

**The Bill Blackwood
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Intelligence-Led Proactive Policing

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ABSTRACT

Law enforcement agencies need to work more innovative and more efficiently. Technology has become the way the current population communicates, orders groceries, reads books and lives their daily lives. Computers that people hold in their hands control their lives. As law enforcement professionals, officers should capitalize on the intelligence information that is in front of them. The concept of proactive intelligence-led policing is not a new idea. Law enforcement has not used this concept in their best interest.

Intelligence-led policing will utilize technological advances in data collection and analytics to gain valuable intelligence. Law enforcement will use the intelligence to direct personnel and resources to the people and locations that are likely to do the best job.

When proactive enforcement is discussed, the administration immediately thinks about what the public will feel. Intelligence led policing uses technology that is currently available to law enforcement agencies. Technology will allow agencies to identify who our criminals are and what their motive is. It will also allow them to track their movements and their associates. In some cases, it comes from open sources. Intelligence received from professional sources, informants, and technology will eventually lead officers to identify who the violent criminals and associates are. Law Enforcement, because of the current perception, has to change the culture of law enforcement and how agencies respond to criminal behavior.

TABLE OF CONTENTS

	Page
Abstract	
Introduction	1
Position	3
Counter Arguments	7
Recommendation	8
References	13

INTRODUCTION

Law enforcement agencies throughout the country are faced with the problem of violent crime in their communities every day. Agencies have experienced an increase in violent crimes such as murder, aggravated assault, rape, drug violence, and violence toward law enforcement in general. These agencies are desperately attempting to find a method of combating violent crime in their respective areas. Proactive law enforcement utilizing intelligence-based information to target violent offenders, has proven to be successful in various parts of the United States.

The term “Proactive Policing” uses various methods to reduce crime in high crime areas by using preventive measures (Morrone, 1998). Proactive Policing is different from what some agencies are used to, or, otherwise known as, the conventional way of reactive policing. Reactive policing consists of law enforcement responding after a crime occurs (Haskins, 2019). Public perception toward law enforcement is currently poor because of the lack of understanding and the media. In some areas of the country, law enforcement officers are fearful of prosecution and/or retaliation from their own agencies. The violent criminals are aware of current conditions and are taking advantage of the situation, causing criminal activity in some areas to be on the rise.

Prosecution trends seem to be unfavorable to law enforcement in vast areas of the country. This non-enforcement appears to be either due to the lack of interest in lower-level crimes not being prosecuted, or prosecutors being selective on what they choose to prosecute. This mindset appears to be based on the current political climate

in our communities and nation. Most of our citizens still desire protection and to feel safe in their respective neighborhoods and communities.

In some cases, the citizens are being victimized by individuals that are out on bond or on parole. Repeat offenses by the repeat offenders are not uncommon. The uprise in criminal activity throughout our nation doesn't seem to be decreasing at all. Our citizens are not reporting crimes as they fear retaliation by these thugs that ravish the communities' streets. Many large cities are becoming more dangerous, and society's children and grandchildren are left facing the reality of a nation being unpoliced.

Law enforcement officers are being ambushed and killed for protecting the citizens of the communities they serve. The criminal element must be stopped and prosecuted. Overall, law enforcement must strive to become more innovative and proactive in their approach. They must use the available resources to put an end to the fear.

Police agencies and prosecutors would benefit greatly if they collaborated within their respective jurisdictions. The goal would be to target violent criminals, and their organizations, that cause outrageous criminal behavior in their cities, communities, and states. Law enforcement agencies should concentrate on intelligence-based, proactive enforcement in high crime areas to reduce illegal activity.

Law Enforcement needs to be proactive and form partnerships to stop criminal behavior. One way to develop this strategy is to employ a managed intelligence system that identifies law enforcement threats accurately and objectively. Intelligence gathering

is the main objective of pro-active policing. Information has to be gathered and correctly analyzed (Morrone, 1998).

POSITION

The future of policing in today's society needs to encompass proactive strategies for detouring criminal activity in their respective jurisdictions. The law enforcement community has identified four approaches to crime prevention. The following programs have been identified and have been used by police agencies throughout the United States. These include the place-based approach, problem-solving approach, person-focused approach, and community-based approach (Hardyns & Rummens, 2017).

