



Week in Heron (Case A)

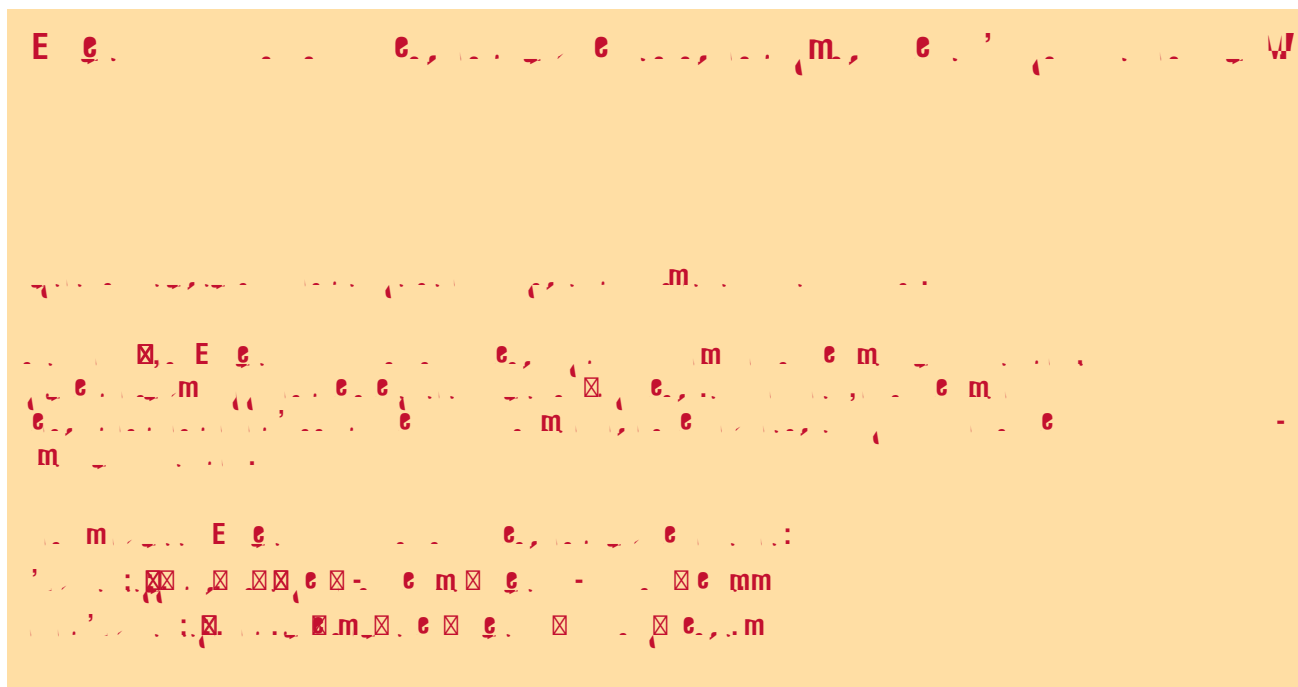
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Introduction

