

# Kyle McFatridge - The SNA SME

[00:00:00] Welcome to analyst talk with Jason elders like coffee with an analyst, or it could be whiskey with an analyst, reading a spreadsheet, linking crime events, identifying a series and getting the latest scoop on association news and training. So please don't beat that analyst and join us as we define the law enforcement analysis profession.

One episode ahead time.

Thank you for joining me. I hope many aspects of your life are progressing. My name is Jason elder and today our guest has eight years of law enforcement analysis and experience. He spent time with Indiana department Homeland security, Milwaukee PD, and Fisher's PD in Indiana.

He is certified with both the IACA and IALEIA. He is Charlie Giberti's analyst of tomorrow. Please. Welcome Kyle McFatridge. Kyle,

how are we doing? Doing great. Thanks for having me, Jason.

Thank you for being here. So, as I mentioned, you're one of Charlie's analysts of tomorrow and yeah, it was interesting how he described you in that you seem to always have an [00:01:00] entourage with you.

He said that you had an entourage in Milwaukee and now you have an entourage in Fisher's. So I wasn't sure how you took that if that's an embarrassing description of you, but I wanted to give you a

chance to react. Yeah, I mean, I think he even invoked the rock in that as well. which, which is kind of funny because I joke around with my kids about how, how much I look like the rock, which isn't true at all, but they get a kick out of that.

So, yeah, I, I don't know about the whole entourage things. I do have some good friends in Milwaukee and good friends here at fishers. So I, I took it as a compliment. all right.

Very good. So let's get into this. How did you discover the law enforcement analysis

profession? Well I actually didn't start law enforcement right away, but I had.

Some jobs that definitely had some analytical aspects in nature. Actually my educational background is in engineering. So it's funny. I have two kids, Ava and Kate they're eight, nine years old. And they've asked me multiple times, you know, Hey daddy, when are you gonna be a real policeman? [00:02:00] And well, I mean, it, it's hard enough for me to explain to an adult what a law enforcement analyst does.

So it's even harder with second and third graders. So I, I usually just simplify it for 'em, you know, I say. I, I work with the police officers by using math and science to help fight crime. And there's a lot of truth to that. Mm-hmm and if you look at my educational background you know, courses in physics, calculus fluid dynamics, static, things like that in my engineering background, a lot of it's problem solving a lot of it's, you know, logical reasoning, things like that.

And I think that, you know, it carried over, it, it, it helped prepare me for the analytical profession. So that was my, one of my first jobs kind of utilizing some of the analytical skill outta college was with the Indiana department, Homeland security, like you said I was the emergency planning section chief.

So, you know, in that role you get to conduct threat assessments. I was also the planning section chief for our emergency operations center for state activations during disasters. There's a lot of tactical analysis. Roles in that job as well. Then I was probably about three or four years [00:03:00] into that.

My wife gets transferred to Milwaukee. Mm-hmm big change for us but my first, my first gig there was actually with the Milwaukee health department. I was an environmental disease control specialists. Again, analytical aspects of that job. The, we. We're responsible. Milwaukee's right on lake Michigan.

There's nice beaches there. A lot of people may not know that, but you Haven traveled to Milwaukee. The beaches are beautiful. But they would be responsible for putting up the, you know, the, the warning notifications, whether it's safe to swim or not. There's no ways we don't have wave notifications.

Like some of, some of the states probably do out there, but for bacteria. So they would check it for bacteria if it was too high I'd put notifications. So one of the roles that I had was, you know, doing some analytics on predicting what beach water contamination might be like for certain period, certain days, so we could get those warning signs out.

So there was actually a lot of analytics and some of those previous jobs, and those are just a couple that I mentioned. I always found that that was kind of my

wheelhouse. Those were the, aspects of the jobs that I really enjoyed doing. And then to be honest analytics law enforcement analytics actually [00:04:00] runs in my family.

My brother is a counter drugg strategic analyst for the HIDTA here. Oh, okay. So he's a, he's a military intelligence warrant officer. He specializes in human. He served a couple tours in These running human intelligent sources. So as you can imagine, our, our family get together, our Chuck full of fun analysts talk.

Right. I mean, but, but honestly, he's, you know, he is my older brother always looked up to him, so, you know, kind of inspired me and, and knowing that that career opportunity existed out there. So like everyone that probably got into this pro profession, you know, I always had a, a level of respect with law enforcement, through family and friends.

To answer my daughter's question a little bit more. I, I always knew, I, I didn't really have the, the capacity to be an officer that's a really diff difficult job. It's very different. I thought my contribution to law enforcement and to support law enforcement was going to was better served as being, you know, more in the analytical field.

So. While, while in Milwaukee , I wasn't long for the health department. I was there a couple [00:05:00] years, but kind of keeping my eyes and ears opened opportunities out there and happened, you know, got fortunate that this, this was going on almost 10 years ago at the time that Milwaukee PD decided they wanna make a push for, you know, going data driven and started hiring a bunch of analysts.

And it, to me, it was, Hey, I can here. Here's my chance to combine my skill sets. What I knew was my wheelhouse with a passion of mine. So I got the, chance. I got the opportunity to work with the Milwaukee PD. And not only that I got to, to start under the guidance of two of the best analysts in the country and John Berg and Stephanie Sickinger Stephanie's with the FBI now, but those two really created what's still today an amazing analytical capability in Milwaukee.

So I was very fortunate to, to have that opportunity to start there. But then that. Led me back here. My my wife got transferred again. We'll see a theme here, but my wife gets transferred to Indianapolis and I'm my wife and I are both born and raised from Indiana. So this was kind of a coming home.

I had lived in Indianapolis prior to this. So [00:06:00] it, it wasn't as big of a move as going to Milwaukee. We were there for about. Eight years in

Milwaukee before we came back. And when I was here at that point it was, this was my profession. I was a law enforcement analyst. Right. I wa I didn't come here thinking, oh, man, I need to find a job.

Just gimme some work. It was, I'm going to be an analyst that that's that's my career. So you know, after a short amount of time, I, I was I found. City of fishers, which is a suburb of Indianapolis, about a hundred thousand people. I was looking for an intelligence analyst and that's a little bit of a new challenge for me.

You know, I was a crime analyst in Milwaukee and working in Intel's a difference, a little bit of a different beast. So it was a new challenge for me, but fortunately I found a, a great department that really wanted analysts. They, they trusted analysts. They wanna listen to our ideas and power us a little bit to build a great Intel unit.

That's what they're looking for. And you know, when I first started at Fisher's was about four years ago, it was just me an intern. I, the previous two analysts before I started, had just left the Lieutenant that was there, just got promoted. [00:07:00] It was just me and the analyst still left over from that.

And right now we've got a Lieutenant, a detective assigned to our unit and four civilian analysts, which is pretty remarkable for a department about 120 officers. Mm-hmm the the quality the quality of our unit. I mean, it, it still kind of amazes me our Lieutenant detective, or two of the smartest officers I've ever got to work with.

Our Lieutenant just gets. He's been at this PD for a long, long time. He knows how to lead unit. He knows to get the best of our people. And to me, most importantly, he trusts the analyst. He trusts us to, to be creative, to make, you know, to make decisions. Our detective prior experience in intelligence worker, working with JTTF and federal analyst, he truly understands the analytical value to our jobs.