The place-based approach capitalizes on the evidence in a small, concentrated area (Hardyns & Rummens, 2017). Some of the strategies that are used are hot spot policing, predictive policing and closed-circuit television (CCTV) (Hardyns & Rummens, 2017). Intelligence analysts use hot spot analysis to consider the primary precursor to predictive policing (Hardyns & Rummens, 2017). Hot spot analysis includes utilizing crime events which are mapped to find high crime areas at a certain time of day (Hardyns & Rummens, 2017). Predictive analysis is being used to analyze the data. This has become a common practice in several jurisdictions (Hardyns & Rummens, 2017). The purpose of predictive intelligence is to identify emerging trends and patterns and to use the information for strategic planning to target potential crime patterns (Hardyns & Rummens, 2017).

The problem-solving approach uses a problem-oriented system that seeks to identify specific problems, events, and identifies the causes (Braga & Weisburd, 2006; Sherman & Weisburd, 1995; Weisburd, 2008). This model is to solve recurring issues

to prevent future crimes (Braga & Weisburd, 2006; Sherman & Weisburd, 1995; Weisburd, 2008).

A person-focused approach is to identify the intense concentration of crime in a small portion of the criminal population (Braga & Weisburd, 2006; Sherman & Weisburd, 1995; Weisburd, 2008). The community-based approach is to identify the resources of certain communities and to control crime (Braga & Weisburd, 2006; Sherman & Weisburd, 1995; Weisburd, 2008). This model is to develop and engage the community and change the way police interact with citizens (Braga & Weisburd, 2006; Sherman & Weisburd, 1995; Weisburd, 2008).

In the late 1990's and early 2000, a sharp decline in violent crime rates has occurred in many cities across the country (MacDonald, 2002). During this time, several cities have shifted from a traditional reactive approach to proactive policing (MacDonald, 2002). During this time, a reduction in violent crime has occurred (MacDonald, 2002). Research has showed that one method of controlling violent crime is a zero-tolerance approach which does not involve the community (MacDonald, 2002). This type of approach involves strict enforcement of the law (MacDonald, 2002). Some critics say this type of enforcement leads to police abuse (MacDonald, 2002). Professionals believe that this approach has led to significant reduction in crime (MacDonald, 2002). Research has proven that some of the most common forms of aggressive enforcement involves the use of field interrogation (MacDonald, 2002). These tactics can include police stopping suspicious people and aggressive enforcement of traffic violations (MacDonald, 2002). By stopping and questioning and closely monitoring and observing citizens, police have located fugitives and criminals

fleeing from scenes (MacDonald, 2002). This type of enforcement has shown a positive impact on reducing crime (MacDonald, 2002). A violent crime reduction study was conducted by John M. McDonald, utilizing 164 American cities. The study indicated that proactive policing strategies related to arrests determined that the measures implemented to reduce violent crime were actually found to be related to the reduction in violent crimes over time (MacDonald, 2002). This technique is not replacing proactive policing as we know it, but adding to law enforcement tools to fight crime in our inner cities and large rural areas (MacDonald, 2002). This proves that proactive policing is an innovative technique that can improve efficiencies (MacDonald, 2002).

Another reason to implement intelligence-led policing is to promote the sharing of intelligence information between law enforcement agencies (Carter & Carter, 2008). There are comparisons between an intelligence-led policing model and cross-departmental communications. The Intelligence-led policing is closely related to community-oriented policing. Intelligence-led policing has a proactive focus regarding information gathering, the use of informants and surveillance of the targeted repeat offenders. The communication of officers with each other is a component of intelligence-led policing (Carter & Fox, 2019). This concept can work if all agencies across the board are communicating with each other (Carter & Fox, 2019). Data-driven law enforcement is comprised of intelligence-led policing and predictive policing (Carter & Fox, 2019). The use of this technology is to analyze all the data regarding crimes in certain areas in an attempt to identify when and where the crimes will occur. It does not go as far as to tell you who will commit the crimes. Police officers who have this

information can place more attention to these areas to thwart a crime in progress or prevent one from happening.

Intelligence-led policing tries to identify potential victims and repeat offenders. This helps guide police activities toward high-frequency offenders, locations, and resource allocation for particular operations. This model encourages communication across the board with all federal, state and local agencies (Police Chief Magazine, 2018). Law enforcement agencies typically have multiple resources for collaborating and sharing information to accomplish these objectives. These same objectives have been used with successful results on many occasions.