The Heron Case is a study in crime reduction. Case A, Case B, Case C, Case D, Case E, Case F, Case G, Case H, Case I, Case J, Case K, Case L, Case M, Case N, Case O, Case P, Case Q, Case R, Case S, Case T, Case U, Case V, Case W, Case X, Case Y, Case Z, Case AA, Case AB, Case AC, Case AD, Case AE, Case AF, Case AG, Case AH, Case AI, Case AJ, Case AK, Case AL, Case AM, Case AN, Case AO, Case AP, Case AQ, Case AR, Case AS, Case AT, Case AU, Case AV, Case AW, Case AX, Case AY, Case AZ, Case BA, Case BB, Case BC, Case BD, Case BE, Case BF, Case BG, Case BH, Case BI, Case BJ, Case BK, Case BL, Case BM, Case BN, Case BO, Case BP, Case BQ, Case BR, Case BS, Case BT, Case BU, Case BV, Case BW, Case BX, Case BY, Case BZ, Case CA, Case CB, Case CC, Case CD, Case CE, Case CF, Case CG, Case CH, Case CI, Case CJ, Case CK, Case CL, Case CM, Case CN, Case CO, Case CP, Case CQ, Case CR, Case CS, Case CT, Case CU, Case CV, Case CW, Case CX, Case CY, Case CZ, Case DA, Case DB, Case DC, Case DD, Case DE, Case DF, Case DG, Case DH, Case DI, Case DJ, Case DK, Case DL, Case DM, Case DN, Case DO, Case DP, Case DQ, Case DR, Case DS, Case DT, Case DU, Case DV, Case DW, Case DX, Case DY, Case DZ, Case EA, Case EB, Case EC, Case ED, Case EE, Case EF, Case EG, Case EH, Case EI, Case EJ, Case EK, Case EL, Case EM, Case EN, Case EO, Case EP, Case EQ, Case ER, Case ES, Case ET, Case EU, Case EV, Case EW, Case EX, Case EY, Case EZ, Case FA, Case FB, Case FC, Case FD, Case FE, Case FF, Case FG, Case FH, Case FI, Case FJ, Case FK, Case FL, Case FM, Case FN, Case FO, Case FP, Case FQ, Case FR, Case FS, Case FT, Case FU, Case FV, Case FW, Case FX, Case FY, Case FZ, Case GA, Case GB, Case GC, Case GD, Case GE, Case GF, Case GG, Case GH, Case GI, Case GJ, Case GK, Case GL, Case GM, Case GN, Case GO, Case GP, Case GQ, Case GR, Case GS, Case GT, Case GU, Case GV, Case GW, Case GX, Case GY, Case GZ, Case HA, Case HB, Case HC, Case HD, Case HE, Case HF, Case HG, Case HH, Case HI, Case HJ, Case HK, Case HL, Case HM, Case HN, Case HO, Case HP, Case HQ, Case HR, Case HS, Case HT, Case HU, Case HV, Case HW, Case HX, Case HY, Case HZ, Case IA, Case IB, Case IC, Case ID, Case IE, Case IF, Case IG, Case IH, Case II, Case IJ, Case IK, Case IL, Case IM, Case IN, Case IO, Case IP, Case IQ, Case IR, Case IS, Case IT, Case IU, Case IV, Case IW, Case IX, Case IY, Case IZ, Case JA, Case JB, Case JC, Case JD, Case JE, Case JF, Case JG, Case JH, Case JI, Case JJ, Case JK, Case JL, Case JM, Case JN, Case JO, Case JP, Case JQ, Case JR, Case JS, Case JT, Case JU, Case JV, Case JW, Case JX, Case JY, Case JZ, Case KA, Case KB, Case KC, Case KD, Case KE, Case KF, Case KG, Case KH, Case KI, Case KJ, Case KK, Case KL, Case KM, Case KN, Case KO, Case KP, Case KQ, Case KR, Case KS, Case KT, Case KU, Case KV, Case KW, Case KX, Case KY, Case KZ, Case LA, Case LB, Case LC, Case LD, Case LE, Case LF, Case LG, Case LH, Case LI, Case LJ, Case LK, Case LL, Case LM, Case LN, Case LO, Case LP, Case LQ, Case LR, Case LS, Case LT, Case LU, Case LV, Case LW, Case LX, Case LY, Case LZ, Case MA, Case MB, Case MC, Case MD, Case ME, Case MF, Case MG, Case MH, Case MI, Case MJ, Case MK, Case ML, Case MM, Case MN, Case MO, Case MP, Case MQ, Case MR, Case MS, Case MT, Case MU, Case MV, Case MW, Case MX, Case MY, Case MZ, Case NA, Case NB, Case NC, Case ND, Case NE, Case NF, Case NG, Case NH, Case NI, Case NJ, Case NK, Case NL, Case NM, Case NN, Case NO, Case NP, Case NQ, Case NR, Case NS, Case NT, Case NU, Case NV, Case NW, Case NX, Case NY, Case NZ, Case OA, Case OB, Case OC, Case OD, Case OE, Case OF, Case OG, Case OH, Case OI, Case OJ, Case OK, Case OL, Case OM, Case ON, Case OO, Case OP, Case OQ, Case OR, Case OS, Case OT, Case OU, Case OV, Case OW, Case OX, Case OY, Case OZ, Case PA, Case PB, Case PC, Case PD, Case PE, Case PF, Case PG, Case PH, Case PI, Case PJ, Case PK, Case PL, Case PM, Case PN, Case PO, Case PP, Case PQ, Case PR, Case PS, Case PT, Case PU, Case PV, Case PW, Case PX, Case PY, Case PZ, Case QA, Case QB, Case QC, Case QD, Case QE, Case QF, Case QG, Case QH, Case QI, Case QJ, Case QK, Case QL, Case QM, Case QN, Case QO, Case QP, Case QQ, Case QR, Case QS, Case QT, Case QU, Case QV, Case QW, Case QX, Case QY, Case QZ, Case RA, Case RB, Case RC, Case RD, Case RE, Case RF, Case RG, Case RH, Case RI, Case RJ, Case RK, Case RL, Case RM, Case RN, Case RO, Case RP, Case RQ, Case RR, Case RS, Case RT, Case RU, Case RV, Case RW, Case RX, Case RY, Case RZ, Case SA, Case SB, Case SC, Case SD, Case SE, Case SF, Case SG, Case SH, Case SI, Case SJ, Case SK, Case SL, Case SM, Case SN, Case SO, Case SP, Case SQ, Case SR, Case SS, Case ST, Case SU, Case SV, Case SW, Case SX, Case SY, Case SZ, Case TA, Case TB, Case TC, Case TD, Case TE, Case TF, Case TG, Case TH, Case TI, Case TJ, Case TK, Case TL, Case TM, Case TN, Case TO, Case TP, Case TQ, Case TR, Case TS, Case TT, Case TU, Case TV, Case TW, Case TX, Case TY, Case TZ, Case UA, Case UB, Case UC, Case UD, Case UE, Case UF, Case UG, Case UH, Case UI, Case UJ, Case UK, Case UL, Case UM, Case UN, Case UO, Case UP, Case UQ, Case UR, Case US, Case UT, Case UY, Case UV, Case UW, Case UX, Case UZ, Case VA, Case VB, Case VC, Case VD, Case VE, Case VF, Case VG, Case VH, Case VI, Case VJ, Case VK, Case VL, Case VM, Case VN, Case VO, Case VP, Case VQ, Case VR, Case VS, Case VT, Case VU, Case VV, Case VW, Case VX, Case VY, Case VZ, Case WA, Case WB, Case WC, Case WD, Case WE, Case WF, Case WG, Case WH, Case WI, Case WJ, Case WK, Case WL, Case WM, Case WN, Case WO, Case WP, Case WQ, Case WR, Case WS, Case WT, Case WU, Case WV, Case WW, Case WX, Case WY, Case WZ, Case XA, Case XB, Case XC, Case XD, Case XE, Case XF, Case XG, Case XH, Case XI, Case XJ, Case XK, Case XL, Case XM, Case XN, Case XO, Case XP, Case XQ, Case XR, Case XS, Case XT, Case XU, Case XV, Case XW, Case XX, Case XY, Case XZ, Case YA, Case YB, Case YC, Case YD, Case YE, Case YF, Case YG, Case YH, Case YI, Case YJ, Case YK, Case YL, Case YM, Case YN, Case YO, Case YP, Case YQ, Case YR, Case YS, Case YT, Case YU, Case YV, Case YW, Case YX, Case YY, Case YZ, Case ZA, Case ZB, Case ZC, Case ZD, Case ZE, Case ZF, Case ZG, Case ZH, Case ZI, Case ZJ, Case ZK, Case ZL, Case ZM, Case ZN, Case ZO, Case ZP, Case ZQ, Case ZR, Case ZS, Case ZT, Case ZU, Case ZV, Case ZW, Case ZX, Case ZY, Case ZZ.

