

Patrick Baldwin - Snake Bit by Technology

Mindy: [00:00:00] Welcome to Analyst Talk with Jason Elder. It's 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 be that analyst and join us as we define the law enforcement analysis profession one episode at a time.

Jason: Thank you for joining me. I hope many aspects of your life are progressing. My name is Jason Elder and today our guest has 24 years of law enforcement analysis. experience. He recently retired, as both the Director of Crime Analysis for the Las Vegas Metro Police Department and the Deputy Director of the Southern Nevada Counterterrorism Center.

He currently is a school safety consultant with the state of Wisconsin. Here to talk about, among other things, Justifying the position, please. Welcome Patrick Baldwin, Patrick. How are we

Patrick: doing? I'm good. Jason, how are you?

Jason: I am doing well. Wow. You've got a lot to [00:01:00] go over. So let's just dive into it here.

How'd you discover the law enforcement analysis profession? Well,

Patrick: it was interesting in my, my life has never been very linear and when I initially went to, university of Illinois. I never, this wasn't my chosen profession. I was a biology major had thoughts of maybe going to medical school or continuing on in the by biomedical field maybe.

And then things get away from you, Jason how it goes when you're young. And so I went went back to school later. And I took a criminal justice class at this time. I was at the wonderful University of Illinois, Chicago, the UIC to Chicago campus UIC and I really enjoyed it.

They had a a lot of guys, a lot of professors that were. D crim, you don't see a lot of degrees anymore. Doctor of criminology. A lot of these guys were from Berkeley and they've been [00:02:00] former police officers and they told good stories and I never thought about being a police officer. It was always very good and.

Math and analytical thinking and problem solving. And I met this wonderful guy who became my mentor named Michael Mall and we hit it off and I graduated. And then he talked to me about going right to graduate school. So I went right to graduate school and. I was his teaching assistant for research methods and stats, and I learned so much, I learned so much from him, and I enjoyed the the analytical side of the shop, and it was the, kind of, the infancy of mapping at that time, and he he had a unique background where he was his PhD was from Stanford in electrical engineering of all things, and I think that was his dissertation was on some engineering aspect but he always enjoyed cops and robbers.

That was his story. I came up [00:03:00] as a kid playing cops and robbers and that's what he was interested. So he looked at everything from a different perspective and that, that was kind of instilled on me from him. And I, I carried that throughout my career that I kind of looked at things differently and looked at different analytical techniques and try different things.

And so when I when I got out of school, I went to the Illinois criminal justice information authority. But I had started doing some research projects for the the UIC Center for Law and law and Justice. It was a project on Dare. There's a neighborhood oriented policing project we worked on.

So I got I, I, it kind of tooks in me and I, I really, I really enjoyed it. And I mean, so there the research we did a lot of interesting projects that at the, the authority is what they called it. And I was Project manager for the Chicago homicide data set which is the I believe it still is the largest homicide data set in the world.

And it was started by some very influential people in the [00:04:00] field, Dick and Rebecca Black and Franklin Zimring and you know learned a lot learned a lot with that project. And it was The analyst going in as my first analyst job as like a crime analyst was for a large agency outside of Chicago Schaumburg, and I worked there so it was just the research and, and learning the stuff from Mike and being stats and is like back in the day at the authority we were using SPSSX on the mainframe, you know.

Yeah, I know, I know. I show my age, Jason. I have nothing to hide. And I remember when we got SPS for Windows it was like it was like, oh man we actually could Bring the laptops to CPD and go through the murder analysis reports and change some data in real time.

And that was like, that was like whiz bang stuff.

Jason: Yeah, this is like 2001,

Patrick: 2002, right? You know I mean, I think I worked in the authority in the [00:05:00] mid nineties. . So there was there was a lot of. A lot of synergy between how we use that and, and their proximity in the, in the city and it was like I learned a lot and I still have some.

Published code books where you could, you can see the, the program the, that are written in the back and they'll have my name as like, the file, like Baldwin old data or something, . That makes me laugh, you know? So,

Jason: yeah. So when you get to the police department, 'cause you, you, you're research heavy to this point, right?

Right. And you get to the police department as an analyst was. It was, did you have the, maybe the freedom to really apply some research methods or was that, was that, were they more of like, okay, we, we we don't, we need more descriptive statistics, we don't need, need so much of this research methods, like what was it like going in [00:06:00] from grad student Doing lots of research.

Now you're an analyst at this

Patrick: police department. No, they weren't very statistic heavy and like, you know they they weren't like at that time they weren't like a com steady fee or I, I really, I never had visibility into like their UCR data. And so I had kind of free reign, I think, I think what, how I got to use my background there was we really upgraded into the mapping at that point the actually the, the city was pretty good in mapping like they would actually pay interns to walk around the the suburb and you know like what a bat like some kind of GIS backpack and they would stand in front of a fire hydrant and hit a button so they could like maps that map, map their hydrants and things like that.

So so I worked, I worked on upgrading some of the mapping cause they didn't have any. So I I mostly worked with the detective bureau. At that time, so it was [00:07:00] like some case support and things like that. It wasn't, it wasn't until I got to Metro that it was a lot of descriptive statistics very basic you know they were a Comstead agency.

There was no consistency. Of how, believe it or not, how numbers were pulled it was it was a complete complete shambles, but it was I mean, it was that part always stayed with me the parts that the stuff that I learned at the authority and you know going to Schaumburg, Schaumburg was small.

I was kind of bored there I got involved in the IACA when I was there. There was some training. The, the, I think it was that started taking some of the alpha group stuff when I was there and so, I mean, it was a different exposure. I didn't really have any exposure to the CA position.

I met people on task force, you know auto theft task force. I never when when when you're in grad school and you're doing you're [00:08:00] working for for the authority for lack of a better word was like a think tank for the state of Illinois.

So you, you, you really aren't exposed to that I mean we have some exposure to the police, but it was usually at a much higher, much higher level so. I never really got until I got to Schaumburg, I wasn't exposed to the, like, day to day business of how you could meld police work and analytics.

Jason: And then, so, as you move on, then, from Schaumburg, how does Vegas get on your radar?

Patrick: Someone put a Hiring flyer in my mailbox.

