

Conquering the LEAF/CLEA Exam

SKILL SET 1 AND
SKILL SET 13

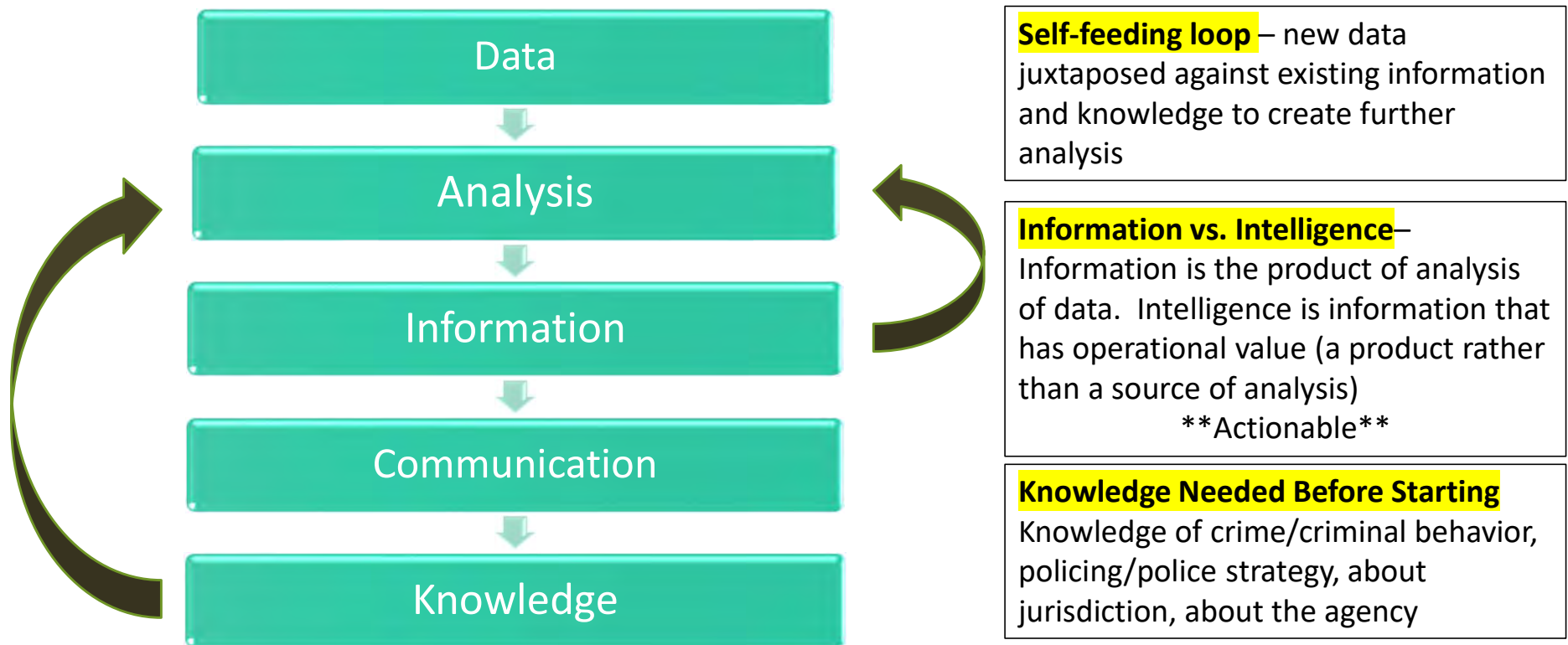
About the Instructor/Course

- Instructor – Jenny Zawitz Jennifer.Zawitz@gmail.com
- CLEA Study Guide: https://iaca.net/wp-content/uploads/2021/06/CLEA-Skill-Sets_Study-Resources-051821.pdf
- LEAF Study Guide: https://iaca.net/wp-content/uploads/2021/06/en_LEAF-Core-Competencies_Study-Resources.pdf
- Exploring Crime Analysis: Readings on Essential Skills (3rd Edition) - IACA
- Each month will cover a different section of the study guide
- Intended as a supplement NOT a substitute for the texts and the Essential Skills classes
 - This course will help you focus your studying, but the courses and text will provide the actual understanding you need to pass the tests

