

An informal study guide to *Intelligence-Led Policing*

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Important note:

For some questions, more than one answer is likely to be correct. In these cases, you should select the answer that is most in agreement with the text of the book.

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Chapter 1 - Introduction

- 1) Identify the strategy founded on the assumption that more detections will reduce the number of offenders and act as a deterrent to the criminal still at large, thus having a preventive role.
 - a. Reactive policing
 - b. Proactive policing
 - c. Interactive policing
 - d. Active policing

- 2) If police arrested enough criminals to significantly prevent crime which of the following does the book suggest would most likely occur?
 - a. The police would achieve a utopian society of peace and prosperity
 - b. Every officer would get a raise
 - c. The justice system would grind to a halt and jails would overflow
 - d. All line officers would be out of jobs

- 3) What does Ratcliffe argue is the primary aim of community policing?
 - a. To decrease citizen calls to 911 centers
 - b. To restore police legitimacy
 - c. To improve media relations
 - d. To decrease community reliance on police

- 4) _____ is a partnership philosophy that increases collaboration (or at least consultation) between the community and police.
 - a. Problem oriented policing
 - b. Community policing
 - c. Reactive policing
 - d. Intelligence-led policing

- 5) Community policing decentralizes police organizational hierarchy and gives _____ discretion to _____ ranks.
 - a. Greater, lower
 - b. Lower, lower
 - c. Greater, higher
 - d. Community policing does not alter police discretion

- 6) While many police departments have more or less subscribed to a community policing philosophy, research evidence suggests that departments that have moved to a general community policing ethos ... _____.
- Have been successful in converting that strategy into measurable crime reduction
 - Have not been successful in converting that strategy into measurable crime reduction
 - Have increased their crime problems
 - There is no conclusive research about community policing and crime reduction
- 7) _____ recommends that police identify clusters of repeat crime incidents and use these as indications of underlying problems within the community.
- Community policing
 - Reactive policing
 - Problem oriented policing
 - Intelligence-led policing
- 8) _____ is/are important as a foundation for decision-making among police leadership.
- Thorough analysis of crime problems
 - Political pressure
 - Community concern
 - Investigative reports by popular media outlets
- 9) _____ is an accountability process that seeks to empower mid-level commanders to seek a rapid response to emerging crime problems and hotspots.
- Compstat
 - Impact
 - Problem-oriented policing
 - Reactive policing
- 10) _____ does not re-imagine the police role so much as it re-imagines how police can be smarter in the exercise of their unique authority and capacities.
- Community policing
 - Reactive policing
 - The standard model of policing
 - Intelligence-led policing
- 11) Intelligence-led policing was originally formatted as a law enforcement _____ that emphasized the use of criminal intelligence when planning police tactics.
- Operational attitude
 - Management philosophy
 - Collaborative philosophy
 - None of the above

- 12) _____ stresses that police should avoid getting fixated on reactive case investigations and has evolved into a management philosophy and movement.
- Community policing
 - Reactive policing
 - Problem oriented policing
 - Intelligence-led policing
- 13) Intelligence-led policing, problem oriented policing and targeted proactive policing attempt to be _____ in their approach to crime control and are more than just catchy phrases, they are representative of a significant and widespread change in the business of policing.
- Strategic, future oriented and targeted
 - Retrospective and general
 - Confusing and unspecific
 - Generalized and reactive
- 14) _____ has emerged as a key element in law enforcement strategies to prevent terrorist incidents and control organized crime.
- Crime mapping
 - Compstat
 - Compartmentalization of information
 - Intelligence and information sharing
- 15) _____ is not just about better information sharing or information collection. It is also about better resource allocation and crime reduction decisions.
- Community policing
 - Reactive policing
 - The standard model of policing
 - Intelligence-led policing
- 16) When first proposed, _____ was an operational tactic that would reduce crime through proactive policing targeted at criminal intelligence.
- Community policing
 - Reactive policing
 - Problem oriented policing
 - Intelligence-led policing

