Human Intelligence in Law Enforcement

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Lessons...

- Learned…and forgotten…
  - “Hearts and Minds…”
- Unlearned
  - “If I were treated like this, I’d be a terrorist!”
    U.S. Army Colonel, Baghdad, Sept 2004
- “Ragheads, Muj, Hajis, Charlie”
  - Forts Apache
- Not learned…
  - DA Pam 550-10 Human Factors Considerations of Underground Insurgencies, HQ, DA Sep 1966
- Yet to be learned…
  - Human Terrain Teams

As a brigade commander, I was somewhat surprised to find myself spending 70 percent of my time working and managing my intelligence and IO systems and a relatively small amount of my time directly involved with the traditional maneuver and fire support activities. This was a paradigm shift for me. The reality I confronted was far different from what I had professionally prepared for over a lifetime of conventional training and experience.

COL Ralph O. Baker
Cdr, 2nd Brigade Combat Team, 1st Armored Division

Human Terrain Teams
Exercise

Why Study Ego

...All ofwhich
(Dejordy & Halgin)

Saddam's Family Tree

- Barzan Ibrahim
  Saddam's half-brother

- Watban Ibrahim
  Saddam's half-brother

- Sabawi Ibrahim
  Saddam's half-brother

- Khairallah Tulfah
  Saddam's uncle

- Adnan Khairallah Tulfah
  Saddam's cousin

- Ibrahim al-Hassan
  Saddam's stepfather

- Subha Tulfah al-Musallat
  Saddam's mother

Saddam
Hussein

- Saddam Kamel
  Saddam's nephew and son-in-law

- Hussein Kamel
  Saddam's nephew and son-in-law

- Hussein al-Majid
  Saddam's father

- Ali Hassan al-Majid
  Saddam's cousin

- Sajida Tulfah
  Saddam's wife

- Uday
  Saddam's son

- More on Saddam's eldest son -- and heir apparent

- Qusay
  Saddam's son
Class Objectives

# 1: Overview of Intelligence
- Describe intelligence and the intelligence process, intelligence cycle, intelligence requirements, and intelligence collection.

# 2: Overview of Human Intelligence
- What are the capabilities and limitations of HUMINT?
- What are the HUMINT techniques and how can they be used to support Law Enforcement operations?
Class Objectives

# 3: Identify HUMINT Sources

• List key communicators in your area of operations.

• Identify and list sources of "street-level" knowledge and information they may have of intelligence value to your effort.

• Identify and develop information suspects and criminals may possess of intelligence value--NOT just a given crime!

• Determine source motivations for providing information and cooperation.
Class Objectives

# 4: Understand and describe the interaction of intelligence tools and HUMINT

# 5: Describe the concept of Intelligence Preparation of the Beat
Intelligence is:

- **Criminal Intelligence.** Information compiled, analyzed, and/or disseminated in an effort to anticipate, prevent, or monitor criminal activity.

- **Military Intelligence**
  1. The product resulting from the collection, processing, integration, analysis, evaluation, and interpretation of available information concerning foreign countries or areas.
  2. Information and knowledge about an adversary obtained through observation, investigation, analysis, or understanding.

...All in support of the Commander and Operations!

FM 2-0, *Intelligence*
The “Ints”

- Signals Intelligence (SIGINT)
- Imagery Intelligence (IMINT)
- Counterintelligence (CI)
- Open-Source Intelligence (OSINT)
- All-Source Intelligence (ALLSINT)
- Human Intelligence (HUMINT)

(FM 2.0, Intelligence, 2010)
• Generally uncorroborated reports/information generated from inside or outside a law enforcement agency, alleging, indicating some form of possible criminal activity.
• AKA as suspicious incident report (SIR), suspicious activity report (SAR), and/or field interview report (FIR) information.
• Can come from a variety of sources, including the public, field interview reports, and anonymous or confidential sources.
• May be based on mere suspicion or on a level of suspicion that is less than “reasonable suspicion” and, without further information or analysis, it is unknown whether the information is accurate or useful.
• Falls between being of little or no use to law enforcement and being extremely valuable depending on availability of time, resources to determine its meaning.