Jason: There's someone who's trying to give you a message. It sounds

Patrick: like, yeah, you know you know that, that crossed my mind, but in reality, the person that had the job before me. Apparently she was interested, so they just did a mailer and they're like, Oh, the, the analyst, she was the analyst before he's the analyst now let's put it in his mailbox.

And [00:09:00] and I'm like I'm like, Oh, this is interesting. And I wasn't I wasn't married. I had really a lot of familial ties and you know I mean, I told you this on the pre meeting I saw the money and I was like, you gotta be kidding me. Cause they pay you money to live in the desert.

You know when I got there, it wasn't, it wasn't like it is now. And there's guys that got there 15, 10 years before me that there was really nothing out there, you know? And so the pay, the pay differential was substantial. And so , I applied went out and did a interview and everything in pretty much everything in one day because I was out of state.

Mm-Hmm. , I took, I had an oral board, I had an assessment, an interview. I, I had a physical lie detector test. We all know how wonderful those are. And then I just waited to get hired. I loaded up the truck and here I come, off to Vegas.
[00:10:00]

Jason: Yeah, the physical always cracks me up because that's pretty much telling me that they just apply the same officer standard to every employee.

Like, that's, I did the same thing when I was at Cincinnati Police Department. I had to go through a physical and I had to do all these odd and ends. Like And I'm like, why would I need to do this to sit in a chair all day? Like that's not necessary at all. But Hey, it was a one

Patrick: size fits all. The thing with me is that it always it always gives me anxiety because I have like white coat it made me, I get anxious when you're going nothing good comes from going to the doctor and, and the thing is, I think really back at those days.

They're listen, just be honest. They want Mm-Hmm, , they wanna get a urinalysis on you, you know? Mm-Hmm, . So just tell me you want a urinalysis don't do the whole, the whole thing. Even with Schomburg I had to go to like, some small some small clinic. It might've been run by the the county.

And it was just like, yeah. I never, [00:11:00] I never appre, I never appreciate when I started working, one of my, one of my hesitancy. And I'm going to jump the gun a little bit when when I started doing the consulting with the with the state here all of that stuff flashes in my mind it's like, oh, my God, I'm going to have to take an oral board and am I going to have to take a physical.

Someone's going to ask me what, what I want to be when I grow up and it's just like, you know what I mean? I am grown up I've already retired from a job so it's like let's think about getting a job when you're retired and and and I'm, I retired, I retired young, I mean, I was.

I was pretty much at the top of my game and had nothing my retirement was a family, mostly a family decision. So but yeah, when I look back and, and I, I know there's a portion of our talk where we're going to talk about hiring. I know the anxiety that goes with getting a new job.

And. You know even at my age now in the career I've had, it still remains. Yeah. So

Jason: it's, so just [00:12:00] going back, it's 2002 when you show up there at Vegas then. So what you talked about a little bit of how much over the decades. Vegas had changed and is still, so what, what, what was the particular problems?

Like, what was the focus at this time in terms of your position? What were the issues that you were trying to

Patrick: resolve? Well, they they were looking the reason they were looking for people was they had opened up two new Eric command and an Eric command is some people, Chicago, cause of districts it's the Eric command is the building.

They're in command, has the sector in the beats and that's where the officers are deployed. So they opened up to, I had, I had the listen to this. So I had the fortune of being the first Las Vegas strip analyst in a police building on Las Vegas Boulevard. How about that? Yeah. How do you like that?

[00:13:00] Yeah. Did you have a good view? No, we were across from Mandalay Bay, same side of the street as Mandalay Bay. But across across the highway Russell road right there, but it's by the Las Vegas side and so yeah, so that, that was pretty cool, you know? And I got picked for that area command because the world revolves around Chicago and the captain was from Chicago and he goes, I'll take the guy from Chicago.

So that's how I got it. It was just like he's like, I'll take the Chicago guy. And so there was it was just at that time I was just learning and about them and they, like I said, they did a constant model. They had terrible systems. When I got there I had to learn I had to learn.

Art three dot three, three dot two. I had never even seen it. So I always going back like a, a whole generation. I, you know when I learned as re. I learned on eight, I believe, and ah, okay. They were using, they were using three.

[00:14:00] Three. Yeah. Or three. One and, Mm-Hmm. I had never seen this before and Oh yeah, that's, I can see why.

Big difference. See why Esri went to the new platform in eight. Yeah. They went to the. The, the, the Geo, the, the Geo databases and things like that, and, and, and it was a mess. It was a mess. They had some old BI query models that they use the pull out of there. They had a it was a Motorola database.

They had the they had a small central analytical unit. And the rest of us were deployed to the, the air command, which I believe maybe there were seven at that time. There was an analyst in auto theft, an analyst in robbery, homicide one in traffic, I believe. And and like I said, in a small central, a small central unit.

And that was when I kind of realized one of the things that we had talked about. About justifying you had, I had bosses that knew nothing about analysis [00:15:00] and the only thing they cared about was not to be embarrassed at their Comstead meeting and as they didn't call it Comstead, they called it crime management system, CMS, and the cops called it, see my math and the clown management show.

That that's what they thought of this. And they weren't they weren't that far off. So the whole prime stuff was you know it's just not to be embarrassed. You know what I mean? So, so if you weren't, if you weren't if you're just someone off the street, or if you were young you didn't get any, Training per se.

And, you know you wouldn't really learn your craft very well and I had a, I had a lieutenant, that's who I reported to. We are still friends to this day. He's a, he's a wonderful guy and, but he had no idea what I would do. And as long as I didn't cause him any problems.

And I guess if you're lazy I mean, if you don't want to really be in the mix, you know a boss like that is really [00:16:00] good because he ain't going to be. You know once every six weeks when you're up for a CMS that'd be the only time you're really on the hook for anything, you know?

Oh man. Once every six weeks. Yeah. That's when it was, everybody took their turn in the hopper. Sometimes they were due to, and then and then I then I started getting doing my own thing and there was I started doing a lot of hot spots and doing some ride alongs. And I wasn't very interested in the Comstab process because it didn't tell anything.

Like I said, so you had say seven different people pulling their data seven different ways. So the integrity of the process God only knows what was going on as far as how you were being held accountable, but I started doing hotspot maps and you're all, I have a funny story and.

