

**LAW ENFORCEMENT MANAGEMENT INSTITUTE**

**A NEW PERSPECTIVE ON CRIME ANALYSIS  
IN SMALL POLICE AGENCIES**

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## PREFACE

Today's law enforcement agencies are facing problems in fighting crime that they have never experienced before. The methods and attitudes often used by law enforcement in the past to combat crime are often less effective in today's arena. Law enforcement in this decade must learn to appreciate, and accept change. Law enforcement managers must find new and innovative ways to combat the problems that they face at present and will face in the future.

This project will give senior law enforcement officials and line officers a look at how they can use crime analysis to assist them in identifying problem areas in their community. Problem Oriented, or Community Based Policing are methods of policing that all of us in the business of law enforcement should understand. However, we tend to feel that these are programs that only large police agencies need to implement.

If the police agencies today, large or small, are going to meet the challenges of the future they must focus their efforts on improving the end product of policing and on the effectiveness and fairness of the police in dealing with the substantive problems that the public looks to the police to handle. Crime analysis can assist police in analyzing the problems within their community, and give them an opportunity to take a pro-active approach, instead of a re-active approach, to solving the problems in their community. Without crime analysis this challenge would be almost impossible.

### WHAT IS CRIME ANALYSIS ?

Research and analysis have been used in many areas of business for years to solve problems and make predictions. For example, in the 1992 Super Bowl the Dallas Morning News, printed a prediction based on past trends indicating that the Buffalo Bills would win the Super Bowl. For Cowboy fans this was somewhat disturbing, but based on the information of past Super Bowls they had a strong argument for their prediction (1).

Crime analysis is defined as a systematic process of collecting, categorizing, analyzing, and disseminating crime patterns, crime trends and potential suspects. "Systematic" and "useful" are key terms, systematic emphasizes that all parts of the process must be reformed, and useful emphasizes that the recipients of products should be able to do something with the data given them. Crime analysis is one facet of a systems approach to law enforcement that calls upon police agencies to manage by a four step process used in successful businesses and the military. The first step is to identify problems instead of waiting for the sky to fall, and then take a re-active or crisis management approach to the problem. Second, agencies should develop plans to solve their problems. Third, implement plans and if necessary, change the way people do their job at the line level holding them accountable for their performance. Fourth, evaluate the results to see if the goals have been accomplished (2).

Evaluation is a painful process for most police agencies. It requires that objectives be set before plans are implemented, that information be collected and the results linked to the problem at hand. Also, there are times when this new information will point to a new problem, or redefine the existing problem.

Most police agencies are still not operating on a crime analyses-based operation, and we might ask the question, why not? There are many reasons. First, police managers have a difficult time measuring the results of the plans they implement. Second, police departments have highly mobile line personnel, and a twenty four hour a day operation with limited supervision during the after hour shifts. Police agencies do not generally like change, and in order to move to a crime analysis-based police operation it may be necessary to change the policies of the department, and the work habits of line officers. Unfortunately, the day of the "old time street cop" is gone, along with the files, notebooks, and information about the people and events that went on in the beat worked for years.

Crime analysis has several different functions and applications which should be considered. First; the administrative function, administrators must consider, cost-effectiveness studies i.e, do the means justify the costs? Are program goals and objectives being met?

Then, administrators must gain the support of the local officials so that budgets can be obtained, based on justification for programs.

Strategic crime analysis functions include:

(1) exception reports that identify unusual levels of activity in an area over a month to month or annual period of time; (2) crime trend forecasts which establish projections of future trends of crime based on past experience; (3) resource allocation proposals which suggest shifts in resources to meet new service demands; and, (4) situation analysis which provides more information about crime problems and helps describe the environment in the types of offenses that occur. Beat profiling is a technique that provides such data (3).

The tactical crime analysis function detects crime patterns. It identifies crime problems, and defines them in specific terms. Suspect correlations focus on individuals responsible for groups of crimes. Suspect or target profiles, identify suspect profiles, relationships to victims and can identify victims or premises that are frequent crime targets. Tactical crime analysis has several different applications. The first is directed or planned patrol operations. Random patrol produces random results, so by reducing random patrol time a patrol officer's time can be more effectively used. Special operations involving decoys and stake outs are effective operations, but they require

training support and good information, as well as being costly and dangerous. Hidden cameras in convenience stores and other types of business are helpful in identifying armed robbery suspects and also detect shoplifting. Portable alarms improve police response to target locations.