Law Enforcement “Ints”

Technical
• Surveillance: Wiretaps, Video, CCTV, Photos, Vehicle and “Dismounted”
• Criminalistics:
  • DNA
  • Weapons: Guns, Knives, Blunt Instruments
  • Drugs and Alcohol
  • Fingerprints
  • Fibers
  • Explosives, Arson
  • Wounds
  • Trajectories
  • Castings

HUMINT
• Interviews
• Interrogation
• Debriefing
• Confidential Informants

“Coss-Cuing”
Surf’s Up!
The Analyst and the Collector
Military Decision-Making and Intelligence Preparation of the Battlefield Vs SARA

SARA:
- Scan
- Analyze
- Respond
- Assess

(Eck and Spelman, 1987)
Intelligence-led Policing

- Social Control, Safety, and Security
- Fighting Crime
- Solving Crime
- Preventing Crime

Questions:
- *What* information is needed or required to successfully fulfill each of these missions?
- *Where* is that information?
- *How* do we get it?
- *What* do we do with it *when* we get it?
- *How* do we use it?
Types of Crime

- Murder
- Robbery
- Burglary
- Drugs
- Gangs

- Shoplifting & Retail Theft
- White Collar
- Fraud
- Traffic
- Nuisance crimes

- What are the characteristics of each of these activities that can be identified, looked for, collected, and used by law enforcement? What are the indicators of crime and threats to the public? In short, what are the intelligence needs, sources, and collection methods and requirements for each? And can our officers recognize these indicators? Can your sources?
Intelligence Cycle

- Planning & Supervising
- Directing
- Disseminating & Using
- Processing
- Collecting
Collection Requirements

- **Commander’s Critical Information Requirements (CCIRs):** Information needed by the commander to support his battlefield visualization (strategy) and to make critical decisions, especially to determine or validate Courses of Action (COAs).

- **Priority Information Requirements (PIR):** Intelligence requirement associated with a decision that will affect the overall success of the commander’s mission.

- **Information Requirements (IR):** Lower collection priority than PIR. Basic information needed by commander and staff concerning the threat and environment.
Collection Requirements (cont)

- **Specific Information Requirements (SIR):** requirements describing information needed to answer part or all of a PIR or IR. Basically, they are PIR broken down into specific detailed questions.

- **Specific Order or Request (SOR):** A specific order or request that generates planning and execution of a collection mission asset or analysis of database information.

- **Source-Directed Requirement (SDR):** specific collection request that directs or redirects an approved source to collect on a requirement or for a collector to question a source on a particular collection requirement.
Collection Management Process

1. Receive & Analyze Requirements
2. Determine Resource Availability & Capability
3. Task or Request Tasking of Resources
4. Evaluate Reporting
5. Update Collection Planning

Who Manages?
Who Determines Requirements?
Who Tasks?
Who Collects?
Who Reports?
Beat Knowledge

• Who on your beat do you go to when you want information?
• Why them?
• How do you approach them?
• What do they know?
• Why is it important?
• Who do you tell when you find something out?
• In other words, what’s your part in the Department’s intelligence effort?
Part II: HUMINT Operations
Every Patrolman a Sensor!

“Intelligence awareness training for street officers recognizes that officers on patrol have a strong likelihood of observing circumstances and people that may signify a threat or suggest the presence of a criminal enterprise. The patrol officer must be trained to regularly channel that information to the intelligence unit for input into the intelligence cycle for analysis. Like community policing, this requires new responsibilities for patrol officers and organizational flexibility to permit officers to explore new dimensions of crimes and community problems that traditionally have not been part of a patrol officer's responsibilities.”

