LAS VEGAS METROPOLITAN POLICE DEPARTMENT

CRIME ANALYST I

PRE-TEST BOOKLET
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I. PROJECT MANAGEMENT

Almost any human activity that involves carrying out a non-repetitive task can be a project. So we are all project managers! We all practice project management (PM). But there is a big difference between carrying out a very simple project involving one or two people and one involving a complex mix of people, organizations, and tasks. This has been true for millennia, but large-scale projects like the Pyramids often used rather simple control and resource techniques including brute force to “motivate” the workforce!

The art of planning for the future has always been a human trait. In essence a project can be captured on paper with a few simple elements: a start date, an end date, the tasks that have to be carried out and when they should be finished, and some idea of the resources (people, machines, etc.) that will be needed during the course of the project. When the plan starts to involve different things happening at different times, some of which are dependent on each other, plus resources required at different times and in different quantities and perhaps working at different rates, the paper plan could start to cover a vast area and be unreadable.

This was a problem facing the US Navy in the development of the Polaris missile system. There were so many aspects to the project that a new technique had to be invented to cope with it: the PERT technique. This and later developments led to mathematical techniques that can be used to find the critical path through a series of planned tasks that interconnect during the life of a project. You could begin the story of modern project management from this time. But that would be unfair as project management is not only about planning but also human attributes like leadership and motivation. Nevertheless, the idea that complex plans could be analyzed by a computer to allow someone to control a project is the basis of much of the development in technology that now allow projects of any size and complexity not only to be planned but also modeled to answer “what if?” questions. The original programs and computers tended to produce answers long after an event had taken place. Now, there are many project planning and scheduling programs that can provide real time information, as well as linking to risk analysis, time recording, costing, estimating and other aspects of project control.

But computer programs are not project management: they are tools for project managers to use. Project management is all that mix of components of control, leadership, teamwork, resource management, etc. that goes into a successful project. Project managers can be found in all industries. Their numbers have grown rapidly as industry and commerce has realized that much of what it does is project work. And as project-based organizations have started to emerge, project management is becoming established as both a professional career path and a way of controlling business. So opportunities in project management now exist not only in being a project manager, but also as part of the support team in a project or program office or as a team leader for part of a project. There are also qualifications that can be attained through the professional associations. One reason for the rapid growth is the need to understand how to look after complex projects, often in high tech areas, which are critical to business success but also have to use scarce resources efficiently.

Most people still want their projects to be on time, meet quality objectives, and not cost more than the budget. These form the classic time-quality-cost triangle. In fact, if you have an unlimited budget and unlimited time, project management becomes rather easy. For most people, however, time and money are critical and that is what makes project management so important today.
II. CRIME ANALYSIS INFORMATION

Crime analysis information should be maintained for internal use to develop tactics, strategies, and long-range plans to improve the efficiency and effectiveness of police services. Information obtained for analysis is collected from crime reports, accident reports, arrest reports, officer's reports, and field interview cards. Other sources may be utilized as required.

Crime Analysis Factors

Information from the above sources will be collated and analyzed using the following factors as necessary:

1. Frequency, by type of offense or occurrence
2. Geographic factors
3. Chronological factors
4. Victim and target descriptors
5. Suspect and suspect vehicle descriptions
6. Modus operandi factors
7. Physical evidence factors

Objectives of Analysis

There are four main objectives of this type of analysis. These are to:

1. Identify similarities among different offenses;
2. Reveal commonalities and patterns in the characteristics of current crime and traffic problems;
3. Assist in the preliminary screening and ordering of suspects; and
4. Aid in assembling and ordering crimes that may have a suspect who is already in custody.

Reporting Trends and Crime Patterns

Analysts are responsible for reporting trends and crime patterns. Users of crime analysis information will provide feedback on the effectiveness of the information to the analyst who provided the information.

Dissemination of Information

Employees having a legitimate need for crime analysis information are encouraged to utilize this information. Patrol personnel and detectives will utilize the analysts assigned to their respective units. Although crime analysis information is intended for internal use and not generally for public dissemination, a Patrol Division Commander may authorize the release of such information to outsiders on request. Prosecutors may be provided data on an individual case basis. For information subpoenaed by attorneys or outside requesters, a fee may be charged.
III. DISSEMINATION OF CRIMINAL HISTORY INFORMATION (CHI)

All requests for criminal history information (CHI) from criminal justice and non-criminal justice agencies (except those made from within this Department) shall be referred to the Records Bureau except as noted below. This also includes inquiries wherein no record exists, as disclosure of the “No Record” status is actually dissemination of CHI.

A centralized area for CHI dissemination is mandated to ensure that the complexities of law, inter-local agreements and contracts that regulate such dissemination are followed. That centralized area is designated to be the Records Bureau. It is the responsibility of the centralized area to maintain a log of dissemination as required by the law, although there are a few exceptions to dissemination by the Records Bureau.

Definitions

Agency of Criminal Justice - Any court, and any governmental agency which performs a function in the administration of criminal justice pursuant to a statute or executive order, and which allocates a substantial part of its budget to a function in the administration of criminal justice.

Records of Criminal History - Information contained in records collected and maintained by agencies of criminal justice, the subject of which is a natural person, consisting of descriptions which identify the subject and notations of summons in a criminal action, warrants, arrests, citations for misdemeanors issued pursuant to NRS 171.1773, citations issued for violation of NRS 484.379 and 484.3795, detentions, decisions of a district attorney or the attorney general not to prosecute the subject, indictments, information or other formal criminal charges and dispositions of charges, including, without limitations, dismissals, acquittals, convictions, sentences, information set forth in NRS 209.353 concerning an offender in prison, any post-conviction relief, correctional supervision occurring in Nevada, information concerning the status of an offender on parole or probation, and information concerning a convicted person who has registered as such pursuant to chapter 179C of NRS.

Limitations on Dissemination

CHI is not to be requested, used, or released outside of official duties, for personal use, interest, or gain; or where such dissemination would violate either local, state, or federal statutes or inter-local agreements or inter-state contracts.

CHI may be made available to criminal justice agencies for criminal justice purposes, federal agencies authorized to receive it pursuant to federal statute or executive order, and the media.