And then, the analysts that we got working now, that's from when I started I mean, all of 'em bring something unique to the table. Candice Keenan is probably the best tactical analyst I've ever worked with. And I mean, I've worked with a lot of really great ones, to be honest with you. mean, sometimes I.

You know, we should, we gotta strap her to her [00:08:00] chair. So she won't actually physically go out and kick down doors herself. She wants to see her

work all the way through like that. I mean, that's just the passion that she brings to the job. Marcel Sanchez was that intern I talked about, right. She was an intern when I started and, you know, shortly after we hired her on full time, she just presented with me in Dallas, at IEA a few weeks ago at the training conference and not to show my age too much, but she's about 15 years younger than

So I'm always, I'm always amazed at how intelligent and you know, what a great analyst she is at this point. For me. I mean, she's well beyond where I was at that point in my career or my age. So and then we just, just hired another one recently, you know, we get building getting stronger Sydney Carrillo.

I mean, she's equally as intelligent motivated and she she's one of those, you know, you're on your interview panel. We, as analysts said on the interview panel and I. As a side note say that when you're hiring an analyst, I implore you to put and put an analyst on your panel. You know, you've got a department that's hiring an analyst for the first [00:09:00] time.

You may not have one, find an analyst in the area, have them sit in on the interview panel. But fishers did a good job of that. We, we say out on this interview panel with Sydney, and she's one of those that you're interviewing. And then after a while you feel like, you know, we kind of need to sell ourselves here.

the interview kind of, yeah. The interview kind of flips. We need to sell her on us. So she's a great addition to the team. And so I always say that an interview is a two way

street and you still just think about it that way.

Yeah, absolutely. And so. Jason. I, I, I literally come to work every day and I'm pretty sure I'm the dumbest guy in through

I mean, that's how, that's how great this this unit is, but it's fantastic. I mean, I, what more would you want out of it? I mean, the, the the being able to leverage all that collective brain power, I mean, I'm, I'm a huge advocate of keeping your analysts together, the centralized unit, right? The opportunities that present himself when you have analysts working as a unit working together, especially in intelligence, right. Especially in intelligence, it's absolutely [00:10:00] necessary. So, so honestly I found a great home here in Fisher's top down from all the way from the chief on down. I think they really appreciate the analytical value.

So happy to be here. All right.

Very good. Lot to unpack there. So impressed that your entourage includes people that are smarter than you. That's that's that's a good play. There certainly can appreciate following your wife. I've followed my wife four or five times as we've zigzagged down the east coast.

Yeah. Back to your major in studying engineering, what did you go into

college wanting to be? I would say an architect mm-hmm . So I actually spent about five years working for an architectural firm. Just, it was just kind of just administrative tasks as I was going through college.

I then kind of transitioned a little bit into the engineering role of it because just following architectural a lot more about design the engineering aspect of it, the mathematics, the, the science behind, it seemed to start to fascinate me a little more. So I kind of merged into that, that [00:11:00] arena more so the, the program itself I went to the Indiana university Purdue university in Indianapolis.

So the Purdue university school in of engineering in Indianapolis, and it actually prepares you for project management is the big overarching goal of it. Amazingly a lot of that transitions into a lot of different jobs, but project management can kind of take take form and a lot of different jobs that you can get into.

And I definitely use those skill sets today. But when I got out kind of funny , I talked about my passions and everything, right. Mm-hmm well, none of those were necessarily construction or engineering. So I had, I, I was one of those that got the degree, you know, and said, how, how else can I use this to, to do something that I'm really passionate about?

And so that's what that's I actually, when I ended up at the Indiana department of Homeland security the building commissioner's office falls under the Indiana department of Homeland security, So that was my first gig to get in there. So it's an odd transition, but that's how I got there.

Okay.

Now that was the one question [00:12:00] I was going to ask. And then kind of the same thing with the, the health gig that you had in Milwaukee to begin with, how did you come across that? Or was that just something, as you mentioned,

you needed a job, so that's you were just basically finding the first thing you could find.

Yeah. A little bit but there's, there was a lot of aspects of that job that were related to emergency management mm-hmm and working with department Homeland security in Indiana. I wrote a, a lot of state emergency plans. So there, there, it was definitely an emergency management role at DHS.

So that, that job in Milwaukee, the health department was kind of filling, you know, that skill set. So, all right. That makes, makes

sense. And then with your time in Milwaukee, you're in a fusion center,

is that correct? Yes and no. Okay. It was, we when I first started there, it was called the intelligence fusion center, but it was not the federal funded intelligence fusion centers that we're familiar.

Okay. That was the name, but the actual, the fusion center, the federally [00:13:00] funded fusion center was in Madison, Wisconsin. So we were, we were at Intel center. They they've since actually changed their name to the fusion division. So

this was created solely under the umbrella of Milwaukee police

department?

Yes. It was a Milwaukee police department. Intel center? Yes. Okay.

From what you can gather with other fusion centers. Did it, did it behave similarly?

No, we were specifically local crime. We were specifically working on Milwaukee crime.

Yeah. So I guess where I'm getting at was, was the task similar?

Where was it somewhere someone's calling you up? Can I get more information on, so and so, or some address and you, the fusion center is putting people in contact or doing research. Is

that the, the task? No, not really. No. I mean, of course there's some of that, but no, the vast majority of it was there was actually a lot of opportunity to kind of problem solve and use some of our, you know, Analytic skill sets and training that we got to come up with [00:14:00] ways to solve problems, you know, did a lot of, you know, spatial analysis and trend analysis, things like

that.

So it's just, what are some examples of projects and tasks that you did while at Milwaukee?

Well actually I'm gonna get into a big one here with one of my badge stories. If you want me. Dive right into that. Okay. Well let's yeah,

let's just do that. So yeah. You have two analyst badge stories. So let's just talk about the first one.

And I guess for those that are new to the show, the analyst badge story is the crew defining case of project that analyst works on. But so go

ahead, Kyle. Yeah. So I got a couple here. The, the, the first one the first one is, is kind of kind of wild. So my first week on the, it was probably my first week, maybe the second week started.

I, I don't recall that specifically. So this is 2014 at Milwaukee PD. So this is my first job in law enforcement analysis, right? Mm-hmm , we're about a week, you know, week into it and I'm all excited, nervous. Are you trying to figure things out? And at the time we hired. Eight other analysts, there's a [00:15:00] big, a big hiring push.

And five of us were assigned to this technical analysis unit that worked out the Intel center. So we're always moving around in this big group. Right. And I, I'm not sure. I'm not sure what you call a group of analysts like a flock of analysts or yeah. Gold analysts or something like that. We'll call 'em flock for now flock for now.

So we had this detective Intel center and he was heading to the state lab again first week. So he offered to take our, our flock of analysts, right. To see the, see the lab. So the meeting that they were going for where, why he was going to the lab was a new process. They were doing called familial DNA.

And it was, it was extremely interesting, right. They had this serial rapist case and you got multiple victims matching an unknown DNA, but it's the same DNA. So the concept behind familial DNA. Was that we knew this suspect DNA wasn't in the system. Right. Cause they've already ran it, but was to take it and run it against DNA samples.

And if there was a certain number of matching alleles that he knew that it was a close relative, like a brother, a [00:16:00] son, a father. So in this case there was a hit. So we go to this meeting and then our flock of analysts, we all, you know, return back to the PD and we continue our training. Well, we happen to be trained in on like an older RMS system.

