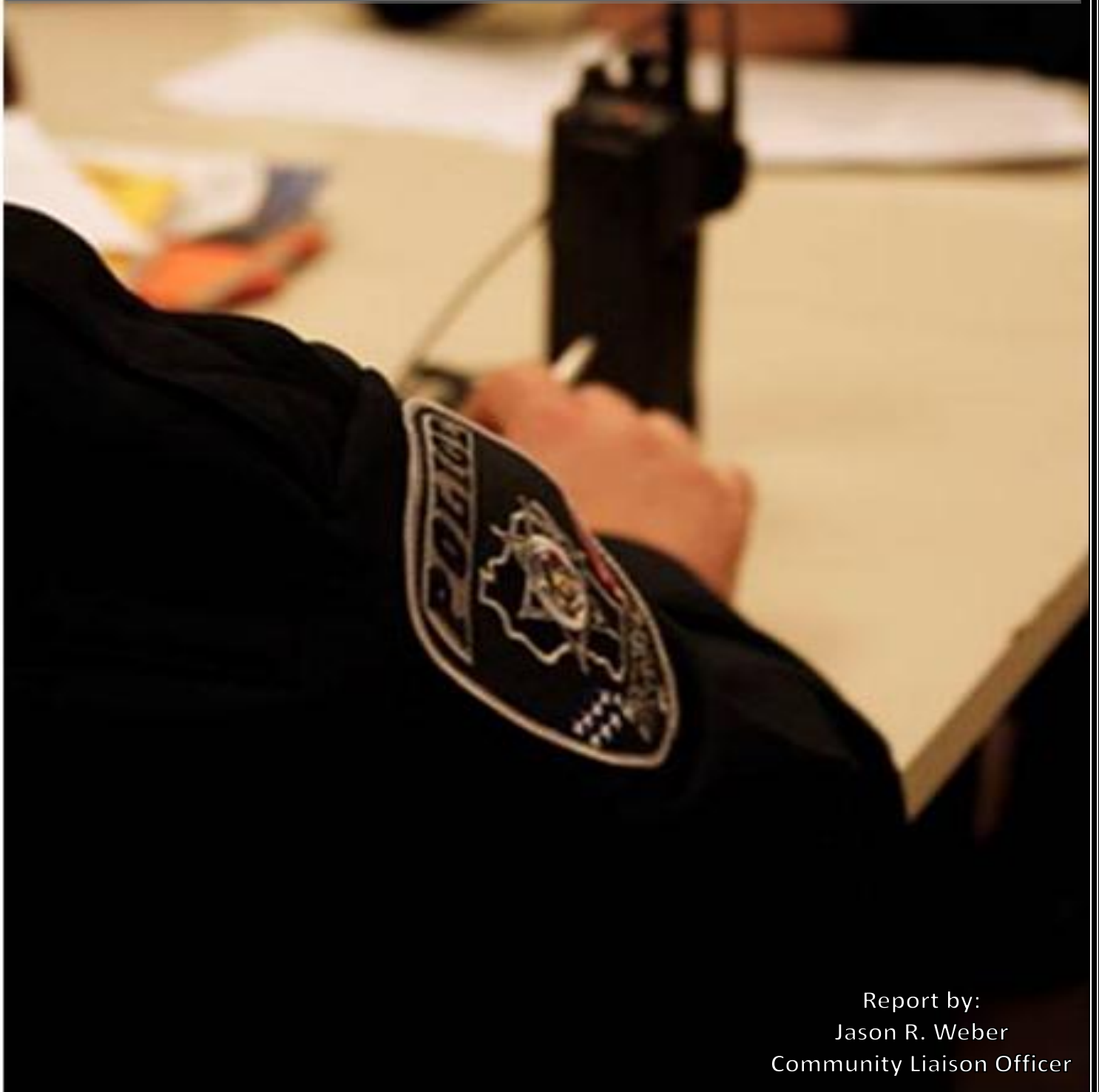# Town of Menasha Police Department

Intelligence-Led Policing

Big City Methods, Small Town Ways

Report by:
Jason R. Weber
Community Liaison Officer

INTRODUCTION

The purpose of this paper is to report on the new concept of intelligence led policing and how it can be equally as beneficial to smaller law enforcement agencies as it has been to larger agencies. This paper will look into the history and concept of this theory and the benefits that it provides to policing. The paper will also examine the gaps in police services that many agencies suffer and look at how those gaps can be resolved through certain tactics of intelligence and how those can be implemented in any size agency.

The paper will also focus on my agency, the Town of Menasha (WI) Police Department which is a smaller agency that has been in the initial stages of implementing intelligence led policing and provide examples of what has been accomplished with a limited budget and staffing. The paper will conclude with several observations and recommendations that should be implemented to fully take advantage of intelligence led policing in the Town of Menasha Police Department.

EVOLUTION OF AMERICAN POLICING

Intelligence led policing is a concept that has been around since the early 1980's when there was a paradigm shift in policing towards community oriented policing. Community oriented policing had a foundation of working with others in the community and using those relationships and partnerships to resolve problems within the community. This idea of solving problems can be found in Herman Goldstein's books *Policing in a Free Society* and *Problem-Oriented Policing*. Goldstein was a proponent of solving problems by locating the cause and forming responses to address the cause. Researching data and analyzing that data was a crucial part of locating the cause of the problem. Problem oriented policing was and still is a very successful tool in many communities both large and small. Law enforcement began to recognize the applications of this information and analysis and began using this to address and ultimately prevent crime in their communities.

To have an understanding of where we, in law enforcement are headed today, we need to have an understanding of where we have been. American policing can be divided into three eras: the political era, the reform era and the community oriented era.