Other Disclosures

Under Nevada law, agencies may disclose to victims of a crime, members of their families or their guardians the identity of persons suspected of being responsible for the crime. The disclosure may be made regardless of whether charges have been filed or dismissed. Information regarding juveniles can only be released if the juvenile has been certified to stand trial as an adult for that charge. Requests of this nature will be handled by the respective investigative unit. This disclosure does not include any investigative reports which may only be released by Court Order.
THE CRIME ANALYSIS PROCESS:
How to Collate Data

Data collation is defined as the indexing, sorting, and storage of raw data, and it is the next step in the crime analysis process. Raw data, by themselves, are seldom of much value. Only when like items are collected and considered together can the analyst provide meaning to the data. Data collation accomplishes this objective.

Consider the following scenario. The analyst comes to work on Monday morning and finds an unordered pile of reports on the desk: robbery, burglary, rape and other reports are all mixed. Before the data can be analyzed, they must be collated. The analyst sorts the reports by putting all robbery reports in one pile, burglary reports in another, and so on. This accomplishes the first step in the data collation process. To complete the next step in the collation process, the analyst takes all reports of similar incidents and extracts data from them.
"Extracting data" is a process by which similar data are taken from each crime report and used to develop separate and distinct files (e.g. suspect files, vehicle files, etc.). After initial files are created, the analyst adds data to them as each new report is processed.

Law enforcement documents contain many types of data. Categories considered most useful for crime analysis are those relating to:

- Geographic factors
- Time factors
- Victim descriptors
- Property loss descriptors
- Physical evidence descriptors
- Specific MO factors
- Suspect descriptors
- Suspect vehicle descriptors.

When stored by category, these data ultimately result in the following files:

- Master Case Files - contain the times, dates, locations, types, and case numbers of incidents. These are used to determine geographic locations of criminal activity and aid in the identification of existing or emerging crime patterns and series.
- Master Name Files - contain the names, nicknames, and aliases of suspects, names of victims and witnesses, etc.

- Suspect (Known Offender) Files - contain the names, addresses, and physical descriptions of suspects, and listings of the crimes they have committed (see Figure 6.1). They may also contain a description of the MOs used by suspects.

- Suspect Vehicle Files - contain data regarding vehicles suspects may register, own, or drive. Vehicle descriptors include such things as make, model, and color of vehicles as well as any unusual identifying features (unique paint job, damage to the vehicle, special accessories, etc.).

- M.O. Files - contain data describing how crimes were committed. Among others, M.O. files may include the actions and statements of suspects, type of weapons and/or tools used, method and points of entry and exit, types of property stolen, types of persons, structures, businesses or vehicles attacked, and so on.

- Property Files - contain data necessary to identify property reported lost, found, or stolen. These files contain listings of the types of property (e.g., photo equipment), makes and models, serial numbers, and any identifying markings (e.g., an engraving of a driver’s license number on the bottom of a camera). Should a suspect have property in his possession, it can be run through these files to determine if it was previously reported stolen or lost.

- Field Interview (FI) Files - contains data taken from documented police contacts though no arrest was made. FI reports contain name(s) of the person(s) contacted, physical and vehicle descriptions, and the reason for the contact. Should the analyst later receive a crime report in which an offender’s physical or vehicle description is given, he or she can search this file in an attempt to find a matching suspect.
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<thead>
<tr>
<th>Name</th>
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<th>Race</th>
<th>Ht</th>
<th>Wt</th>
<th>NRO</th>
<th>Indigenous Status</th>
<th>Location</th>
<th>Date</th>
<th>Time</th>
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</thead>
<tbody>
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<td>Male</td>
<td>Black</td>
<td>70</td>
<td>180</td>
<td>115</td>
<td>Native American</td>
<td>TX</td>
<td>11/22/94</td>
<td>11/22/94</td>
</tr>
<tr>
<td>Jane Smith</td>
<td>1972</td>
<td>Female</td>
<td>White</td>
<td>5'6&quot;</td>
<td>120</td>
<td>110</td>
<td>Native American</td>
<td>TX</td>
<td>11/22/94</td>
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<td>TX</td>
<td>11/22/94</td>
<td>11/22/94</td>
</tr>
</tbody>
</table>

*Note: DOB, Sex, Race, Ht, Wt, NRO, Location, Date, Time, Location, Date, Time.*
MANUAL VERSUS AUTOMATED DATA COLLATION METHODS

Actual capture and storage of data is accomplished in one of two ways. It is either handwritten onto matrices developed for this purpose, or entered into an automated system. Matrices, most often used by agencies operating in a manual mode, are individually designed to capture data elements for only one crime. A robbery matrix is designed to capture only robbery data and a burglary matrix is designed to capture only burglary data.

Matrices can be cumbersome and time consuming to use; information has to be written down and analysts must often flip through numerous pages to retrieve information necessary to produce reports. These problems are mitigated by automated systems for they speed data collation and retrieval processes.

Assume two analysts are just starting a crime analysis program. The one who is working in a manual mode might extract information from all robberies and enter it in a robbery matrix. This will enable the analyst to track their progress. Once apprehended, all information relative to suspects will subsequently be used to create a known robbery offender file.

The crime analyst who is working with an automated system need not create and keep a matrix to track criminal activity. Depending upon its programming, the system will generate this information automatically. This is done through its delivery of the preliminary case report data that was originally entered into it. Additionally, automated systems simplify the process of creating files. Once the computer knows that a robbery report is being entered, it automatically classifies the suspect as a robbery offender.
Conversely, analysts who are working in a manual mode will have to develop a known offender file, MO file, vehicle file, and other descriptive files for each type of crime. They will, therefore, have several known offender files, several MO files and so on. In contrast, the automated system may have but one large known offender file, one large vehicle file, etc. These files contain data which have been entered for all crimes and thus are not crime specific. With automation, the analyst does not need a specific "robbery file," "burglary file," and so on. To find a particular robbery suspect, for example, the analyst need only search the computer's one, large, known offender file. It automatically looks through the files for any person(s) matching the analyst's search criteria (in this case, robbery suspects), and returns a list of offenders previously investigated for this offense.