And it was one of those systems that they took all the old paper reports and they scanned them in and dumped them into an online database. So we gotta figure out how to search 'em because it's a nightmare. So at the, you know, so at the, at the time we're learning how to query all the system. I thought, well, I have a name to work with.

And sure enough, didn't take too long. I found a pretty great suspect. So another analyst I got hired was Shannon kale. She's a friend of mine. Mm-hmm and I learned pretty quickly. She's also a great analyst. She took up the search with me, right? Both new analysts were like, Hey, let's, let's, let's keep digging into this.

So we've got multiple databases, we're learning. So we're digging up all this information. We can, you know, uncovering more substantiation for our possible suspect here. And we ended up finding out he was likely involved in multiple rapes, going back more in 10 years. So one week on the job, mind you, we go to the detective and we're like, Hey, I think we got something [00:17:00] here.

And what was also interesting is that this guy had a prior sexual assault. That he pled not guilty to. And he consensually gave up his DNA. So we had it on file. So the detective says, all right, this, you know, this looks good, send it in for a comparison and got it. Match. So he was arrested, charged, found guilty.

I mean, not bad for the first week, right? Yeah. I'm that's

that's the best first week I think of analysts has ever had.

Yeah. Yeah. I'm, I'm pretty sure that's probably the singular most impactful case that I'll have the rest of my time as an analyst. And I got it in my first week, but yeah, it was still pretty cool.

Yeah. You think, oh, it can

only go up from

here. Right? after

that. Yeah. Right, right. So I guess when you get the familiar DNA, are you. Given a name. You don't have any, I identifiers other than a name, I guess I'm a little confused on why you didn't get him exactly. Locked in. Once you had the name to then go

back.

Well, all you get, the name is of a, well, all you get, the name [00:18:00] is a relative. Okay. You don't know if it's a, a brother, an uncle, a son. You, I mean, so you got the name of somebody that. Incarcerated that it didn't do it, you know, they didn't do it. It wasn't their DNA, but there's enough alleles in common that, you know, that it was a family member, a close family member.

So then, then the, the, the work begins of trying to figure out who that might be.

Okay. So in, in this case, then it was you had a last name that you were going on most likely, right?

Yeah. Yep. We had that individual's name. So, and I, you know what, I, I don't know if they still do this technique. I honestly don't know.

We used it a few times and then it just kind of kind of went away. I don't know if there was legal, you know, legally or, or what I, but I, we never really used it much after that, or it just went to maybe got signed to a different unit. Okay. No,

I mean, I know, well, I don't know about Milwaukee per se, but, but we've definitely had some guests on here that have talked about using some of the ancestry databases there.

Oh

yeah. To

identify [00:19:00] familiar DNA and to get closure on some old, really old cases. So it's definitely something that's being used throughout the country. And so that suspect had been sexually assaulting people for a while, correct? AB

yeah, absolutely.

Yeah. I think we. I think that I wanna say at least four cases, but this was obviously a long time ago. So I'm, I'm not sure that's exact, but it was multiple cases going over 10 years. All right.

And then you had another bad story that

you wanted to share. Yeah, actually I spent most of my career in Milwaukee working on a program called the NOC program.

So NOC stands for networks of criminals. It's a, it's an offender based program. It was focused on motor vehicle theft and robberies. And you think of, think of hot people policing instead of hotspot policing. Right? It was a program. I created it starting back in, in 2015. And it's actually still going on today.

Analyst, Garrett Knuth is running in running that program. Still today. He was my intern at the time I started creating the program. Nice. So yeah, shortly after I started [00:20:00] I got assigned to the robbery task force there. It was my first assignment, my first real assignment. Right. So Milwaukee was going through this dramatic.

Increase in motor vehicle theft and robberies. It was, it was crazy. Essentially you got these younger suspects, stealing vehicles they're using to commit street robberies. So that's where your correlation from the two became. But from about 2009 to 2014, so the five years preceding when I started on this there was about 4,600 vehicle thefts a year, a lot, but you know, that was, that was the five year average, but in 2015 there was 7,500.

Oh, that's good. So we're

yeah,

it, it was, it was a huge thing. it was a, like a cultural thing. Like it became the thing to do in Milwaukee. You stole cars. So robberies, similarly, like I said,

that correlation, they had about a 20% increase over their five year average too. So, so I get to sign this task force to help out.

And I'm brand new. Just learn how to use I two analyst notebook. So I made link charts. Right. So, cause that's what we do. It was like late summer 2014. We had this. Task force know I had arrested about eight crews. [00:21:00] I got about 35 people. So I threw 'em up on link charts. I said, you know what, I'm gonna throw up there, there other criminal associates that also, you know, steal cars or commit robberies, you know?

So I threw those up there too. And the task force loved it. You know, they'd pick up a crew and they go look at your chart here. This person was already on it. You know, he or she was already on your chart. And at this point I'm already thinking, all right, that's great. But that, you know, I didn't really feel like I was being helpful.

It wasn't predictive or proactive. It was just kind of, you know, I, I had 'em on these charts, so I thought, you know what, I'm gonna put all these crews together and all their associates. And then I figured out that, of all those eight crews that they just arrested, they were all linked to each other, like this, we kept calling 'em crews, this wasn't, these weren't independent crews.

This was a network. So now I thought, you know, okay, I'm onto something here, but how can you leverage this? And that's kind of how knock was born. So I spent the good part of the next year or so working through how I could create like a sustainable system for identifying and then prioritizing and communicating all these [00:22:00] actors.

So we could kind of get out ahead of the problem instead of just reacting to what was going on and what I ended up. You know, we'll starting with criminal history, cuz that's the easy answer. Mm-hmm I'm sure everyone listening at some point is an analyst you got asked to provide a list. Lists are very popular.

Give me, you know, gimme that list of top burglars. Give me the list of the top car if the, the top shooters, but there's a lot of complexities that go into getting a list, creating a list, you know, or the people in custody are outta custody. We deconflicted them. Who's gonna update this list. How often is it gonna be updated?

Does everyone on the list need to be wanted? Are we going out and arrested? 'em what are we doing with, are there age limits, specific MOS? Is it, you know,

anybody that steals anything or is there retail theft? Is it, you know, car theft? So but we always, whenever we're doing, it'll kind of start with criminal history.

So that was the first component of my analytical process for, to identify it not mm-hmm . And then after that I realized that you. The department records, those records don't always translate to what officers are seeing on the street. Right. Oftentimes you'll get just the sloppy crooks that always get caught [00:23:00] will end up yeah.

Being on there. So what about like social media information information we get from jail calls or the officers themselves on the ground telling you what they're seeing? So that's, that's all qualitative information, right? That's. So I needed to develop a way to take that qualitative information and to quantify it so we could use it for analytical purposes.

And so I had that as my second component. And then finally the network, this network we quickly, like I talked about, I was putting 'em in the link chart in I two. And I quickly had over 500 individuals. There was all kinds of connections. And I remember I was trying to figure out the best way to leverage these links.

Right. I, I got all these links. We got all these individuals And then that's when I discovered social network analysis. So I've actually, since then been trained to be a certified SNA trainer from the no Naval postgraduate school in Monterey. And if other departments haven't been used in SNA or maybe AFN even heard of it you really should.

I've, I've seen actually there's been training offered a lot more recently actually last month at the conference in [00:24:00] Dallas to IALEIA LEIU, they were doing SNA training. And essentially what SNA is, it's analytical interpretation of your link chart. We all know what a link chart is, link charts, your visual representation of your data.