- 17) The first intelligence-led policing operation began tactical operations that were directed by criminal intelligence analysis and promoted greater intelligence gathering. This information based strategy focused heavily on _____.
- a. Active and prolific offenders
 - b. Inactive offenders
 - c. Parolees
 - d. First-time offenders
- 18) Intelligence-led policing develops _____ into crime intelligence processes that result in the collection and analysis of intelligence.
- a. Data and information analysis
 - b. Hotspot maps
 - c. Surveillance logs
 - d. Statistics
- 19) When practiced properly _____ provides an objective mechanism to formulate strategic policing priorities.
- a. Community policing
 - b. Reactive policing
 - c. The standard model of policing
 - d. Intelligence-led policing
- 20) For most of the history of policing _____ was/were used to support individual reactive investigations.
- a. Criminal intelligence
 - b. Crime mapping
 - c. Statistics
 - d. Offender profiles
- 21) Historically, the aim of criminal intelligence gathering, through use of informants, wiretaps and surveillance, was always to gather evidence to support _____.
- a. Officer hunches
 - b. Criminal prosecution
 - c. Asset forfeiture
 - d. Budget allocation
- 22) _____ seeks to use crime intelligence for more than just individual cases.
- a. Community policing
 - b. Reactive policing
 - c. The standard model of policing
 - d. Intelligence-led policing

- 23) Intelligence-led policing uses _____ for strategic planning and resource allocation, so that investigative action is used to target the right offenders and predict emerging areas of criminality.
- a. Criminal intelligence
 - b. Crime mapping
 - c. Statistics
 - d. Offender profiles
- 24) One of the unique aspects of _____ is the use of crime intelligence as a strategic resource for better targeting and managerial decisions.
- a. Community policing
 - b. Reactive policing
 - c. Problem oriented policing
 - d. Intelligence-led policing
- 25) In an _____ model, crime intelligence drives operations rather than operations dictating intelligence-gathering priorities.
- a. Community policing
 - b. Reactive policing
 - c. Problem oriented policing
 - d. Intelligence-led policing
- 26) The move from _____ to _____ is revolutionary for modern policing
- a. Tip hotlines, Intelligence-led policing
 - b. Investigation-led intelligence, Intelligence-led policing
 - c. Police-led intelligence, Intelligence-led policing
 - d. Investigation-led intelligence, Problem oriented policing
- 27) _____ is a realization of the need to better integrate the information systems available to police so that a wider array of data and information systems available to police that a wider array of data and information sources can be brought to bear when creating a picture of the criminal environment.
- a. Community policing
 - b. Reactive policing
 - c. Problem oriented policing
 - d. Intelligence-led policing
- 28) _____ techniques and applications are seldom institutionalized, even with the supposed introduction of intelligence-led policing to some jurisdictions.
- a. Criminal intelligence
 - b. Crime mapping
 - c. Statistics
 - d. Offender profiles

Chapter 2 – Origins of intelligence-led policing

- 1) When police respond to crime information from the public and investigate each offense it is referred to as _____.
 - a. The standard model of policing
 - b. The stratified model of policing
 - c. The simple model of policing
 - d. The Singapore model of policing

- 2) Much of the crime related knowledge and information that police departments created is:
 - a. Used internally
 - b. Disseminated to other institutions
 - c. Used for criminal prosecution
 - d. Used to determine punishment

- 3) In many fundamental respects, the _____, though showing some advances, seems to have been relatively uninfluenced by significant changes in policing, the crime problem and technological advances made in the past thirty years.
 - a. Investigative process
 - b. Interrogation process
 - c. Intake process
 - d. Internal process

- 4) The development of _____ is recognition that police executives require some form of process or methodology to devise more objectively priorities and strategies, to manage better the information that they now have at their fingertips, and to use this information for operational strategy decisions.
 - a. Community policing
 - b. Reactive policing
 - c. Problem oriented policing
 - d. Intelligence-led policing