Fundamentals of Crime Analysis (Skill Set 1, Chapter 1)

- What do crime analysts do for agencies? (Break into memorable chunks of information)
 - Job revolves around information
 - Analysts can help agencies (“coppers”) by:
 - **C**Crime: solve, strategies/tactics to prevent future crime
 - **O**ffenders: find and apprehend, prosecute and convict
 - **P**rioritize: patrol and investigations, resources
 - **P**lan: for future operations, optimize internal operations
 - **E**ducate: educate the public and enact effective policies
 - **R**esources: allocate and plan for future resource needs, improve traffic safety/quality of life
 - **S**olve: Detect and solve chronic problems and crime


Data vs. Information vs. Knowledge vs. Intelligence



A Brief History of Crime Analysis

- London Metropolitan PD – first to use modern crime analysis techniques and products ~1800s
- August VOLLMER (1876-1955) – father of American policing (Chief of Police – Berkley CA)
 - Innovations include pin mapping, review of reports, forming patrol districts based on crime volume
- O. W. WILSON (1963) – popularized the idea of crime analysis units – Police Administration 2nd ed.
- Law Enforcement Assistance Association – LEAA (1970s)
 - provided funding for many mid-sized and smaller agencies, published series of manuals on crime analysis
 - Crime Analysis one of four facets of Integrated Criminal Apprehension Program (ICAP)
 - Lost funding in 1982, lost of analysts funded through these grants lost their jobs
- IACA – formed in 1990, helped with community oriented policing and problem oriented policing funding and National Institute of Justice programming
- Crime and Disorder Act of 1998 created a new local level analyst in the UK
- 9/11 attacks shifted priorities from traditional crime analysis to intelligence gathering and homeland security (US)

Crime Analysis – Key Points

- Profession and a process
 - Uses qualitative and quantitative techniques to analyze data
 - Includes all analysis of data performed within police agencies (note NOT just crime data)
 - Supports all major functions of police department
 - Includes analysis of crime and criminals, crime victims, disorder, quality of life issues, traffic issues, internal police operations
 - Support criminal investigation and prosecution, patrol, crime prevention/reduction, and evaluation of police efforts
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What Crime Analysis is Not

- Not crime scene investigation or forensic science (data analysis vs. evidence analysis)
- Not profiling – generally done with hard data not intuitive leaps about offender motivation
- Not criminological research – crime analysts work in a fast-paced dynamic environment with datasets that change daily with the goal of creating information for immediate use to police agencies

Types of Crime Analysis

(Recognized by IACA)

Tactical Crime Analysis

- Short term development of priorities/resources
- Patrol and investigative
- Ex: high-profile crime, repeat incidents, crime patterns/series

Strategic Crime Analysis

- Long term strategies, policies, and prevention
- Long term statistical trends, hot spots, problems
- Ex: ongoing prostitution/drug issues


Crime Intelligence Analysis

- Analysis of people involved in crime
- Understand the lives/activities/jobs
- Understand networks of crime
- Ex: repeat offenders, repeat victims, criminal organizations/networks
- Mitigation may mean priority enforcement or deterrence

Administrative Analysis

- Needs of the agency/community
- Shouldn't take up too much time
- Ex: workload analysis by area/shift, officer activity report, responding to media requests/grant applications, reports for community groups.

How To: Tactical Analysis

- Action-oriented process meant to serve the immediate needs of the agency
 - What can patrol/investigations do TODAY to address public safety issues
 - Must review crime reports daily and compare them to past incidents
 - Focus on who, what, where, when, and how to determine crime patterns/series
 - Notification of issues may be generated through a daily/weekly/as needed bulletin and COMPSTAT report
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How To: Strategic Analysis

- Long-term chronic trends or problems
 - Trend = long-term increases/decreases in crime or changes in crime over time
 - Positive trend (increase in crime), negative trend (decrease in crime), or neutral (change in crime characteristics but no change in volume)
 - Positive trend may indicate a new problem
- Hot spot analysis - Small geographic concentrations of crime in the same proximity
- Police data generally cannot explain the cause and underlying factors in play for long-term crime – need to go beyond police reports and explore through interviews/surveys/environmental assessment (future class)
- Must communicate with patrol officers, community members