Automated systems greatly simplify and accelerate data collation and retrieval. Analysts who have to collate and retrieve data manually will not be able to do it as quickly as those who work with automated systems and may, therefore, be unable to focus attention on as many crimes.

SELECTING CRIMES FOR ANALYSIS

Analysts often ask if they should capture the data elements necessary to analyze all crimes. The answer is no. In their book Introduction to Crime Analysis, authors Stratton and Arenberg advise that:

The crime analysis operation should direct its efforts towards those classes of criminal offenses that the police
are most capable of preventing or suppressing. Failing this, the analytical function should consider those offenses in which the responsible persons can be apprehended.\(^1\)

A review of existing police crime analysis operations reveals the crimes most applicable to analysis are:

- Burglary
- Robbery
- Auto theft
- Larceny (petty and grand theft)
- Fraud
- Rape and other sex crimes
- Aggravated assaults
- Murder.

Though each of the above lends itself to analysis, the volume of crime and unit staffing levels may preclude examination of all the offenses listed. In such instances, Stratton and Arenberg recommend that "[e]ach individual community...analyze its own crime activity to determine whether crimes should be added, subtracted, or eliminated from this list."\(^2\) Inevitably, local needs and available resources will dictate which offenses become the focus of the crime analysis unit.
DATA COLLATION PLANNING CONSIDERATIONS

Considerable planning is necessary to ensure that the data collation process does not become an end in itself. Some analysts are kept so busy entering data into computers or onto matrices that they never have much of an opportunity to analyze crime; this defeats the entire purpose of the crime analysis program. In determining what data should be collated, which files should be developed, and how the files should be maintained, the following must be considered:

■ How many and what type of crimes are targeted for analysis

■ Do the crimes selected occur frequently enough to produce recognizable patterns of criminal activity that can be diminished or eliminated through implementation of directed patrol or tactical action plans

■ Does the crime analysis unit have the personnel and time necessary to build and maintain all of the files desired

■ Is the data to be collated specific enough to be categorized (e.g., can suspects be described in terms of definite age ranges as opposed to vague generalities such as “young” or “old”)

■ Has the collation and file development process been designed to facilitate later retrieval of information

■ Have files been developed such that relationships between people, vehicles, and events can be established.

The old computer axiom—“garbage in, garbage out”—holds true for the crime analysis function as well. Collection, collation, and categorical storage of accurate, reliable, and valid information in a manner permitting expedient retrieval is essential. Under lesser conditions, the analysis of crime is not possible.
THE CRIME ANALYSIS PROCESS:
How to Analyze Data

Data analysis is defined as the examination and processing of information that results in the development of recognizable patterns of criminal activity and the identification of offenders. It is of two types:

- Modus Operandi (MO) Pattern Detection and Correlation Analysis
- Statistical Analysis

Modus Operandi (MO) Pattern Detection and Correlation refers generally to using mapping techniques or searching various manual or automated files in order to determine if similar offenses or a crime series are
occurring, or to correlating cases once an arrest is made. ¹ Statistical
analysis mathematically establishes likely times, locations, and probabili-
ties of future criminal events. It is also used to determine relationships
between events. Both types of analysis must be used if the analyst is to
provide officers and investigators with accurate information.

In this chapter we will focus on Modus Operandi (MO) Pattern Detection
and Correlation analysis techniques. Part Two of this book presents a
complete discussion of statistical analysis techniques. The use of both types
of analysis techniques will enable you to comprehensively analyze your data
while providing validity and integrity to your conclusions.

### TYPES OF CRIME PATTERNS

The task of analyzing data and drawing conclusions from them is much
like putting a jig-saw puzzle together. The analyst is working with many data
elements that have been gathered from a wide variety of sources. The goal
is to combine the data so that a true “picture” of criminal activity can be
determined. These pictures manifest themselves in the form of crime
patterns. As described below, they are of two types:

**Geographic concentration patterns** refer to patterns identified on the
basis of:

- Similarity of crime type (e.g., commercial burglary)
- Multiple occurrences in well-defined geographic areas.
Identification of a geographic concentration pattern (known more simply as a “crime pattern”) means only that certain types of similar crimes are frequently occurring in particular areas of the jurisdiction. Without any other similarities or relationships between these crimes, there is no reason to believe the same person or persons are responsible for their commission.

**Specific and recurring MO patterns** refer to patterns identified on the basis of:

- Similarity of suspect and/or suspect vehicle description(s)
- Unique MO characteristics.

Once a specific and recurring MO pattern has been identified, it is called a crime series. As indicated in Chapter 2, a crime series is characterized by the presence of sufficient similarities to give the analyst reason to believe the same person or persons are responsible for the commission of each crime in the series.

To demonstrate the difference between a crime pattern and a crime series, assume that murders have been occurring in a particular section of town. In one, a transient was stabbed to death in an alley. In another, a suspect entered a residence and shot a victim. In still another, a victim was strangled in a motel room. Some homicides occurred during the day, others occurred at night, and witnesses gave varying descriptions of suspects in all cases. This is an example of a crime pattern. The only similarities between the crimes is crime type (murder) and the geographical location in which they occurred.
Now let us assume there were various areas throughout a city frequented by prostitutes. Many of the women had been slain at night. Their throats had been slashed and their bodies severely cut and mutilated. Several witnesses said they had seen "a well-dressed gentleman in evening clothes" leaving each area shortly before the bodies were found. In this tale of London near the end of the 19th century, the "gentleman" became known as Jack the Ripper. Because of the uniqueness of his MO and the similarity by which he was described by witnesses, he had committed a crime series and thus, by definition, was a "serial killer."

Had crime analysts been around in Jack's day, they would have known they were observing a crime series for several reasons. First, the murderer was attacking prostitutes, a very specific type of victim. Second, all of the murders occurred at night. Third, all of the victims were killed with the same type of weapon—a knife or similar cutting instrument. Fourth, in addition to cutting the throats of his victims, the murderer used the knife to further mutilate their bodies. Fifth, enough witnesses described the suspect as being a "well-dressed gentleman in evening clothes" to give reason to believe that this individual, whomever he was, was indeed the person responsible for committing the crimes.