Political Era (1840-1930)

Policing in America began in the mid 19th century on the eastern border of the United States. At the time, law enforcement was greatly influenced by local politicians and the emphasis was keeping these politicians happy. As historian Robert M. Fogelson pointed out, "From the outset most Americans had a firm belief that the police should be controlled by local officials and organized along municipal lines." Just as cities were divided into wards controlled by local politicians, police departments were organized along district or precinct lines corresponding to those wards. With that said, officers were typically recruited from within that ward or area which meant that the police force was not very diverse. For example, Irish officers patrolled Irish neighborhoods, Jewish officers in Jewish neighborhoods and so on.

At the time, police officers walked a beat and due to the fact that they were from the neighborhood and lived in the very same area; they were familiar with what was going on in their beat. Officers did not have an elaborate communication system and relied on leveraging citizens' help when problems arose.

EVOLUTION OF AMERICAN POLICING

Reform Era (1930-1980)

The reform era followed next and focused on bringing a more professional product to law enforcement. Police administrators at the time started to rely on statistics in gauging the effectiveness of their troops. This era was ushered in with the creation of the FBI's Uniform Crime Reporting (UCR) system that compiled statistics on crime as well as arrests and cases cleared.

Technology also started to evolve and we saw the beat cops being moved into patrol cars. The thought at the time was that these patrol cars could cover a wider area in a shorter amount of time thereby the criminal would never know when a patrol car were to drive by. Patrol cars were also now equipped with two way radios for instant communication. Many of these tactics were implemented quite successfully by noted reformer Chief William Parker of the Los Angeles Police Department.
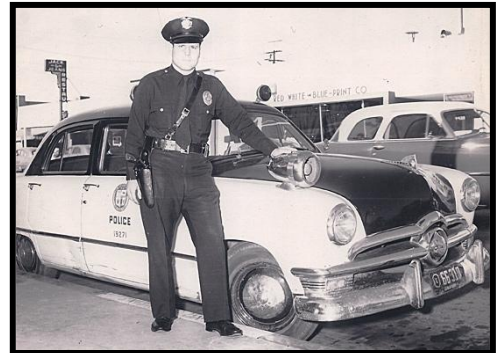
The reform era had employed some good tactics and changes, however at the same time we saw the patrol officers losing touch with the community. This was illustrated in the Kansas City preventative patrol experiment in 1972. The study showed that routine preventative patrol did little in preventing crime or reducing the fear of crime. (Kelling, Pate, Dieckman, & Brown, 1974) In fact, officers were losing touch with their community. This was further proven with the Newark Police foot patrol experiment that showed the effectiveness of foot patrols as a valuable tool in information gathering and reduction in the fear of crime. (, 1981)

Community Policing Era (1980 – present)

The results of these studies led to another era towards community oriented policing. This era focuses on forming partnerships with the community and other organizations to resolve problems within the community. Police methods from the reform era are still in effect, however we are starting to see a shift back to the political era, in the connection with the community that occurred with the beat cops.

The community oriented policing era saw several works from police theorists such as Herman Goldstein, George Kelling and James Q. Wilson. Kelling and Wilson authored *Broken Windows* which focused on addressing the small problems in order to keep tabs on the bigger issues. William Bratton, who served as police commissioner in the New York City Transit Police, Boston Police, New York City Police, and lastly the Los Angeles Police, was a believer in the Broken Windows philosophy which he successfully implemented in those agencies under his command.

EVOLUTION OF AMERICAN POLICING

Birth of Intelligence Led Policing

Bratton also saw the benefits of raw data and statistics that had become an important part of the reform era. Bratton employed these statistics through a scientific analysis of crime problems and management accountability as a way to reduce crime and solve problems. This method was called CompStat, short for compare statistics or computerized statistics. Many believe that this was the birth of intelligence led policing in American policing. Bratton also began changing the strategies and operations of the NYPD. Management began analyzing data on crimes, looking for patterns, and directing the appropriate resources to address those crimes. New York saw a substantial decrease in crime, which drew the attention of other major cities across the United States, who began to implement and refine some of these strategies from New York.

September 11, 2001 is a date that is ingrained in many people's memory and has led to many changes across the globe. One of those changes is the focus on intelligence gathering. Pioneered overseas in the United Kingdom, American military and law enforcement began working more collaboratively in identifying and gathering information on potential terrorists and acts of terrorism. Law enforcement recognized that this new change was having an immediate impact on our county's security and could be implemented in crime fighting efforts closer to home.

Police Department City of New York

Michael R. Bloomberg
Mayor

Raymond W. Kelly
Police Commissioner

CompStat

84th Precinct

Volume 15   Number 10

Report Covering the Week of 03/03/2008 Through 03/09/2008

Crime Complaints

	Week to Date			28 Day			Year to Date*			2 Year	7Year	15Year
	2008	2007	% Change	2008	2007	% Change	2008	2007	% Chg	% Chg	% Chg (2001)	% Chg (1993)
Murder	0	0	****.*	0	0	****.*	0	0	****.*	***.*	-100.0	-100.0
Rape	0	0	****.*	0	0	****.*	0	1	-100.0	***.*	****.*	-100.0
Robbery	2	2	0.0	8	11	-27.2	29	41	-29.2	-6.4	-40.8	-87.1
Fel. Assault	3	3	0.0	8	11	-27.2	20	30	-33.3	-20.0	-39.3	-73.3
Burglary	5	1	400.0	14	6	133.3	20	16	25.0	-25.9	-64.9	-84.8
Gr. Larceny	11	12	-8.3	37	44	-15.9	105	107	-1.8	-7.8	-11.0	-42.6
G.L.A.	3	0	****.*	8	1	700.0	13	6	116.6	30.0	-48.0	-90.0
TOTAL	24	18	33.33	75	73	2.74	187	201	-6.97	-10.53	-34.15	-75.07
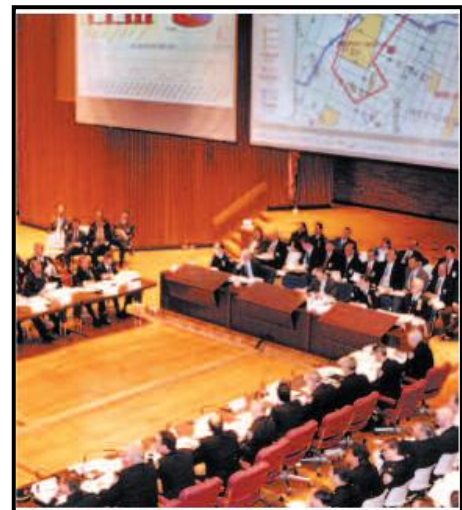
INTELLIGENCE LED POLICING