Surveillance of known offenders is a very costly operation. Officers must consider what to look for, who do you follow, and what data do you collect? Apprehension and suppression goals produce tangible results, but one must remember, that if these plans are based on only intuition or crisis management, and not reactions to crime analysis, the result may only be temporarily and may create problems elsewhere (4).

Crime analysis points to neighborhoods or victim profiles to be used to develop crime prevention programs. With good analysis departments can target neighborhoods that have crime problems, and address those problems with some relevance to the crime prevention program. Neighborhood groups, with specific information describing crime problems, can attack the problems of rumors and the fear of the unknown. Detailed modus operandi information can be used to develop new instructional material for crime prevention programs, as well as new target hardening techniques appropriate to modus operandi patterns. Seasonal crime analysis can be used to plan crime prevention activities on an annual basis which anticipate problem offenses

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based on past history, such as holiday seasons, end of school terms, and summer activities (5).

Thus, there are many ways in which crime analysis effects law enforcement. And with the magnitude of the crime problem, the relationship will keep increasing in importance as we move toward the year 2000.



### TRADITIONAL POLICING

As recently as twenty-five years ago, police authors wrote about using crime analysis to aid in gathering information for budgets and manpower allocations. However, they were primarily explaining the purposes for writing police reports (6).

Tradition policing has been filled with examples of succumbing to favoritism and political influence. In such agencies corruption, physical and other forms of abuse, callousness, discourtesy, and inefficiency were commonplace. Faced with these problems, all of the major commentators on the police since the beginning of the century, Leonard F. Fuld (1909), Raymond B. Fosdick (1915), August Vollmer (1936), Bruce Smith (1940), and O.W. Wilson (1950) stressed the need to streamline organizations, upgrade personnel, modernize equipment, and establish more businesslike operating procedures (7).

Policing in past years has been modeled after the military. A police officer was mainly called on to maintain order within the community, and was looked upon as the enforcement arm of the government. The role of the traditional police officer was to break up family disturbances, bar fights, enforcement of traffic laws, investigate burglaries, thefts and sometimes homicides. However, in some smaller more rural communities, the local police officer or sheriff's deputy might be called on to help

corral rancher's cattle, or help a lady with a disabled car on the side of the highway. The police officer in the smaller community may have, in fact, been looked upon as a more important part of the community than merely the strong arm of the law. Somehow during all the modernization of the police profession, the personal touch we used to have has been lost, at least in the smaller agencies.

An important concept in policing today is community-based policing. Most traditional police agencies consider this some new concept in policing when, in fact, small towns in America have been doing community based policing since their beginning. A traditional police department, even in large cities, had different forms of community based policing in past years. For example, they had foot patrols which walked beats in the inner cities. These beat officers were very effective within the community. They knew the owners of the businesses on their beat, they knew most of the employees on a first name basis, and they knew the people who did business in these stores and businesses. Another element of traditional policing was crime analysis. This was a part of the traditional police agency, but it did not play as big a role as it does today, and the way traditional agencies looked at crime analysis was completely different.

Crime analysis, in the traditional police agency, was mainly used for Uniform Crime Reporting purposes, or for the inner city budget process. Most police chiefs would take a

crime analysis report to the city manager or the mayor and council, as a part of their budget justifications for more manpower in the upcoming year, or for increased capital expenditures. The crime analysis report was also sent to the state or federal agency providing local data for the Uniform Crime Report. These agencies took the information and issued state wide and national reports, detailing the rise or decline of crimes.

Traditional police agencies also used the information from crime reports to react to crime in the community. If the reports showed an increase in auto thefts in the city, they directed patrol commanders to increase patrol efforts in order to cut down on car thefts. This re-active approach was somewhat effective in controlling auto theft problems, but more often than not it just simply moved the problem to some other community, or in the case of the large cities, moved the problem to another part of city. Traditional policing was somewhat hindered by not having the technology of today with computers, both in the police station and in the patrol vehicle, direct entry reports and data bases. However, even with this technology, crime analysis could have been more widely utilized to aid in taking a pro-active approach to policing.