It's actually in it's actually like in the introduction, I think of one of Tamra Harold's books and I, because I was telling her the story where I I did this hotspot [00:17:00] map and I'm like, I'm, I'm not shy at this time at this time when I get to Vegas, I'm like 39 years old.

Right. So I'm not, yeah. Not some young new jack kid and so I I I go in there and, and I'm like, I got a presentation and then I talked to the Sergeant Lieutenant. I'm like, Hey I want to, I want to, I want to lay this down for these

guys and talk about it. So I show this stuff and I'm like, here here's, here's where we need to deploy our resources.

Nora too it's kind of just east of the strip and it's it's it's a real. So bad to this day, which, which is the point of the conversation. We're talking 20 years later and it's still, it's still a crappy area, right? I'm like, here's your area while the guys in the green room, they just bust out laughing, like, like no shit and it was like, it was like, I wasn't offended.

It wasn't like they were they did anything to me or anything like that. It wasn't like they boo and hiss and it like was a bad poverty routine. It was just like. Yeah, we know. What do you got? It was like, what do you got? What is [00:18:00] my, the frustrating thing was like the bosses are like, yeah, we know.

So all like for the next week, they would take like hypodermic needles that they see and they would take them to my office door and they'd be like Nora too. Way to go, Patrick. And it was like that, that, that's my, yeah. That's my introduction to something that became very passionate about for the rest of my career, which was persistent hotspots and problem place and it's

Jason: interesting though, because it sounds like that wasn't done as like a bullying technique that was just done for fun and you took it as fun, right?

Yeah, Listen, you know I, I coined the term junior high with guns, probably in 1998. That's what it's like to work in a police department. So maybe for younger people, it's middle school with guns, but I went to junior high. So it's junior high with guns. It has all of the [00:19:00] shenanigans.

All the hormonal stuff, all the click and, but everybody's got a firearm or most everybody's got a firearm and so no I mean, that was always my joke. I used to mess with them. I'd be like I went to junior high once. It was okay. I don't need to go again. You know? Yeah,

no, I, it's, I find podcast before that you're, you're in the middle of the arts.

And you're talking about with mapping and ComStat becomes really popular. It was also a time though you have to realize that websites weren't particularly popular to where you, everybody knew the data. , the reason I think Comstat came to be in terms of accountability is officers could no longer say, well, I don't know what the data says because I don't have access to the data.

They're like, okay, we're going to bring you in and then you're going to be responsible for this data. And then, but it's always funny to me, then you would [00:20:00] show them something, whether it's a map, it's, it's a report or what have you in a Comstat meeting. And they would tell you, yeah, like, yeah, I know. And then now, so now it was like, oh, well you can't, they were taking away the excuse of people saying like, well, I don't know what the

Patrick: data is.

Yeah. Yeah. And and, and like, so, so for, for Metro I, I was there for a whole paradigm shift of data with, with their concept model from from where. And, and, you know one of the, one of the sheriffs, the, the sheriff that promoted me to director, his famous line was we're an organization that's snake bit by technology.

And I don't know if it was being snake bit or putting the wrong people or. Or getting bamboozled or what? I don't know what it was, but we were, we definitely had a bad run of technology lack of investment in technology where then the, then the, [00:21:00] then the pipe, then the payment came due where, you know where technology just needed to be upgraded but we missed several Basic upgrade.

So now it's a complete shift in how things look. And, you know we we are always judged on UCR. UCR comes out. Mm-Hmm. on . Mm-Hmm. and I worked on metros. I was the project manager from our UCR to BR transition. Eventually I did get the UCR program. I had avoided it. I avoided it for years, practically jumping out of burning buildings to not be responsible for UCR.

I didn't want it. I got it. I was called into the another sheriff's office and they're like, this is yours. Because it was so frustrating for them that we didn't, we didn't have a our concept wasn't UCR beat. So it was more the traditional because you know UCR categories are kind of like you know [00:22:00] a stone collecting mosque they collect where like, especially like burglary.

Upgraded shop lifts to robbery and things like that. And so we would actually towards at the end, I built a data integrity unit where we would clean that stuff up. And so we had like a working set of numbers based on. Nevada revised statute that met the tradition because we're trying to manage the organization, not the stat and so but, but it had a price to pay and that when the UCR came out and these numbers were matching, there was always a news conference or it was too many questions.

So, so eventually. Eventually, we did build the UCR stat page and all the works that it had, but at that time, by that time, I already, I already had with with some of my top analysts, we had already built a lot of the triage mechanisms that using calls for service data that you [00:23:00] and I had talked about to manage deployment strategies and things like that.

So the ComStat, which at this time, it was called action, all crimes that impact our neighborhoods and the cops called it asses. You're going to like this one. The cops called it asses clenched tightly in spite of numbers. So that was then we had action. And so so then that just stood on its own.

And then we managed, we managed the agency with. A firearm density report, a street robbery report a disorder report and whatever, whatever other ad hoc reports that we needed. And so that, that kind of take took the gotcha out of a lot of things that we were doing, but it was a process and , it was a very frustrating process because we did have such bad systems, you know We had and everybody has disparate systems and then.

We, we would send out the bid to have someone build something on top of [00:24:00] all these. And so we could have some federated queries and, you know we were, I said, we were definitely snake written and you know I had I had some guys come into town. You know. Wonderful, wonderful people.

And we were showing them stuff and a couple of the developers, they had never seen three dot anything, and they couldn't believe one, that we were still using it and two, how well we were using it and we, we and that's the thing, I think, like I said, I think my background with, with Mike Maltz I mean, that guy, that guy taught me so much and.

He the visualization of data was, was big for him. He gave me a book one time and that's actually was called the visualization of quantitative data and you know how you present your data and. We, we were, we were making what the thing that amazed me with, with the, with our three was we're taking screen captures of hotspot maps of street robbery, [00:25:00] and we, we made movies.

I had a really talented analysts that like to do video and stuff at a time and. He would take the screenshots and then make them into a movie. And so we could show during Tomstat, how the hotspots would move and what time of day that the street robberies would move and where they would move at and it was really cool.