The United States Attorney's office-initiated operation Project Safe Neighborhood and other operations using the intelligence proactive policing model (U.S Attorney's Office Provides Update, 2020). Law enforcement agencies from state, local, and federal agencies came together and shared intelligence information (U.S Attorney's Office Provides Update, 2020). The U.S. Attorney's office, based on intelligence sharing, was able to focus on a high-crime area that was responsible for violent crime such as drug trafficking and gun sales. Based on the investigations using this model, several hundred individuals were arrested and charged in both state and federal jurisdictions. This is just one example of intelligence-based proactive enforcement proving to be a success. This model has been used across the United States in various jurisdictions and has been proven successful (U.S Attorney's Office Provides Update, 2020).

COUNTER POSITION

Intelligence-based policing is a positive resource for law enforcement agencies. In this model, budget and finance issues are often major concerns. Intelligence-led policing doesn't come without a price tag. A major concern is the cost of implementation of public policing, both at the local police department level and at the sheriff's office level. In the 1980s, many large agencies downsized 10-20% of their personnel during the recession. In 1990, agencies began to hire at such a rate that unprecedented corruption occurred within some agencies (Crank, Kadleck & Koski, 2010). Currently, two trends adversely affect law enforcement agencies. These are the tax increases and the hiring practices of agencies. Some residents are asking what quantity of police services they can afford (Crank, Kadleck & Koski, 2010). Intelligence-led policing has to have the right kind of personnel. Intelligence-led policing involves working with computers and computer programs as well as staff with an analytical capability (Braga & Schnell, 2013). The model is based on large amounts of data that require analysis (Braga & Schnell, 2013). Department heads have to be aware that this type of project takes specialized individuals to take on a project of this magnitude. Intelligence-led policing strategy is employed to enhance the productivity and professionalism of law enforcement (Braga & Schnell, 2013). Intelligence-led policing faces training challenges and technology challenges (Braga & Schnell, 2013). In some cases, law enforcement officers lack the knowledge and proper use of new technology. Overall, law enforcement can overcome the training challenges by requiring personnel to attend training on new technology (Braga & Schnell, 2013).

Law enforcement faces other challenges, such as gathering data and not analyzing it properly. This leaves the law enforcement community ill-informed about current criminal activity. The law enforcement officers and intelligence personnel needs to become more competent in the principles of the intelligence-based systems. The components of the intelligence-based policing systems are targeting major offenders, gathering intelligence, analysis of motives of operation and dissemination to the law enforcement community (Johnson, 2010).

Other challenges to intelligence-led policing are the constitutional rights and privacy concerns of citizens. Intelligence gathering techniques associated with intelligence-led policing could infringe on the privacy and civil liberties certain investigative activities incur. These activities include, but are not limited to, the use of informants, undercover operations, electronic surveillance, and other sophisticated intelligence-gathering tools (Ratcliff, 2008). Law enforcement organizations will need to concentrate on the matters of intelligence policies and training that call for the protection of privacy and civil liberties. Policies should oversee the unnecessary discretion and audit process to ensure conformance with the policy goals (Ratcliff, 2008).

RECOMMENDATION

Law enforcement agencies should consider implementing an intelligence-led policing model. This strategy has proven to be successful throughout the law enforcement community. For agencies that utilize the process, it has been proven successful. Intelligence-based policing has been around for several years but using the intelligence aspect has shown positive results. Every day, policing techniques remain

as a staple to the agencies. Intelligence-based policing simply enhances what law enforcement already does.

Law enforcement personnel typically welcomes research and data if it benefits them, or they can find use for it. Intelligence-led policing can be intuitive and predictive. This type of policing provides information about crimes occurring, in some cases, before the crime actually occurs. The officers/investigators have to be allowed to proactively and effectively take care of the problem. Criminal activity varies and is usually concentrated by day, day of the week, season, type of holiday, and even weather conditions. Also, only a few offenders commit most of the crimes. Statistics show that just 3-5% of the population commits 50-60% of the crime (Police One, 2019). History tells us that 80% of all crimes are committed by 20% of the population (Police One, 2019).