Though Jack the Ripper, the Zodiac killer, the Night Stalker and other such persons generate headline news, crime analysts throughout the nation observe less noteworthy crime series on a daily basis. In every series, notorious or mundane, there will usually be something unique to the commission of each crime. The identification of that "something" will serve to indicate that the crimes are being committed by the same person(s).
Geographic concentration patterns can be identified if the analyst places color coded dots on maps to indicate locations of criminal incident occurrences. Known as spot maps, these devices facilitate the visual identification of crime patterns (Figure 7.1).

For example, assume that blue dots represent commercial burglaries. Each time a commercial burglary occurs, the analyst places a blue dot on a map of the jurisdiction. The time and date of each occurrence is written on each dot. Over time, these dots may begin to cluster in a particular area. The appearance of these clusters will alert the analyst to the emergence of a crime pattern. Its continuance or cessation can be determined by the dates listed on the dots.
Spot maps can be of great assistance to the analyst. However, they will only depict crime patterns. The analyst will have to look for additional clues to determine if a crime pattern is also a crime series. In our current example, the map will only depict a commercial burglary pattern. Whether or not it is also a crime series is yet to be determined.

For the analyst working in a manual mode, this determination will be made upon examination of the data contained in the commercial burglary matrix. This matrix would have been created as part of the data collation process described above.

Let us assume that, upon review of the matrix, we note there have been ten commercial burglaries in the past month (Figures 7.2 and 7.3). Five were burglaries of drug stores and five were of various other establishments. Of the five drug store burglaries, three showed definite similarities: each of the three was committed between Tuesday night and Wednesday morning, there was evidence of rooftop entry, drugs were stolen, and storeroom safes were pried. Having observed these similarities, we can confirm the existence of a crime series. We then take the information from these three cases and use it to create a separate log to track the progress of the series (Figure 7.4). All future incidents of a similar nature will be entered in the series log and the log will be maintained until the series stops or the suspect(s) are apprehended.

Crime calendars are also useful in manually tracking crime series. This technique requires obtaining a calendar that has a one to two-inch square box for each day of the month (those sold by the Girl Scouts are particularly well suited for this purpose)! Whenever a new crime in the series is committed, make a note of
## BURGLARY MATRIX

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<th>COMPLEXION</th>
<th>FACIAL HAIR</th>
<th>B-BEARD/Moustache</th>
<th>GLASSES</th>
<th>YEAR</th>
<th>MAKE MODEL</th>
<th>COLOR</th>
<th>LICENSE</th>
<th>CAR BURGLAR</th>
<th>RANSACKED</th>
<th>MALICIOUS MISCHIEF</th>
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### POINT OF ENTRY

| POINT OF ENTRY | DEPT. STORE | DRUG STORE | BANK/FINANCIAL INST. | FOOD/TAKE OUT | GROCERY STORE | HARDWARE STORE | JEWELRY STORE | GAS STATION | LAUNDROMAT | LIQUOR STORE | MEDICAL BLDG. | OFF | SCHOOL | SPORTING GOODS STORE | TV/VMR STORE | WINDOW | DOOR | WALL | FENCED AREA | UNKNOWN | PRID OPEN | BROKE OPEN | TWIST KNOB | PASS KEY | CUT/RAW PADDLOCK | UNLOCKED | OPEN FOR BUSINESS | BROKE/REMOVED | PRID OPEN | UNLOCKED | SKYLIGHT | WALL TUNNEL | OTHER | BROKEN VENT |
|----------------|-------------|------------|---------------------|---------------|---------------|----------------|---------------|-------------|-------------|-------------|---------------|----------------|-----|--------|-----------------|-------------|---------|-------|------|-------------|---------|-----------|------------|-----------|----------|-----------------|---------|-------------------|--------------|-----------|----------|-----------|----------------|-------|----------------|
|                |             | X          |                     | X             |               |                | X             |             |             |             |               |             |     |        |                 |             | E-X     | E-X  |     |             | E-X     |           |             |           |          |                 |         |                   |             |           |          |           |                 |       |         |

### METHOD TO GAIN ENTRY

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<th>MONEY</th>
<th>NARCOTICS</th>
<th>SWORDS</th>
<th>COMBAT</th>
<th>TWVR</th>
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</tbody>
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*Long Beach, CA Police Department*
## Figure 7.3

### BURGLARY MATRIX

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<td>SAT 1/21</td>
<td>T-W 1/24-25</td>
<td>Th-F 1/26-27</td>
<td>T-W 1/31-27</td>
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### SUSPECT INFORMATION

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<tr>
<td>CLOTHING STORE</td>
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### OBJECT OF ATTACK

<table>
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<tr>
<th>OBJECT</th>
<th>SYRINGES</th>
<th>VANDALISM</th>
<th>LIQUOR/CIGARETTES</th>
</tr>
</thead>
</table>

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*Long Beach, CA Police Department*
it on the day of its occurrence (Figure 7.5). By flipping through the calendar, an analyst can easily determine how many days elapse between "hits." Crime calendars, when used in conjunction with spot maps and matrices, provide yet another way to keep track of the information necessary to determine possible dates, times, and locations of future serial events.

CRIME PATTERN/SERIES DETECTION - AUTOMATED TECHNIQUES

As may be inferred from the comments of Chang, et al. in their Descriptive Report of Manual and Automated Crime Analysis Functions, the task of detecting crime patterns and series is made easier for the analyst working with an automated system. They state:

Instead of devoting time to maintaining cumbersome and lengthy [manual] files, the information is entered into the computer and is available for instant recall whenever necessary. This approach saves not only data input time, but if the sort routines are effectively written, can save data extraction time by allowing the analyst to search and retrieve just the information wanted on an appropriately formatted report.²

In our current example, the analyst using an automated system would merely query the system and request a report of all commercial burglaries in which one or more data elements are common.