So, what exactly is intelligence led policing? This is a new concept that takes some of what we learned in the reform era with the concepts that were implemented in the community oriented era and combines parts of those two philosophies. In an article on intelligence led policing, Ronald Wells writes "Intelligence led policing is philosophically close to several other crime fighting philosophies: Problem-Oriented Policing; CompStat; and Community Policing."(Wells, 2009, para. 2) Essentially we are taking information and/or data about the criminal environment, analyzing that information which is then used to guide our policing strategies. The following illustration shows that process.
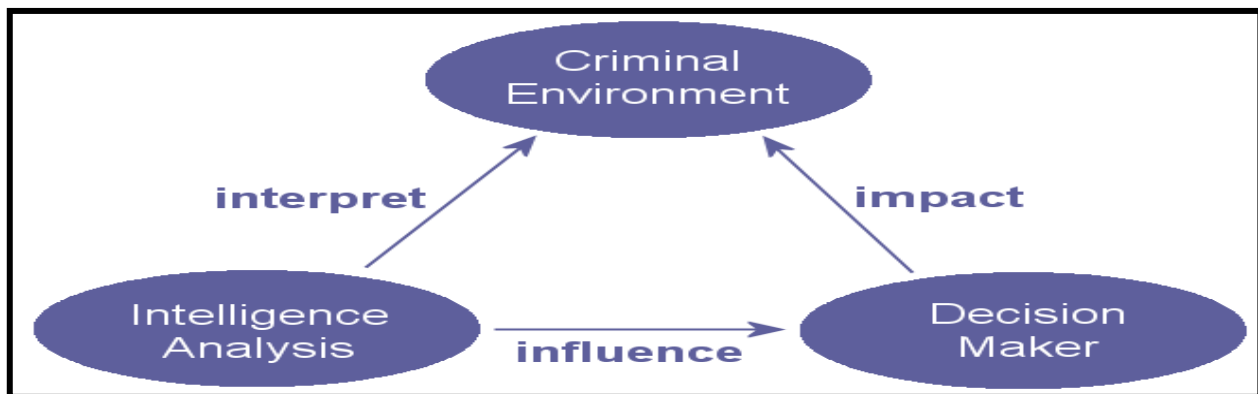
There are several definitions of this concept, all slightly different, but all having the same theme of using and sharing intelligence and information to fight crime. One of the most thorough definitions is taken from the United Kingdom National Intelligence Model. (NCIS, 2000)

This model identifies the following four elements of intelligence led policing:

- **Targeting Offenders** – identifying who are targets/suspects are and obtaining information on them. This information can then be used to monitor that individual and/or direct them with referrals to the appropriate agency for assistance.
- **The management of crime and disorder hotspots**- through calls for service and statistical data, law enforcement can better direct resources.
- **The investigation of linked series of crimes and incidents**- as police activity is monitored and mapped; law enforcement can research particular crimes looking for trends or patterns.
- **The application of preventative measures –** through the use of the various intelligence and data tactics, law enforcement can achieve the ultimate goal of preserving the peace and preventing crime.
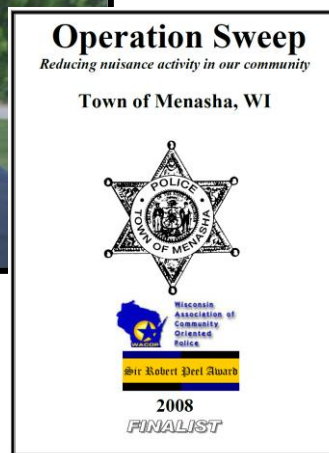
WHY EMBRACE INTELLIGENCE LED POLICING

We saw some great advancements in policing during both the reform era and the community policing era and there is no reason to believe that intelligence led policing would be any different. Reform era policing taught us the importance of data and statistics in evaluating the effectiveness and methods of policing tactics. In community policing we have learned the importance of working with our citizens and other organizations within our community to tackle issues and foster better relationships. Through these relationships we share information on what is occurring, be it at meetings or through social media, and that information helps us and others to make informed decisions.

Problem oriented policing has been a great tool that has used aspects of intelligence led policing and has led to the resolution of problems throughout the United States and within our own community. This can be seen through the many successful problem-oriented policing projects that are submitted for recognition with the Center for Problem-Oriented Policing (www.popcenter.org).

One particular project in the Town of Menasha involved multiple calls to an apartment complex. As we implemented the SARA process of problem-oriented policing, we were also implementing the elements of intelligence led policing. During the scanning and analysis phase, we looked at the data for calls for service and analyzed those calls comparing that property to others. We further looked into the tenants at the targeted property, gathering intelligence and information, ultimately learning that many were either on or had been on probation/parole and also had significant past law enforcement contacts.

GAPS IN POLICE SERVICES

As the Town of Menasha Police Department looks at implementing the strategy of intelligence led policing, we have identified several gaps in our agencies operations of which this new strategy would fill.