It is increasingly evident that the traditional police model is simply not working very well in today's society. The crime rates continually escalate. In Texas,

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residents are literally up in arms. Texans are walking around with a variety of weapons; burglar and car alarm sales are brisk. In the 1990's the State of Texas and other major counties in Texas will spend billions of dollars for additional and larger jails (8).

### COMMUNITY BASED POLICING

The fundamental, theoretical issue in the police - community alliance is a social contract. Our constitutional form of government mandates that the ultimate authority for law rests with the people. As such, the citizens empower the government to create police forces that, acting in concert with the community, will maintain order in society. Thus, "social contract" essentially means that the police derive their authority from the community. In accepting that authority, the police agree to perform their function in a manner consistent with community social and moral standards, as well as within the standards of law. The community, in exchange, agrees to aid the police with fiscal legal and emotional support, as an institution responsible for maintaining the sanctity of community standards. Moreover, while the police have the authority to restrict behavior and exercise reasonably intrusive practices with just cause, they remain accountable to the public. Police behavior should reflect both the letter of the law as well as the spirit of the law. Thus, inherent recognition of the social contract is that authority and responsibility rest with the community, and the police are accountable to the community (9).

Police officers may tend to look at the community as the enemy rather than friends, and partners. Police

have the responsibility to deliver the best possible level of service, at the lowest possible cost. Crime analysis is one of the many ways we can accomplish this goal.

Even smaller police agencies can do analysis on what is contributing to local crime problems. For example, by keeping track of drug arrests in certain age groups, (possibly fourteen to seventeen year olds) one might forecast whether or not drug use in teenagers is on the rise. This type of analysis can be done either by hand, or by using a personal computer and a spread sheet program. One can take this same records system and add to it with area of town or beat, schools, single parent families, and income of family. In some cases the officer compiling these figures might have to get the information from parents of offenders, the school district, or other sources such as city or county records. After analyzing this data we can consider various programs to help educate the community. For example, the D.A.R.E. program or a neighborhood crime watch might be appropriate responses. The neighborhood crime watch program is one that can really be accentuated by crime analysis. For example, we can take a spread sheet program and start compiling the number of burglaries that occur in different grids, beats, or sectors. After this has been accomplished, officers can take that information to all the crime watch meetings for distribution to citizens in that beat as well as patrol officers and detectives. This might assist in getting

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citizens to better secure their homes, and pay more attention to suspicious persons or vehicles in the area. Citizens represent an underutilized source of assistance in crime prevention and reduction. With the direction, guidance, and supervision of the police department, they can contribute to a reduction in crime, where a police department, or other government agency, is likely to fail acting on their own (10).

Community based policing depends on citizens and police departments working together to meet the crime problems in that communities. With seventy-nine percent of the law enforcement agencies in this country being twenty five officers or less, it is imperative that the local law enforcement agency use some form of crime analysis to pinpoint community problem areas (11).

### PROBLEM-ORIENTED POLICING

Problem-Oriented Policing has a little different twist than Community-Based Policing. Problem-Oriented Policing is just what the term implies. The police organization gathers information from the neighborhood, local businesses, churches, schools, and the patrol officer working the beat. Then they analyze this information and develop a plan to solve the various problems identified.

Our society requires that the police deal with an incredibly broad range of troublesome situations. Handling these situations within the limitations that we place on the police is the essence of policing. Efforts to improve policing should extend to and focus on the end product of policing, essentially on effectiveness and fairness in dealing with the problems that the public expects the police to handle (12).

The first step in problem-oriented policing is to move beyond just responding to incidents. It calls for recognizing that incidents are often primarily overt symptoms of deeper problems. Police must move in two directions: first, recognizing the relationships between incidents (similarities of behavior, location, persons involved, etc.) and second, taking a more in-depth interest in incidents by becoming acquainted with conditions and factors that give rise to them (13).

In some ways police have accomplished this for years;



however, responses have traditionally been more reactive than proactive. In the traditional role when confronted by a series of burglaries, police would begin by looking at the area of town the burglaries were occurring, and then start developing a plan to attack the problem. In the problem-oriented model officers would start to analyze the problem before it got out of hand and then take preventive measures to stop it. These preventive measures could be increased patrols, crime watch programs, bike patrols, or maybe unmarked units and surveillance units. In any case, crime analysis can play an important role in the process. For example, if the department should decide to increase patrols during a certain period, crime analyses can determine what time of day the increase should occur and how we should allocate patrol manpower. This can be done with a simple spread sheet program, listing the times of day in which the burglaries are occurring, as well as the sector, beat or grid.

