Rich Kilburn - The Serial Researcher

[00:00:00] Welcome to analysts 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 beat that analyst and join us as we define the law enforcement analysis profession.

One episode at a 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 29 years of law enforcement analysis experience all with the Nashville Metro Police Department. He is currently the research manager. He is experience with the Army Corps of Engineers and actually retired as a colonel.

He had two deployments to Iraq while being an analyst here to share his perspective before he retires in January. Please welcome Richard

Killborn. Richard, how are you doing?

I'm doing great Jason.

How are you doing? I

am doing well. It was good to meet up with you at the TOLIA conference and I am [00:01:00] glad cuz I might have missed you since you.

Call on it quits here in January, so you got a little countdown going

on. Oh yeah, definitely looking forward to it. It's been a, a long career. It's been very rewarding.

I look forward

to going out the pasture per se, but who knows when I, my future has in store for it. You know, I, I have no plans.

All right.

So as mentioned, you have 29 years of law enforcement analysis experience, so that takes us clear back to 1993. And so how did you discover the law enforcement

analysis profession?

Well, it all kind of started in, in that timeframe, 1993 is when I decided to leave active duty with the us.

And , I had a, very good career with the Army at that point in time. I, I enjoyed every aspect of it. I was Army Corps of Engineer Officer. My degree at that I was working on right before getting off the active duty was management science operations research. So I, [00:02:00] that's what my master's is in.

And it kind of blends in with the functional area of my last two years, which was when I was at Fort Hood and Fort Knox, Kentucky. I was working with the Army's test and Experimentation command, and I served as an operations research systems analyst. And that's kind of a, a

research. Per se.

And so we designed tests of military equipment.

At that time it was armor equipment, like M one tank and or engineer stuff like the floating bridges, digital topographic systems, those types of things. And, and test those prototypes that say there's three prototypes. Then kind of go through the testing cycle where you're testing

all these different performance factors

of those prototypes and then recommending in a final report scientifically.

Mathematically and statistically which prototype was the best. And through that process, I learned [00:03:00] and used a lot of the scientific method, which I think is critical in this job as an analyst in the, as you know, the scientific method you go through and. Define the problem, formulate a hypothesis. You actually conduct your experiment.

And in this realm of things in policing, it's kind of a quasi experimental kind of design. And then you analyze that data and you make your conclusions. And so I was doing that with the Army and gained a lot of experience. And so back in 93 when I decided to get out of the army off of active duty, my wife and her

family, I can tell you a little story they were looking at starting up a, a sewing business, selling and repairing Bern sewing machines.

And that franchise kind of offered them several locations to look at. One being Nashville, Tennessee. And that's kind of where they saw their future. And so likewise that's what I was looking at moving. To Nashville with my wife and her family. And I was in [00:04:00] North Carolina at the time and I saw posting with the Metro Nashville government, and it was for a research analyst.

And I, I thought, well, you know, that's a perfect fit, especially after reading the description. And the problem was though that research analyst position, the date for that application had already passed. And it was a position, a research analyst with the Metro Police Department planning a research division.

And so my wife and I talked about it. She kind of prompted me and urge me, you know, not to settle, which I always believe in. And so I called the Human Resources department and talked to the contact person. Ended up they talked to the hiring individuals within the department, the assistant chief and the division command.

That was looking to fill that position and I faxed in my resume and then I was included and permitted to join the full of candidates. So that being the case, there's a life lesson learned I think, that everyone should look at, and that is you need to be [00:05:00] proactive. You don't settle and go for what you want.

It's kinda like me talking with my sons. I always tell them, You can be anything you wanna be, but you have to go for it. It's not gonna come to you. You have to go for it. So that was a big life lesson I learned in, in the hiring process and how I ended up with the Metro Nashville Police Department.

Yeah.

I thought you were gonna say that your life lesson is to make phone calls and not just text or sending mails, . Right. So let's couple of things follow up questions from what you said with the military, Talked about testing and we went into a couple of the weaponry and I'm certainly, there's still some stuff that you can't talk about that you would have tested and, but is there any stories there that you think about during your time trying to test these products and make recommendations?

This, I guess

the, the entire experience was kind of the thing. And [00:06:00] working with all these different individuals. Some of these, I mean, I did work on a quite a few classified tests because my clearance was at a very high level. I had a, I had a top secret clearance and accordingly they kind of assigned me all those very classified tests.

But I was, I was amazed at some of the stuff that the government was working on. And so that was a long time ago. And that technology, you know still has bearing today some of the things that they were looking at. But the the minds that were involved, those PhDs from Georgia Tech, Stanford, mit, that were out on these test sites doing their thing and, you know, and how it may apply towards the military and the government I think that was just amazing and I kinda, I learned a lot from that.

But the other thing was I had mentioned that I had worked on the digital telegraphic system that the, the Army engineers was, they were testing at the time. And that kind of branched off into, I [00:07:00] mean, we're looking at it and how things apply with crime analysis ES R r I and all the crime mapping applications that are around today.

Back then, it was more

everything was work

workstation driven. And the, the software was a little bit more

it was slower.

The digitizing process was much slower, but it was funny to see how those things were conducted then and how. Achieve today and just a point and click, you know, pull down menu

Well, more streamlined today. Oh yeah. So just and that makes me think of this. So the GPS came from the military, so did you work on any GPS

related projects at this time? There

were some applications in one of the classified tests. Had to deal with some GPS stuff. Fun. And yeah, that's all I'm gonna say about that.