- Community policing
- Compstat (as an organizational approach to crime-reduction tasks).
- Problem-oriented policing
- Evidence-based policing
- Intelligence-led policing



One Week in Heron City: a case A

Heron City is fictional. So are all the characters in the following narrative.

Monday Morning: Seeing it in the Morning

On Monday morning, the Heron City Gazette, Laura Harrison's predecessor, had reported the murder of Hayley Scott, a 26-year-old mother of two, who had been savagely beaten to death one month earlier at an Interstate rest stop in the outskirts of the city, having pulled in briefly to buy lemonade.

1. The Hayley Scott murder — Heron City, a city of 700,000 people, had a population of 400,000. The murder of Hayley Scott had cast a pall of fear over the city. Hayley Scott, a 26-year-old mother of two, had been savagely beaten to death one month earlier at an Interstate rest stop in the outskirts of the city, having pulled in briefly to buy lemonade.

The media had dubbed the case the “Stalker Murder” on the grounds that Hayley Scott had called Heron City police for help under the headline “Zero Protection: Victim’s Family Labels Police Useless.” Within days, and with public furor mounting, the mayor had negotiated an early retirement for Laura Harrison’s predecessor. In the four weeks since Scott’s murder, the Heron City Police Department had taken 135 complaints from a further 61 women, all of whom expressed concerns that they, too, were being followed. Police had not been able to substantiate any of these complaints. The police had checked in with her weekly for any new information and to see how she was doing.