A good example of problem-oriented policing is the English response to illegal drug use in their society. On Jan. 10, 1993 the television program 60 minutes presented a program on governmental involvement in the drug problem in London. During the 1970's England followed the U.S. lead in fighting the war on drugs. They installed a large ad campaign on drug use and

increased general enforcement of drug offenders. These efforts were not solving the problem and, in fact, appeared to be making things worse in some instances. After following the U.S. approach some measure of legalization was implemented, producing a drop in the crime rate as well as a large reduction in drug related deaths. Results, largely, were discovered through crime analysis. When they looked at the root problem of burglary, robbery, and thefts they found that many of these crimes were committed by offenders that were supporting drug addiction. They also found that a large part of unattended deaths in certain parts of London were drug addicts that died due to, impure narcotics. The answer for England has been legalizing some narcotics. The nation now gives addicts certain drug substances in a controlled environment.

Even so, London Police found that rehabilitation programs will not work if the addict doesn't want to get off drugs. If addicts can get them freely they won't have to steal for the money to buy drugs. The other aspect of giving them drugs is the purity of narcotics obtained at the local drug store. One more benefit they found was that by keeping addicts healthy, a large number will recover and get off narcotics on their own. Possibly the U.S. government should more closely examine what England is doing to fight the war on drugs (14).

There are many other community based programs

nationwide that would never get off the ground if someone had not examined or analyzed some problem in order to create a problem-oriented response. One such program that has been installed in Florida is named "Grampa Cops". This program was installed to help solve two local problems. First, we know from crime analysis and other research that juveniles are responsible for a large part of the criminal activity across the country, and with the increased gang problem this number is growing. The Fort Myers, Florida P.D. found a way to kill two birds with one stone. As a part of their crime prevention program, they had three school resource officers (S.R.O.) working a school district of some fifteen schools. These S.R.O.'s were teaching the D.A.R.E. program along with other programs in the elementary schools in Fort Myers. The Mayor of Fort Myers decided that he wanted more officers in the schools, but with budget constraints it was going to be almost impossible to staff each school with a sworn officer. The answer was to hire retired officers to fill these positions. The cost to the City was much less, the hours were suitable for a retired person, and the kids received the benefit of having their own "Grampa Police Officer" assigned to their school (15).

Each community will have its own specific set of crime problems. Another area which departments will need to analyze are problems of the elderly population. According to the latest figures some three million people in this county

are over the age of 80, and some 24.6 million are over the age of 65. Some factors or areas to consider are: (1) Physical function - what are individual physical problems and how do they affect individual mobility? (2) What are employment problems? Who is still employed in advanced years? (3) life activities - how socially active is the person? and, (4) self perception - does the person view himself/herself as being old? Analyzing these factors is much more comprehensive than looking only at the number of years a person has lived, and it will have an effect on the way in which the department serves these individuals. Elderly will fall prey to different types of crime, such as frauds, and theft by deception. Research has shown that the elderly report crime with about 50 percent of the cases based upon the amount of money involved, clues as to who committed the crime, and whether arrests have been made. They do not report crime, however, if they believe the police can not, or will not do anything, or if they feel the crime is not worth reporting. As a crime analyst you will need to take a serious look at the number of elderly people in your community, and take these individuals and their attitudes into account (16).

### **RECORDS MANAGEMENT**

As previously noted in this paper, good crime analysis is nothing other than data collection and records management. After the records and data are collected it becomes a matter of analyzing the data to discover useful patterns, or other information, that can help solve or prevent problems in the community.

With computerization crime analysis has become very sophisticated. The municipal method of report writing has usually been handwritten or typed offense and accident reports, where officers transmit data largely on to preprinted forms. However, many agencies have found that they can increase efficiency and maintain cost savings through by using data terminals and portable computers, some of which allow officers to enter report data directly into a computer from vehicles. Other methods include telephonic transmission of reports to either a live data-entry operator or a recorded dictation system, as well as the use of optical disk scanners, which electronically "read" and store information from field-written reports. Mobile Digital Terminals and portables, generally provided as part of a larger system, act as remote entry points to the overall system. They allow officers to file reports from the field directly into the automated system via radio transmission, while a lap top, or other portable, stores information collected throughout the shift and transfers or "down loads"

the information at the end of the shift. Computerized record entry systems increase accuracy and decrease labor costs. Since data is entered directly by the officer, there is no need for a data-entry operator to perform this task. In addition information is available to other departmental units much more quickly (17). There are many other ways to enter data such as telephoning live data, digital dictation systems, automated ticket writing, integrated software packages, bar code tracking, mapping systems, and optical disk storage systems. All of these have made the crime analysis job much easier. Information can be indexed and accessed much quicker and with very little effort (18).