And, but that's usually, it's, it's static most of the time. It lacks any real analytical value, but, you know, enter SNA and through a series of matrix mathematics, that's way over my head, that's done by a software. You can make judgements on the entities in your network. You can, you could possibly tell who's the most influential, right?

Who who's maybe a broker. Information between groups or clusters in your networks of or who would have the most impact if I was wanted to disrupt this network, who, who should I target for, for disruption? So for NAC, because the

problem was so large scale we're trying, trying to talk about changing a mindset, a, a, a fad.

We wanted to go after the most influential because, you know, we're trying to disrupt this network. And we wanted to be able to reach as many these clusters [00:25:00] within this network as possible. So if you really think about what a knock is what the program was wrapped around, it's really the concept.

That's no different than if I went up to an officer and I said, you know, who is out here stealing cars? They probably say, you know, you know what, I've arrested John Johnny a bunch of times. So it's him, or he might say, or he, or she might say, you know, that shop owner's. Says, he always sees Johnny and stolen cars, or he might say, Johnny's always hanging out with those kids.

I arrest all the time for stealing cars. Those are the three components. Those are typically what you'd hear from, from an officer. Right? So what we did criminal history or, and what we called intelligence, that qualitative information in our process and social network analysis. What we did is we just formalized that conversation I just had with the officer, we just formalized it into a comprehensive evaluation over the entire city.

And then we do a comparative analysis based on all those factors for those 500 subjects we're, we're looking at. And that's, you know, to ensure that we're prioritizing the right individuals. So [00:26:00] I spent probably a good three years running the knock program. And if, if I'm ever known for anything there, my guess is it would be that well, It would be that, or bringing a basketball hoop to the office to shoot hoops during.

So either one of those from

Indiana, of course, of course you would

bring up hoops. Oh yeah, absolutely. So I, I

find it fascinating, the social network analysis. I just had Shannon layoff on the show last week. And mm-hmm we, I was just mentioning to her that I think one of the deficiencies in law enforcement analysis right now is.

That there's not enough science in the products that analysts are producing. We have GIS, but there's no significance test being running there. I hear less and less about nearest neighbor testing going on in law enforcement analysis. And I

even mentioned with link charts it's it seems like, Hey, we [00:27:00] use I two for timelines.

We use I two to display already known links. Between people, places and events. I knew of during my time in Cincinnati police department, that there was this social network analysis that had gone on and it hasn't taken off as much as I thought it would by now. And so I'm curious to get your take on this topic.

One is do you agree with me that it hasn't taken off as much as it should? And why do you think that is?

Yeah, a little bit, actually. I'll. One of the reasons I'll probably get into a little later, but I, I think I would agree with you that it hasn't taken up as much as I thought it would.

And I say that from the perspective of understanding how valuable it can be or could be I'm, I'm a big fan, big proponent of it. I think one of the reasons is an application is a little bit tough to grasp, at least in my opinion I think there's certain scenarios that it really [00:28:00] benefits and works best in.

For example trying to understand organized crime or a drug trafficking organization or gangs. I think there's a lot of value in there when there's an existing network trying to apply it. Outside of existing networks, it becomes a little bit less useful in my opinion. So I think there's I'm actually gearing up to this summer, hopefully do a training course for our counter drug analysts in Indiana.

And that's one of the, that's one of the aspects I'll probably harp on is picking, you know, picking your battle, picking the right battle to use SNA. But I think there was well, you know, there still is this big push at training. It's also one of those things. And not to get ahead of myself, but that the day to day for a lot of analysts, I believe consumes a lot of their time and to be able to do things of the scientific nature that our, our role, I think, is intended for becomes more and more difficult and SNA takes time.

It's it, it, it's a [00:29:00] commitment. If you are, or if you're going to perform produce a scientific product, like a SNA product, then there's some, there's, there's a lot of time and dedication that has to go into it. And I think that's probably one of the reasons it's slow to get off the ground a little bit.

Okay. So

then the training that you took specifically it was out in California. And is that something you met in person? They, they flew you out to, to California.

So, yeah, a few different trainings, actually, the first was their symposium which we go out there with some super supervisor. In your units and it's an introduction and that was my first week in Monterey.

And , if anybody gets the opportunity, oh, it's beautiful out there. It was, it's one of my favorite trainings that I've ever done. The Naval pulse graduate school campus is beautiful. So it it's a great opportunity. And then after that, later on, I end up going back for another week to do the advanced training for SNA.

And of course, an opportunity to go back to Monterey I'm I'm jumping outta my sea. Right. [00:30:00] But my work with the knock program, it. Fortunately got me that chance to go back out there. And then actually, while I was here in Indianapolis it was during COVID that the Naval post graduate school started running their train the trainers.

They wanted to get people out there to, to your point about not taking off as much. I think they saw that too. Mike Aslan runs that program. Great guy. And he probably saw that too, like, Hey, we need more trainers out there. This is, you know, he SNA was a concept that was really done for the military mm-hmm they would run it on terrorist cells or foreign DPOs.

And they said, wow, this, this is great stuff. How do we, how do we get this into local law enforcement? Right. And that is a big task. It's that's a lot of departments. So I think Mike sees that and the train, the trainers as one of those solutions. So during COVID it was all online.

Unfortunately I couldn't get back out to Monterey , but but I did but it was a great training again. And so hopefully, hopefully there's this force of trainers developing all the time out [00:31:00] there that we'll get more opportunities to do this. Yeah. So

is the software that you mentioned, is that under the Naval advisement itself, or is that a third party vendor

that supplies the software that you're using there there's actually multiple free software opportunities out there.

Aura is the one that they typically. Train on that's developed by Carnegie Mellon mm-hmm . I actually, for, for the knock program in Milwaukee used I

two, a lot of people may not even realize it that I two has some basic SNA capabilities. When I say basic, they have about four, what would be I don't wanna get too much in the weeds, but centrality measures that they can, that you can run against.

However, I too is not a SNA software. So it, it lacks capability to do a lot of, you know, network topography and centralization measurements, which are all things in the weeds, but they if you're doing some, some basic SNA, which we were for knock just to get some centrality measures than it [00:32:00] can work for that.

And I think a lot of people are more comfortable using I2 just from experience. But aura is one of 'em gey. So there's. There's multiple ones of them out there and they go through 'em in the training, but when you do the actual training, they'll, they'll train you on aura.

Okay. All right. I am still battling with this idea that I think there's almost too much data out there that I think an analyst could spend. All of their day, just on social media, you know, working, yeah. Working leads up on social media alone, let alone all the other different data sources that you have to your disposal and it's, they can, it's just will be like a fire hydrant to the face kind of thing where if you're not careful and how do you judge what's important, what's not important.

And it really seems like this social network analysis is a way to scientifically go through and help the analysts and [00:33:00] detectives make better decisions on their. Yeah. Yeah. Agreed. So what I'll do there, if, if you are at all interested as a listener here in this topic of social network analysis we'll get some contact information from Kyle and along with some additional links will be in the show notes and you can certainly follow up and get more information on the topic.

Hi, this is Steve French, and I have a message about language. Language is really important when you're doing your job. For instance, it isn't a zucchini. It's a cog yet. It isn't a lobby. It's a foyer. It isn't Z it's Z buses go on route, not routes, and it is never ever made out of aluminum. Hi, I'm Charlie Giti.