We were showing that. They couldn't believe it and it was I guess it was great that they thought that how well we use them. It was also sad that. We had to, we had to fight the fight all the time to get what we wanted. Yeah,

Jason: I I've told the Esri guys at these conferences that they should set up a computer that runs 3.

3 or 3. 2 just to show people the way it was. And for some other people, it's going to be like getting out the old Nintendo,

Patrick: right? Yeah, yeah, yeah, it was, yeah, I mean, it was funny. I mean and they, they [00:26:00] became a good partner. They became a good partner for us. And we we worked closely with them.

They were always, they were always there for us because they're not that far either, you know. That's one of the things and I met, I met this gentleman Carl Walters and Carl was the fusion director, fusion director of Boston of the BRIC. And that's how I first met him because that's part of my, part of my life was that I was also the deputy director of the Southern Nevada Counterterrorism Center.

So those were, concurrent jobs they weren't like. I went from one and then I did the other and they were both going out at the same time and and they were, they were a good partner. Ezra, Ezra was a really good partner to

Jason: us. I want to get to that path of your career in a second, but before we leave ComStat, I'm curious, with data availability, with many departments going over to NIBRS , do you think there's a place for ComStat in today's

Patrick: police department?

You know I never got to see [00:27:00] NIBRS play out. I had seen we had finished, we had finished it, but now we are working on the presentation of what ComStat would look like, right? What, what the front, what the what the dashboard would look like, what the front, so I don't know if, if what I envisioned it to look like played out, but I envision because you're going to have a huge spike in numbers right away, pull the plug on your UCR Tom stat, and then you go right to neighbors.

I mean, someone's going to pass out. I mean, you're going to literally numbers that because I mean, how, how the construct of neighbors is, you know. There's no hierarchy rule, right? So it should be intuitive that the crime would go up. And so that was the messaging thing that we talked about a lot.

I don't know. I you know I, I, I read a lot and I still read a lot. I still read a lot, you know and I I academic Twitter is a very very active and you saw a lot of guys will [00:28:00] post stuff. And so I stay in touch. I I mean to me, no, I mean, to me, a better, a better model.

Cause like There was, I played a real large role in, in it where I would present the data and I, I had a seat at the table and I would talk and my section we would put together together the slide and sometimes we would do the agenda. So we played a strong role in it.

I would rather focus on. The, you know the problem places and problem people and the problem behaviors and, and that so much worry about and let the numbers take care of themselves and, and and within, within those areas like that Nora too that that area is still I, I have friends and I hear things and the retirees have a.

Great network of text strings. And so I see what's going on. There's another area behind the stratosphere called naked city and naked city was a was a [00:29:00] lousy place when I was there and it's still allows you place and a murder. Last week, and I know this because someone called me up .

When they were on their way going to a meeting to talk about why wasn't this handled properly because of the shooting before. So when you're still having those kind of problems in your problem places such as naked city you know what, what is the comp stamp model, right?

And I think that's where you're going towards what, what is the comp stamp model? With. You're not, if you're still having those kinds of problems.

Jason: All right. Let's go no more towards the route of counterterrorism and gangs. And I see here on your resume, another great group that you guys have named here is the metro area gang intelligence center magic.

Now, did that have, did that have a funny street name, just like the other

Patrick: ones? Well, I was the magician. How do you, how do you, yeah, no, the magic was just magic and really [00:30:00] magic came about. Was because we got Gang Net, and this is when I moved over to I was only in patrol at the south central area command.

And a little under two years, I think, and then I went to gangs. I was at gangs for like three years. I know 1 of the things you want me to talk about was best job I

ever had. That was the best job I ever had. That was the most fun I ever had. That they were amazing, amazing guys.

And they had they got gang that at that time and with gang that and approximately to L. A. They got. So that was a big, that was a big deal for us. And so magic was born out of a captain. And I came over there and I stood up magic and I sat in this, I sat all by myself in this lonely conference room because that was the intel center and it was me and people coming in there, eating their lunch or kicking me out of my office.

So they could hold a meeting because it took a while for it to catch on. [00:31:00] But. It had a hotline and any officer at any given time, if he had what he suspected to be a gang member, he would call and then I would answer the phone or someone would answer the phone. Obviously, I didn't work 24 7 and then we could look them up in gang that.

And we had a note for Cal gangs and we can confirm confirm if the guy was a gang member, who he was with, who his associates were, and then if he wasn't, then we could then we could request them if they could document it based on the criteria that existed at the time, if they could document this person as a gang member, then we'd ask them to.

Fi and forward it to us. Yeah.

Jason: Hmm. Now, and I guess in terms of Vegas gangs, right? I, I, I have this vision of like Goodfellas or some, some like very Hollywood story of that Vegas should be that story of gangs should be totally separate in the, in the [00:32:00] story of gangs. And it is not the same. As maybe telling the story of gangs in like Chicago or New York or LA, but that Vegas has their own spin in terms of gangs is like, is that how it was, or is, was gangs in Vegas more closer to what you were seeing across the country.

Patrick: Oh yeah, I mean first of all, the any organized crime was handled by a completely different unit, and that would've been our Intel, Intel unit. And they had an organized crime unit in there completely separate. Never, never knew anything about what was going on with them. Our gangs, we have some homegrown gangs.

In fact that naked city area had a fan game called BNC barrio naked city. So we have some homegrown gangs, but we had every LA gang, bloods, cribs, Serrano's. We didn't have a lot of Norteños from north of Bakersfield, which was roughly the dividing line back then. [00:33:00] But we had a strong

Southern California gang influence, and that's why it was very very important for us to have a gang net with a cow gang node, because there was so much synergy between us and Southern California.

You got to realize, I mean, it's a three hour drive so it was, it was close. And then if you're in the Indian Empire which is you know that area, San Bernardino County in that I mean, that's even a shorter drive. So. And it was traditional, traditional gang, traditional gang stuff.

Absolutely.

Albert: Hey there, everybody. This is Albert Mesa, and I'm here to ask you a very important question. Have you ever done a sit along with the dispatcher? If the answer is no, and you're currently an analyst, you're missing out on a huge piece of the data puzzle. Not only will you open your eyes to how data is captured, entered and coded, you'll see how calls are prioritized and dispatched and get a true feel for CAD data.