Even though these equipment forms are beyond the reach of many smaller police agencies, most departments do receive some benefit from them. For example, the Rodney King incident in L.A. sparked increased public awareness and concern and has raised expectations of government officials responsible for police service. The King Incident served to underline the critical importance of initiatives to promote enhanced police-community cooperation. The national spotlight, however, also presents exciting new opportunities for law enforcement agencies to enhance relationships with community groups. In the past, both local and national responses to "hate crimes" have been severely hampered by the almost total lack of comprehensive and comparative data concerning the number, location and types of these

crimes (19). Now, 46 state agencies have started collecting and analyzing hate crime data making that information available to smaller agencies. This analysis can give a department information on what types or groups of people are being targeted for hate crimes providing the agency an opportunity to take preventive or pro-active measures to stop these crimes before they are committed (20).

Another area where larger agencies are able to help the smaller ones is the area of organized crime gangs. Recent years have seen an increase in gangs all over the country. In fact, the Director of the F.B.I., Mr. William Sessions, reports that their figures show that there are 20,000 Jamaica Posse members, 50,000 outlaw motorcycle gang members and associates, 34,000 Latin Kings and Black Gangster Disciples, 13,000 prison gang members and an undetermined number of Asian gang members operating in the country. In the Los Angeles area alone, there are 26,000 Crips, 10,000 Bloods and 64,000 other street gang members (21).

Crime analysis from these larger departments is a major tool all over the country in tracking and providing intelligence to other agencies that have found organized gang activity in their cities. Gangs have begun to spread out with their activities into the suburban cities. The information that the small town can gain will answer questions like:

- \* Does the gang in question have a recognizable

hierarchy?

- \* What is the structure of that hierarchy?
- \* What illegal activities is this crime gang involved in?
- \* What are the gang's sources for contraband such as narcotics, firearms, counterfeit currency, etc.?
- \* What geographical territory does the gang control?
- \* What territories are they attempting to control?
- \* Who are the gangs competition and are there close ties to competitors?
- \* Have there been violent episodes with competing gangs?
- \* How does the community in which they operate feel about the gang?
- \* What are the gang's apparent weaknesses?

Information of this nature can be gathered by many different sources, such as undercover investigation or operative investigation, cultivating informants or electronic eaves dropping. But once this data is put into the computer and analyzed, it becomes a wealth of information for the street officer, or a special gang unit (22).

Consequently, accurate data collection and good records management are the primary ways that figures of this magnitude can be kept. To a small department records management is very important, whether on a manual system or a computerized system. Without a good records management system set up to collect the data, crime analysis will only



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be "garbage in, garbage out". The only way for crime analysis to aid an agency is to provide good, accurate data for analysis.

### STARTING A CRIME ANALYSIS PROGRAM

In starting a crime analysis program the first question that has to be answered is, what type of program should be installed? Both the manual and the automated systems have their advantages and disadvantages. In selecting the type of system the following factors should be considered; first the crime volume anticipated, and the staff size available; second, the anticipated demands for service, and the nature of the demands (23).

Some of the advantages of automated system are, the retrieval speed of information, the relatively finalized report format, and search accuracy. The disadvantages of a automated system are, entry coding errors, limited access, and time delays in entry or output (24).