One question that people ask me a lot is how to get respect and buy in, in an agency. And I always tell crime analysts on day one. The most important thing to do is find the biggest police [00:34:00] officer in the department and just knock his ass out in front of everybody. And that way they'll

all have more respect for you.

What I mean by that

is find the people who are your leaders, your informal leaders, your high E, and value people and win them over one at a time. Wow. Then knock them out with what you can do and how you can make their life easier. And then they'll be the ones who go and get all of the buy in before you.

As you mentioned, you leave Milwaukee to head home to Indiana. And again, it sounds like you followed your wife, but I found it fascinating, your words that at this point in time, you are now an analyst, right? There's no other profession that you're looking for now, when you come back to Indiana, your focus is on becoming a law enforcement analyst to continue your career.

How long between you knowing you want to come home to Indiana to [00:35:00] identifying the job there

at Fisher's? Yeah, actually I was it was about six months.

So left Milwaukee, I think, December of 2017 and Des December and started with fishers in June of 2018. So I actually, we spent the first three months here living in a hotel. Oh, wow. And yeah, a lot, some people hear that and they go, oh, you know, that'd be nice. You know that you don't have to clean, you got a pool breakfast in the morning.

It was nice for a couple days. Yeah. But you gotta keep in mind too. I had what would've been Four and a three and a five year old at the time, I was gonna say they're fairly young. So yes. And so my wife's, my wife's working, so it's me and my three year old and five year old and in a small hotel room for three months, most of the time.

So it, it was, it was not glamorous at all. But yeah, we, we survived that. So that's, yeah,

that's interesting too. Cuz my wife and I have always done it where she goes off. I, I stayed behind and figure out [00:36:00] how I'm gonna get a job wherever she's moved. And it got to the point when, when we were leaving Nashville to Tallahassee, there was, there was years that I was with the kids and they were about the same age as your kids were.

So they were like two and five at the time when I was playing a single dad. So I can, totally appreciate , what you're saying here.

Yeah. I mean, we spent, we probably spent a few weeks before we ended up meeting her at in Indianapolis, but you know, she was missing the kids and it was, it was time out.

I really, you know, was eager to get into the job market too. So I wanted to get up there, get my resumes out and start making as much contacts as I

could. So then Fisher comes along. Would you say about

120 officers? Is that what you said? Yeah. About 120 officers and

Which is pretty small, but you have quite a number of analysts, which is good.

And you mentioned it you're a proponent of centralization and do you find that centralization will [00:37:00] work given a certain size and maybe even geographic area? Cause I know when talking to analysts out on the west coast, sometimes they're part of an analytical unit. That's countywide and they're.

Offices are, two hours apart so they struggle to be centralized in that format. And also, but in terms of size, it also gets to the point where it may be difficult to be centralized if there's so many people or so much crime in one given area. And so do you feel that.

Centralization works because of its

size. Not necessarily I actually because this was actually something of a, a topic in Milwaukee. So it was even before fishers, the we had, you know, seven or eight districts in Milwaukee, so geographically it's broken up into district. So when I think of in the terms of centralizing your analyst, that doesn't necessarily mean [00:38:00] centralizing assignments, you could be physically centralized or physically working in the same area and be assigned to different geographic locations.

So there's opportunities where there was always a pull in Milwaukee of this kind of, Hey, we want the analyst in our district headquarters, you know, to pull them outta that central area and put 'em the district headquarters. And the reason that we advocated against that, and I still to this day will is for one.

Analysts aren't all cut from the same cloth where we don't all carry the same skill sets. Right. I mean, we, there are, we had analysts that were great with GIS. We had some analysts that didn't know how to use it at all. We have

analysts that are great with data analysis. Some that would, you know, don't want touch a, a crystal report or any kind of, any kind of reporting system at all.

You, you can't, if you separate those skill sets you're losing capability, your analytical capability takes a big hit. So keeping those skill sets together allows 'em to play off to each other. Now that doesn't, again, that doesn't take away from the fact that you could be assigned to geographic area and [00:39:00] then pull in those other resources as needed.

I just think this, the centralization to me too also goes a lot into. For intelligence units. A lot of the, you know, critical thinking, creative thinking techniques and those deliberate thinking processes used in intelligence analysis that, that can't happen with just one person.

You need a unit around you to help those other, you have those other perspectives to come balance the bias out of your, your information. So I don't know that the size necessarily matters. Now the physical location of assignments and, you know, two hours apart, like you mentioned, I mean, of course there's arguments to be made to the contrary, but to me, I think there's a way to do it and to, to maintain your full analytic capability as a unit.

Interesting. So, and then also you mentioned that your crime analyst up in Milwaukee and then come down to Fisher's to be an intelligence analyst. So how did the, the tasks differ from one to

the other? Uh, Well, as a crime. As a crime analyst [00:40:00] especially, you know, in Milwaukee. Like I said, I, I worked on knock most of the time.

That was where most of my work was done, but the, there was other things that I would do. And I think a lot of our tasks as a crime analyst, you spend, you know, we're trying to figure out what the problem is. And intelligence analysis or not intelligence analysis, but intelligence writing. They talk about the what and the, so what, right.

You're trying to figure out what's going on and why it's happening, why I should care about it. The crime analysis pieces. That was, it's a big part of that. What your, your temporal analysis, your spatial analysis, your trend analysis patterns, social network analysis. I mean, there's different opportunities there to, to help you in a scientific manner, figure out what is going on.

Let's help identify, identify the problems. And an intelligence analysis. The tasks are a little, little bit different. There's a lot more of the why. I can, I can try

to figure out the why through intelligence analysis processes. Without all the analytical capabilities of a crime analyst, but I'm glad I have I, I think there's a marriage there that that should be a bigger part of a [00:41:00] lot of intelligence units, because being able to define the, the, what is gonna drive my, so what why is this happening?

How is it happening and why should you care about it? What does this, what does this all mean? Being able to uncover the unknowns in my, in my operating environment for our officers, which is the part of which is intelligence analysis. So I think there's obviously, there's, there's always gonna be the overlap.

It's all law enforcement, but for me, it's the, the, the different techniques that we use to answer these question. It was the big task difference between crime analysis and intelligence analysis. Now that's not to say every analyst you talk to probably wears multiple hats, right? Mm-hmm, , there's, there's very little understanding nor does in most of the cases doesn't necessarily need to be the understanding of what the difference is.

So it's more of a, you know, I still do a lot of crime analysis at fishers. You know, I, I still do a lot of investigative support at Fisher. And intelligence analysis that is just our, our primary role, our primary [00:42:00] function. So you know, all analysts I'm sure wear multiple hats, but the biggest, the biggest was going from that, you know, like I said, going into intelligence analysis was I had to kind of learn how to think a little bit differently about how I was solving problems.

Or answering questions as opposed to, as a crime analyst, you know, I had this, I felt like I had this bag of or this toolbox of analytical capabilities. You get the problems, you, you know, try to figure out what's going on. And then intelligence analysis was more. Now I've gotta go into, you know, different ways of thinking through answers, to questions about that information, about what what's going on.

So are you producing

a lot of written reports

as an Intel analyst? Yeah, not as much as I'm driving for we, we actually, this has been a pretty big year for our unit. To be honest, we we've gotten out and around our area talking about our unit and what we do our capabilities and With all of our officers we've gotten in front of them about what our, what our role is in the department.