- 5) The drive for greater efficiency is founded on the hope that with a strategic decision-making process in place, _____ can be more easily articulated and justified internally and externally.
 - a. Police strategies
 - b. Police deployment
 - c. Police culture
 - d. Police presence

- 6) With greater access to information, police chiefs and executives in policing are now under far more scrutiny than before; as a result, their professional judgments and decisions are tempered by _____.
- a. Middle management
 - b. Risk management
 - c. Situational management
 - d. Time management
- 7) The _____ is broadly indicative of an increasing workload for the police that was not matched by the increases in resources.
- a. Defense gap
 - b. Demand gap
 - c. Detail gap
 - d. Direct gap
- 8) _____ long thought to be the backbone of the police crime prevention function, needs police officers to have time that is not committed to other policing tasks.
- a. Preventative patrol
 - b. Pattern patrol
 - c. Police patrol
 - d. Paired patrol
- 9) As the gap between the number of police and the demands on the police increased, uncommitted time for _____ became a scarcity for most officers.
- a. Paired patrol
 - b. Pattern patrol
 - c. Police patrol
 - d. Preventative patrol
- 10) There is nothing _____ about response policing, tactics such as random patrol, rapid response, deployment of officers to crime investigation, reliance on law enforcement and the legal system to suppress criminal activity.
- a. Strategic
 - b. Specific
 - c. Sacred
 - d. Standard

- 11) The Kansas City preventative patrol experiment (Oct. 1972-1973) showed that police patrol _____.
- Had a preventative impact
 - Did not have a preventative impact
 - Had a preventative impact on some crimes but not others
 - Impacted citizen perceptions of the police
- 12) Changes and advances in technology have dramatically changed the nature of police intelligence practice by _____.
- Raising the volume of what can be accessed and integrated into an intelligence package
 - Decreasing the volume of what can be accessed and integrated into an intelligence package
 - Obscuring what can be accessed and integrated into an intelligence package
 - Influencing what can be accessed and integrated into an intelligence package
- 13) Changes in crime and criminal organizations, especially due to _____ has resulted in local police being unable to isolate themselves and fixate on local issues.
- Demand gap and political pressure
 - Globalization and offender mobility and adaptation
 - Increased paperwork and community pressure
 - The internet and websites
- 14) Computerized intelligence databases are now able to _____ information across numerous databases.
- Cross reference
 - Tabulate
 - Submit
 - Search
- 15) In terms of fighting the increasing complexity of the criminal world, _____ actively militates against an organized response.
- The US system of federal government and the dependence of law enforcement
 - The US system of federal government and the independence of law enforcement
 - The US system of local government and dependence of law enforcement
 - The US system of local government and independence of law enforcement
- 16) The _____ nature of American policing creates particular challenges for information sharing.
- Fragmented and uncoordinated
 - Coordinated and connected
 - Fragmented and coordinated
 - Complex and confusing

- 17) By their very nature _____ are designed to blend information from a variety of sources, an array of disciplines and from every level of government.
- Diffusion centers
 - Fusion centers
 - Information centers
 - Intelligence centers
- 18) The _____ is the first attempt at introducing the concepts of intelligence and intelligence-led policing to an undeveloped network of potential information collectors and intelligence producers and consumers.
- Fusion center
 - Diffusion center
 - Information center
 - Intelligence center
- 19) In the past, the lack of governance of police intelligence units had a corollary outcome in a degree of _____ of the intelligence process.
- Abuse of the employees
 - Abuse of the ethics
 - Abuse of the resources
 - Abuse of the targets
- 20) The _____ era promoted the notion of public accountability for their response to crime to some police chiefs for the first time.
- Community policing
 - Reactive policing
 - Problem oriented policing
 - Intelligence-led policing
- 21) Prior to the growth of intelligence-led policing , _____ surfaced as a data-driven objective crime-reduction strategy.
- Community policing
 - Reactive policing
 - Problem oriented policing
 - The standard model of policing
- 22) _____ opened the eyes of a whole generation of police managers to the possibilities of using crime analysis to form operational strategies and solve problems.
- Community policing
 - Intelligence-led policing
 - Problem oriented policing
 - Reactive policing

23) _____ coincided with the digital explosion that reduced computing costs; and finally police leaders were becoming more comfortable with professional management concepts.