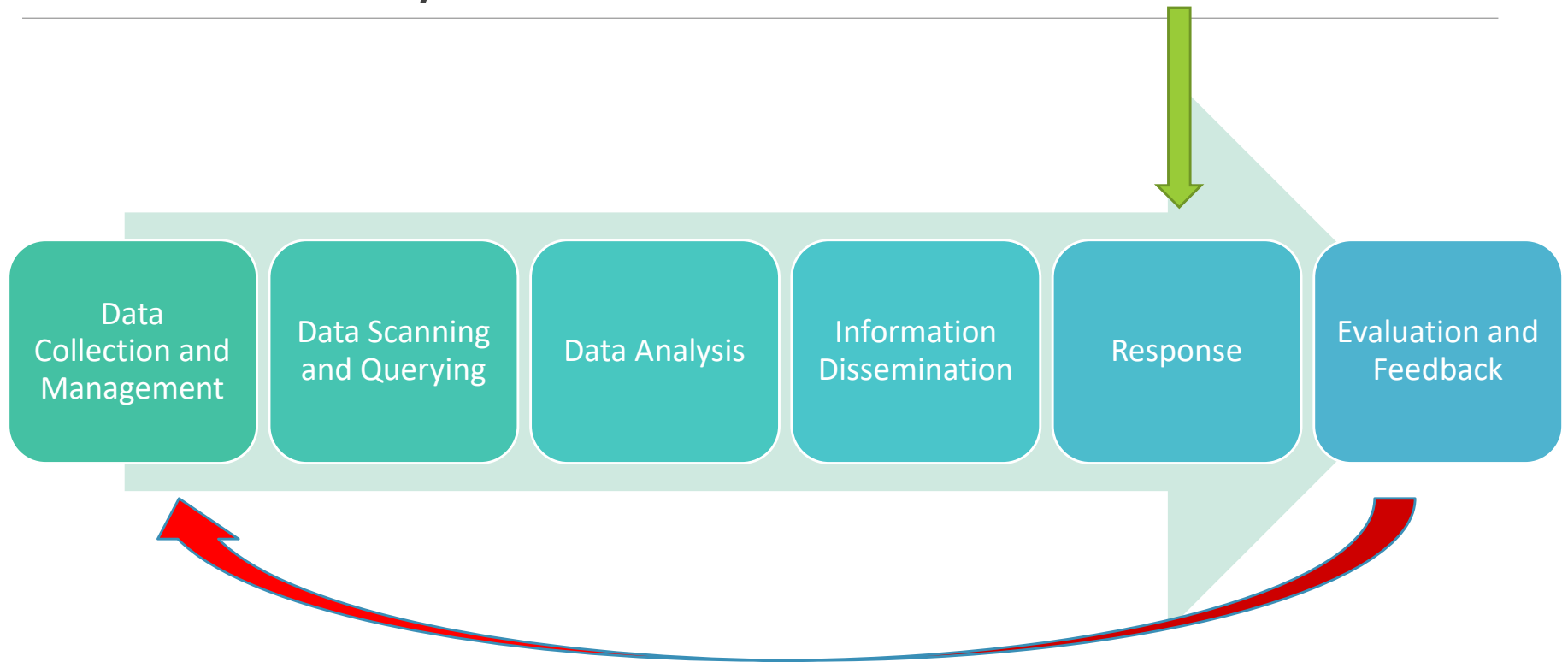
How To: Crime Intelligence Analysis

- Information about people generally obtained covertly, kept confidentially, and stored securely
- Three ways crime occurs: individual/repeat offenders, repeat victims, criminal org./networks
- Must be active not passive – don't wait to receive information, ask for it