You'll get to see it in [00:34:00] a whole new light and use it as a tool in your analysis. And who doesn't want to sit with the true first responder who probably saved a life right before they sat

Angela: with you? Hi, this is Angela Becker Hines, and I just want to remind you to give yourself a break. As analysts, we strive to have all the officers in our department utilize our skills, and we typically want to be everything to everyone and do everything we can each day.

Work is much more manageable and less stressful if you embrace the fact that it's okay to take some time for yourself and maybe even to say no once in a while. In analysis and in life, you have to give yourself a break or you risk burning out and then you're no good to anyone. So just remember, it's okay to give yourself a break.

Jason: So then you take on the role of manager as a counter terrorism center. So that's a different beast altogether. Right. I talk a little bit about that transition as you move from gangs. On to be in the manager [00:35:00] of the counter terrorism center.

Patrick: So what was going on at this time was they were building the fusion center, so this is like Oh seven. And so DHS has at this point started investing in the fusion centers. And so. They needed the crime analyst to bolster up the fusion center. And so that's, that's what was going on at this time.

So they created a manager position, they had taken the manager that had our small our small central unit and brought him over there. And then they wanted one more manager to handle point shift and graveyard. So I worked like from 5 PM to three in the morning at that time. And we were, we were getting a lot of new crime analysts and because that was going to be their staffing model.

That was how they maintained a 24, seven footprint was to hire crime analysts. And so. We were just getting [00:36:00] 10, 10 new analysts. So I was training new people like crazy and it's hard to train people, you know I mean, you know they worked 11 to 7 or 10 to 6 and so you would take some initial training.

And then, then you'd be relatively on your own and and that wasn't sufficient. So I spent a lot of time training a lot of new analysts in a very difficult environment to train. And it was it was me and only me that had, that had that the day shift people were easy to train, right? I mean, they're awake and they're captive.

Swing shift people were bad. I I, I work swing shift, I kind of a swing shift kind of makeup to me anyway. And so swing shift was easy, but those graveyard people, they were, they were hard to train. And so. I'd be with them to like 2 or 3 o'clock in the morning is the, they had different responsibilities than a traditional crime analyst would because we [00:37:00] had a watch desk and they would have to sit and answer the phone at the watch desk.

One of the things that we made our bones on to be successful. Is that anybody could call us and that we could do a tactical work, work up within, we called it a 20 minute tactical work up on any person place or thing that was going on in the Valley. So we were used by SWAT, anybody else would have searched more because we had at this time, we were bringing in all the systems into the fusion center.

And so that was that was back in the day with and I think a lot of them still are this, some of them kind of poo poo the crime aspect of it, but it was all crimes, all threats, all hazards however you wanted to put it all hazards, all threats, all crimes that was the initial intent of the fusion centers.

And so. Las Vegas Metro took that seriously and we had a strong prime you know profile there. And, and we did very well, we did very well at it. We had, you know[00:38:00] not a lot of turnover, but it was it was difficult it was difficult to, to manage and you know I I, I was kind of anonymous, I mean because I never saw a lot of people and this is, when I, I would get really frustrated. You know when I would show up and the day shift guy and a

Lieutenant and you could, you could pick any random Lieutenant at that time, they would decide what the unit structure would look like. And I would really lose my mind because some of the things that came up with the five math things like that, and I'm like.

So this is where I kind of kind of started thinking that we need to get out of this rotating police supervision of people that are taking these jobs to check a box because it looks good. Right. That was over. I was over, and at that time we were called ANSEC ANSEC, and no, they didn't make fun of, at least not to me, [00:39:00] it was just the analytical section, it was just the analytical section, and we had you know there was the counterterrorism analytical group, and there was the crime analytical group, and it was like, you know the, the brain capital was in the analyst was in the leadership, right?

And and they were there to get promoted a couple of them were there for the passion of the job with the hope of. Maybe coming back as the captain or something, but they, they never, so no one was doing us any favors and, and it was very frustrating. Like I said, I'd get stuff presented to me in an email and it'd be like, well, you can't do that because math doesn't allow you to do that.

You can't do that because that makes, that makes no sense from a process standpoint, you know? And it was very, it was very, it was very frustrating. Everything was new. We did a lot of training. We got, we went to a lot of conferences. I stood [00:40:00] up I got passed by the sheriff and the peer center director of standing up in 2008 or school violence initiative which I, which I did.

And it was a we had a lot of partner agencies at the fusion center it was a really, really good place. And with the school district of PD and our partner agencies in Henderson, North Las Vegas, we stood up a school initiative and we did we worked really hard improving it.

And if you you see in my profile I think in 2013, we were a finalist for the Herman Goldstein award, so I was always very proud of that and kind of led me to where I am now not to jump ahead, but there are a lot of good programs came out of that.

We started. Really working with the precursors to terrorism and a lot of precursors of terrorism are pride in nature, you know a break in an unexplained break in a things like that. So we really worked on our mapping at this [00:41:00] point. We. We met, we met everything, everything we could think of you know the FBI had their their business sectors, we did pipelines we really

worked on our, our mapping it and we would put out if something were to happen, like when Aurora, Colorado happened, right.

We we can put out our movie theaters within within 20 minutes of being notified of that event. We could have officers. In the area of our movie theaters and then once we blasted that out, then we could put which ones are actually showing Batman. I believe that was the movie.

So, so it really the criminal precursors, the terrorism worked really well for us and we could justify having a. A high profile ca program within that propane tanks. There was we had a bunch of propane tanks stolen right before New Year's Eve.

Big event. You wanna, you wanna see a mass of people go to go to Vegas for new Year's Eve. Mm-Hmm. . And we always work New Year's Eve that's part of the deal you [00:42:00] sign up for. You're never off on New Year's Eve. Mm-Hmm. . So we had a bunch of propane tanks being stolen and we, we got a lot of mileage with our, with our federal partners because we did a good advisory on it.

What was being done with

Jason: the, what was being done with the

Patrick: propane tanks? Well, there, there was there's part of the terrorist playbook was something called the gas limo project. And this was taken out of some Intel stuff from, I think in the mid nineties where they would take a limousine and fill it with, Propane tanks and other igniters and and that would be used to as a bomb.