Lack of Communication

It is widely accepted that community oriented policing and problem oriented policing revolves around collaborations and partnerships. Law enforcement does a great job with those collaborations externally; however seems to lack in that area internally. The main policing operations of law enforcement agencies are divided between investigations and patrol. There seems to be an invisible wall between the two in many agencies with my department being no different.

Examples of this lack of communication include:

- Here in the Town of Menasha, we had a rash of burglaries and thefts where footwear impressions had been recovered and possible suspects identified. This information was not relayed to all of the patrol officers. A patrol officer later encountered the suspects and let them go after a brief questioning.
- In New York City, uniformed officers were discouraged from interacting with drug dealers and any observations of illegal activity or intelligence gathered had to be given to the Organized Crime Control Bureau. (Bratton, 1997)
- In Colorado Springs, CO, there was a culture of not sharing information throughout the organization. For example, they would have a robbery detective looking for a suspect in a bank robbery while a patrol officer was investigating the same person for selling drugs and never realized that each other was looking for the same person because that information was never shared. (Police Executive Research Forum, 2011)

Lack of Knowledge as to What is Really Occurring

Similar to this lack of knowledge occurs with the many crimes that occur in the community. Officers are made aware of these incidents through briefings and conversations with other officers, but oftentimes not all of the information is passed along. One shift may be well versed on a particular string of crimes of which other shifts or divisions are not. Along with the lack of knowledge of what is happening in the community, every law enforcement agency has a range of officers with a variety of experience. Veteran officers, who tend to have much more knowledge on the community, are typically assigned to day shifts and their knowledge sometimes does not get filtered to younger officers and other shifts.

GAPS IN POLICE SERVICES

Examples of lack of knowledge include:

- Officers may know that there have been a rash of thefts occurring on the west side of town, but they really don't know exactly where these are occurring.
- Our community experienced a series of tires being slashed in a particular neighborhood. After these incidents were mapped out, including a list of evidence obtained, a detective didn't realize that there was video surveillance obtained at one location.

Retention of Information

Many law enforcement agencies have a time set aside at the start of each shift for the sharing of information, oftentimes referred to as "briefing". Here in the Town of Menasha, each shift starts with a 20 minute period where the off going and oncoming lieutenant provide the

oncoming shift with information such as: previous calls in the past 16 hours; added patrol requests; other agency requests; officer safety information; new warrants/apprehension requests; and anything else that might be pertinent to the shift. Oftentimes this information is contained in multiple pieces of paper at the head of the table. When this information is passed along to the patrol staff, oftentimes it is done verbally and may not be retained without actually writing it down, which seldom occurs.
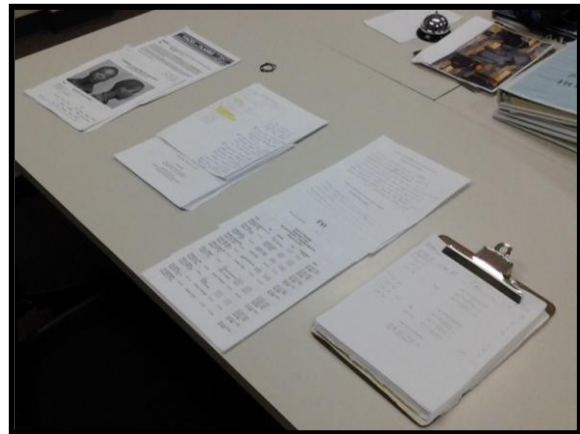
There are many examples of information not being retained and officers' questioning what was relayed at briefing as they encounter incidents throughout their shift.

FILLING THE GAPS WITH INTELLIGENCE TACTICS

Five Tactics of Intelligence

This concept of intelligence led policing revolves around "intelligence". Intelligence is an issue that affects law enforcement agencies both large and small. Larger agencies have the luxury of more staff that can be devoted to resolving many of these issues, but the following recommendations can be adapted by smaller agencies with their present staff and budget allotments. There are five tactics of intelligence that needs to be addressed: gathering, compiling, analyzing, sharing, and CompStat. I believe that the smaller the agency, the easier it is to address the five areas of intelligence.

Gathering Intelligence

An essential part of the intelligence process is collecting the information to be used in the analysis stage and ultimately shared. This information is oftentimes received from both citizens and officers alike. It comes in the form of tips, leads, arrests/citations and suspicious activity reports. The Town of Menasha does a great job in gathering intelligence. Our officers proactively patrol their areas and become familiar with what is "normal" behavior. When they see something out of the norm, they will investigate and document that observation. Our municipality is broken up into patrol areas, ranging from two to four areas depending on the number of officers working. Presently our officers rotate areas each week, but the argument could be made to have officers permanently assigned to patrol areas. By being assigned to an area, that officer becomes *a part* of the area and will become acclimated to what is the "norm" and also take some ownership in the area. Conversely though, being a smaller community, it can be argued that officers can achieve the same with rotating patrol areas.

Our detectives are also great gatherers of information. We are located in an area on northeast Wisconsin identified as the Fox Valley. The Fox Valley is comprised of nine communities, situated within three counties, with a greater population of close to 250,000. Needless to say, we have a lot of crossover crime and problems. With that said, our detectives attend weekly meetings with detectives from other areas to share intelligence. Each of our counties has their own records management system that law enforcement filters their information and reports into. Furthermore, the State of Wisconsin has an online court system that allows officers and the general public to access both civil and criminal court records. The Department of Corrections also maintains a secure online database of all offenders which can be accessed by law enforcement.