One caution is directed to analysts working in large agencies: try to narrow initial search requests. In the above example, it would have been
inefficient to ask the system for all commercial burglaries committed between Tuesday nights and Wednesday mornings. Hundreds of cases may have been returned! It would be better to ask the system to provide any cases containing two or more matching MO characteristics. By requesting information in this manner, the system would return only cases in which:

- Rooftop entries had been made AND safes had been pried
- Safes had been pried AND drugs had been stolen
- Rooftop entries had been made AND drugs had been stolen
- Other such MO matches had been found.

If it is felt that the information returned is inadequate and the scope of the search was too narrow, the parameters can be broadened later.

Once you are satisfied with the data you have obtained, it should be stored away in a separate computer file. This file is analogous to the log kept by the analyst working in a manual mode. And, just as that individual would add updated information relative to subsequent drug store burglaries to the written log, so you would add this type of data to your computer file.

**TARGET PROFILE ANALYSIS**

Target Profile Analyses, also known as victim profile analyses, are prepared in an attempt to identify the type of persons, structures, vehicles, or
establishments most likely to be attacked by a suspect. Knowledge of a suspect’s preferences for certain types of targets may enable the police to stake-out (or otherwise observe) possible locations of future activity. This may subsequently lead to the arrest of an offender. At the same time, crime prevention officers can use this information to warn possible victims of their vulnerability to attack.

In our present scenario, a target profile analysis would reveal that the suspect(s) had a preference for drug stores. This information would be given to patrol and investigative officers and used in the creation of directed patrol and/or tactical action plans. Crime prevention officers would use the information to inform other drug store owners of the crime series and admonish them to take whatever precautions are necessary to prevent victimization (e.g., better secure roof vents, empty the safe at night, put the empty safe near a well-lit window, etc.).

**FORECASTING FUTURE CRIMINAL OCCURRENCES**

Forecasting future criminal occurrences requires examination of all material the analyst has gathered to this point and its subject to statistical analysis treatment as described in Part Two of this book. By considering what, when, where, and how past crimes were committed—in tandem with the preference of the suspect to attack a certain type of target—the analyst may be able to predict the time, date, and location of future criminal activity.

This is the desired goal of the crime analyst, but it is very difficult to achieve. Suspects may change locations, may no longer have a need to
commit their crimes, and so on. When changes occur, the analyst is left with a prediction that fails to materialize, a frustrating experience for analysts and officers alike.

Use care in making predictions. Officers are counting on you to be right. Wrong “guesses” resulting in wild goose chases will seriously reduce your credibility.

**SUSPECT IDENTIFICATION**

The analyst attempts to identify suspects through use of the **crime/suspect correlation process**. Used before an arrest is made (when the analyst has a crime, an MO, but no suspect), this process involves searching files for **previously arrested** persons, examining the MOs they used to commit their crimes, and then determining if they might be responsible for the crime(s) currently under analysis.

Continuing with our current example, let's assume that our drug store burglar has been arrested by the agency in the past for burglary. The offender's name, physical description, etc. should be contained in the analyst's MO file. A search of this file for previously arrested persons who had committed commercial rooftop burglaries would likely reveal the suspect's identity. The suspect might also be found in any file which contained the names of persons arrested in conjunction with safecracking incidents.

Similarly, depending upon how they are structured, known offender files may provide suspect identities. If offender files allow inquiry by crime type, as well as by name, suspect identification is relatively easy. The analyst
merely looks at the commercial burglary category and notes the names of all persons arrested for rooftop burglaries of pharmacies. He or she then looks to see if any of these people also pried a safe during the commission of the offense.

Searches of suspect description files and suspect vehicle files also facilitate the suspect identification process as long as there is something unique about the suspect or the vehicle being sought. Searches for white males between 35 and 40, or late-model, red Chevrolets, will likely prove unproductive—because the search criteria are too broad. Conversely, searches for people and vehicles having unique identifying features can produce usable results.

**CASE MATCHING**

Case matching, also known as the suspect/crime correlation process, takes place *after* a suspect has been arrested. In this activity, the analyst considers the offense for which the arrest was made and then attempts to link the suspect to similar, unsolved crimes. To conclude our example, assume that the drug store burglar is finally arrested. Upon completing a check of offens file, the analyst will discover the other three cases for which he may be responsible. This information can then be given to investigators for use in the case clearance process.

The crime/suspect and the suspect/crime correlation processes are extremely helpful to the analyst who is attempting to link crimes to suspects and suspects to crimes. Keep in mind, however, that though the names of these processes are similar, their functions are different.
Prior to an arrest, we use the crime/suspect correlation process to link unsolved cases to possible suspects. "Possible suspects" are those persons the agency has arrested previously for the commission of similar offenses, and whose MOs are similar to that of the unsolved case(s).

After arrest, we use the suspect/crime correlation process to determine if the apprehended suspect may be responsible for any unsolved crimes. We do this by first noting the MO the suspect used in the crime for which he or she was arrested. We then look at the MOs used in our unsolved cases. Any match between the suspect's MO and that used in our unsolved cases should be forwarded to detectives for case clearance consideration.
THE CRIME ANALYSIS PROCESS:
How to Disseminate Data

Data dissemination is defined as the distribution of crime analysis information used to develop directed patrol and tactical action plans, assist continuing investigations and crime prevention efforts, and facilitate the accomplishment of general administrative, operational, and organizational planning tasks.

GOALS OF DATA DISSEMINATION

There are two goals associated with data dissemination:

■ To provide information that will be used or acted upon by others

■ To enhance communication between people within and external to the organization.
PRODUCT DEVELOPMENT PLANNING CONSIDERATIONS

Most frequently, data are disseminated through written products developed by the crime analyst. While some products are published for the benefit of specific individuals or units within the department, others may be used by all members of the organization.