And so so with that background, and that was the thing, you know. You, you had to learn, you had to learn the stuff, you know because the only way to use the portion of your brain was understand the CT portion. And so we created these infrastructure queries using calls for service data.

Where we would run once a day leading up to New [00:43:00] Year's Eve, we would run it every four or five hours and we worked with our vendor and keywords would pop out like propane would pop out you know like a color, you know you'd have you'd have taxonomy like bomb things like that, you know and then we'd have our, our buildings and stuff, geofence, and the analysts would review and see.

What made sense to look at and, and eventually that got published by DHS is like a best practice of what, of how to incorporate CA culture service data for a CT mission in this instance, because that would have been 08, you're talking about the downturn in the economy and the housing bus it was actually for heat and we had, yeah, All we've had and we always work well with our fire agencies or fire service, and we got a lot of feedback from them.

Once we put out the initial blast and the product that they were seeing it from an economic [00:44:00] aspect that people were losing their houses and being foreclosed on and that this because I like the ice fish. You can take a propane tank put an element on top, turn it on, and ignite it, and it's a really good heat good heat source.

And so that's what they were doing it. So it was the housing downturn. It was economic. It wasn't nefarious, but. It worked well for proof of concept that we could do this kind of work. No. All right. Well

Jason: then, , as mentioned, you move on to being director of the Southern Nevada counter terrorism center, and then you were doing dole.

Jobs of being the deputy director as, as well. And so that you're, you're holding a lot of hats here, but you're, you're all the way up to director now. So you, at this point in time, you have a lot of responsibility. You have a lot of people

Patrick: reporting up to you, right? Yes. Yeah. And my role within you.

My role within the fusion center[00:45:00] was usually again the director of the fusion center would change like every couple of years, but there would be five of us that never changed so that's why I had the deputy director job because I'd been Relatively since the beginning, and there were a couple others, and one of them happens to be the director.

Now, they actually civilianized the position. And so , we had captains would come and go and counterterrorism lieutenants would come and go and mostly as the, as the deputy director I was responsible for his then oversaw a lot of the the analytical portion.

I started a real time crime center. Got that off, got that off the ground, responsible for technology and you got it and I think you can imagine when, when it's Las Vegas and it's a counterterrorism center, we had everybody and their brother that wanted to show us their software.

And so we actually had to come up with a protocol to keep everybody at bay [00:46:00] because I mean, everybody was always, always there. And then like I said you know the director of crime analysis came about and I presented it to my boss at the time I worked with him, he was one of my bosses when I was in gangs and I said I think I should be made the director of crime analysis and we stopped this rotating Lieutenant thing because it's really not paying it, not paying off for the unit.

And he said, I agree. And the sheriff and the undersheriff agreed. And, you know it, it wasn't easy, but that then I became the director of the crime analysis unit. And early, more out of like I said, I did, I have young kids and I wanted to have. A different environment for them to grow up in a better academic, but I was very tired and part of what was tiring is throughout my whole time at Las Vegas Metro.

The analytical component always was justifying its existence [00:47:00] and. So you're talking why do you have this many people? What are you doing? You know I run my whole area command without ever using one of your products. Congratulations. You know things like that. It was. The politics we made a lot of changes.

I always believed in being self critical and when you get comments like that how are we, how are we missing the mark on our products what do we need to improve we, we revamped everything over and over again. You know we you know more focusing on problem, incorporating more problem people into our products, you know incorporating more problem behaviors and and then there was, so there was a, a new administration and, and they, they have different vision and I was, I was very frustrated and I was losing people.

That was the other thing I think when you're successful. I'm a big sports guy. You look at sports teams when [00:48:00] they're successful, you lose your offensive coordinator, defensive coordinator. So you're rebuilding. I would always lose my best analyst to a different type of job.

Within the agency so they had created an analyst position that was above the crime analyst position. And it was very frustrating for me because I would lose a lot of good people. And then again, I would lose them and then their work products would be run by a captain or a lieutenant that didn't understand analytics.

And then in my opinion, it was subpar and so it was, it was very frustrating. And I used to say, I'll do the work, just, just stop poaching my people. You

know what I mean? Like if you want to have someone in IAB and you want to look at like social networking of the bad apples and things like that, I'll do it.

Cause we had, we had went to the Naval postgraduate school. And we're involved in their social networking, you know program. And [00:49:00] so we, we had some of the software and we were working, but again, you know if you got bad data and you got bad data systems doing any kind of SNA is very difficult if you got to hand jam all the data, and so there was always, you know this constant cloud over the analytical unit of.

It's utility, it's purpose, how many people you know we were always having to write memos about justifying positions. It was it was groundhogs day for, many, many years. And my understanding is it's occurring again. I have I had a great management team under me. They're still there.

And I, I hear. From them that they're in another round of justifying why they have so many people and they have more people. I think I had 11 people for, for a crime. I think I had 11 people when I left because that was Colvin. So the budget the doom, you know. So anybody that left wasn't [00:50:00] being replaced and I lost a couple people to IT of all places because I, I was developing data analysts at the time.

You know we were writing Python. I mean, I can't listen. It's like go see a senior cop and ask them if they can arrest someone. Half of them, they're lucky they can drive their cars, right? I, I couldn't do Python, but I knew enough and read enough that I needed somebody to write me some scripts that would automate some of my processes, you know?

So and so. People snag those people up so you, you develop people and then bam, they're gone. And it was, it was, it was frustrating. So there was a high level of frustration when I was leaving because literally for the, the 18 years, it was constant, constant justification and, and, and that, and how we overcame it.

Was we just stay focused on the mission and we always were taking critical looks about maybe we we [00:51:00] rewrote all kinds of products one of our products and I believe was just again, it was a homicide before we still an annual homicide report, one of the analysts from Metro just won an IHC, an ICA award recently, a couple of months ago for a homicide product.

I'm sure it's not the homicide product that. I, I rewrote with the analyst at the time. I'm sure that product has been, again, improved, but that was kind of what we instilled in the unit that we're, we're always not so much reinventing itself,

but , improving, rewriting, taking a look trying to remain relevant and like said, the visualization of the data.