Ok. All right.

Definitely, definitely don't wanna get you in trouble, right. I want you to enjoy retirement. Right. So, Alright, understood.

So, you apply for this position [00:08:00] and it's a closed application, but you make a phone call, you get into the, the process.

And as you told me yesterday, when you're going through this interview process, You're going up against people with PhDs and what more lot different experience

from you?

Yes, sir. What, what I experienced was first I had to take like a written exam for the civil service kind of exam for Metro.

And then from there they kind of prioritized or gave different tiers of groups of individuals. The top tier was looked at for the interview process and we had first interviews and then from there, They broke it down to like a Final seven candidates. And I can remember sitting in the room looking around and everyone was kind of talking, you know, as to what their backgrounds were and what their expectations for the job would be.

And of the seven I was, [00:09:00] there were only two people with master's degree, myself and another individual. And then there were the five remaining all had PhDs. But what I found, just talking with everyone is they all had, they were pretty much academic folks. They didn't have the practical applied experiences in their, in their background.

So, I think that's what gave me the advantage with, I did have the, the experience.

A little bit serendipitous, it seems like that worked all out for you. And so take us back to 1993. You're walking into office for the first time. What were some of the feelings that you had?

What were some of the issues that you were dealing

with? I

think that the first thing I saw was I mean the police department is kind of quasi-military organization. You know, you do have a chain of command. The

way things are structured, the way things go up and down to chain of command kind of parallel a lot to what the military does.

In fact, there's a lot of people prior military and. On the [00:10:00] department and we, so back then also, and I think that enabled me to walk in the door and have a little bit of a bond with individuals, you know, across the department, one place or another. And there were several assistant chiefs at the time that were.

Prior military. In fact, the chief of police was a prior military. So there was a little bit of kinship you can say that took place and I felt comfortable. But when I stepped in the door and got to my office and kind of started doing my job, I saw that really we weren't doing much in regards to crime analysis.

I was doing a lot of research and looking at different research related topics, Anything, everything, you know, kind of what crime analysts do today anyway is research and but from a, the technical crime analysis viewpoint, we did have a section, there were two people in the division that I was in that were assigned as crime analyst.

And what they did was,

Field interview report and

take the information off of that and put [00:11:00] it into a spreadsheet and then put the pins on a map. So the pin map thing concept from way back when. And that was it. That was crime analysis for the department. And the big thing was, you know, hey we're trying to figure out a little bit more about, we saw a red Corvette in the area of this crime scene.

What do we have about a red Corvette scene around this area? And that was, you know, maybe glean off a field interview report somewhere. So that was the, the gist of crime analysis. And as I kind of progressed to my job, I eventually took over that responsibility of crime analysis. And we built the crime analysis component within the department.

And originally that was centralized. We had, we started off with like four sectors, or you could call 'em precincts, but Back then we called them sectors throughout Davidson County, cuz we have a metropolitan in government. It's both the city of Nashville along with Davidson County. The governments are [00:12:00] merged together and we're, today we have eight precincts, so we went from four to eight.

And so when we were. More centralized. We had crime analysts centralized. They worked for me. There was actually a, a sergeant that worked for me that kind of supervised the crime analyst directly and they were all sworn. And then I had two other crime analysts that were working with me more at the headquarters and doing the typical strategic level kind of analysis, you know, And those sworn officers that were crime analysts each supported one of the sectors or precincts at the time, whatever, whatever year it was.

You know, eventually the sectors became precincts when I think that was around 2003 or four, Chief Sur came in and restructured the organization, renamed the sectors as precinct. And actually provided those precincts with some investigative capabilities and some other [00:13:00] resources to kind of let those commanders have more control over those

areas.

Hmm. Cause during this

time, those that may not be familiar with Nashville, I mean, Nashville has been growing and growing and growing for the past three decades. So I can easily see how different the Davidson County and Nashville would've been when you started in 1993 as opposed to when the new chief came in around 2003.

Cuz even in that amount of time, Nashville had

a lot of growth. Oh yeah. We're seeing a tremendous amount of growth and a lot of change in how we were policing. You know, we started off when I first arrived and the way it was was we have like different zones or beats. Traditionally, I guess every department kind of looks at it differently.

Some departments may call 'em beats, we call them zones, and we still do. And those zone officers we're kind of responsible for their zones and we try to have [00:14:00] it. They had about 30% of their time they could spend on proactive activities. But then we switched around that 2003, 2004 timeframe. When we created the precincts and pushed down all these extra resources, those zones and zone officers that were responded to college for service became less proactive and were just kind of more responsive to calls and these new units that.

Proactive. There were flex units and crime suppression units. Flex units were those individuals that came as a team and their hours may flex throughout the day, but they would had special initiatives and certain areas to address specific problems and worked proactively. And the crime suppression units were kind of

doing the same thing, but they were more focused on the narcotics and prostitution types of activities.

And and so we, we had the whole concept switch from where zone [00:15:00] officers were kind of their own thing and their. Own zone and took those responsibilities to where no, now we want the zone officers to be reactive, the cost for service and we have our own proactive elements to kind of try to prevent crimes before they occur.

And that was the thought. But we switched about a year and a half ago. Now we're back to the old school school concept where we have taken those proactive elements that we had and pushed them back into to the zone officer category assigned to patrol zones. And we want those zone officers to be more responsible for their areas to be engaged more with the community, that community policing concept, but quite realist.