What intelligence actually is, you know, and what we're trying to [00:43:00] accomplish. So I feel like we've set the table. And now we're working on serving the food. So I don't think we've got to the point yet where I want to be as a unit of serving the food and everybody's eating it where right now we set the table and we're just starting to serve the food.

And, and the food I'm talking about obviously is the, these Intel reports a lot of the reports we do. I would say probably a couple, probably one a month or so I'd like to see us get a little bit little heavier handed with our Intel reports, to me. And intelligence, your, your reports are your bread and butter.

I mean, that's all the work you do behind the scenes, rarely ever get seen. Probably true for any law enforcement analyst. It's the product that gets seen, that's all your work. So I'd like to see us get to the point where we're churning out a lot of Intel reports so we can, we can Get our, our information, our analytical findings out there a lot better, but we're, we're getting there.

I'm good with where we're at. I just get a little, little anxious from time to time about making sure we're keep going down the path. I

see. Yeah. So when some people will think of intelligence [00:44:00] reports, they'll think of threat assessments.

And maybe strategic planning type reports does that description fit? What, what the reports as you guys are, or yours it a little

different? Yeah, I think that fits, I mean, I think there's different like crime analysis, intelligence analysis has different aspects to it. There's tactical operational and strategic.

We do a strategic annual report every year about it's a threat assessment for the city of fishers. And we go over all the threats facing the city of fishers through the past year. And then we forecast what we think's gonna happen next year. Where, where, where we gonna see the crime next year, where is it gonna be coming from?

And from an intelligence analysis perspective, we, we don't just get into. The data behind it, you know, the trends we're seeing, we get into, you know, what kind of legislation was passed. That's gonna change things. What kind of things are we doing as a department are some of our policing strategies.

Is that gonna change things what's happening in neighboring jurisdictions? Are we gonna see spill over from that what's happening across the country? Are we gonna see spill over for that? So it's, that's that strategic annual threat [00:45:00] assessment. But then we actually just finished a Intel report on south American theft groups.

Which is, you know, is, is your more of an operational level of, you know, you know, what are they and why should I care about it? Right. Mm-hmm we, we get hit I don't know if you've heard of them before but you know, this is, this is something that fishers is. And our whole general central Indiana region is I think, is seeing an, an uptick in is the south American groups that come over.

They're trained to come over and commit certain types of crimes. So it's high-end residential burglaries. Your thefts set parks right now is a big one for 'em. They have specific MOS where they steal credit cards. Their, their big tech right now is to punch dokey locks on Honda vehicles at parks.

They will actually take just the credit cards out of the wallet. Leave it there. So no one even notices go use it for fraudulent purchases. Another one they're big in pig pockets used to be big in Paneras. Now you see more grocery store oriented pig pockets, and these guys are professionals.

They're, they're [00:46:00] four nationals with fake IDs. They use rental cars, they stay in places. They, you know, pay with cash. These are the types of threats that an Intel union is needed to uncover. You know, these, these are unknowns in our environment that before just you look at it and go, you know, it's, it's another theft, it's another burglary, you know, it's a, these crimes happen.

But to really understand the threat, the level threat, then we can start figuring out better ways to attack that threshold. I just completed hadn't disseminated yet Intel Intel bullet or rapport. South American theft group. So it's, you know, it's about a, you know, 12 page report that goes through all the trade craft.

They use the different ways they, they commit their crimes and where we've seen them in, in fishers and where we've seen 'em around us and what might be coming down the road. So that's kind of the different levels of reports we do. And then we'll also kick out Intel bulletins as well, which isn't your in depth report.

We're not getting so operational with that. It's more of a tactical thing. Most recently, probably about a month ago. We've been, subject to a lot of states have

these [00:47:00] ATM thefts or these crews from Houston, Texas, or driving across the country. They'll see a pickup truck. They'll use these large tow chains.

They'll hook it to the ATM. They'll rip it right out of the ground to get the drawers out of. We've been hit a few times in fishers alone. We've been hit around central Indiana. I think Indiana is one of the top five states that gets hit hit with these. So my detective and I are Intel detective, we sat down and we, you know, we kind of read, teamed it and said, Hey, based on everything we know about how these guys operate and what they target, what are the most vulnerable places and fishers, most vulnerable banks and fishers for these guys to hit.

And so we red teamed it. We came up with five banks to prioritize. So the next time we started getting wind of them they, so Southwest of us runs Evansville at the Southwest corner of Indiana. So when we start hearing rumblings down there, cuz I'm always monitoring this type of activity. We start hearing Romans down there or in indie Southwest of us that think, all right, they're in the area.

We'll push out the bulletin, we'll say, Hey, these are the banks we think. And that'll give us that kind of [00:48:00] a decision making advantage to place resources. And funny enough, we actually, this, this was about a month ago or so maybe a little more, but we, we got word. I think it was, it might have been even FBI Louisville or someone said, Hey, we got 'em down here, pushed the bolts out, said, Hey, next three to five days.

Just be aware, these guys are around, this is what they do. These are the banks. We think they're most likely to target. And sure enough, a couple days later we got hit. It was one of the banks we had on there. And we actually had an officer sitting on that bank who had just left to go back to the depart, to, to headquarters, to do some reports.

And there, we don't know if they were watching the, saw the officer watching at the time, but for whatever reason, you know, minutes later that ATM was hit and ripped out. So, oh, bummer. Almost got 'em there. It was, it was it was a great it was one of those great stories of, you know, this works, this can work.

There's an opportunity here, but we just missed them on that one. Okay.

Hmm. That's interesting. So I wanna move on now and get your advice for a new [00:49:00] analyst. But before I get your advice, what you just described there. In terms of intelligence writing and in different products.

I know I struggled when I was an analyst on writing and certainly there's a way to write. These reports. So what advice would you have to analyst in terms of writing such reports that you

described? Yeah, that's actually a good question because it's there's different styles to writing and there are training courses out there for it.

So I, you know I took the by a course, the basic intelligence start assessment course DHS puts on. So they go, they go into great detail about different writing styles to use an intelligence report writing. I'll say with my educational background, we talked about that a little bit earlier.

Technical writing a couple of courses I had to take was to how to. For engineering reports. So there's, there's definitely different levels of it. And I think the common theme amongst all of them is [00:50:00] to be concise and to be clear we're not writing stories, right?

We're writing reports. Also taking into consideration your audiences. Officers are, are extremely busy. A lot of training, a lot of report writing. So to expect them to be able to read a novel. About something is probably not realistic. It doesn't mean you don't need to make it available to them.

Should that op, should they have the chance to do it? That's why that's kind of why they've structured our, our Intel reports and Intel bulletins that way is because we wanted the opportunity to have an Intel report with all this information, but to be able to piece some of it out into a bulletin at times, that one pager to just give that information right.

Then when that threat was looming. But still have that other information on the back end, which could also be used to do briefing roll call briefings or some, something of that nature. So I would, I would, I guess that would be my advice for analysts trying to get into that report writing is they don't need every detail.

In every single product. Think about what you're trying to [00:51:00] accomplish specifically for that product. , what was your intent of that product? If you feel like you have more to say there are other types of reports you could put put out and make available, but always be thinking about, you know, what is the intent of that product?

Keep it concise, keep it clear. And I think you'll have a lot better success of getting your consumer, your audience

to, to read the

document.