It is not uncommon for new crime analysts and their supervisors to rush the product development process. However, in their haste to “get something out,” they often fail to provide information that truly meets the needs of intended customers. This can be avoided by obtaining answers to the following questions:

- Who are the intended users of information? Among others, they may include:

  - Patrol officers and patrol supervisors
  - Investigators and investigative supervisors
  - Tactical action teams
  - Training officers
  - Communications/dispatch personnel
  - Budget/other administrative analysts
  - Executives and other command staff officers
  - Community policing and crime prevention officers
  - Prosecutors, probation and parole officers, and other outside agency personnel.
What are the informational needs? Among others, there may be a need for:

- General crime summary information
- Crime pattern information
- Crime series information
- Crime trend information
- Known offender/career criminal or habitual offender information
- Wanted suspects information
- Gang, narcotics, or other special problem information
- Stolen vehicle information
- Warrant information
- Parole/probation information
- Pawn information
- Daily, weekly, monthly, or yearly crime statistics
- Crime prevention presentation data
- Calls-for-service statistics, deployment and workload statistics, officer arrest and citation statistics, etc.
What products will meet those needs? Among others, products to consider are:

- Daily bulletins
- Crime pattern/crime series bulletins
- Known offender bulletins
- Parolee bulletins
- Weekly statistical crime summaries
- Monthly statistical crime summaries
- Wanted persons bulletins
- Warrant lists
- Arrest/FI summaries
- Crime prevention statistical bulletins
- Gang/narcotic/unique offense special bulletins

How would personnel like information presented? Formats include:

- Narrative format
- Graphic format
- Narrative and graphic format
- Memorandum format
- Newspaper/newsletter or other unique format
What data are required to produce products?

- All crime, MO, and suspect data or only that for certain designated crimes? If the latter, for which crimes?
- Response time and calls-for-service data?
- Officer arrest and citation statistics?
- Population, geographic, and economic data?
- Intelligence data?

Other considerations such as:

- What kinds of graphs, charts, matrices, etc. have to be developed to capture data needed to produce products?
- Should documents be printed on standard size paper or breast-pocket cards, 2 or 3 hole punched, printed on colored paper, printed one or two sided, etc.?
- How often will various products be published?
- How much time will it take to create products?
- Does the crime analysis unit have the necessary resources to publish the products requested?
- Of what value is each product—very helpful, somewhat helpful, nice to have, will only be used occasionally?
- What is the likely return on investment from each product? Is it worth the time and effort to do it? Would the operation be hampered without it?
Instead of creating products on their own, analysts should initially meet with management and staff from throughout the organization to ensure that products ultimately developed will, in fact, meet user needs. For each user group, the analyst should document:

- Which products are needed
- The purpose of each product
- The information needed for each product
- Product dissemination requirements.

**TYPES OF PRODUCTS**

The number and types of crime analysis products created by crime analysis units is limited only by the imagination of the analysts who create them. The ones most frequently encountered, however, are those described in the following paragraphs:

**Daily Bulletins** are used to provide general crime summary information. They contain information taken from recent crime and arrest reports and may include noteworthy FI data as well. They may also contain alert and comment messages, missing persons information, all points bulletin information, extra patrol requests, and crime and/or suspect information which has been contributed from outside agencies. Daily bulletins may also be used to keep officers familiarized with happenings throughout the
Department (e.g., notice of promotional examinations, upcoming unit vacancies, etc.), and to congratulate them for a good arrest, investigation, and so on.

There are some precautions that should be taken when publishing a daily bulletin. First, be sure the information it contains is timely. Do not print old material if you know or suspect it may be stale. Officers will not only stop reading the bulletin if it frequently contains yesterday’s news, but may also assume that you are either behind in your work or uninformed. Neither assumption will enhance your credibility. Second, some analysts use the Daily Bulletin as a catchall. There is nothing wrong with this so long as it does not become difficult to use, too lengthy to read, and continues to contain information of interest. Officers do not have time to search through the bulletin looking for crime, suspect, and other pertinent information. Make sure they get the information they need to have, and present it in an easy-to-read format.

**Crime Pattern and Crime Series Bulletins** contain information relative to the continuing occurrence of particular criminal activities. They acquaint officers with the types of crimes being committed; list the days, times, and locations of their occurrence; and provide officers with any known suspect, suspect vehicle, MO, and/or property loss information. Information concerning the preferred target of attack (victim and/or property) should also be included, as should results of past analyses or predictions as to when and where suspect(s) may strike again. Bulletins should be updated until suspects are arrested or the pattern/series comes to an end.
Crime pattern and crime series bulletins are used by patrol officers to create directed patrol or tactical action plans. Patrol officers must, therefore, be given as much information as possible to enable them to develop a strategy which effectively deals with a problem. This is accomplished by providing patrol with a narrative description of incidents, a map depicting past and possible future locations of occurrence, and any graphs which clarify the problem.

**Known Offender Bulletins** are circulated to keep officers informed of the whereabouts and activities of previously arrested persons. They are particularly helpful for tracking movements of gang members, sex and narcotic offenders, career criminals, and other types of habitual offenders. These bulletins include pictures and descriptions of offenders, list their vehicles, last known addresses, past offenses, "hang-outs" and known associates, and outline their MOs. They may also provide terms and conditions of probation or parole as well as brief criminal histories.

Known offender bulletins must be distributed with caution. An officer's overzealous and indiscriminate use of them to merely "hassle" a known offender may bring charges of police harassment. Further, state and federal privacy statutes protect the use and dissemination of criminal history information. Should it be retrieved from a trash can by someone at the local car wash, for example, or otherwise fall into the wrong hands by some other means, a suit could be initiated against the department.

**Parolee Bulletins** are used for much the same purpose as Known Offender Bulletins. Parolee information is obtained from the state's Parole
Department and used to inform officers of former prisoners being released into the community. Parolee bulletins should also be circulated whenever a parolee from another community moves into the jurisdiction. As with Known Offender Bulletins, Parolee Bulletins should contain a picture of the offender along with all applicable supplemental information. Special terms and conditions of parole should be mentioned as well. Caution is similarly advised in the publication and use of this document, for it, too, contains sensitive information which is protected by law.

Parolee information is best obtained from parole officers. Get to know them well. Create a "drop-in-for-coffee" atmosphere that encourages these officers to provide you with updates on their clients.

Parolee bulletins should be updated whenever parolees who have been named in previous bulletins are released from parole, arrested for another crime, or given a change in their terms and conditions of parole.