- a. Compstat
- b. Impact
- c. Contact
- d. Commack

Chapter 3 – The magnitude of the crime challenge

- 1) The public often make a conscious decision that certain crimes are not significant enough to make an official record. This causes problems when police try to make operational decisions based on an information source that is not complete. Why?
 - a. Police usually allocate resources based on recorded crime
 - b. Police usually allocate resources based on unreported crime
 - c. Police usually allocate resources evenly across their territory
 - d. Police usually allocate resources arbitrarily

- 2) The use of _____ to map and understand crime patterns has revolutionized crime analysis and has been widely embraced by researchers and police alike.
 - a. Geographic information systems
 - b. Geographic intelligence systems
 - c. Geographic interest systems
 - d. Geographic investigative systems

- 3) The importance of crime _____ as a targeting mechanism for intelligence-led policing has been recognized within the framework of the National Intelligence Model.
 - a. Histories
 - b. Hot spots
 - c. Informants
 - d. Reports

- 4) Research suggests that police officers _____ where some crime problems, such as vehicle crime or non-residential burglary are concentrated.
 - a. Know intuitively
 - b. Do not care
 - c. Do not know intuitively
 - d. Ignore

- 5) There are a small minority of offenders who commit significant amounts of crime, and in an _____ environment, their identification and targeting is a central strategy.
 - a. Community policing
 - b. Reactive policing
 - c. Problem oriented policing
 - d. Intelligence-led policing

- 6) Chronic offenders, the focus of some intelligence-led policing strategies account for approximately _____ of all offenders.
- a. 66%
 - b. 36%
 - c. 16%
 - d. 6%
- 7) The _____ a criminal career starts, the longer it tends to continue.
- a. Earlier
 - b. Later
 - c. Faster
 - d. Slower
- 8) From an intelligence-led policing perspective that emphasizes the targeting of prolific and recidivist offenders, their _____ may be of considerable value.
- a. Early identification
 - b. Arrest
 - c. Family background
 - d. History
- 9) Occasional or frequent offenders have criminal careers averaging between _____ years.
- a. 3 and 5
 - b. 7 and 9
 - c. 10 and 12
 - d. 14 or more
- 10) The _____ children are on first appearance and conviction, the more likely they will reappear before the court over subsequent years.
- a. Younger
 - b. Older
 - c. More belligerent
 - d. More accepting
- 11) Involvement with the criminal justice system does not act as a good _____ of criminal behavior.
- a. Predictor
 - b. Deterrent
 - c. Catalyst
 - d. Indicator

- 12) Knowing that persistent, recidivist offenders commit much of the crime is not the same as knowing and targeting these individuals, yet offenders do help by bringing themselves to notice, a process called _____.
- Offender self-selection
 - Offender selflessness
 - Offender self-destruction
 - Offender self-identification
- 13) _____ pose not only a challenge to law enforcement but also a particular threat to the hegemonic status of governments, not just in terms of controlling crime but also in respect to legitimacy.
- Chronic offenders
 - Juvenile offenders
 - Organized crime groups
 - Terrorists
- 14) Understanding the _____ of crime is a fundamental step before deciding what to do to reduce it.
- Where, when and who
 - Theories
 - Philosophy
 - Psychology
- 15) _____ may be the best way to use scarce police resources in the most effective way.
- Focusing on juvenile offenders
 - Focusing on organized crime
 - Spreading out patrols
 - Targeting offenders
- 16) _____ and _____ activities, when effective, prevent offenses from occurring.
- Criminal organizations, police patrol
 - Statistical analysis, crime mapping
 - Crime prevention, crime disruption
 - Informants, intelligence gathering
- 17) Police record management systems record only about _ in every ten offenses.
- 3
 - 6
 - 7
 - 9

18) A significant challenge with measuring the impact of organized crime is first to _____ it and then to determine _____ it is.