With that said, intelligence gathering is not that big of a concern in our community. However, we must not forget the community and need to continue working and interacting with the community to obtain further information. At a recent training held by Harry Dolan, retired chief of police for Raleigh, North Carolina, he relayed that intelligence led policing is often referred to as "cops on dots" - a phrase that was coined by William Bratton's assistant, the late Jack Maple – however we must not forget to have the officers get out of those patrol cars and talk with the residents as that is where a lot of the information is going to be developed.(H. Dolan, personal communication, December 17, 2012)

FILLING THE GAPS WITH INTELLIGENCE TACTICS

Compiling Intelligence

Law enforcement agencies pride themselves on documentation. It is well known that if it is not written down, it didn't happen. Due to that belief, we are a paper driven profession. The information that we discussed in the first tactic, *Gathering Intelligence*, is typically noted in some fashion. Some of it is shared and some not, which we will discuss later, but with the information that is shared, oftentimes it can be overwhelming and hard to retain.

As stated earlier, our officers start the shift with a briefing period where much of this information is shared. To ease in that information retention, we have started to produce what is called a *Patrol Bulletin*. The bulletin contains a brief overview of what is being discussed at the briefings along with containing department information, court dates, and other notes of interest. To make this bulletin as user friendly as possible, it is limited to just one sheet. We have found that even though the trend is to go "paperless", many officers still like to print off a hard copy and place in the squad car for periodic review throughout their shifts. The *Patrol Bulletin* is updated weekly, sometimes twice a week if needed.

There are many other reports that can be created such as *Officer Safety Bulletins, Crime Analysis Bulletins, Annual Reports,* and *CompStat* reports. These reports, again once the template is created, can be completed rather quickly. These will be discussed later as we address sharing information and CompStat.

FILLING THE GAPS WITH INTELLIGENCE TACTICS

Analyzing the Intelligence

Analysis is the scientific approach to problem solving. It relies on deductive and inductive reasoning to define requirements and forecast threats. Analysis may be quantitative, notably for strategic analysis, but it is frequently qualitative for both tactical and strategic analysis. This analyzed information will provide understanding, reduce uncertainty, and enable better decisions. (Carter, 2008, p. 3)

Some of this analysis can be done manually as in the many problem-oriented policing (POP) projects that are conducted in law enforcement agencies across the country. These projects typically are focused on a certain area or issue and the data is limited and easily looked at.

Crime analysis is often thought of as crime mapping. Although not the same, crime mapping is a large part of crime analysis. Crimes and incidents can be placed on a map to allow for a better visualization of what is occurring in the community which allows for the identification of hot spots and other trends and patterns. Another added bonus with crime mapping is that the user can enter as much data to compare with the locations of the crimes. In addition to those crimes, the analyst may want to enter the locations of all probation and parole offenders, licensed establishments, or foreclosed/abandoned properties. These different entries are called overlays and work similar to the old overhead projector. For example, once the crimes are shown on the map, an overlay of all the offenders on probation and parole could be shown as well and a comparison could be made to crimes and offender location to identify potential suspects.
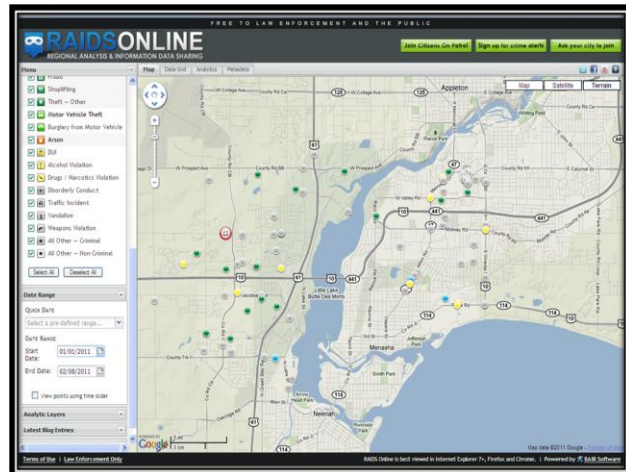
When mapping crimes and using these overlays, this can become cumbersome as our data tends to become much larger than that in POP projects. Years ago, agencies would use pins to place on a large wall map. As we have evolved there is now technology and software available to accomplish this task with relative ease. However, this new technology can become costly and potentially unattainable to a smaller, cash strapped agency.

Many communities use a geographic information system (GIS) for capturing, managing, analyzing, and displaying all forms of geographically referenced information. GIS systems can be easily used for crime mapping and provide information for better decisions in police operations. Our municipality uses GIS and has the capability for mapping crimes and using overlays. This can be done at no cost to our agency and would only require some training of present staff on what is needed to transfer the data/information to the GIS system. Appendix 3 provides an example of GIS crime mapping and the use of overlays.

There are also several web based crime mapping systems such as: Crime Mapping, Crime Reports and RAIDS online. RAIDS online is a system, operated by Bair Analytics, that we have utilized in the Town of Menasha since 2010. RAIDS online is a free system that takes information from our Computer Aided Dispatch system daily and maps online, which is not only accessible to the police department but also to the public. According to their website, "Crime mapping helps the public get a better idea of the crime activity in their area so they can make more informed decisions about how to stay safe. RAIDS Online goes beyond crime mapping by automatically alerting the public about recent crime activity and by improving communication between the public and law enforcement through anonymous tips. RAIDS Online empowers the public to make better decisions about crime by putting the same technology used by law enforcement to analyze and interpret crime activity into the hands of the public."(www.raidsonline.com)