Apart from that, given the lack of details available, the local precinct commander had taken the view that there was not much more the police could do. Even after the murder, police had no evidence that Scott had, in fact, been followed or stalked in anyway.

One week after Hayley Scott’s murder, the *Heron City Gazette* ran a front-page story reporting her many pleas to the police for help under the headline “Zero Protection: Victim’s Family Labels Police Useless.” Within days, and with public furor mounting, the mayor had negotiated an early retirement for Laura Harrison’s predecessor. In the four weeks since Scott’s murder, the Heron City Police Department had taken 135 complaints from a further 61 women, all of whom expressed concerns that they, too, were being followed. Police had not been able to substantiate any of these complaints. The police had checked in with her weekly for any new information and to see how she was doing.

stranger-to-stranger homicide in any other town had seen any

2. Car theft — The mayor described a meeting he had held over the weekend with representatives from the

Chief Harrison: Do you have all the help you need with the psychology of this? We need folks to be alert, particularly until the Hayley Scott case breaks. But we don't want a completely neurotic city. We want more people out in public places, if anything not less.

Captain Lawrence: Yes, ma'am. We've had some very good input from other jurisdictions with similar experiences, and we've worked out some referral systems with the health department for folks

Chief Harrison: Okay. What about the surge in car thefts? What kind of reaction do you see to that?

Captain Lawrence: Well, that's not much of an issue for my unit because it doesn't seem to be much of an issue for the community. We're almost entirely focused on the stalker calls for now.

Chief Harrison: How come?

Captain Lawrence:

Captain Lawrence: Not really. I think they can take care of

...and, C... ..

Chief Harrison: Did you say “Compstat the calls”? Is Compstat a verb now?

Major Lucius: I think it has been for a while.

Chief Harrison: What does it mean to Compstat something?

Major Lucius: It means you hold the precinct commanders unambiguously accountable for reducing whatever the problem is in their precincts. If they succeed, their careers progress. [He

too much time together. Who knows? That's from data provided by hospital emergency physicians and analyzed by epidemiologists. And the spike

Major Lucius:

Yes, that's right. We've had both these issues color-coded on our Compstat maps for a while now. The problem is that the ALPR system is supposed to be working, but it's not. We've got 18 locations in and around town with ALPR cameras up and running, and we are supposed to get instant alerts when a stolen car, or one flagged of interest, goes by. With all these stolen cars around, you'd imagine we'd be getting a lot of alerts. But no, next to nothing. I'm afraid the patrol side assumes the system doesn't really work, but the IT side assumes the system is working. Maybe it's something to do with the upgrade in the computer system that runs ALPR, which they're doing now, and which seems to be taking forever. They're upgrading the communications and data storage capacities, I believe, because there's now more data being collected than ever before.

CH

Chief Harrison: Have you discussed with Dr. Boden the relationship between intelligence-led and evidence-based policing? Are these the same idea, in your view, or different?

Captain Smithers: Basically the

Captain Smithers: Actually, the contractors checked that too. That was the bigger piece of the job we gave them in the end. It was the contractors' own idea. They said they could take the 403 lists from the 403 Hayley Scott sightings and check for any common elements cross them.

Chief Harrison: What did that show?

Captain Smithers: They said there were actually around 19,000 plates that scored just once, about 400 plates
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our lists of VOIs, and stolen cars of course, and to generate real-time alerts to Ops Room for the stolen ones, and daily reports to us for the VOIs. So we've been getting about five reports a day. And we've been looking at them, and we've been looking at them, and we've been looking at them, just in case they need it for some investigation, like this one.

Chief Harrison: What can you tell me about the car thefts in town?

Captain Smithers: Well, Chief, I can't say I've seen anything like this before. At least not in our files. We have looked at this problem, but it seems to be scattered all over town. And that means it must be some sort of broader community issue. We can't say for sure, but it could be something that's been going on for a while. And we're going to be looking at it, and we're going to be looking at it, and we're going to be looking at it. Our precinct commanders should be able to drive this down. Most of my unit's work focuses on more serious matters, like bank robbery and serial sex offenders. We're keeping the

edne da orning: Phil oring, Director of Information Technology Service

Following

Phil Goring:

I don't think we'd dare to do anything much with it, when the accuracy is so bad. We could end up messing up all kinds of people's lives by mistake. What if we

you