I think we've been doing community policing as long as I've been here. It's been called a different name.

Over the years you develop a com stat process and Comstat reporting, talking about [00:16:00] accountability and you mentioned community oriented policing and there's always these buzzwords and always these programs here that go on.

I find it interesting that. You know, there's, when it all comes down to it, no matter how it's sliced, you want the officers to be listening to the citizens and working with the citizens and understanding what the issues are in the area that they're patrolling.

Yeah. Without a doubt.

I mean, that's truly always been the case to some degree, but mm-hmm. , as I mentioned, we kind of switched out and created all these proactive types of things. Those zone officers really weren't afforded the opportunity to do that very much because they didn't have that amount of proactive time anymore.

They were just running from calls to calls. Mm-hmm. , you know, and so we wanna get back to that and that's our attempt now as a, as a department.

Yeah. .

So what was that decision based on? Switching gears like that,

I think. [00:17:00] Societies

changed.

There were some negative impressions from the special initiative teams that we had out there that were targeting different areas for specific types of crimes, and they were viewed negatively by the. Public in general. Mm-hmm. . And so that concept we, we try to step back from and then we, our chief now kind of is of the viewpoint that we just need to get back to the basics the way we used to do things.

All right, well let's get into some stories then, you have a couple of analyst badge stories . Those that may be new to the show, the analyst badge story is the career defining case or project that an analyst works on. So which one do you wanna talk about

First? I'll talk about

thero allocation assessments that I worked on.

We annually go

through a

rebid cycle within patrol where the patrol officers get to rebi their precinct that they wanna work in and which detail or shift they wanna [00:18:00] work in. So they go through it and actually tally up from the highest priority assignment. And that they may want down to their lowest and based on their seniority, they get their pick, you know?

Mm-hmm. . And part of that comes down to this patrol workload assessment that I do that says, Okay, we have 450 zone officers out there, let's say that are police officer ones, and police officer twos and FTOs. Actually, the PO one. Usually don't fall into the Reid, but the PO two s and the FTOs, we have 450.

What's the best allocation for those within the precinct? So Central Precinct needs X number, East precinct needs X number South Precinct needs X number. And how does that break out by shift for detail? We call 'em details. Mm-hmm. . And then what should their optimized day off structure look like?

How many officers should be off? We work four tens [00:19:00] now. We switched over a year and a half ago to four tens for the within patrol. So which

officers are gonna have off on Monday, Tuesday, Wednesday? Which one? How many officers on that detail and precincts are gonna have off on Tuesday, Wednesday, Thursday.

So I go through and, and do. Way back when. I guess my badge I wanna talk about is back in 94

or

somewhere in that ballpark. I, I remember going to a conference and there was a Sergeant Mark Stallo from Dallas Police Department and he had developed like a little Excel program using Solver that went through and kind of helped look at how to kind of assign and allocate officers by day of week and an hour of day.

And so After attending that, I, I kind of stole some of his ideas and I went into Microsoft Excel into Solver, and I used some math, math programming and established conditions to determine optimized [00:20:00] scheduling for the patrol officers we had back then. And I thought that was very credible because prior to that, I mean, there was no scientific approach to any of that.

It was pretty much just what I guess the leadership felt. You know, here's what, how many officers should be assigned to each of the sectors or precinct. We kind of transitioned from there. I actually and I was kind of proud of that work that I did. We actually ended up, I applied for a cops more grant.

Back in the day. And we ended up with a program called Police Resource Optimization System Pros, that was developed by analysis central systems for workload analysis. And we used that for a number of years. But the first time I ran that it was equivalent to saving 17 million of manpower by better allocating the patrol personnel and matching them up with the demand

for patrol services.

Okay.

That's, that's impressive. , 17 million in the nineties. That's a, that's a good bit of coin.

Yeah, that was pretty decent. And then today, now we use actually [00:21:00] Corona Solutions, deploy software, and we do the same thing with it. And so over the years, it kind of helps. I mean, everyone has, all these departments that I talk to, everyone has

issues about police

resources.

I'm talking about personnel, you know, hiring, loss of foreign. All those types of things. And, and we need to maintain a a good way, scientific approach of optimizing what we have by scheduling and allocating those officers when and where they're needed. And so that's what the software actually does.

Yeah. So what are

some of the key indicators that you've looked at? Is most of the time, you know, you talk about calls for service to an area that's usually one that's high on the list. What are some of the others?

Well, when we assess all the stuff, I mean, essentially we're looking at all the calls for service information from the CAD system.

No matter if it's a barking dog or if it's a murder, it requires an officer activity, you know, their presence at a location to do [00:22:00] something, that demand for service. And it's just important. They'll be aware of that. But the, the thing that comes out of it though, the lesson learned is, you know, many times what we find is we don't have enough officers and so we can use some of this analysis to go to the mayor or the city council and say, Hey it would be helpful to have additional officers so we can.

Not have all these pending calls per se. So that's one thing to look at. Cuz as time has progressed and we, you talked about the growth in Nashville and you're, I know you're very familiar with it, living here for a while. Mm-hmm. . We have so many people here now that the change has been tremendous.