In addition to mapping the crimes online, RAIDS online offers the ability to isolate when the crimes are being occurred (day of week, date, time, and a comparison of the percentage of all the crimes). The system is quite easy to operate and the loading of data is relatively simple. A report was created in our CAD system that is run twice a week by our community liaison officer and placed into a file on a computer that is automatically uploaded daily to Bair Analytics to be placed on the website.
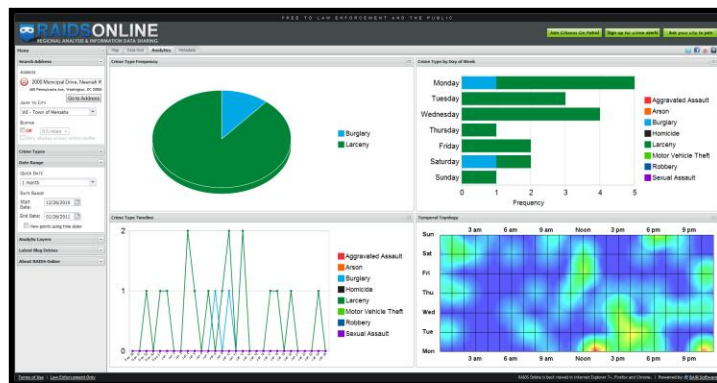
Another method of mapping information is using Google Maps. A 'private' map can be created on Google that can be accessed by invitation only. Here at the Town of Menasha we have utilized Google Maps to "map" probation and parole offenders and specific linked crimes. This information can then be shared in reports and among staff in the office and in the car.

Sharing Intelligence

There are two components of sharing information. The first one is getting the various divisions of a law enforcement agency communicating with one another. As indicated earlier in this report, we are in an era of policing known as community policing, which is centered on working with others to achieve success in fighting crime and solving problems, which makes it kind of embarrassing that many agencies don't embrace that collaboration internally. We need to break down these barriers and have the detectives, specialized units, and patrol officers talking with one another and sharing information. Sometimes egos or parochialism gets in the way, but we need to remember that we are all working towards a common goal.

It is widely known that patrol officers are out on the front lines and are likely to be the first responders to all incidents being reported. Due to the nature of their assignment, these officers are also likely to encounter suspects while on patrol. Timothy McVeigh, one of the

people responsible for the bombing of the Alfred P. Murrah Federal Building in Oklahoma City, OK on April 19, 1995 was captured after he was stopped for an equipment violation by an Oklahoma State Trooper shortly after the bombing. Detectives are no different in encountering suspects in their daily duties. There may be times when an investigator is questioning a suspect for one offense only to uncover their involvement in an unknown crime.

Getting the information to these officers is the second area of sharing intelligence. This information that is needed by the officers and detectives comes from multiple sources such as: crime analysis, shift briefings, and multi agency meetings. This information can then be disseminated through Officer Information Bulletins, Officer Safety Bulletins, and Crime Analysis Bulletins. For example, if a pattern was identified in a series of burglaries, a bulletin could be produced showing a map of where the incidents have occurred, photographs of any evidence recovered, a table of all related case information and a list of potential persons of interest. In addition to being provided internally, these bulletins can be shared with nearby agencies and potentially to the public with some redacted information.

Once these bulletins are created, they need get in the hands of those that will benefit from it. Presently our agency is disseminating these bulletins via email. From there, many of the officers transfer them onto a "folder" on the mobile data computer (MDC) in their patrol car. Other officers, prefer to print the bulletins out so that they have a "hard copy".

An area that should be taken advantage of is the use of the MDC and its capabilities. All of our patrol vehicles are equipped with MDCs that have allow the officer to receive CAD calls, GPS

mapping, ability to print citations/warnings and other law enforcement paperwork and query various law enforcement databases. The MDCs are also equipped with wireless "air cards" allowing for access to the internet. The department also maintains an intranet and that should be utilized to create a "webpage" devoted to intelligence information and become a clearinghouse for these bulletins and alerts that are created. This would create a "one stop shop" for the officer to check for any intelligence information.

CompStat

CompStat is a project that was developed by the late Jack Maple, a former New York City Transit Police lieutenant that served as an NYPD deputy police commissioner under William Bratton. CompStat, short for Compare Statistics, essentially looked at the statistics of the agency (crime, citations, arrests, and other police activity). These statistics were then reviewed at weekly meetings attended by precinct commanders and heads of specialized units. This group was then held accountable for these statistics and tasked with developing ideas and strategies to reduce these numbers and address some of the patterns that were being identified. CompStat is made up of four very simple elements: timely, accurate intelligence;
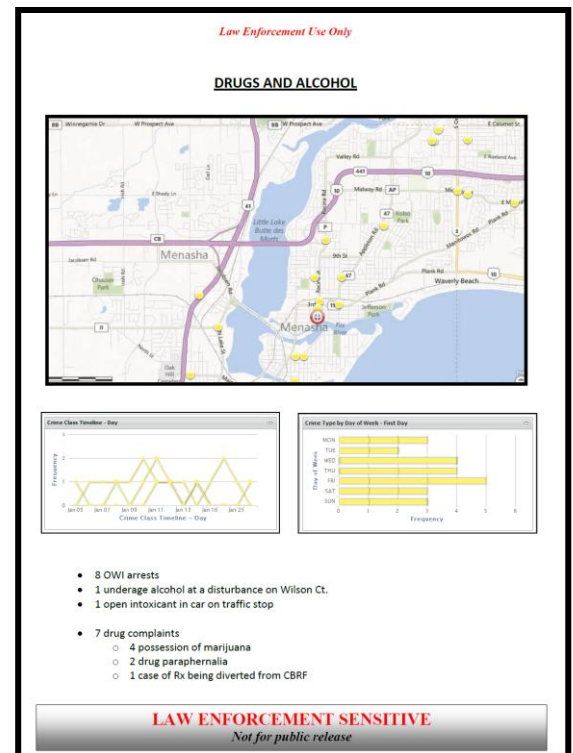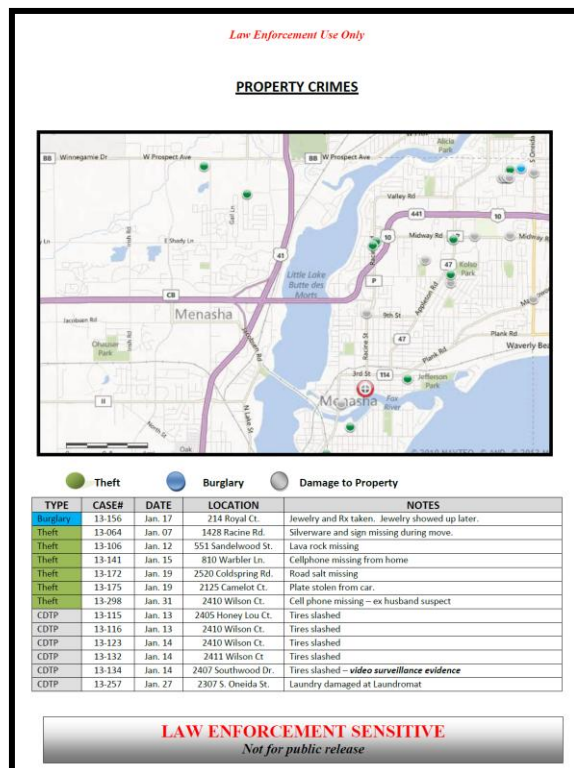
rapid response; effective tactics; and relentless follow-up, (Bratton, 1997, p. 13) each of which has been discussed at different points in this report.