Types of Intelligence	
Human Intelligence	Received directly from individuals with knowledge of the organization (informants/family/officers)
Signals Intelligence	Received from intercepted communications
Open-Source Intelligence	Received from non-confidential sources (newspapers, websites)
Technical Intelligence	Received from analysis of weapons, equipment, and technology of offenders
Imagery Intelligence	Received from analysis of photographs or videos
Geospatial Intelligence	Received from analysis of aerial or satellite photography
Medical Intelligence	Received from medical records (can be difficult because of privacy laws)
Financial Intelligence	Received from analysis of financial records/transactions
Measurement/Signature Intelligence	Received from technical measurement tools (more military/international – locations of gunfire)
Cyber Intelligence	Received from analysis of foreign government/organization's cyber capabilities (future conflicts)

Crime Analysis Process

Analyst loses direct control
of the process here



Creating a Crime Analysis Position

- Recommended one analyst for every 1,500 UCR Part 1/1,800 NIBRS Group A reports per year
- Can assign multiple analysts by type of analysis (tactical/strategic), jurisdiction (each covers one precinct/beat), or crime type (violent/property/etc.)
- Officer vs. Civilian
 - Civilians won't get reassigned/promoted, takes an officer off the street, officers tend to be officers first and analysts second though they generally come with more credibility among fellow officers
- Location
 - Not near administrative division – more likely used for non-crime analysis purposes/no drive bys
 - Should be accessible to all members of the department
 - Generally take on the priorities of the division to which they are assigned
 - Autonomous units are preferable – reporting directly to the Chief of Police

Switching Gears – Intelligence Analysis/Charting

INTELLIGENCE/INTELLIGENCE CYCLE/CHARTING



Intelligence Analysis

- Recall this gained traction in 2001 after 9/11
- Process by which information is collected, evaluated, analyzed, and disseminated through reports and charts
- Accomplished through **28 Code of Federal Regulation Part 23**
 - Ensure legit need for LE to develop and share criminal intelligence while protecting civil rights/liberties as set forth by the Constitution
 - Federal guideline for LE that operate federally funded multi-jurisdictional intelligence systems
 - BJA developed policies for this, follow Omnibus Crime Control and Safe Street Act of 1968
 - Mess around and lose funding or get suspended/expelled from the intelligence project
- National vs. Criminal Intelligence
 - National: impacts national security
 - Criminal: analysis of information relevant to potential criminal acts

Intelligence Analysis Continued

- Intelligence analysis contains five characteristics: orientation, target, goals, inputs, and methods
- Proactive process to determine the information's credibility and significance
- Goal is to deter future criminal acts or events from occurring

Types of Intelligence	
Tactical	Intelligence that can be immediately acted on by LE (arrests), supports specific operation
Operational	Intelligence that focuses on trends/overall patterns
Strategic	Assessments that explain current situations and forecast vulnerabilities, targets and threats

Intelligence Cycle



Steps in the Intelligence Cycle

1. Planning – Focus analysts on specific needs
2. Collection – collect raw info to determine credibility/reliability from open and private sources
3. Collation – Identifying the reliability of the source and the reliability of the information (see next slide)
4. Analysis – most critical step. Establishes the intelligence and summarize the data in a clear/concise manner. May return to step 2.
5. Reporting – intelligence product is created by the analyst.

Reliability

SOURCE RELIABILITY

- A. Reliable: Source has a history of reliability
- B. Usually Reliable: Source has a history of mostly valid information.
- C. Fairly Reliable: Source has provided valid information in the past, but some is doubtful
- D. Unreliability: Source has history of invalid information
- E. Cannot be judged: Source may or may not be reliable

Once information is assessed and confirmed, the sensitivity/classification level can be determined: unrestricted, unrestricted, ulawenforcementonly, uconfidential

INFORMATION RELIABILITY

1. Confirmed: information confirmed by independent source
2. Probably True: information is consistent with other relevant information but not confirmed
3. Possibly True: Some relevant information but not confirmed.
4. Doubtfully True: There is no other information available and non confirmed.
5. Improbable: Information is contradicted by other relevant information.
6. Cannot be judged: Validity of the information may not be judged.