That it's not uncommon to see some calls, you know, where a citizen calls in and it takes hours before a officer can arrive. So that's a, a great concern and that's part of the things that need to be looked at in this whole process. The other factor that comes into play is if we don't have enough officers [00:23:00] and if they're running from call to call and we can't meet minimum staffing for safety reasons, for officer safety, you know, we always want a minimum number of officers out on the street at a given time.

Safety reasons and to be able

to service the public, but they're not able to take excuse

days off their vacation days or whatever, whenever they need to.

And

that leads to it an impact on their morale. Likewise, that their morales low, then we may lose them. We don't wanna do that nowadays. Mm-hmm. and, and recruiting's becoming harder and harder.

So all this stuff kind of blends together with that.

Yeah. So it seems like it could obviously, Difficult to get the right data to assess the situation. You, you had mentioned in the beginning of the interview the scientific method and coming up with hypothesis and testing them out. But , in this case, when you say how many officers, there's enough officers,[00:24:00] that's a very difficult question

to answer.

It, it is extremely difficult. And then, I mean, you're looking at millions of data points out there when you're looking at CAD data. And that's one thing good about these vendors. And now we have Corona solutions deploy software. They get our CAD download and we can look at that information one way or another and slice and dice it.

So it, it takes all. It lets you kind of data mind it a little bit and come out with some results that make sense and can have some impact for decision makers throughout metro

government, you know?

Yeah. So

I'm just thinking is what data points could be out there that you could leverage for this situation?

Cause, , calls for service is only gonna take you so, Right? Mm-hmm. , that's where you actually have to have somebody making the calls for service. And some people are a lot happier to make calls than others. , as we know. Is there data sets out there that [00:25:00] you wish you were able

to leverage for this project?

No, I think we,

I mean, we've been pretty fortunate. I've been, as you mentioned, I've been here 29 years as a goal, and one of my critical thoughts from the beginning day one was needing to gain access to all the data. You know, we're fortunate, I mean, as a crime analysis section, and within strategic development, we, and.

All the analysts that work here have really good access to the forms of data that we do have. Whether, whether it's from our record management system, our rms, or if it's through the CAT system, which is managed by entirely different department within Metro. We still have access to that information. We do get other information to kind of consider, you know, some stuff from the planning department looking at the growth patterns building permits all those types of things that take place.

And that also is where our that and our metro it department, it's for the [00:26:00] gis custodians are for the government, metro government. And they provide us with some of those additional layers that are nice to look at at time to see different perspectives on things.

All right.

Let's move on to your other stories then. So I'm interested to hear about this serial murderer, case that you worked on back in 1997.

Yeah. We had the AKA Fast Food Killer Paul Dennis Reed in Nashville. And back in 97 I worked with some detectives along with another individual in the crime analysis section, and we developed a number of maps that were used in the courtroom that helped depict the travel path of Paul Dennis Reed during his murder spree.

And along with that physical evidence that was obtained during the investigation, the maps helped the jurors kind of better visualize the places and times associated with the, how the cell phone towers matched up with the locations of and times of the murders. [00:27:00] And so I, I felt that was something of, you know, one of those bad things that to talk about because Paul Dentistry, that was a, that was a big case here, and he was convicted and sentenced to death for seven murder counts.

That, I mean, it was, it was big news. It was the public really didn't feel safe during that period of time.

What was his mo

He would go into these fast food restaurants, McDonald, Captain D's Baskin Robbins, and went in there and, and rob the employees in the store. And then shoot him like execution style.

. So was he doing this like late at night when there wasn't very many people around?

I'm trying to remember the timeframes,

if I remember right. That may not necessarily be the case. That there may have been one of those instances that was more during the day. One of 'em was actually up in the Clarksville area.

The I wanna say that was the, gosh that was so long ago. I think that was maybe the Bask and Robin and the [00:28:00] Captain Ds and McDonald's were here.

Obviously he, he's robbing 'em, but he also decides to kill them as well, which is kind a whole other level of not only wanting to get money, but also wanted to harm these.

Victims.

Yeah. And one of his I mean one of the things in his appeals and stuff that were filed in all these cases was that he was mentally ill and the government was doing things to make him more mentally ill. And it was weird. But he was eventually he eventually died back in, I wanna say 2000 early two, maybe it was late 2007 ish, eight ish, somewhere in.

Yeah.

So

when you say die, was he executed? I,

I'm trying to, I don't think, I think he died of some weird cause,

Right, his, he was still under appeal, these seven murder count. Yeah. We'll put a

link in the show notes and about the case. But I [00:29:00] wanna go back to the cell phone towers because this is 97,

the amount of people using cell phones certainly isn't what it is today. So I imagine that process of dealing with the cell phone companies and getting this data in my mind seems like it would be a very crude process. But what do you remember

about it? Yeah, it was in a, a little bit, and I, I remember there's a back and forth

give and take with the, the companies that the investigators.

Going through and getting that information data so we could map it and then working it out with them. And it was a little bit trying to, you know, to, to do that and get it and then to actually have the precise location of each of the towers had to go out, you know, with a, with a physical GPS device, you know, the, that get those XY coordinates

as to the

precise location of the towers themselves, you know, and validate those.

So it was a little different back in the day, [00:30:00] but in reality, when you think of it, it's something simple, you know? Mm-hmm. . That we talked about, the patrol workload assessment stuff, that's pretty complex. Doing something like the mapping stuff was simple. It was, it was just a little hard work, you know, at the time, but it was simple.

And, but it had major impact on, on the jurors, so they could visualize things.