HUMINT Pyramid

Roughly 80% of your intelligence will be bottom-up driven
Techniques of Human Intelligence
HUMINT Collection Methodologies

- Tactical Questioning
- Screening
- Interviewing
- Debriefing
- Interrogation
- Elicitation
- Surveillance
- Liaison
Spectrum of Collection

- Surveillance
- Liaison
- Elicitation
- Interviews
- Debriefing
- Interrogation
- Tactical Questioning
- Screening
- Interviews
- Debriefing

Control

High

Low

Cooperation

High

Low
Planning and Preparing

• What do you know?
• What do you need to know?
• What are other the party’s needs and interests?
• What types of techniques work best?
• ...depends on the situation, the technique, and the skills and preparation of the one doing the collection.
Two Levels of Response to a Question

Conscious level response:
• How shall I respond?
• Who’s asking?
• How will they use what I say?
• How much should I say?
• Why are they asking me that?
• What’s in it for me if I say …?

Unconscious level response:
• Body language
• Facial expressions
• Gestures
Tactical Questioning

- Direct, Indirect, Non-pertinent
- Give the individual answering the questions freedom in his responses.
- These types of question encourage discussion. Let the individual being questioned know that his opinion or observations are of interest.
- Allow the individual to talk while the Officer listens and observes. The Officer should look for signs of nervousness or other nonverbal communication.
- Pose no or little threat to the individual. Not all questioning is targeted at information collection. Asking questions about neutral or safe topics can help build rapport with the individual.

FM 19-3, Police Intelligence Operations
Questioning

- Allow people to become involved. People like to think that their opinion is important. Asking what people think allows them to feel that they are involved.
- Obtain answers that reveal what the individual thinks is important. If relating an experience, people will often start with what is most important to them.
- Create a conversational tone. A simple question about family, work, or hobbies allows an individual to talk freely since the topic is non-threatening and is one that they know about. These *non-pertinent* questions can serve as a springboard to topics more closely related to the collection requirement, often without the individual you are talking to realizing that the topic has changed.
- Be subtle throughout the conversation. Rattling off a series of questions and writing down the responses will not gain the trust of the individual that is being addressed.
Screening (Canvassing)

• Process of identifying and assessing the areas of knowledge, cooperation, and possible approach techniques for an individual who has information of intelligence value.

• Indicators and discriminators used in screening can range from:
  • general appearance, possessions, and attitude to specific questions to assess areas of knowledge
  • Degree of cooperation to establish if an individual matches a predetermined source profile.

• Screening is not in itself an intelligence collection technique but a timesaving measure that identifies those individuals most likely to have information of value.

  FM 2-22-3, Human Intelligence Collector Operations
Interviewing

There is a long tradition in criminal justice research of interviewing active offenders, but very little of this research has focused specifically on police problem solving. This is unfortunate because active offenders provide substantial amounts of information about each of the elements of the crime triangle: victims, offenders, and places. Such information should prove useful for strategic problem-solving interventions, because it yields information about crime patterns in general that may not be obvious when examining one case at a time. The information from such interviews may enhance existing problem-solving projects or generate new ones. The information can also improve officer safety.

Interrogation

- Obtaining information you want from someone who possibly has it, who has not admitted having it, and who knows who you are and why you want it.

- Usually tends to be adversarial.
HUMINT vs Criminal Interrogation

- For the HUMINT interrogator…the value of any form of confession stems almost exclusively from its ability to establish an individual’s placement and access to, or direct knowledge of, the information reported.
- A HUMINT interrogator generally aims to answer all of the basic interrogatives, while the criminal interrogator is typically focused on determining who committed the act and gathers other information only in the service of that goal.
- Interrogators in the criminal justice system would benefit from obtaining full accounts of crimes instead of focusing their energy on obtaining admissions of guilt.
- At a minimum, the investigative process would benefit from criminal interrogators obtaining complete narrative accounts from the suspect, regardless of whether a confession is obtained.

Evans et al (2010)
Debriefing

- **Systematic** effort to procure information to answer specific collection requirements by direct and indirect questioning techniques of a person *who may or not be not in custody.*
-Typically source and session is “cooperative” and non-adversarial.
- Planning is critical!
Elicitation
Tactics, Techniques, and Procedures
So...

