

## **Excerpt: Intelligence-Led Policing: The New Intelligence Architecture<sup>11</sup>**

---

### *Executive Summary*

Because effective intelligence operations can be applied equally well to terrorist threats and crimes in the community, homeland security and local crime prevention are not mutually exclusive. Officers “on the beat” are an excellent resource for gathering information on all kinds of potential threats and vulnerabilities. However, the intelligence operations of state and local law enforcement agencies often are plagued by a lack of policies, procedures, and training for gathering and assessing essential information.

To correct this problem, fundamental changes are needed in the way information is gathered, assessed, and redistributed. Traditional, hierarchical intelligence functions need to be reexamined and replaced with cooperative, fluid structures that can collect information and move intelligence to end users more quickly. Intelligence in today’s policing environment must adapt to the new realities presented by terrorism and conventional crimes.

These new realities require increased collaboration in information gathering and intelligence sharing. Critical community infrastructures such as those related to food, agriculture, public health, telecommunications, energy, transportation, and banking are now seen as potential terrorist targets. As a result, parts of the community that previously did not receive much notice from state and local law enforcement agencies now require keen attention. Personnel who work in these and other key industries are now partners in terrorism prevention and crime control. Similarly, community- and problem-oriented policing must be integrated into intelligence operations to address conventional crime issues. Engaging and collaborating with the community at all levels are essential.

Intelligence-led policing is a collaborative enterprise based on improved intelligence operations and community-oriented policing and problem solving, which the field has considered beneficial for many years. To implement intelligence-led policing, police organizations need to reevaluate their current policies and protocols. Intelligence must be incorporated into the planning process to reflect community problems and issues. Information sharing must become a policy, not an informal practice. Most important, intelligence must be contingent on quality analysis of data.