What's going

on? Analysts, My name is Manny San Pedro. I'm the technology director for the I A C A and here is my public service announcement for analysts. Don't become overly reliant on Excel. Use it to analyze and break down your data. It's a fantastic tool. Fantastic. And it's free as part of the Microsoft Office offering.

But don't use it as a database. Use a database as a database. Connect to the database with Excel and then use it [00:31:00] for your. Pivoting for all your slicing and dicing even developing your dashboard. But again, don't use Excel for everything because it may not be the best

tool for you.

Hi, my name

is Brian Napolitan and I'm here to talk about name badges.

When you're attending a training or a conference, please make sure your name badge is at an appropriate height and is legible enough so that strangers won't be staring where they shouldn't, just so they can figure out your name. Thank you for listening.

One other bad story that you have here how you described it as a rank of prisoner release, that program that you helped

start.

Yeah, this is another thing. It's not really like crime analysis, but you know, based on my expertise at the time I was using SPSS Statistical stop and the courts kind asked for some assistance and I have a skill set.

I kind of, as a operations [00:32:00] research systems analyst, I kinda looked at an approach to prioritize and rank which prisoners should be released early. Back then we had a lot of jail overcrowding and a lot of cities were going through the same thing. And so we were trying to figure out the best way and the courts were trying to figure out the best way to release people that really didn't need to be in.

And so I, I developed a program using Simplex, which is like a

mathematical algorithm,

Minax theory and decision analysis and gaming theory were combined in there, the determining which prisoners should be released in it. And so the, the

judge could run a report

every day and look at it and at the top.

The table or the list decide how many and who they would release. And that programming algorithm and everything that I did use in SPSS was later incorporated,

By Oracle. Came in and provided some software [00:33:00] services to the courts and

they took what I had and incorporated into their Oracle services and

gave the

courts that ability that they could do across the board.

But before then, I actually had to take a little SPSS program and kinda install it on a separate little computer with that program that I wrote, and then the courts could kind of just run it. But

yeah, they probably made a nice bit of money off your idea. of work, all that is,

Yeah,

I've thought about that at times, but ,

so

What are some of the factors that go into this?

I mean, I obviously, as, as you're talking, I'm thinking through, what they're in for, what their entire, criminal history is, what are some of their needs assessments. That is where my head is going with some of these factors that you would be baked into this report. What are some of the others?

[00:34:00] Yeah, that, I

mean, that, that was, those were the main things, what you just mentioned criminal history,

what they were.

In jail for then there was input that I had received from a number of judges that where they would rank those offenses, those, those Tennessee codes that individuals were rated were arrested for.

And and then say this would be the most severe, then this would be the less severe. And kind of incorporate some of that and, and use a, like a weighted

point system with those. And then, let's see, I'm trying to remember. Age was a factor. The older the individuals, the less recidivism they were expected.

The. You know, to have there was gosh, I can't recall all those factors or elements that we looked at, but there were several and but they all had a, a bearing on, you know, society here in, in, in Nashville as to who's being released down on the streets, you know, that's mm-hmm. , that's something that can get media attention real [00:35:00] quick if you have some released and commit a, a major crime.

And then it's like, Oh, why was this individual released early?

So, yeah. Now, was

there other follow up as well? So you're obviously releasing these folks and you, you obviously might hear about it if somebody is then arrested or is a recidivist, but was there other information you were collecting after the fact as well to show how accurate this data was?

Like more success stories.

There was some look at the recidivism rate for those early releases and it was

determined that it was acceptable. Mm-hmm. And and that

it was a smart and logical program and they felt

confident in, in the results that they saw. The, the rate was low, you know, so, Judges, you know, sometimes can be hard to please.

And they're the ones that were making the final decisions on all that.

So how is the [00:36:00] scientific method applied to this project?

 Well, ,

first you have to define what the problem is and kind of what we're just discussing and going through. What are all those elements that you really needed? The, the. Consider and then, you know, analyze it all kinds of different ways, kind of looking at it separately from even the program that came out with

the early release rankings, you know just delving into all kinds of research and what other people are doing and other cities are doing.

And then scientifically recidivism types of things that you need to consider. You know, So you did all that background research, come up with a plan and you experiment with it. Played around with it, you know, It, it wasn't like the first time I went through and, and developed that algorithm that that was it, It got revised several times.

Mm-hmm. went back and forth with the. One judge in particular. And then ended up, you know, [00:37:00] finalizing that so that the results came out pretty much what, what they wanted to see. And then they were happy. And then following up with that, you know, with some research later on to look at, in fact, there was a there, there's a group in the court system that does their own analysis and they kind of did most of the analysis and the follow up and looking at the recidivism of those prisoners that were released.

And I looked at it also. But they got, they actually did more of a deep, deeper dive than I did. And but it, it was very favorable.

And so

that was one of the reasons

why when the, the courts were also going through

a major revamp of their

overall part

of it was the CS stuff, but just their overall IT system.

And they were

using, they had Oracle come in as consultants and they were actually adopted as their vendor. And they looked at what I had done and, and pretty much stole my algorithms and adopted them [00:38:00] in their application that they later

used for the same purpose. All

right, so it does sound like there was some initial testing at first, and that went back and forth with the judges and then you validated the results through recidivism rates.