Messaging of our products, how we getting them out there you got to mark you got to market what you're doing, but there was such a it was such a high level of frustration. And you're talking, you know people's lives are there going to be layoffs and what are they going to do and where am I going and and people are they're concerned about their their lives [00:52:00] I mean, am I going to have to am I going to have to work at night and I don't want to lose my shift and you have all these, all these things in balance and it really, Bye bye.

Really takes its toll on a managerial team. And especially when it is as frequent as it was with us.

Jason: Yeah, it's, it's interesting. Cause it's, you, you try to control what you control, which is good customer service. And I think one of the things that is missed is sharpening the saw. Spending time on process improvement.

And one of the things that I think is frustrating at during my time at police departments is like people like the routine. And so they just. Always expected the same reporter, the same data , which if if the analysts weren't doing anything or they were just clicking a couple of buttons, it's not just it's not that big a deal.

But when they're doing this clerical duties to get these reports out. And then [00:53:00] you're questioning who, who's, who's actually looking at these reports or who's how do we make this better? And then there's pushback and like, Oh, I just want it the way it's always been. It's, it's really frustrating in that regard to then hear like, Oh, we don't use your stuff.

Patrick: Yeah, well, I went through, I went through a whole cycle that dashboard dashboards were going to replace, like one dashboard was going to replace like five. Yeah, it's going to be like, and I'm like. I go, you don't even know what an analyst does. I mean, like you just said, it's like, okay, so the data is there.

So you're going to tell me the cop is going to take his time and he's going to make sense of what all this data is that the dashboard replaces a problem solving critical thinker. I don't think so. And, and that and that was the thing it's like, that's part of the frustration is like, yeah, I get, I get technology I've been pushing us in a direction all along, but it's not the panacea that you think, It's not like you can replace people, you [00:54:00] know?

Jason: All right. Very good. . So as you mentioned, you retired and now you're in Wisconsin. What took you to Wisconsin by the way?

Patrick: Well, I am a native Chicagoan. I did a psyops on my wife. My wife is a native Las Vegas. You don't, you don't meet a lot of native Las Vegas, man. Probably now you do, but and she, there was a show called discover Wisconsin that I had direct TV because I, I had to watch stuff from my homeland the Midwest. So I always figured when I retired, I'd go back to the Midwest. So, oh, I would, there was this show called Discover Wisconsin that would show all the beautiful things about Wisconsin. She would watch it and I would sell it. Then we came here on vacation. And I didn't want to go back to Chicago area. That's where I'm from. And so we, we settled on the Madison area. She likes to work in state government. She's an attorney.

And so she likes to work in state government and state capital is Madison. So we live in the [00:55:00] Madison area and it just worked out you know my pension is good and. We shouldn't have a job when we moved. She got a job right when we were in the process of moving, but it was family.

If I could have taken a sabbatical, like if this was an academic, by the time April of 21 came around, I was raring to go, man. I was itching to, I was itching to do something, but we live in a, live in a small town about. 6, 000, 7, 000 people. It's relatively rural. You miss a lot of stuff.

You miss good spots, you know you got a Culver's in McDonald's in town and that's about it. And you know that was the thing they talk about Vegas, how big has changed when I was there when I first got there Vegas was huge gaming culture gambling and anything to do with gambling.

I mean it's weird. You go into the grocery stores and there's video poker machines. The gas station was gaming, gaming, and it transitioned to an event based place, you know [00:56:00] electric Daisy, a Superbowl, NFL draft, sports teams, Val it was it was a completely different shift in, what the economic engines were.

And That was something at the fusion center and as the analytical component, that was something we had to adjust to too but you know like I said, if I could take a sabbatical chilled out and, and everything I I probably could have kept working, but I was looking for the next step and I'm very passionate about Violence reductions within our schools.

And I I review school safety plans. I work with administrators on improving their plans, having reunification plans. And you know it's it's nice. I mean we landed in a nice spot. My girls are five and eight and again, go back to the original. I said, my life has never been linear.

I didn't have my first child, but I was 53 years old. So it's it's nice and it's nice for them and we enjoy ourselves and it's kind [00:57:00] of sad that they'll never know the career I had, you know and they, they asked me all the time, what did I do? Because now they just see me, I work like 21 hours a week and they don't know about the, the awards, the awards that I the awards that I got, or that when one October happened that I was gone and didn't come back until the next day because I opened up our deployment operations center and I was working that event and and things like that just you just maybe that they, they knew some of what I had done, because you can't explain. Everybody thinks you're a cop, right? How do you tell your family? Like you were in, when you were doing Haida how do you explain that to your kids?

They think you're a cop and it's just like because you like as you go in your career, most of my friends are police officers because these are the guys. That came of age with in the agency and they become undersheriffs and assistant sheriffs and and, and, and that's, that's, that's your

Jason: cohort.

Yeah. I remember the look on my son's face when he was [00:58:00] seven and he found out that they used to work at a police department. He was, he was shocked. Oh, good deal. Just , out of curiosity, so what was worse for you? Getting acclimated to the desert heat in Vegas, or getting re acclimated to the cold when you moved up to Wisconsin?

The heat.

Patrick: Mm. The heat, the heat's oppressive you know and we would still come still come back like we have, we have a family resort I mean I don't know where he grew up, but Chicago, you know. They call us fibs.

There's a the F word Illinois bastard , how fibs are. And so when you gl when you grow up in Chicago you always go up here, you go for a week fishing, right? You know. Yeah. Go same place. So I'd come back and do that. So I'd go home for Christmas, so I would get into it, but the heat, the heat was unbelievable.

I can remember. Like, when still friends with the guys that I [00:59:00] worked with in Schaumburg, I talked to them and again, they're deputy chiefs and chiefs of various agencies. And I'd be like, I remember when I first moved there and I got up, I got up from work and it was like, I don't know, 11 o'clock at night.

And, the reading on my truck was like 1 13 at like 11 o'clock at night and I'm like, this is like, I'm God and then you do get used to it your golf game it doesn't, you can't affect your golf game. And it's just yeah, to me, it was, to me, it was the heat.