- What good is it to ask questions?
- Questions you’d love to ask, but...
Elicitation

As a technique, it is the art of:

• Inducing another person to talk.
• Guiding a conversation innocuously along a path you create!
• Asking the right questions in the right way at the right time,
• Making the conversation interesting to a contact or source.

Nolan, Confidential, (1999)
Purposes Of Elicitation

- To obtain information from someone who may or may not have it, or has acknowledged having it, and who is unwitting of your purpose for wanting it.

- Elicitation is never adversarial in tone or character.

- *It is performed without direct questioning to the maximum extent possible!*

- Maximize data collection, while minimizing the underlying process--Source is not aware of the process!
Conversations and Memory

People generally remember the beginning and end of a conversation…

...but not the middle! This is the target of information for elicitation

- General conversational topics
- Some knowledge of Source
- Skills of Elicitor!
Elicitation Techniques

- Confrontational or Provocative Statements
- Quid Pro Quo
- Simple Flattery
- Exploiting the Instinct to Complain
- Word Repetition
- Quotation of Reported Facts
- Naïveté
- Indirect Reference
- Criticism
- Bracketing
- Feigned or Real Disbelief
- Purposely Flawed Statement

Exercise:
Sherlock’s Holmes and the Sign of the Four

John Nolan (1999), Confidential
Dear little chap! said Holmes strategically. What a rosey-cheeked you rascal! Now, Jack, is there anything you would like?
The youth pondered for a moment.
I’d like a shillin’, said he.
Nothing you would like better?
I’d like two shillin’ better, the prodigy answered after some thought.
Here you are, then! Catch! — A fine child, Mrs. Smith! (Flattery)
Lor’ bless you, sir, he is that, and forward. He gets a’most too much for me to manage, ‘specially when my man is away days at a time.
He might have bought some at a wharf down the river. *(Bracketing)*

He might, sir, but it weren’t his way. Many a time I’ve heard him call out at the prices they charge for a few odd bags. Besides, I don’t like that wooden-legged man, wi’ his ugly face and outlandish talk. What did he want always knockin’ about here for?  

A wooden-legged man? said Holmes with *bland surprise*. *(Word Repetition)*

Yes, sir, a brown, monkey-faced chap that’s called more’n once for my old man. It was him that roused him up yesternight, and what’s more, my man knew he was comin’, for he had steam up in the launch. I tell you straight, sir, I don’t feel easy in my mind about it.

But, my dear Mrs. Smith, said Holmes, shrugging his shoulders, you are frightening yourself about nothing. How could you possibly tell that it was the wooden-legged man who came in the night? I don’t quite understand how you can be so sure. *(Mild Disbelief)*

His voice, sir. I knew his voice, which is kind o’ thick and foggy. He tapped at the winder — about three it would be. ‘Show a leg, matey,’ says he: ‘time to turn out guard.’ My old man woke up Jim — that’s my eldest — and away they went without so much as a word to me. I could hear the wooden leg clackin’ on the stones.
I am sorry, Mrs. Smith, for I wanted a steam launch, and I have heard good reports of the --, the --, the --. Oh, let me see, what is her name? (Fill-in-the-Blank)
The *Aurora*, sir.

Ah! She’s that old green launch with a yellow line, very broad in the beam. (Purposely Flawed Statement)
No, indeed. She’s as trim a little think as any on the river. She’s been fresh painted, black with two red streaks.
Thanks. I hope that you will hear soon from Mr. Smith. I am going down the river, and if I should see anything of the *Aurora*, I shall let him know that you are uneasy. A black funnel, you say? (Word Repitition, Flawed Statement)
No, sir. Black with a white band.
Ah, of course. It was the sides which were black. Good-morning, Mrs. Smith. There is a boatman here with a wherry, Watson. We shall take it and cross the river.
Thanks. I hope that you will hear soon from Mr. Smith. I am going down the river, and if I should see anything of the *Aurora*, I shall let him know that you are uneasy. A black funnel, you say?