CompStat is a program that can be implemented in any size agency. Law enforcement agencies are already required to compile statistics on Part I crimes which are reported to the FBI for the Uniform Crime Reporting (UCR) program. Many agencies also track police activity such as arrests, calls for service, citations, etc. It is just a matter of creating a CompStat report for review on a routine basis.

How often that is reviewed is another decision. Larger cities review the reports weekly, while some others may review it bi-weekly or even monthly at staff meetings. The type of meeting is also something that needs to be decided upon. Some agencies place an emphasis on accountability, while others are less adversarial and focus on problem solving.

TOWN OF MENASHA POLICE DEPARTMENT
MONTHLY ACTIVITY/CRIME STATISTIC REPORT
JANUARY, 2013

VIOLATION TYPES	JANUARY	2013 YTD	2012 YTD	2011 YTD	2010 YTD	2009 YTD
COMPLAINTS/CALLS FOR SERVICE	511	511	547	538	542	557
CITATIONS/SUMMONS ISSUED	204	204	191	190	254	197
WARNINGS/VEHICLE DEFECTS/FI	210	210	145	232	293	283
PARKING TICKETS ISSUED	95	95	118	69	76	74
HOUSE CHECKS COMPLETED	157	157	0	24	35	20
UCR CRIME STATISTICS						
HOMICIDES	0	0	0	0	0	0
RAPE/FORCIBLE	0	0	1	0	0	0
ROBBERIES	0	0	0	0	0	0
ASSAULTS/BATTERIES/SIMPLE	4	4	3	5	5	2
SEXUAL ASSAULTS	1	1	0	1	2	1
BURGLARIES	3	3	7	3	3	5
THEFTS (ALL OTHER)	14	14	6	13	11	4
MOTOR VEHICLE THEFTS	1	1	2	0	3	1
ARRESTED ADULTS	50	50	53	50	65	44
ARRESTED JUVENILES	1	1	5	13	5	12
OWI ARRESTS	11	11	9	7	21	12
DRUG ARRESTS	2	2	5	3	2	0

Law Enforcement Use Only

DRUGS AND ALCOHOL

- 8 OWI arrests
- 1 underage alcohol at a disturbance on Wilson Ct.
- 1 open intoxicant in car on traffic stop

- 7 drug complaints
  - 4 possession of marijuana
  - 2 drug paraphernalia
  - 1 case of Rx being diverted from CBRF

LAW ENFORCEMENT SENSITIVE
Not for public release

Law Enforcement Use Only

PROPERTY CRIMES

● Theft ● Burglary ● Damage to Property

TYPE	CASE#	DATE	LOCATION	NOTES
Burglary	13-156	Jan. 17	214 Royal Ct.	Jewelry and Rx taken. Jewelry showed up later.
Theft	13-064	Jan. 07	1428 Racine Rd.	Silverware and sign missing during move.
Theft	13-106	Jan. 12	551 Sandelwood St.	Lava rock missing
Theft	13-141	Jan. 15	810 Warbler Ln.	Cellphone missing from home
Theft	13-172	Jan. 19	2520 Coldspring Rd.	Road salt missing
Theft	13-175	Jan. 19	2125 Camelot Ct.	Plate stolen from car.
Theft	13-298	Jan. 31	2410 Wilson Ct.	Cell phone missing – ex husband suspect
CDTP	13-115	Jan. 13	2405 Honey Lou Ct.	Tires slashed
CDTP	13-116	Jan. 13	2410 Wilson Ct.	Tires slashed
CDTP	13-123	Jan. 14	2410 Wilson Ct.	Tires slashed
CDTP	13-132	Jan. 14	2411 Wilson Ct	Tires slashed
CDTP	13-134	Jan. 14	2407 Southwood Dr.	Tires slashed – *video surveillance evidence*
CDTP	13-257	Jan. 27	2307 S. Oneida St.	Laundry damaged at Laundromat

LAW ENFORCEMENT SENSITIVE
Not for public release

DOES INTELLIGENCE LED POLICING WORK

Can this Work in Smaller Agencies

Intelligence gathering and terrorist activities were focused primarily on larger metropolitan areas of the United States and these agencies (New York, Chicago, Los Angeles, etc.) quickly developed and dedicated full time personnel to this new task of intelligence gathering and analysis. However, according to the United States Department of Justice Bureau of Justice Statistics report *Census of State and Local Law Enforcement Agencies, 2008* only 7% of the law enforcement agencies in the United States had 100 or more officers. That meant that 93% of the law enforcement agencies had fewer than 100 officers. In fact, 49% of the agencies had less than 10 officers!