**Weekly Statistical Crime Summaries** are prepared for management and executive staff and are used to show the number and percentage of crime increases or decreases on a weekly basis. Though they can be completed for every offense, these reports are most frequently prepared to monitor changes in the rates of certain targeted crimes. Crimes frequently selected for inclusion are homicide, rape, robbery, assaults, burglary, petty and grand theft, and auto theft.

Although this report can be prepared to reflect crime rate changes throughout the whole of the jurisdiction, it is helpful if it is prepared on a
shift-by-shift basis. This allows patrol supervisors the opportunity to more accurately assess the impact of their officers on crime problems, and may point to a need to develop directed patrol plans to abate any escalating criminal activity occurring during their tours of duty.

In addition to community-wide crime figures, provide patrol supervisors with a supplemental crime summary sheet. This sheet should list the crimes which have occurred during the week, their dates, times and locations, and any suspect or suspect vehicle information which may be of interest.

**Monthly Statistical Crime Summaries** are prepared for management and executive staff and are used to show the number and percentage of target crime increases or decreases on a monthly basis. Current month and year-to-date statistics for each target crime are compared with those posted for the same month of the previous year.

If desired, an accompanying supplemental report may also be prepared to provide management and executive staff with the location, date, time of day, and day of the week each crime occurred during the month under review. Graphic displays can similarly be used to depict monthly occurrences by day of week, time of day (shift), and location (beat).

**Wanted Persons Bulletins** are prepared and circulated on an “as needed” basis. They state the crime for which an individual is wanted, list the date, time, and location of occurrence, and give an explanation of the MO used. These bulletins also contain physical descriptions of the wanted person, and depending upon availability, other identifying information (e.g.,
vehicle description(s), locations frequented, associates, crime and weapons history, etc.). A photograph, artist's sketch, "Identi-Kit" composite, or computer-generated picture of the suspect may similarly be included. Once the suspect is apprehended, an update bulletin should be disseminated to cancel his or her wanted status.

**Warrant Lists** may be distributed on a weekly or monthly basis. Arrest warrants are provided by courts to jurisdictions they serve. However, they may also be received by mail or Teletype from other outside law enforcement agencies. Warrant lists prepared by analysts should contain the name and date of birth of the person listed on the warrant, his or her physical description and last known address, the number of the warrant, the bail, the date of issue, the file number, the offense charged, and a notation regarding the warrant's endorsement for night service. The analyst may wish to list the name of the court and authorizing magistrate as well. Once a warrant is cancelled, or the individual named on a warrant is taken into custody, a warrant cancellation notice should be published.

**Arrest/FI Summaries** are used to keep officers and investigators apprised of people who have been arrested or had some sort of documented contact with police over the period of a week or month. The arrest section of the summary lists the name of the arrestee, the physical description, the location, date, and time of arrest, the name of the arresting officer, and a brief explanation of the offense charged. This may be presented in a one-line, ledger format.

The FI section of the summary provides the same type of information discussed above, with the exception of its explanation of field contacts as
opposed to arrests. It should also provide information regarding any vehicle or associates that may have been with the person at the time of the field contact.

Most officers love to make arrests, but some do not want to take the time to complete FI reports. This is detrimental to the crime analysis operation, for the information provided by FIs can be extremely useful to the analyst.

Finally, Arrest and FI summaries can be used to congratulate officers for their work and initiative. Everyone likes to see his or her name in print. This is your chance to give officers public recognition for their efforts—take advantage of it!

Crime Prevention Statistical Bulletins are prepared on an “as needed basis” and are provided to help community policing and crime prevention officers customize presentations to neighborhood and business watch or block groups. These most often contain crime statistics which have been posted over a specific period of time for certain beats or reporting districts. Among others, these bulletins may provide area-specific information regarding numbers of domestic violence incidents, elderly persons victimizations, or the nature of crimes occurring in any particular part of town.

Crime prevention officers can also use information provided by the crime analysis unit to ascertain the validity of citizen complaints. For example, people may complain that crime is running rampant and that they never see patrol cars in the area. By checking calls-for-service records (sometimes referred to as Computer Aided Dispatch or CAD reports) and
offense files, the analyst may be able to determine that perhaps only one or two crimes have been reported in the area over the past six months. Further, there may have been a reduction in the area's crime rate over last year. Thus, the statement that “crime is running rampant” may be more the perception of the complainant than a definite fact. On the other hand, people may feel that crime is plaguing the neighborhood because they “always see cop cars in the area.” Once again, a report prepared by the crime analyst may show that patrol units have frequently been in the area, but for reasons unrelated to crime. It may be that an officer followed a traffic violator off of a freeway and finally got him stopped in the neighborhood in question. Perhaps officers towed abandoned vehicles from the area or were seen answering a barking dog call. Officers may have responded to the neighborhood to assist an invalid who had fallen out of bed, take a missing person report, make a death notification, or handle any number of other service calls. With this information, the crime prevention officer can explain the reasons for the presence of police in the area and assure complainants that their neighborhoods are not being victimized by crime.

Crime complaints which are justified can be brought to the attention of patrol supervisors for their development of whatever directed patrol and/or tactical actions plans may be necessary. At the same time, the crime prevention officer can work with citizens to form neighborhood watch groups, better secure residences, and give citizens the information they need to prevent future victimization.

**Gang/Narcotic/Unique Offense Special Bulletins** are published for use by intelligence officers, although they may be disseminated to patrol and
investigative officers as well. These bulletins may be used to provide information regarding the activities and arrests of gang members, major narcotics violators or any other group of targeted offenders, or to familiarize personnel with the occurrence of a particularly unique criminal offense.

Because it is a "special" bulletin, the information it contains should be "special." When circulated too frequently with information that could be more appropriately included in the publications listed above, special bulletins lose impact.

PRODUCT DEVELOPMENT - TECHNICAL CONSIDERATIONS

The following technical considerations should be given to product development:

- Each should accomplish a specific function. Do not try to make one product all things to all people.

- Disseminate documents on a timely basis.

- When preparing a document for an individual or a particular user group, try to think of others in the organization who might benefit from its use (e.g., crime prevention officers will appreciate receiving crime pattern/crime series bulletins, communications/dispatch personnel will find it helpful to have copies of wanted persons bulletins and warrant lists, etc.).