Jason: Oh man. Now I'm originally from Pennsylvania and I am a total winter wuss now. Like it is there's too much time spent in Florida now that I am just a winter wuss.

Patrick: Yeah, we had a, we had a string of single digits last week. We got about in a, in a week between like three different storms, got about 18 inches of snow.

Yeah. And it was nice. And then now it's in the mid thirties and the fog. Yeah. I always worry about my wife, you know what I mean? Yeah. We should do a dual podcast about weather because how does she, how does she handle it? [01:00:00] But she went to Seattle Pacific University that's where she did her undergrad.

And she loved the Northwest and she was always like, go to the Northwest, let's go to the Northwest. And I'm like, you know I was like I want to go back I mean, I always thought I'd go back to what they didn't want to go at another place where I didn't know I didn't know anybody like it's I can I have cousins around here and I see my family more.

And it's really been more of a thing on her, but she loves it here. I mean it's like it's like blasts the road past, like I told you, it's got some Norman Rockwell. No more Ragwellian things how, how Halloween is done. Christmas in the square it just, it was just a total lifestyle change and and, and that one October it took a, took a lot out of the agency and I think how everybody viewed their lives and things changed, changed after that it was such a jockeying event for everybody we always work so hard.

At you know threat mitigation at events and they have something like [01:01:00] that happen and. It was yeah, I think it changed everybody's changed a lot of people's perspective. I think in some ways it did mine it's just I retired a couple years early, but I'm proud of the work that I did I think I, I think I built

up a pretty good unit, I think I'm very proud of, Who is my main, my main manager when I was there.

I mean, she, she's carrying on the torch. Of course they they got rid of the director position. How do you like that? So they cannibalized that in a cost cutting measure. So she's the manager of the section now, and I think she's got her hands full, but she's a wonderful person. She's real bright.

And what's her last name? Gina, she's amazing. And she she kinda I think, I think she had, I think she's got 17 people all to herself right now that that's exactly. I think I'm not, I'm not sure.

Jason: Speaking of building the unit one of the things I want to ask you before we get out of here is you obviously throughout your career, you [01:02:00] hired a lot of analysts and I mentor people, I, people that listen to the podcast are either looking to move up or maybe they're looking to get into the profession.

So I'm curious from you as the decision maker. You're on who you're picking or suggesting to pick to hire. What do you look for in a good analyst? Like what are, what are some things that are high on your list that are maybe some must haves, or maybe if you have a philosophy or types of questions

Patrick: you ask.

Yeah. I mean, I mean, yes, you're right. I I tried to be involved in the, the oral, the oral boards as much as possible based on my schedule. Because it was important. And then, and if I wasn't, I made sure Gina was there. I looked at problem solving and critical thinking and analytic if that could come out in an interview and and we were, yeah.

Because of regulations and stuff everything had to be the same questions it wasn't really a freewheeling type of interview or report it was a [01:03:00] structure and it was ranked and, you know so we try and get, I would try and get as much out of that as I could.

I'd like to see someone that was, that had done some work prior and I'm not, we hired a lot of people off the street. We didn't really have a lateral position. I was the lateral position. I might have been the last one. They kind of closed that gap. Well, it was something that we tried to work with HR on to get that back.

Because it takes so much time to train people. And so we're taking brand spanking new. So I like to see someone that logged on to. As we had a lot of free stuff or like you said at that time you can go on the web and check out you can I A.

C. A. I. L. E. A. I. I. I like I did Fiat and a couple others. I like not necessarily that you had to take all those classes, but you are aware of them. You know sit along yeah. We had a lot of department members that would come in and because somehow this happened, that they thought [01:04:00] this was a stepping stone.

I really didn't think because you were a good records clerk that that you might be a good analyst and if you thought you would be a good analyst, you needed to show me and put some work in, that would be to do. I sit along with some analysts and like I said there's, there's stuff that you can do as you're but I tried to get out of it in a, in an org work situation, your critical thinking and your problem solving out of it.

And you can do it. You're not going to be it's not a perfect system, but there, you can, you can't kind of get the take of the person. From that, but I, I we that's what I looked at mostly was because you can teach them the nuts and bolts of pulling data.

Most everybody knows how to use a spreadsheet or the Microsoft suite but you can't teach someone how to think you can, but you're going to be much more successful. With the people that have an innate ability to think critically and problem solve. What about education? [01:05:00] Yes.

You had to have one. You know degree wise we required a degree. I, a social service degree a social, social science degree was fine. I liked math. Like I said, I really got big into data analytics at the end, I mean, someone would have walked in with a computer science.

I mean, I I'd really take a close look at them. It was rather infrequent because they there's quite a market for them. UNLV over the years got a really strong masters program. We started seeing a lot of good good graduates from their program. Like some excellent some excellent graduate students out of you and I'll be John J.

We had some of them, but I went to graduate school. You went to graduate school. It was I, I mean, I've seen some, some of the biggest knuckleheads I've

ever had at DHDs or things like that. So I wasn't so tied up on that personally. All

Jason: right. Well, our last segment of the show is

words to the world. [01:06:00] This is where I give the guests the last word. Patrick, you can promote any idea that you wish. What are your words to the world?

Patrick: Well, my words to the world would be take care of yourself. You are working in a police environment or you hope to work in a police environment.

I lost three friends. I'm on the job. One, one took his own life. It was very tragic event and. I, I've seen that people, you really have to take care of yourself, especially as you get more more seasoned in your career, you're involved in more kinds of, of, of things you can work in a unit that sees very sensitive things, it does affect you you need to take you need to take care of yourself and that would always be my my thing is that I know agencies are looking at Well, being taking a closer look at that for for the officers, but, you know being involved in a police agency that that kind of that kind of environment can affect the civilian personnel also.

And so I think you need to be self aware. [01:07:00] Of how your job can start affecting you. So take care of yourself. If you do have a friend that you think is kind of in distress please find that person, some resources.

Jason: Very good. Where I leave every guest with you, giving me just enough to talk bad about you later.

Yeah, I think so, but I do appreciate you being on the show, Patrick. Thank you so much. And you be safe. Thank

Patrick: you, sir.

Mindy: . for making it to the end of another episode of Analyst Talk with Jason Elder.

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Till next time analysts, keep talking.