Many agencies struggle with staffing and find it difficult to add staff with the current state of the economy. Given that situation, agencies tend to feel that they do not have the time to properly devote to intelligence led policing as a larger agency would. The gaps in police services as outlined affect law enforcement agencies both large and small. The tactics that will be explained as solutions to these gaps can be implemented whether you are in Manhattan or Menasha!

For example, in my agency, our community liaison officer has taken this added task on in addition to his many other duties. Granted, there is some work involved, but not as much as one would expect. By taking advantage of web based crime mapping and templates for various alerts/bulletins, it takes about ½ hour a day, at most, to complete many of these tasks. Many agencies have at least one person that already reviews all of the reports and that is the individual that you want trained to identify patterns in complaints and documenting these observations.

Has it Worked in Other Agencies

When researching new programs and strategies in the prevention field, practitioners first look for successful or evidence based practices. Depending on the prevention area that you are researching, there are several clearinghouses available. The Town of Menasha Police Department has developed a program on pharmaceutical abuse that is in the evaluation stage to gain that evidence based "stamp of approval" through a clearinghouse such as the Substance Abuse and Mental Health Services Administration's (SAMHSA) National Registry of Evidence based Programs and Practices (NREPP). Law enforcement has several similar type clearinghouses for best practices and strategies to address crime such as the Center for Problem Oriented Policing (www.popcenter.org) and the International Association Chiefs of Police (www. theiacp.org).

DOES INTELLIGENCE LED POLICING WORK

Intelligence led policing has been quite effective with many agencies both here in the United States and abroad. A few of those success stories include:

- **Kent Constabulary, U.K. –** administration began researching their crimes and identified patterns through that analysis. The agency then focused its efforts on the offenders and their activities. Over a three year period, they saw a 24% drop in crime. The constabulary noted that this strategy, "has given us the ability to confront crime in an active, rational fashion and to build continually on each success."(Anderson, 1997)

- **New York Police Department(NYPD) -** In the 1990's, the NYPD began implementing several new police strategies involving the theories of "*Broken Windows Policing*", statistical analysis, "*Zero Tolerance*", and CompStat. These strategies are components of community policing, problem oriented policing and invariably intelligence led policing. Through these new strategies, crime rates in New York City plunged and were the steepest ever recorded. Between 1990 and 1998, murder declined by over 70%, robbery by over 60%, total violent crime by over 50% and total felony property offenses by over 60%.(Kelling & Sousa, 2001)

- **Richmond, Virginia –** The Richmond Police Department is smaller than the NYPD and began using intelligence led policing strategies in the early 21st century. The police department began to extract data from the CAD system and records management system and through analysis was able to identify hot spots and patterns and use that information to change their patrol and investigative strategies. Through that analysis and strategic changes they saw their violent crime clearance rate increase to 45% % and murder clearance rate increase to 82% in 2007. Historically, the police department would receive a large number of calls of gunfire on New Year's Eve. Through crime analysis of previous years, they were able to change patrol strategies and were able to reduce citizen complaints by 47% but had an astounding 246% increase in weapons seized on New Year's Eve in 2003. (Kanable, 2007)

- **Evans County, Georgia –** Evans County is a rural county with a population of approximately 12,000 and a sheriff's office consisting of 12 sworn officers. The sheriff's office was experiencing all of the gaps in police services that have been identified in this report. The sheriff reported that not only the sheriff's office, but the local agencies never had a "clear" picture of the ongoing crime problems and the relationship between the potential victims and the offenders. While there were suspicions and assumptions, the information was not being effectively shared and integrated. Through the implementation of several of the identified intelligence tactics such as bulletins, "e-roll calls", and "open case alerts" the sheriff's office reports that "we are able to produce case study after case study of success stories where arrests are made, disruptions of crime occur, and prevention of crime protected a potential victim and saved enforcement, prosecution, and incarceration dollars." (Bureau of Justice Assistance, 2008)

CONCLUSION

Intelligence led policing is a concept that can improve policing in the Town of Menasha. The police department has already begun implementing some of the tactics outlined in this report. The following areas still need to be addressed:

- **Gathering of Information**
    - o Patrol officers need to continue getting out of the car and interacting with the community through tactics such as foot patrol and business checks (during open hours).
    - o Research the concept of Team Policing and assigning officers to "zones" for an extended period of time.
    - o Ensuring that calls for service are properly classified in the CAD and LRMS system. This will allow for a more accurate way of mining data.

- **Analyzing Information**
    - o Need to utilize the RAIDS online crime mapping system more often in combination with researching the identified crimes in the LRMS looking for patterns and linked incidents.
    - o Work with Community Development to use GIS for mapping and analysis.

- **Sharing of Information**
    - o Work to improve the communication between investigations and patrol. Utilize the various bulletins as an avenue to share the information that investigators learn from the various regional meetings.
    - o Work with IT to develop a secure page on the Town of Menasha Intranet to act as a clearinghouse for intelligence information.

- **CompStat**
    - o At monthly management staff meetings, set time aside to review statistics, crimes, and intelligence reports to review current strategies and tactics and adjust accordingly.

In summary, intelligence led policing is the combination of what we learned in the Reform and Community Policing eras. Through the analysis of information that we learn about the criminal environment we can apply that to our strategies to effectively combat crime and disorder in our communities. It is evident that this concept has proven effective in agencies, both large and small, across the globe.

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