Intelligence Charting – Link Analysis

- Note: Type determined by audience and purpose (tactical, strategic, operational)
- Displays relationships of people/organizations
- Link Matrix
 - All data relevant to investigation is analyzed with key entities identified
 - Includes people of interest, organizations, companies, telephone numbers, license plates, etc.
 - Symbols include: circle (filled = confirmed relationship, open = suspected relationship), plus sign for key individual in organization, minus sign for persons suspected but not confirmed to be involved, arrow for confirmed investment (shareholder/partner)
 - Individual with the most associations will likely be the central entity for analysis
- Link Chart
 - People are circles with name in the middle, businesses are rectangles with name in the middle, and links confirmed through lines. Dotted line represents suspected association with solid line representing confirmed association/relationship.

Intelligence Charting

Timelines and Organizational Charts

TIMELINES

- Visually represent events that have occurred over a period of time
- Can be represented on a link chart to chronologically organize events
- Helps determine who is involved, and how/when events occur
- Should only include information deemed viable and credible
- Most beneficial for tactical/strategic analysis

ORGANIZATIONAL CHARTS

- Using link charts/timeline, can establish a hierarchy within criminal group
- Top of the chart is the main person/target followed by individuals connected to them by rank or level of importance
- Important for criminal groups
- Solid lines show connections between individuals

Intelligence Charting

Event Flow and Commodity Flow Charts

EVENT FLOW CHARTS

- Show series of events relevant to the investigation including those preceding the criminal event
- Good for strategic development
- Triangles indicate the first and last incident of the event flow/significant change of events.
- Squares show all other information.
- Events are in chronological order in DDMMYY format. Arrows show flow

COMMODITY FLOW CHART

- Create after Event Flow Chart (separate)
- Shows movement of commodities (stolen goods, money laundering, smuggling, narcotics, or profits)
- Show directional flow of commodities through lines/arrows
- Can use symbols for commodities.

Once organizational structure has been established, can use events and commodities to determine their purpose

Intelligence Charting

Phone Toll and Social Network Analysis

PHONE TOLL ANALYSIS/CELL PHONE ANALYSIS

- Can obtain subpoena for phone records for identified targets by sworn LE
- Chart geographically what calls are being made to and from the target phone
- Often sent electronically to be exported into Excel from txt or csv file
- File will show numbers called, numbers calling, direction, and SMS/MMS messages
- Can use PenLink or Sort via Excel/PivotTable
- Target phone number is at the center of the chart with lines connecting numbers called (can include number on line to indicate times called).

SOCIAL NETWORK ANALYSIS

- Using social relationships in Phone Toll Analysis, can use social network to determine social patterns.
- Use nodes and lines to demonstrate relationships
- Nodes = people, groups, organizations.
- Links (lines) = relationships
- Bottom corner should contain analyst's name, department, date completed, and classification

Notes on Intelligence Reporting

- Chart is not the analytical product or intelligence report but a tool to aid in the investigation. Should be included with the intelligence report (activity report, assessment report, and analytical report) and report classified properly
- Three levels of classified information: Confidential, Secret, Top Secret
- Unclassified information: Sensitive but Unclassified (SBU), For Official Use Only (FOUO) (aka Controlled Unclassified Information – CUI)
- Two types of sensitive but unclassified information (SBU): Law Enforcement Sensitive (LES) = Anyone working in LE - or – For Official Use Only (FOUO) may be shared outside LE for people with a right to know
- Should contain a table of contents and a footer that includes classification/sensitivity with a disclaimer

Types of Intelligence Reports (Triple A)

- Activity
 - Alerts, Crime Bulletins, BOLOs, Intelligence bulletins, Warnings, Officer Safety Notices
 - Must be disseminated in a timely manner and be actionable
 - Disseminated at roll call and via email to those approved to receive them
- Assessment
 - Tactical or strategic
 - Overview of the problem, threat advisories, analytical predictions/recommendations
 - Aid in planning and resource allocation
- Analytical
 - Case specifics, situation specifics, group specifics, case summaries, and content summaries

Conclusions

- These are two of the heaviest content chapters in the book. Break them into manageable pieces and use mnemonic devices.
- Read the books and take the classes to strengthen understanding.
- Try to apply the things learned to your every day work to “make them stick”.
- Use the study guides.
- Next month: Law Enforcement Models and Crime Analysis Data Sources

Any questions?