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The main thing with people of that sort, said Holmes as we sat in the sheets of the wherry, is never to let them think that their information can be of the slightest importance to you. If you do they will instantly shut up like an oyster. If you listen to them under protest, as it were, you are very likely to get what you want.
Reactions In Elicitation

• During an elicitation session, people are almost always comfortable since the relationship is established as and continues to be non-threatening, non-hostile.

• Since sharing of information is on a quid pro quo basis, and the information itself is not apparently sensitive, there is little apparent reason in protecting it.
General Factors and Characteristics of Elicitation

Human Factors in Elicitation:

• People have a natural curiosity.
• People have a general ability or inability to keep secrets.
• Desire or need for recognition.
• Tendency towards self-effacement.
• The tendency to want to be recognized as an expert in their field, no matter what the field.

People have natural tendencies to:

• Discuss things that are not their direct concern
• Correct others
• Gossip
• Underestimate the value of information imparted.
• And, there’s a lack of listening ears in the world!
General Factors & Characteristics of Elicitation

- Tendencies toward indiscretion when not in control of emotions
- Tendencies of some to share confidences with, or to show off expertise or abilities to another
- Want respect… warranted, or not
- Ego!
Elicitation, Interviewing, Debriefing

Typically

Non-Hostile
Voluntary
Non-adversarial
Truthful
Cooperative
In-depth
Long term
Feedback
Obligations
Discretion
Trust and Rapport

Hostile
Forced
Adversarial
Deceptive
Uncooperative
Piecemeal
One-time
No feedback
No obligations
Exposure
Mistrust, Suspicion
“We had a heavily centralized detective function, resulting in a tremendous disconnect between patrol and detectives. That disconnect was impeding information sharing …” George Gascón, Police Chief of Mesa, Arizona (2009). (now DA, S.F.)
Liaison

The action taken by an agency with another agency to facilitate exchange of information, coordination and reciprocal agreement.
Liaison Stakeholders

- Private and public organizations that benefit if problem is addressed or may experience negative consequences (injuries, lack of services, loss of revenue, increased enforcement) if problem is not addressed.
- Local social service, government agencies with jurisdiction over problem or an interest in an aspect of the problem.
- Victims of the problem and/or associations representing victims.
- Neighbors, coworkers, friends, relatives of victims, or residents affected by the problem.
- Agencies or people with some control over offenders (parents, relatives, friends, school officials, probation and parole, building management).
- Commercial establishments adversely affected by crime or disorder problem.
- National organizations, associations with an interest in problem.

U.S. DOJ, COPs, Problem-Solving Tips (2002)
Intelligence is for…

“Others feel that criminal intelligence should support just law enforcement decision makers, and they restrict the distribution of useful intelligence beyond sworn officers. But that approach suggests that only police can have an impact on crime, a view that is probably not shared by the majority of proponents of problem-oriented or community policing… Good analysts with a product that could make their community safer should seek out the most appropriate decision maker. Ideally, of course, the leadership of the police department should be a good starting point when searching for a decision maker.”

Ratcliffe, (2007, p. 9)
Liaison Conduct

- Why? With whom? On what and whose authority?
- Coordination before (with whom)?
- Official or unofficial?
- Source deconfliction!

Sources of Information:
- Fusion Centers & Sister Agencies
- “OGA” (no, not that “other” Agency!)
- Business, Academia
- Confirmation or dis-confirmation of information!
Part III:
HUMINT & Targeting
What Does HUMINT Target?

People
Places
Things
Events
Activities

Source: Citizen-Times.com Date: 16 July 2003
HUMINT Sources

• A person from whom information can be obtained. Source may either possess first- or second-hand knowledge normally obtained through sight or hearing. Potential HUMINT sources include threat, neutral, and friendly sources. (FM 2-22.3 p. 1-4).

• **Confidential Source:** any person, group, or system that provides information with the expectation that the information, relationship, or both, are protected against public disclosure.