- Include admonishments on publications which direct officers to verify suspects are still wanted and warrants are still valid before making arrests. This will prevent those little embarrassing moments!
Do not become overly attached to your products. If they are not being read or accomplishing their function, redesign or eliminate them from your literary repertoire.

Be sure that information presented is complete, accurate, and devoid of spelling and grammatical errors.

Use an easy-to-read format. When in doubt about the size of print to use, set it bigger (people have a hard time reading small type). Clutter does not improve readability. Don’t feel obligated to cover an entire page with words. And whenever possible, treat blank space as a friend.

Select formats that are both neat and attractive. Also, design products so they are easily recognizable as crime analysis products. Consider the use of a special logo for this purpose. Also consider using different colored paper for each publication.

Unless graphs are truly self-explanatory, do not use them without accompanying comments. Similarly, it is rarely advisable to provide long lists of data without an explanation of their meaning. Officers don’t have time to draw meaning from raw data. Therefore, provide them with data that has, in fact, been analyzed. Use your products to tell them what you want them to know. Don’t make them figure it out for themselves.

PRODUCT DISTRIBUTION TECHNIQUES

Products are distributed to personnel in a variety of ways. In many agencies they are simply placed in patrol officers’ mailboxes or in the briefing or roll call area. Products should also be placed on the briefing board to generate comment by briefing or roll call supervisors. If officers carry notebooks, products should be designed to fit neatly within them.
Though you may distribute products to officers each day, be sure your contact with them is not limited to the printed page. Attend the briefing sessions of all shifts occasionally and verbally describe the nature of current criminal events.

Investigators and their supervisors may also receive products by mail. However, when possible, it is recommended you deliver your products in person. This enables you to discuss the product and solicit suggestions for improvement. In the process, you will be demonstrating your desire to be of assistance while taking advantage of an opportunity to enhance your credibility.

While there is no argument that management and executive staff should receive crime analysis products, the question sometimes arises as to when they should receive them. It is almost universally accepted that they should be immediately informed of major criminal events. However, there is debate about less pressing issues. For example, many patrol supervisors would prefer that management and executive staff receive crime pattern/crime series bulletins several days after they are initially published. This gives them the opportunity to resolve a problem before it comes to the attention of the chief or sheriff. Thus, when later asked about it, they are able to explain what action was taken and what results were realized from the efforts of their officers.

The issue, of course, is the avoidance of embarrassment. No supervisor wants to appear ignorant or uninformed in the presence of the chief executive. If the chief or sheriff is informed of a problem at the same time as it is made known to lower level staff, the way is paved for the following scenario:
"May I see you in my office, Lt. Tackleberry?"

"Yes Sir, may I help you?"

"I certainly hope so. I just received this Crime Series Bulletin from the crime analysis unit. It says that burglars are carrying off half the city during your shift. What do you know about this?"

"Uh, um, well, Sir, I, ah, just got my bulletin this morning, too. I, ah, well I really haven’t had an opportunity to, ah, well really look into it fully, Sir."

"I’m surprised, Tackleberry. I’d certainly think you would know what’s happening on your shift! That’s not an unreasonable expectation, is it? What do you plan to do about it?"

At this point, little beads of sweat are forming on Lt. Tackleberry’s brow. He’s feeling many things. Love for the crime analysis unit is not among them.

"Uh, well Sir, I’m not exactly sure what, ah, I mean I am going to do something about it, but, ah, well, if you could just give me a little time, Sir, then I feel pretty sure that, I mean I know that my officers and I can solve this little problem."

"I hope so, Tackleberry. I’ll be checking the unit’s update bulletins to see how you’re coming along."

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Undoubtedly, Lt. Tackleberry will handle the problem. However, his embarrassment could have been avoided if he had been given the information and had a chance to do something with it prior to its receipt by the chief. When questioned, he could have told the chief he was indeed aware of the burglaries and had implemented various directed patrol and tactical action plans to deal with them. He could then cite the results he achieved.

It should not be inferred from this discussion that delaying the delivery of information to executives is synonymous with trying to keep or otherwise hide information from them. Rather, it is to give lower level staff the opportunity to proactively address (and hopefully resolve) problems before executive intervention becomes necessary.

Management and executive staff members will ultimately decide for themselves when they wish to receive crime analysis products. If it is to be at the same time as others in the organization, then the analyst must make lower level staff aware of that fact. This “advance warning” may cue them to familiarize themselves with these materials at their earliest opportunity.

Management and executive staff will usually receive routine products through inter-office mail. However, they may request that any products or information prepared for their specific use be personally delivered by the analyst. Whatever their preference, accommodate them.

Some analysts use video presentations to keep personnel informed of criminal activities. For example, crime-reenactment programs can be used to visually describe the nature of existing or emerging crime patterns or
series. Programs designed to familiarize officers with gang members, career criminals, and other such known offenders can also be developed, as can presentations which describe current suspects wanted by the agency. Finally, video presentations can be used to recognize officers for good arrests, investigations and so on.

Video presentations work well if they are professionally done. But if they look like they were made by loving hands at home they will usually elicit more laughter than interest. Additionally, videos are extremely time consuming to prepare and generally cannot be created without the assistance of several people. Thus, unless you have the equipment, expertise, time, and personnel resources necessary to professionally accomplish this task, it is recommended that it be bypassed in favor of other activities which might be more productive.

Finally, products which are to be disseminated to agencies outside the organization may either be mailed to them or given to their representatives at interdepartmental user-group meetings. Items containing information of an urgent or immediate nature may be “faxed” to them as well.
Acknowledgments

I. PROJECT MANAGEMENT

“So What is Project management?” Project Manager Today, 2002-2005,
Editorial Contributors: Fiona Powell & Philip Holt,
http://www.pmtoday.co.uk/what_is_pm.asp

IV. THE CRIME ANALYSIS PROCESS: How to Collate Data
V. THE CRIME ANALYSIS PROCESS: How to Analyze Data
VI. THE CRIME ANALYSIS PROCESS: How to Disseminate Data

Steven Gottlieb, Sheldon Arenberg, & Raj Singh, Crime Analysis: From First