security will be maintained in order to take advantage of their presence and familiarity with the LRT line.

The information obtained by the unit will be channelled through Cst. Goguen who will analyze the data and assist in supplying targets to the unit.

Every Wednesday, the teams would be required to submit an activity report in order to assess the effectiveness of the weeks activities.

SHIFT SCHEDULE

	SUN	MON	TUES	WED	THUR	FRI	SAT
WEEK 1							
Team 1	1200	1200	1200	1200	off	off	off
Team 2	off	off	off	1200	1200	1200	1200
WEEK 2							
Team 1	off	off	off	1200	1200	1200	1200
Team 2	1200	1200	1200	1200	off	off	off
WEEK 3	AS WEEK 1						
WEEK 4	AS WEEK 2						
WEEK 5	AS WEEK 1						
WEEK 6	AS WEEK 2						
WEEK 7	AS WEEK 1						
WEEK 8	AS WEEK 2						
Team 1	Cst. from zone 4-2 and zone 4-3 (Call sign 36 Beat)						
Team 2	Cst. from zone 4-1 and zone 4-7 (Call sign 37 Beat)						

It is recommended that at the beginning of the project, the teams remain as a two man unit, walking the patrol together. The effectiveness of the teams being formed this way will be reviewed on the first week of August and if it appears that it would serve the District better, the team could be split up to work 1 man patrols.

Reasoning for two man patrol

- a two man patrol will have a greater impact on the groups of youths.
- safety for the Constables is a high priority and as one of the specific targets of this project is gangs or large groups of youths, a two man team will maintain a higher level of safety.

TASK DESCRIPTION

The Constables assigned to this detail will be required to police the LRT corridor that lies within 4 District. They will ride the LRT during their shifts as time permits. They will also be responsible for high profile walks through the Sunridge, Marlborough, and Franklin Malls as well as their surrounding parking lots and commercial premises.

- Job description as outlined for a Zone Constable
- Submit check-up slips on ail groups encountered
- respond to complaints on site (location where the team is currently patrolling)
- effect arrests for on view warrants, thefts etc. and request a patrol unit to assist with arrests to maintain the patrol
- identify individuals and groups that may be active in the area
- liaise with mall management
- liaise with LRT security
- liaise with mall tenants
- identify problems and offer solutions (commercial and industrial areas along the LRT corridor)
- initiate investigations to be followed up by District personnel (lengthy follow-ups and investigations to be completed by zone members or GIS)
- submit daily activity reports indicating patrols through each mall and the LRT

ASSESSMENT:

The response was designed to cover an eight week period and assessments were sei for:

1 week intervals • senior members of beat team;

2 week intervals - co-ordinating zone supervisor; and

at the end of the response - co-ordinating zone and the District analyst.

Assessment criteria were established from the beat officer tasks and from the stated objectives.

1) Reduce criminal activity

Criminal activity was assessed using the "before measure" statistical data as a baseline. A reduction of 31% was achieved in alt areas of criminal activity. This was displayed graphically for the final assessment.

2) Increase the comfort level of citizens affected by this activity

The Planning Section was requested to devise a method of measuring effectiveness of this objective. To this end two surveys were conducted:

- a) business tenants in malls; and
- b) LRT patrons.

The first was a standardized verbal questionnaire which was conducted and collated by qualified civilian volunteer. The second was a verbal interview of **LRT** patrons during random hours of operation.

Both surveys indicated a dramatic increase in comfort levels of the people affected by the problems related to the LRT corridor.

Both surveys were designed to allow for personal feedback. This resulted in the almost unanimous request for continued high profile beat patrols. The most common reason given for this request was "the personal contact makes us feel safer and it kept the bad guys away."