Okay,

good. And then

what

additional advice do you have for new

analysts? Actually one of the, well, my big advice, I guess, for new analysts would be to, to control the outcome.

And it's something I say quite a bit, but it's and I'll, I'll explain it. It's it's a little bit, little bit complicated, but. I feel like lately we got a tendency, maybe not just in the analyst profession, but tendency in general to run up against an obstacle. And then you got both sides looking to blame each other for it.

And then nothing really ends up moving forward because we're too busy blaming each other for it. Right. Mm-hmm one argument, I get a lot or complain. I've heard a lot come out of analyst mouse from, , conferences [00:52:00] across the country over the years, or, just locally is, I put this information out, but nobody read it or nobody did anything with it.

Right. I mean, this is, this seems to be a, a consistent theme among analysts. You know, it's the officer's fault. They didn't read it, but, but really is it the officer's fault? I mean, we're the ones trying to communicate something. So if that communication doesn't go through, then we, we gotta share that blame.

And I would argue that we're kind of, most of the blame on this one. It's, it's an obstacle. This is an obstacle. And instead of, you know, accepting it as our reality, we need to find solutions for it. So we're analysts that's what we do. We, we find solutions. I was actually reading. Readers digest last week and yes, you're really showing your age there.

Yeah, well, I, I actually get that magazine mailed to my house and it's kind of funny. This is I, I was probably getting this, getting a readers digest for a few months and my wife looks me she's like, did you order readers digest? I said, no, I have no idea why I'm getting this. So it turns out my [00:53:00] grandma, who's the sweetest woman in the world.

She's in her nineties. She got me the subscription for my birthday and she forgot to tell me about it. So I'm getting these readers digested mail. So thank you, grandma. I love you. I'm sure she's never gonna listed this, but but I'm, I do read them. She and I was reading it last week and there's a section about, you know, making these small changes to change your life or something like that.

I'm paraphrasing, but you know, one of the, one of the people in there was like I switched from regular rice to cauliflower rice and it changed her life. Mm-hmm and spoil alert. I eat cauliflower rice. And it's good on its own merit, but it does not taste like regular rest . So, but the other one that I was reading was written from a wife's perspective.

She was, she was talking about how difficult a life was. Her husband would work all day. He'd come home. He's frustrated and angry. You know, she was with the kids all day and she was tired and frustrated, so he'd get home and then they'd just fight. Right. They had bad days, they'd take it outta each other and they would just fight.

So, you know, to the point, they're thinking about a divorce. So she decides, [00:54:00] you know, when he gets home now on, I'm gonna smile. I'm gonna talk about something positive before we get into all these frustrations. Right. She says it saved their marriage, change their whole. They're, you know, they're able to talk, have an open conversation, and then they eventually get into that how crappy their days were, but in a cordial.

So she took the high, right? No blaming. She didn't admit it was her fault. You know, just identify the problem and control the outcome. You know, we don't always have to assign blame to solve problems, but no, you know, no one reads my product issue. Some people believe it only matters what the analysis is, right?

No one cares what it looks like. You know, you slap it on a piece of paper and send it out. I, I think this is wrong. I thought this for a long time. I think they care. I think even when they say they don't care, they may not realize they care. I mean, no one tells you this, but an analyst in law enforcement, you're a sales.

You sell your products, you sell yourself. You gotta sell your unit. You gotta sell your profession a lot. And I think, you know, we think about all the hundreds of millions of dollars companies like apple or Nike or Amazon, they spend on advertising and [00:55:00] marketing and branding with their logos. I mean, there's scientific ways to get people to subconsciously read your advertisements.

So they'll spend money. Right. But we, we seem to brush it off a little bit, but if your audience isn't reading your products, you gotta find another way. And you know, when I talked about the knock program, when I used to present that I presented at a couple conferences and I actually spent some time talking about product development because I always thought it was.

Undervalued. And I talk about the, the menu approach to, to product design. So you know, everybody's been to a restaurant, right? You get to the restaurant, you're, you're sitting down, you gotta open the menu. Sometimes you're distracted. You have friends, you know, getting drinks, you know, you kind of glance at the, the menu, but next time you're at the restaurant.

Notice the, the visual cues built into the, to a, a restaurant menu, right? There's there's these highlighted boxes. There's staff choice. You know, they got a little star that says, this is the staff's favorite. I, I can guarantee you, they do not pull the staff every week to find out what their favorite, you know, dish on the menu is.

And then reprint all the menus to make sure it's accurate. Right?[00:56:00] There's these what they call 'em bursts, these little designs around things. They do that because those items have the highest markup value. They're gonna make the most money on those items. And you probably never noticed it before. I know this exists in the menus and I still do it.

It still draws my eyes. And I still go to those items and it, I end up buying them and it's visual cues. It's subconscious visual cues. There's, there's a science to the way that products are put together. I mean, businesses have figured out for years. There's no reason we can't adopt that. You know, learn your audience.

Play play off of their comforts. We send a new knock bolt down every week and there's a knock box, right? It's the person in the box. I've designed it after a Wisconsin driver's license, you know, it's formatted and laid out the same with why, cuz that's what officers are familiar with. Looking at. They know where all that information is like good to read it.

NFL football on CBS, you know, they have these like floating heads with their name and their college and heightened weight underneath of it. I stole that. I stole that design and I threw it into a recurring officer safety bolts. And we do at [00:57:00] fishers. Why? Because I'm betting most of my departments, NFL fans, it's a comfort level.

Mm-hmm , it's things like that with visual cues that, you know, you can reach a wider audience. People are gonna, people are gonna look at things differently. You can get their attention differently. I'd actually in the when I would do it in the not presentation about the product development and talk about that menu approach, I'd actually throw up one of the boxes on the screen and I'd let it sit there for about, I don't think it was like 10 seconds and then I would, I'd make the screen go blank and I'd say, Hey, tell me the five things you saw.

Every single time I've done that. They guess those five things that I wanted them to see, I wanted them to see five specific things. Now that knock box has a lot more information. So if I'm look, if I'm glancing at it, if I'm an officer and I'm busy and I get this big document, it's got a bunch of people on it.

I'm glancing at it. What are the things I want them to, to get within the, you know, five to seven seconds, they're gonna glance at it. There's that opportunity with visual cues to get them to, to glean onto those things. And at that point they may say, Wait a minute. I wanna [00:58:00] read a little bit more now because I that's relevant to me.

That's important to me. So there are ways that we could do it. There's and right now we're seeing a lot of turnover in PDs, right? We're getting a lot of new, very young officers. Mm-hmm that's another way to make me feel old is to bring up new officer that looks like they just graduated high school.

But they consume information much differently than older officers do. It's not a, it's not a one size fits all. I mean, you gotta understand your department, you gotta understand your officers. But, but to me, I see that as a real opportunity, especially now that we're starting to see a bunch of younger analysts moving into the profession who are probably better equipped at communicating with the younger officers than I, I am at this.

So, I mean, all, all of this, the, what I'm talking about with the controlling, the outcome, all of this is especially relevant. We're talking about the new analysts, right? I saw it in Wisconsin. I'm seeing it here in Indiana. There's this, you know, we got this big push to hire analyst and this is great.