The main purpose of Intelligence-led policing is getting in front of threats and criminal dangers by proactively identifying indicators and taking action based on what you know. Intelligence is information that has been evaluated through a process of collection, evaluation, exploitation, analysis, and production, with a goal of diminishing the uncertainty and providing an advantage. The thought process behind intelligence-led proactive policing is to cast a more giant net for greater potential information retention. Next, there is a push of that information into an analytic process which creates intelligence. Raw information is nothing more than information. The purpose of intelligence is to generate actionable information that a law enforcement agency can do something with (Police One, 2018).

Law enforcement agencies can deploy the steps noted below to create a proactive intelligence policing initiative with the goal of reducing violent crime in their respective areas. These steps include problem clarity, adequate intelligence, and continuous assessment (Police One, 2018).

Problem clarity is defined by the premise that the problem must be understood before you can take the proper steps to address it (Police One, 2018). Police agencies are dealing with an increase in crime, whether it be gang violence, drug trafficking or violent crimes (Police One, 2018). The first step is to thoroughly assess the issues before moving forward with a plan of action. It is important to have an organized approach to the problem (Police One, 2018). Any enforcement activity has to be carefully thought out with regards to approach (Police One, 2018). Information absolutely needs to be gathered and analyzed (Police One, 2018). The agencies need to foster an environment of collaboration with other units and state and federal agencies (Police One, 2018).

Initially identifying the problem will allow for easily measurable goals to be defined (Police One, 2018). These goals should clearly state the actions to be taken (Police One, 2018). One example is determining the command structure of the criminal organization involved (Police One, 2018).

Results-Oriented Tactics and Strategies involves creating new strategies to achieve the goals after the goals have been identified. The strategy needs to be planned to tackle the problem head-on. The tactics used should be tailored to the issue at hand. A few examples would be identifying individuals through intelligence gatherings and working collaboratively within the departments and with other agencies, rather than

alone. Also, applying maximum pressure to get the individuals out of the communities that are the cause of the current problem as well.

Practical Intelligence is gathering information that provides knowledge of criminal threats. This is the main point of intelligence-led policing (Braga & Schnell, 2013). There is a difference between intelligence-led policing and traditional analysis (Braga & Schnell, 2013). The conventional way relies on talking to witnesses, talking to victims, offenders, or the accused, whereby capturing information related to the crime (Braga & Schnell, 2013). The reasoning behind intelligence-led policing is to be proactive and focus on the threats or investigations you are conducting (Braga & Schnell, 2013). The concentration should be collecting information from sources that are not commonly considered sources for the police (Braga & Schnell, 2013). Law enforcement personnel should be talking to business owners, hospitals, service providers, and mental health clinicians (Braga & Schnell, 2013). Next, law enforcement personnel systemically collect data that can be used to contribute to an analytical process (Braga & Schnell, 2013). Crime analysis and intelligence analysis are often used incorrectly in an interchangeable fashion (Braga & Schnell, 2013). Crime analysis employs looking for data points regarding an event that has happened. Intelligence analysis focuses on looking to the future (Braga & Schnell, 2013). The concept of intelligence is to look forward and to be proactive (Braga & Schnell, 2013).

Active communication among intelligence-led policing involves talking both internally and with other local, state and federal agencies. Sharing resources among agencies does nothing, but make the task easier (Crank, Kadleck & Koski, 2010). It is much easier when partnering with others in dealing with complex investigations.

Agencies that partner with each other can leverage resources they would not have individually.

Holistic Investigations are types of investigations that should not be isolated but should be merged. Investigations such as these are not focused on a single type of crime. Many criminals are not specialized in doing one thing. Criminals are usually linked to other investigations and in many cases across multiple jurisdictions.

Officer accountability is holding each officer accountable for their actions (Crank, Kadleck & Koski, 2010). Once the department objectives are defined, you need to hold your officers accountable for reaching them (Crank, Kadleck & Koski, 2010). The most important aspect of intelligence led policing is Continuous Assessment, which is defined as reviewing your policing intelligence program on a continuous basis (Crank, Kadleck & Koski, 2010). No program should become stale (Crank, Kadleck & Koski, 2010). Diminishing returns on the agenda are avoided by tweaking your program for success to be accomplished (Johnson, 2010). Agencies should audit continuously, checking to see if they are getting the intelligence information that is clear and concise that is needed. It is extremely important that the command commitment for intelligence led policing is at the forefront of the department's leadership. If the leadership changes than your agency will provide commitment. For success in this area, everyone must be involved (MacDonald, 2002).

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