Actually, we

probably didn't validate the recidivism until it was in place, and we didn't, Once it

was going, they were happy. There was no adjustments

made to it once we were accepted it. And, you know, after, you know, kind of just coming up with some examples, when it was a trial, no one was actually released

based on the result initially.

We kept on talking about what if, what if this, what if that, Well, let's add that to this. Well, let's take that one out. Let's change these these priorities or weights on these values over those values. And then got to a point where the judges were happy. And that's kind of when we went with it.

And then I think it was. Six

[00:39:00] months later before

we even looked at the recidivism and the impact of it. And, and from my knowledge, nothing was amended or changed to the programming

after that point.

 So

let's go on that. I do

wanna talk about your two deployments, why you're in this position, cuz I think that is a unique situation.

You are the research manager for in, in this unit and you end up getting deployed because you're still in active reserves. You have two deployments to Iraq that last over a year each, right?

Each were a year.

So as a Resu Reserv, you kind of get deployed for a year. Many of the active components may get, some of 'em are only getting four months deployment.

Some

of the Marines, but

many of the Army were getting like six months deployments. It just depends. And then others were getting yearly, like a. Like a year's worth of deployment as in my [00:40:00] case. But yeah. Yeah.

So, and then, then

you're doing similar work where you're working with Army Corps of Engineers and you're doing testing during this

time.

Correct.

I was an Army Corps of Engineer officer and I was kind of doing engineering stuff. Mm-hmm. and my first deployment was with the Gulf Region Division of the Army Corps of Engineers.

And I was assigned in Baghdad, and that's where our headquarters was. And we were managing all the infrastructure rebuild in Iraq. And so all that stuff that took place, like in the initial days in Iraq were the US and everyone else, all the. Partners went in and started bombing and using the smart bombs and, and kind of destroying the infrastructure within

Iraq.

Our,

our task was to go back in it and rebuild that, at least to the same level. It was prior

to the war,

pre-war condition. So you know, like the electrical generating plants,

those big electrical plants,

the water purification [00:41:00] plants schools, hospitals the oil fields, those types of things.

Some, some people

would say the oil fields were the most important.

Oh yeah,

we had a whole little component within the, the unit that, that's all they worked was the oil field stuff,

you know, and that was major, that was big visibility. That kind of restored

that back to where it was. Yeah. So that was our task there.

So yeah,

I did a lot of project management and, and,

That was my job. Then my second deployment was more so working with our bases. So all those bases that we had, our soldiers, that, and Marines and sailors, and airmen actually

rebuilding or providing the

necessary support services there. So I worked with the major

contractors

that were in theater and that involved either engineering, where

you go in and construct stuff.

Or the contracted [00:42:00] services

of, you know, like electricity, water, sewage housing all the dining facility support, the laundry support. All those types of things that are necessary to sustain those spaces. And working with those

contractors is kind of what I did. Yeah. My second work.

So, so how was it,

your project manager one day, you take a year off, come back.

How was that coming back from being off a year, to the

project managing job?

, I, I have to

be up front. It, it wasn't easy. I mean, I, when I got back to work, it's like, you know, I gotta remember all this stuff again. You know, it wasn't but I felt very confident and the in individuals that were back here in Nashville, kind of filling it in and doing the job that I normally.

All that cross training that we do within the Commo component kind of paids off in the long run, and [00:43:00] definitely showed during that period of time where I didn't feel like there wasn't something that they couldn't handle. In fact, I would communicate periodically, you know, via the telephone. People that were back here, if they, there were questions or concerns or, you know and just find out what was going on and everything.

I mean, it, it di definitely didn't break when I was gone, which was a good thing. . So,

All right. Good deal then. All right, well, let's move on to some other topics then. I, I do wanna get your advice for analysts. You've been doing the job for 29 years. What advice do you have for our

listeners? I guess the first

thing is just looking at the word analysts.

What must the analysts do? What do they do? You know, they analyze what they analyze the data and that data has to be turned into something that's usable

information, you know and order to do that. And [00:44:00] analyst, any new analyst must first know the data and everything about it. So go out, do a lot of ride alongs all derive from those initial reports that are taken.

Gotta understand that process and what it entails. What is that information, that data, And then you need to be able to use the technology that's available, the hardware, the software. To mine that data and get to it. So the the hardest thing I, I learned being here and I had to work from day one through whenever.

It was just getting, as we mentioned earlier, having access to the data. And I take that for granted today, but all that hard work in the past, kind of paid off. And early in my career, I spent an enormous amount of time working with the IT folks and working with other departments, working with the ECC folks, the emergency communications.

People with the CAD data so that we could get that information. I would tell those new analysts that sometimes, [00:45:00] I mean, you have to work with your chain of command. You have to work with the IT people. Sometimes you may not be able to have direct access to the live data because that kind of slows things down.

But you can work around that. You can get like views of the data or you can have

tables that are created early, early in

the morning and pushed to you so that you don't impact the live rms. You can use like a data warehouse and type of management approach, which

just only

gets those build. Data that, or those tables that you need.

You don't need 'em all. You don't need every single table in rms. You only need certain things. Figure out what those are and just get that.

 It's brings to mind, I don't know how many analysts actually actively look for new data sets. Obviously you have the ones that are in the police department and you should know which ones those are.

But there's certainly data sets that [00:46:00] are outside the police department that may be helpful to the analysts. I always think back to my time in Cincinnati

Police Department when I discovered that Parks and Recreation had. A database in which they recorded their records and had a note section and would put sometimes different information on graffiti.