I've been a part of that push. You hire five, 10 analysts at a time, or maybe you're a department. That's never had an analyst. And you know, you wanna get on board, so you hire a new analyst. [00:59:00] And I, I don't believe in our profession though, that we've got a ton of veteran analysts just sitting out there looking for jobs.

We certainly don't have enough to fill the current demand. So what we get is a lot of young, straight out college hire, right? They they're green, fresh analyst, which isn't necessarily , a bad thing. I've already mentioned the quality intelligence of Marcella that, that I work with in fishers.

Let's say the same for Gary who went from an intern to running the not program in a short time, right. That the future in law enforcement analytics is bright in my opinion, right. With these young ones. But when you combine this. Influx of new young analysts with what is, to me a, a, a unique aspect of our profession being our typical command structures.

I think we got a real obstacle moving forward here. I think you even touched lot a little bit on this earlier, but when, I mean by the command structure for analysts at PDs is PDs are run and supervised by sworn officers sworn officers. They do a good job and they get promoted, and this is all good.

This is a good thing, right. But when civilian analysts get hired on, they are [01:00:00] stuck into these command structures, full of officers who probably know next to nothing about law enforcement analysis, nor nor should they, I'm not saying they should, and I'm not criticizing. I'm just making the observation.

So we have a bunch of new analysts who haven't done the job before being put into a structure of sworn officers. And I know there's some departments out there that, that have civilian management levels, that equivalent rankings of lieutenants. And I think that's fantastic by the way. But most, I think most of the departments are the typical command structure.

There's officers that may not have a whole lot of experience or maybe any experience at all dealing with analysts. So what do they do? Right? So we end up getting scientific officer task, you know, investigative task patrol task, because that's what they know. And it, and it's a need in departments too.

I'm not saying it's not a need. But I believe the true value of law enforcement analysis or analysts. Is in that problem, solving that deep examination of problems to help better understand our crime problems, right. To help clarify forecast threats that are going on. And, you know, we can use those techniques like temporal analysis and trend analysis and [01:01:00] spatial analysis and intelligence analysis.

That's our value. That's our profession you know, don't bring me that task. Bring me a problem. You're trying to solve a question you're trying to answer. And I don't believe. Our profession was intended to just be researchers looking stuff

up. You know, we were, I don't think we were intended to serve as like this call center that fulfills requests, you know, gimme a BMV photo, give me this TLO report or find me a address, find me a vehicle, you know, ID this social media page.

These are, I mean, these are all important investigative tasks, their, their needs in a department don't get me wrong. And I'm not saying any analyst shouldn't do them. I'm what I'm saying is don't do just that. Right. I, I don't want someone to say, oh, I was listening to this podcast and they told me not to do any of those tasks.

So that's that, that is not what I'm saying. Those tasks are, are still important. There are ways to do those tasks within the confines of your analytical work. Those can help drive some of your analytical work. So. If you have an analyst, I mean, use them the way they're trained and educated be [01:02:00] used, right?

Let, 'em be creative and innovative. I, I think we've gotten a little bit complacent with that role at PDs. We're just essentially looking stuff up all day. And this is an especially difficult obstacle for new analysts to overcome. Right. They don't know any better and they have a supervisory structure, route supervisory structure around them.

Likely doesn't know any better either either. So, I mean, that's actually the point of what I was trying to present in Dallas last month at IALEIA. So Marcella and I called it a structure for effective intelligence analysis and local law enforcement, kinda a word jumble there, but mm-hmm, , you know, we went into, you know, great detail about.

What Intel is and how our unit was, is structured to do Intel work. So the idea behind it wasn't, Hey everybody, look, this is how you're supposed to do it. This is the right way to do it. What I was trying to get to was I wanted to invoke that thought process about the work that analysts were doing, you know, think about the work you're doing, and if your unit was even set up in a way to allow you to fully use your analytical skills.

I mean, I, I am [01:03:00] a full believer in the value of intelligence analysis and crime analysis at PDs. But we have to actually do that work for, to, to work, to show the benefits. Yeah. Oh, you know, and actually I should mention when I first came to Indianapolis, before I started at Fisher's, you know, when I was Jo I was job hunting.

I was in communication with Christopher Bruce, I don't recall why we were in communication, but he told me he was in Indianapolis to teach a course out at our state's law enforcement camp. So he asked, you know, Hey, would you be willing to come and speak for a couple hours on the knock program?

I think he was familiar with it from other conferences. And of course I said, yeah, that that'd be great. So, so the class he was teaching, I think it was being run by the bureau justice assistance. And it was how to set up an analytical capability at a PD. The target audience was law enforcement supervisors.

And I mean, I. This is a great idea, right? He had, he had officer supervisors coming in, they had experience working with analysts coming and teach. And, you know, I wish I could have stayed for the whole thing, but if you recall, I was unemployed at the time, living in a hotel room, two small children. So getting out, getting out for [01:04:00] more than a couple hours at the time was really tough, but yeah, just leave them.

I feel like right. Yeah. Oh yeah. They, they probably wouldn't even know I was gone, but , but yeah, I feel like, I feel like we need more of that. Right. We need, we need more of that type of getting out there educating. So, you know, the, the issue that I brought up, you know, getting products, read, or not feeling like your skills as an analyst are being used.

I think these are, these are obstacles that I believe are on the analyst to control the outcome, educate your department, educate your supervisor. Get involved in conducting in-service trainings, training the ACA at the academies show up at roll calls, do a training video. I mean, there's different ways.

Show them what law enforcement analysts are capable of, you know, control that outcome.

Right. That is great advice. There's a lot there. And you've mentioned Christopher, Bruce wanted you to talk about the not program. And I just wanted to mention that you were the 2017 recipient of the I a C a innovation and crime analysis award.[01:05:00]

For your efforts there, that's the Steve Gottlieb and alpha group award that's given every year at the associations conference. So congratulations on that recognition. Thank you.

. All right.

So our last limit to the show is words to the world, and this is where you can promote any idea that you wish Kyle. What are your words

to the world? Well, my words to the world are happy hour and I know that's a very profound, profound words to the world. But not, I'm not promoting drinking, although I'm a big crappier fan myself.

But I feel like if you ask any of my former current coworkers about me or or what I do, they they'd probably say, oh yeah, he's the guy that organizes the happy hours. And there's a lot of truth to that. You know, I've talked about centralizing units and the, the teamwork environment of analytical units.

So analytical units, especially the in intelligence units are, are only as good as that team. And that's not a cliché to me. That's the truth, our processes, our critical thinking techniques created thinking techniques. They only really work in a collective group [01:06:00] environment. So Friday happy hours are an opportunity to strengthen that aspect of your analytical process.

I know that sounds odd to say, but you go to get a a drink after work outside the office people are more relaxed most of the time are you. People are different outside the office. It's an opportunity to step away for a moment. You know, what it, from what it otherwise can be a stressful job.

So having that level of comfort outside the office to talk freely, get to know each other. I think that carries over back into the workplace workplace to really keep communication flowing. And you get to know people, you don't always have to talk about work. I made a lot of friends. I still have today through happy hour.

And so my words to the world are happy hour and that, that may be the vice best advice I've ever given. So you're here.

All right. Well, very good. Well, I leave every guest with you've given me just enough to talk bad about you later. but I do appreciate you being on the show. Kyle, thank you so much

and you be safe.

All right. Thanks Jason.

Thank you for making it to the end of another episode of analyst [01:07:00] talk with Jason elder. You can show your support by sharing this in other episodes,

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