(FM 2-22.9, Open Source Intelligence, p. 2-1)
Human Sources

• Every person—friendly, hostile, or neutral—is a potential source of information.
• The effectiveness of HUMINT collection lies in creating a balanced mix of collection methods applied to a variety of sources.
• Three levels are used to distinguish between the types of contacts:
  • Level 1 – One-time contact (Tips, Leads)
  • Level 2 – Continuous contact (Beat Sources)
  • Level 3 – Formal contact (Confidential Informants)
Possible Assets & Sources

**Key Neighborhood Communicators**
- Community leaders
- Neighborhood leaders
- Business Owners
- Insurance Agents
- Mailmen (UPS, FEDEX, etc.)
- Liaison Contacts?

**Street Knowledge Sources**
- Taxi drivers, Bus drivers
- Delivery men (Pizza)
- Barbers, Beauticians
- Shop Owners & Vendors
- Store security
- Pawn Shops, junk metal dealers (copper, catalytic converters, etc.)
- Suspects & Criminals

- Who knows what? What can they tell you?
- How do you get the knowledge? What do you do with it?
HUMINT Source Development Cycle

- Spotting
- Assessing
- Developing
- Vetting
- Recruiting
- Handling
- Terminating

S/A Dreeke (2009, p.6), *It’s All About Them*
Source Traits

- All potential sources have the following traits in common:
  - Own desires, goals, abilities, backgrounds, family support systems.
  - All source have differing skills, abilities, motivations for providing information.
  - All have exploitable strengths and weaknesses.
  - Differing levels of placement and access.
  - One size does not fit all!
Source Motivations: MICE

- **Ideology**: Revenge? Guilt? Moral Compass?
- **Compromise**: Wants to make a deal?
- **Ego** (or excitement): Lonely? Looking for a friend (Sympathetic ear?) Not appreciated by peers? Seeking praise and recognition?
## Source Credibility & Reliability

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<thead>
<tr>
<th></th>
<th>Source Credibility</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>A</td>
<td>Reliable</td>
<td><strong>No doubt</strong> of authenticity, trustworthiness, or competency; has a history of complete reliability</td>
</tr>
<tr>
<td>B</td>
<td>Usually Reliable</td>
<td><strong>Minor doubt</strong> about authenticity, trustworthiness, or competency; has a history of valid information most of the time</td>
</tr>
<tr>
<td>C</td>
<td>Fairly Reliable</td>
<td><strong>Doubt</strong> of authenticity, trustworthiness, or competency but has provided valid information in the past</td>
</tr>
<tr>
<td>D</td>
<td>Not Usually Reliable</td>
<td><strong>Significant doubt</strong> about authenticity, trustworthiness, or competency but has provided valid information in the past</td>
</tr>
<tr>
<td>E</td>
<td>Unreliable</td>
<td><strong>Lacking</strong> in authenticity, trustworthiness, and competency; history of invalid information</td>
</tr>
<tr>
<td>F</td>
<td>Cannot Be Judged</td>
<td><strong>No basis</strong> exists for evaluating the reliability of the source</td>
</tr>
</tbody>
</table>
## Evaluation of Information

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<th></th>
<th><strong>Confirmed</strong></th>
<th>Confirmed by other independent sources; <strong>logical</strong> in itself; <strong>Consistent</strong> with other information on the subject</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>Confirmed</strong></td>
<td><strong>Confirmed</strong> by other independent sources; <strong>logical</strong> in itself; <strong>Consistent</strong> with other information on the subject</td>
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<tr>
<td>2</td>
<td><strong>Probably True</strong></td>
<td>Not confirmed; <strong>logical</strong> in itself; <strong>consistent</strong> with other information on the subject</td>
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<tr>
<td>3</td>
<td><strong>Possibly True</strong></td>
<td>Not confirmed; <strong>reasonably logical</strong> in itself; <strong>agrees with some</strong> other information on the subject</td>
</tr>
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<td>4</td>
<td><strong>Doubtfully True</strong></td>
<td>Not confirmed; possible but <strong>not logical; no other information</strong> on the subject</td>
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<tr>
<td>5</td>
<td><strong>Improbable</strong></td>
<td>Not confirmed; <strong>not logical</strong> in itself; <strong>contradicted</strong> by other information on the subject</td>
</tr>
<tr>
<td>6</td>
<td><strong>Cannot Be Judged</strong></td>
<td><strong>No basis</strong> exists for evaluating the validity of the information</td>
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Part IV: HUMINT Tools
HUMINT Tools