Or vehicles, license plate numbers. There was a whole host of information that could be in there and identifiers that I could research more heavily after finding those instance. And so I always encourage analysts to be on the lookout for new data sets throughout their city,

really? Yeah, I agree

that, I mean, that's very important.

We get a lot of stuff from the planning department with the different layers that they have, so you [00:47:00] can see information on different parcels

throughout the county. Ownership if you're trying to look at information on socioeconomic stuff, it could be in there. Locations of liquor stores, you know, or whatever.

You know, there's all kinds of stuff you can find in those GIS mapping layers. Probation and paroles is another source. You, I mean, I would think everyone should be trying to get that information. That's a separate thing. In our case, it's maintained by the state. You would wanna look at vehicle registration information in your county.

You can get that from the vehicle registration folks. Yeah, there's all kinds of sources. I can remember when we had the tornado come through. I mean, we were trying to get information on the, the path and where the tornadoes going, you know the expected. Path and what that, I forget what you call it, like a a fan or whatever that the area that may be impacted, so mm-hmm.

you gotta get that information and push that out so that individuals know, hey, we [00:48:00] need to look at the citizens in there and see people that may need help or assistance to get out of those areas or after the tornado. You know mapping information that's available there as to where the actual path was, you know from those climatologists that have out there and study all that information and you can actually plop the exact path and then go follow that up, you know?

So yeah. All kinds of things out there that you really need to look at in regards to policing. Yeah.

What are you surprised the law enforcement analysis profession hasn't figured out yet? When you started in the nineties, you, you would think, Oh, by 2022 we'll have this figured out yet, yet we're still struggling

with it.

My thing is, as a crime analyst, my focus has kind of been primarily on that, but when. I'm thinking this within law enforcement, the word I'm thinking is like, well, what are the analysts that we normally have? All the training, all the [00:49:00] conferences, all the kind of stuff that I read and research talks about crime analysts, intelligence analysts, and, and yes, and the difference between the two or the, the similarities.

But there are other analysts out there, I think, and I think it's an emerging trend that we're seeing those responsibilities evolving, changing, shifting back and forth. We have investigators that need analysts, you know, do we have analysts that are just dedicated to providing support for investigators who we have so that they can solve specific crimes or a crime series, you know, And then you have the real.

Crime centers, they have analysts that are pretty unique. They're looking at specific things. They're looking at all these different cameras and those types of things. Those skill sets are a little bit different. And you have the traffic analysts doing analysis of traffic related things. I don't know about you, but I mean, they're quite a few fatal accidents that we have in our county.

And it's amazing. You know, I mean, the [00:50:00] press and the media and the emphasis is always on murders and shootings and all those types of things, but really a life is a life and that's carries a lot of value. And we do lose quite a few people from fatal traffic accidents. So yeah, that's an important thing.

The, the emphasis on traffic analysis. Then just a general police research analyst, you know, kind of some of the things I was talking about with the patrol allocation assessments, the looking at Our crime reports, you know, our comp process that you have someone that just does that aspect of stuff.

But social me media analysis, who does that? We want everyone to do that, all those analysts to do it about social network analysis. We kind of do that here in Nashville and that's used across the board for many reasons. And are you looking at analyzing individuals, groups of individuals crime

trends, series

patterns?

Those things kind of are merging. They're kind of [00:51:00] going back and forth, as I mentioned, between all these different positions with it. I know our department, you know, and the considerations. I know that's taking place at a national level, but you don't really hear about those other analytical categories that much.

You just hear and or easily able to Google and research crime. Analysis and intelligence analysis, but these other guys, what about them? You know?

Yeah.

I just had Christine Talley on the show. She's from Riverside County Sheriff's Office in California and that was one of the first things she had to get over was the fact that the folks that she was working with didn't understand what she did or what she was supposed to do.

And that's still something that this profession's struggling with is analysis seems like too generic of term and they folks don't necessarily know what the analysts are there purpose. What they can, what they can't, what they shouldn't [00:52:00] do. It's still something that we're struggling with to go along with the lines of classification like you were talking about.

Okay. Hey, I thought of another question here. You, you went through management training both with the military and with a master's degree. And obviously these decades worth of experience. As a manager where do you sit in terms of educating leaders and managers?

, is a lot of training necessary or you think you learn most of what you know by, on the job training,

you fit on one of these long term questions that have been debated for years and years and years. That's the, like leadership, if you wanna call it that way. Can leadership be taught or is it some inherent, you know, is it in your dna?

I feel based on my military training, that leadership is something that's taught. It's something that people learn [00:53:00] and there's,

there are

many leadership courses out there, and I think for me, the military does a lot of that. They actually address it specifically as leadership training, you know? And I think that's important.

So I learned a lot through the military through metro government here. They do have supervisors training. Most of it's focused on things you need to do as a supervisor, what forms you need to fill out for specific reasons and why things that you need to do to kind of

cover

yourself, you know? Yeah.

And make sure you do the right thing for the employees. So yeah, I think every. I mean, there's lots of leadership books out there that, you know, I always encourage everyone that if, if they want to be good at what they do, they really can't just settle on going to work eight and a half hours a day or however, whatever it is.

But when they go home, maybe buy some books on things that you know that will help improve yourself. Self-improvement books, and that may be leadership in this case and kinda [00:54:00] read up on that. Cause leadership, I, I do believe is a learned thing and you can read about it. Learn from others

and others'

mistakes, obviously.