In starting a crime analysis program, regardless of whether the system will be a automated or a manual, the first step will be to establish a data collection program. The goal in developing this program should be to establish a timely collection of data about crimes and accurate information about known offenders. The second step should be the development of retrieval files and the categorization of those files. Third, the staff must set up a method of data analysis, analyzing in a logical manner, patterns, trends, problems. The program should identify and interpret crime problems; the type of existing problems; who is responsible for the problems; the size of the problem, and the crime rate

as compared to a similar prior time period. Also, the staff should determine the type of persons and locations affected by the problem; where the problem exist and when exists. General factors to analyze include, geography, time of day, day of week, suspect description, M.O., weapons or tools used, and property targets. A further step in the developmental process is information dissemination. A crime bulletin put out in a timely manner should trigger a response by patrol or deployment. In the bulletin the specific problem should be outlined and the information passed on to patrol and others at detail, or roll call. The last step in the process should be feedback and evaluation (25).

#### **Offense and Incident Report Design**

Consistent and thorough reporting depends not only on how much the complainant is able to recall, but also how the officer records the information. Since the patrol officer is the initial contact which victims and witnesses have with the police, the information that police gather has to be as though and detailed as possible. The data available from an offense-incident report should be detailed enough and consistent enough to ensure the repetition of similar suspect, vehicle, weapon or M.O. descriptions whenever they occur. This can best be accomplished by designing an offense-incident report to capture specific data in different crime categories. Consistent and thorough reporting depends not only on how much the complainant is able to recall, but

also how the officer records the information. A free-form narrative offense-incident report tends to emphasize the reporting style and emphasis of the individual reporting officer. A total or partial forced-choice structured offense-incident report ensures consistent data descriptions and provides the prompts required for thorough crime reporting (26).

Some of the elements required in the offense-incident report are, geographic crime elements and subsequent pattern data. Initial data elements required are: crime type, crime location, date of occurrence. Optional initial data elements are: time of occurrence, premises type, property or vehicle type taken, recoveries, crime clearance or arrest data. Subsequent pattern data required are suspect descriptions, vehicle descriptions, distinct M.O. elements, property taken and or recovered, crime clearance and arrest, time of occurrence, day of week, hour of day, and possible known offenders who match the suspect descriptions.

Several types of files should be consolidated into the system to assist in data analysis. First to be included are, suspect files with known offenders or career criminals, suspect vehicle file, M.O. files, aka/moniker files, and corrections files. Each of these files should have their own specific information.

With known offenders the staff should establish criteria for entry into the known offender file. A popular method is

to divide offenders by race, sex, and age. Offenders should be grouped by most frequent offense committed. Develop subfiles for known offenders with unique physical descriptions, such as scars, marks, tatoos, or handicaps. Use arrest reports as a primary data source. Verifiable alternative sources such as intelligence reports, or investigative supplements, should be used to update or modify the entries in the known offender file. Always attempt to include information on known associates, additional addresses, etc..

Suspect vehicle files should include information on vehicles owned by known offenders, registered to known offenders, or used by known offenders and their associates. These files should provide the analyst with the ability to determine anyone who has been linked to a given suspect vehicle. This ability should augment the determination of all parties involved in the commission of a crime not just the principal subject. Most of the data for these files should come from arrest reports, supplement reports, field interrogation reports, and traffic citations. Vehicle descriptors should include make, model, body style, year, license number, license state, color, and additional vehicle identifiers such as vehicle damage, VIN number etc..

M.O. files should differentiate between M.O. and physical character or appearance. The following example illustrates this differentiation.

<u>M.O.</u>	<u>Appearance</u>
Convenience store robbery	Man
Armed, chrome revolver	White
Uses profanity	Tall, thin build
Fires shots upon entering	Limps when walking
Uses own canvas sack	Wears business suits

Departments should establish unique and distinguishing M.O. traits of all known offenders placed in this file, (if this can't be done for any individual then they don't belong in this file). Organize individuals in this file by crime type. Have at least the following crime categories, burglary-both commercial and residential, robbery-commercial and individual, as well as sex crimes.

Any field interrogation file should be researched for legal ramifications of establishing and maintaining such a file. After this is done the file should be maintained for tracking known offenders. The purpose of the this is to facilitate the placement of known offenders in crime problem areas.

This file and related source documents should contain the following information: date, time, location, address, name, sex, race, D.O.B., A.K.A.'s, occupation, auto (year make model) Driver's license no., complexion, hair style, hair color, patrol/area, eye color, height, build/weight, scars, marks, tattoos, facial hair, and employer.

The next file to be considered is, the A.K.A. / Moniker

file. This file consists of names of known offenders who use names other than their legal names, such as nicknames, legally changed names, street names, etc.. This is maintained for the purpose of establishing the true identity of individuals cited as suspects (on an offense report, through informants, etc.).