- Time-Event Charts
- Pattern Wheel Analysis
- Association Matrix
- Activities Matrix
- Link Analysis
- Social Network Analysis
- Human Terrain Maps
“...the failure to analyze networks in a more objective manner is one of the major reasons why law enforcement and intelligence can fail.” Clark (2007: p. 3)

Main purpose of SNA: detect, interpret patterns of social ties among actors, identify the impact (benefits or constraints) of the social structure on the functioning of actors and networks. (Van der Hulst (2008, p. 103)

In effect, SNA is mapping out a network. Once you have the map, you can develop tactics, operations, and strategies to hinder and disrupt the network you’re targeting, getting ahead of the criminal or threat to the community.
Criminal Networks

• Defined by activities of key individuals engaging in criminal activity, often shifting alliances.
• Some individuals may not regard themselves as being members of a criminal group, and *may not be regarded as being a criminal group by outsiders*.
• They still “coalesce” around and support criminal projects and activities.
Core-Periphery Structure (Borgatti, 2004)

Core-Periphery
- Consists of a single core group, with hangers-on on the periphery
- Core connects to all
- Short distances, good for transmitting practices, information, security
- Group identification, indoctrination

Cliques
- Multiple subgroups or factions
- Identity within sub-group
- Diversity of norms, beliefs, values
Gang Network Structure
Hutchins and Hutchins (2010), *Hiding in Plain Sight: Criminal Network Analysis*

Central actors:
- Disruption
- Collection

Factors:
- Placement
- Access
- Intelligence

Purpose:
- Disrupt
- Destroy
- Intelligence
Target Folders (Dossiers)

• Compilation of relevant material regarding the target.
• Includes anything of HUMINT interest (for example, biographies and personalities), plus the intelligence interests of the commander.
• Target folders are *living documents*
  • must be updated constantly to retain effectiveness. Any element may provide information to a target folder.
• Personality data on designated categories of individuals is recorded in a personality file.
• Information on key figures can be of significant value when establishing individual or group identifications, tactics, and their effectiveness.
• Must keep in mind 28 CFR 23 and Open Records!
Crime Mapping and HUMINT

- Hot Spot Mapping
- Benefits:
  - Ties activities to location
- Issues:
  - Patterns?
  - Predictions?
  - Networks?
  - Sources?
  - How about the Human Terrain?
"Hot Spots?"
Flash Points? Why?
Tribal Rivalries?
Supportive? Neutral? Hostile?
Pulling Levers
Crackdowns (Cordon and Sweep)
Traffic Control Points
Crime Mapping & HUMINT = Intelligence Preparation of the Beat
Summary

- HUMINT tools and techniques give us the ability to know and understand threats to our communities.
- We can map out these threats: crime maps and human terrain maps, social networks.
- With that knowledge, we can then make informed, intelligent, more effective decisions on how to solve, prevent, and hinder those threats.
Key to Effective HUMINT:

• Planning and Preparation!
• Development of Information and Intelligence Requirements:
  • You have to have identified requirements
  • You have to tell your collection assets what you’re looking for.
  • They have to have the skills needed to collect the information.
  • You have to have a means of reporting and disseminating to everyone that needs the information to create intelligence.
MULTIMILLION-DOLLAR SPY SATELLITE

BIN LADEN HAS GOT TO BE AROUND HERE SOMEWHERE.

HIGH-TECH WEAPONS

SOPHISTICATED LISTENING DEVICES
Questions?

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