Part of that is that, you know, as a leader you're gonna make mistakes, but you don't wanna repeat those same mistakes over and over again. Especially young leaders, it's almost the expectation that if you have someone that works for you, you need to groom them. And you need to allow them the, the opportunity to make those mistakes and learn from 'em, but again, stress that they shouldn't repeat the mistake over and over again.

So yeah.

Here's another one for you. Education requirement. Physicians come up as analysts, research manager, and they may have a, either a bachelor's or master's degree requirement and I, I've talked to several folks, analysts, about this requirement cuz some people don't have it. They don't have the, the bachelor's [00:55:00] degree, but they've been in the analytical role.

Some people have worked their way up to managers and supervisors without that degree. Mm-hmm. . So there's obviously people out there that can prove that they have the qualifications, the capabilities to do the job without actually having the

degree.

Yeah.

I have mixed feelings on that and what I've seen from my experiences initially, you know,

where a

job opening they, like mine may require a master's degree, which it. But, and that may be a, a good start because you're hoping that someone has either experience plus the education that helps them do their job better.

Mm-hmm. . But the other thought is, I've seen from my experience over the years, many people that have worked in a position for a large number of years and they learned on the job so that on the job training, it can't be replicated.

And [00:56:00] every job is very unique. Every

location's very unique. So like for example,

our police, it.

Director for a number of years

was an individual that kind of worked his way up from high school at a high school education, and that was it. Then go for a bachelor's degree and started off in the mainframe room working on the mainframe and eventually became the director of the IT department in in the police department.

And that was just from his experience, learning on a job, learning how to program, doing all the different things, learning hardware configurations, all the conceptual things that an IT director would need to know. So in that case, I, I, I definitely see the advantage of someone that where their education may not be as important as the, the experience, but many times you'll see the starting positions for most people are gonna be where there's gonna be an educational

requirement, you know, whether, you know, the college level, whatever it [00:57:00] may be, but, I'm, I'm never surprised when someone is selected for a position and may only have like a high school education, but they've been doing the same job for 20 years or whatever, and, and are pulled up to a executive level or whatever you may wanna call it, a leadership management

role.

. All right.

Good deal. Let's talk personal interest then. You told me you're a bourbon snob and Oh, yeah. Which is, All right. So what is your favorite bourbon at

the moment? There's so many. Jason. I just can't . I, I, I'm not a heavy drinker, put it that way. I don't want to mislead everyone to think that I am.

I do like, not that at least Right. . Exactly. I do like my bourbon and I am kind of snobby about it, and I've been into it for

a number of years. I

probably like, I hate to

say it, but I, I, I, one of my favorites

or the weller lines of bourbon. Mm-hmm. , it's a [00:58:00] weed bourbon weed Bourbons tend to have like, of a sweet type of little taste to 'em and you can get it in a lower proof or a higher proof in regards to, well, I think based on the fact that bourbons today are very allocated, you know, and they're hard to get, especially in the area that we are here in Nashville, seems like you can have people camping out overnight at a liquor store to try to get a bottle, a special bottle of these

allocated bourbons.

And

Weller being one of those sometimes is hard to get your hands on them, but you have to kind of groom

your, your sources so that like a particular liquor store become

a good customer and, you know, get well known and kind of develop those relationships to kind of have a

chance of getting those allocated bourbons.

But yeah, if I could get a lot of

Weller, I'd be drinking it all the time, but I, I just can't get it as much as I would like

to put it that. All

[00:59:00] right. So, alright, well, hey retirement's coming up as we mentioned, any plans

right now? I think I'm just going kinda ease off into green pastures.

Just take it easy for a while. Who knows? I may end up working part-time. I may do some volunteer work or if my wife gets tired of me being around all day, I may end up working full time again somewhere. Who knows?

I guess you could just start, you know, standing in line for bourbon, like you mentioned.

Yeah. .

That, that,

that could be a job. Yes, true.

Hey, I, I do wanna mention that our path, when they first crossed, you know, I had applied for Nashville Metro to be an analyst there and. Decided not to take up your offer and it certainly no regrets, but I, it is been fascinating over the years for us to keep in touch as we've seen each other at the conferences every so often.

And it's been great [01:00:00] keeping in touch with you over the years and, and I certainly wish you the best of luck and happiness in retirement.

I appreciate it very

much coming from you, Jason, that means a lot. And thank you for those words that I, I look forward to in my retirement. I do, I

really do. All right.

We do like to follow up with our guests, so you'll have to make sure that you leave me your personal email so I can put you in the, where are you now? Segment here in a year or so. Right?

Sounds great.

Let's finish up with words to the world then. And this is where I give the guest the last word. Rich, you can promote any idea that you wish. What are your words to the world?

My words of the

world are nerd and geek. Be humble, be

proud. Being called a nerd or geek.

Embrace the nerdism. I've had many chiefs of police that are referred to my component within the department as the nerd section.

Remember though that analysis doesn't matter if you can't communicate the

results to your audience.

Learn to use your visual content, use [01:01:00] non-technical terms, become a storyteller. Focus on the bottom line and stay out of the weed .

Very good. Well, I leave every guest with, You've given me just enough to talk bad about you later.

That was great. But I do appreciate you being on the show, Rich. Thank you so much. And you be safe. You too,

Jason. Thanks.

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