Several subfiles should be maintained as follows: Alias name file, alias names are filed alphabetically with true name, race, sex, police dept. I.D., etc.. Nickname file should also be filed alphabetically with the same data as the alias name file. The nickname file contains information from field sources and intelligence reports. Entries are maintained alphabetically with only the name and race listed because the source is not an arrest report. Nickname and alias name file contain information on people who have been arrested but have not been filed on. When and if they are filed on an I.D. number is recorded and the entry is moved to either the A.K.A. or the moniker file.

The court and corrections file provides investigators and field personnel with the names and descriptions of recent prison and court release's who may be active in a crime problem area. State penal release information and county court bond rollout sheets can be used as source documents. The file entries should contain the same personal data as the other files, name, race, sex, and so on. The entries should be filed in patrol area order.

Once a system and the various files are set up and in place, the staff can start looking at several different areas to analyze crime within the city. One of the more important analysis functions to look at is target profiles. Target profiles are an in-depth analysis of victimized persons, and/or premises, by specific geographic area. Victim data is correlated with demographic data to assess the apparent uniqueness of crime targets. The primary purpose of this function is to provide information for focusing tactical responses as well as crime prevention strategies. The crime analyst should work in conjunction with a community relations officer or unit to supplement the information about victims, or premises types, found on offense reports. For example, information might indicate that residential burglary targets in a certain area are 90% mid-block, face on an alley and have glass panels in their rear doors. Such information would focus both tactical and crime prevention efforts on residences displaying those characteristics. Specific crime information should be integrated with detailed demographic information to assist the appropriate agencies in the development of programs that will reduce the causation of crime. This will serve the following purposes. First, it will allow the department to advise and coordinate the efforts of various agencies in the development of response programs. Second, it Permits the police department to be involved in the city's decision-making process. It eliminates



misconceptions and misinterpretations of the data and allows the department to refer certain problems to other agencies that, traditionally, citizens have called the police to resolve. It also allows the police to develop community-oriented programs that will improve their image.

Typical examples for the application of this function could include:

- \* Crime profile information for official city groups, police administrators, the press, etc..
- \* Convenience food store legislation, restrictions on the amount of cash on hand, what services can be offered, etc..
- \* The matching of street lighting priorities to actual or projected high crime areas.
- \* Burglar alarm legislation, and identification of homes or business requiring frequent police intervention.

Forecasting crime potentials is another benefit of this program. The primary objective of crime potential forecasting is to stop the occurrence of identified crime patterns by determining where and when the next incidents in the pattern may occur. Crime potential forecasting should result from daily crime pattern detection activities. The following prerequisites must be met before this function should be attempted. First, a crime pattern must be identified. Next, there must be sufficient volume and consistency to the information about the crime in the

pattern. The degree of consistency in the data will determine the specificity of the forecast relative to location and time. Since the primary purpose of this function is to deploy tactical forces to small areas during specific time periods, purely statistical forecasting techniques are of limited value. The best approach involves a combination of probablistic, or statistical and deterministic, or causal factors. By obtaining the best possible information about current crime conditions, and assuming that current problems will persist into the near future influenced by historical perspective and practical judgement, very specific crime forecasts can sometimes be obtained (28).

### Conclusion

In a recent interview with Chief Randy Posey of the Rowlett Police Department, he advised that he was convinced that our future was in educating our young children in elementary school if we are going to win a war on drugs (29). Chief Posey has studied the crime trends and analysis of his department to arrive at his conclusion. Without the crime analysis function of the department and the data and studies of other agencies, Chief Posey's statement would have no basis. Many communities and major cities across the country have tried community-policing. Houston is a good example, Houston's ex-chief of police Elizabeth Watson said, that virtually no evaluation of the community police experience in Houston has occurred. No base line data was ever developed, no pre-conditional response pattern has been explored, and no continuing data on changing attitudes concerning fear, perception of crime, or feeling of security on the part of the citizens has been collected (30). Even in a city as large as Houston with all their resources, the crime analysis process was apparently not completed in their attempt at a community-based policing project.

I feel that the crime analysis function is a must in policing today. Regardless of agency size, crime analysis is a necessary function in any police department if we are going to give the public the best possible service for their tax dollar.

# ENDNOTES

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