- a. Catch, what
- b. Define it, how organized
- c. Identify, how pervasive
- d. Disrupt it, how resilient

Chapter 4: Defining intelligence-led policing

- 1) A central aim of _____ is to increase the legitimacy of formal governance and improve community satisfaction in policing services.
 - a. Community policing
 - b. Reactive policing
 - c. Problem oriented policing
 - d. Intelligence-led policing

- 2) _____ can be defined extremely loosely as, a collaboration between the police and the community to identifies and solves community problems.
 - a. Community policing
 - b. Reactive policing
 - c. Problem oriented policing
 - d. Intelligence-led policing

- 3) _____ can be conceptualized as an organizational strategy that leaves setting priorities and the means of achieving them largely to residents and the police who serve in their neighborhoods.
 - a. Reactive policing
 - b. Community policing
 - c. Problem oriented policing
 - d. Intelligence-led policing

- 4) _____ cannot be defined by the specific programs that are often the most visible component of the model, because these programs change depending on the needs of the community.
 - a. Problem oriented policing
 - b. Intelligence-led policing
 - c. Community policing
 - d. Reactive policing

- 5) The emphasis in _____ is on directing attention to the broad range of problems the community expects the police to handle.
 - a. Community policing
 - b. Problem oriented policing
 - c. Reactive policing
 - d. Intelligence-led policing

- 6) _____ requires police to delve deeper into the underlying problems that affect the safety and security of the community they serve. This requires police to be able to scan the broad array of information sources they have access to and reorganize that information as items related to underlying problems.
- Community policing
 - Reactive policing
 - Problem oriented policing
 - Intelligence-led policing
- 7) _____ contains the hope that by attacking and resolving the underlying cause of an issue, the police can establish long-term solutions to problems that plague communities and cause significant workload drains on the police department.
- Community policing
 - Reactive policing
 - Intelligence-led policing
 - Problem oriented policing
- 8) _____ places more emphasis on the crime events (collectively as a problem) than on arresting offenders (though a crackdown or arrest strategy is not out of the question).
- Community policing
 - Reactive policing
 - Problem oriented policing
 - Intelligence-led policing
- 9) Adoption of a _____ strategy requires investment in analytical resources, a desire to move beyond responding to single incidents to addressing repeat calls for service as indicative of an underlying problem.
- Problem oriented policing
 - Reactive policing
 - Intelligence-led policing
 - Community policing
- 10) The acronym SARA encompasses _____.
- Scanning, analysis, response and assessment
 - Systematic, analysis, restriction and assessment
 - Scanning, analysis, restriction and assessment
 - Systematic, analysis, response and assessment

- 11) The crime reduction mechanism of _____ involves four principles, timely and accurate intelligence, effective tactics, rapid deployment and relentless follow – up and assessment.
- Community policing
 - Compstat
 - Problem oriented policing
 - Intelligence-led policing
- 12) While crime data and geographic information systems (GIS) play a role in _____ it is more than data crunching, it is a marriage of crime mapping, operational strategy and accountability among mid-level commanders.
- Community policing
 - Compstat
 - Problem oriented policing
 - Intelligence-led policing
- 13) Community policing places responsibility on _____ and Compstat places responsibility on _____.
- Community organizers, line officers
 - The community, research and analysis units
 - Line officers, mid-level commanders
 - Commanders, line officers
- 14) The use of mapping challenges police commanders to interpret intelligence products that are spatial in nature and devise crime reduction strategies that are geographic in scope. However, _____.
- Few commanders have the training to do so
 - It is time consuming
 - It wastes resources
 - The maps are rarely accurate
- 15) _____ is relatively easy to define and fairly easy to adopt, because it does not requires a significant cultural change within policing at the street level, though at the managerial level the change in culture and attitude can be significant.
- Community policing
 - Compstat
 - Problem oriented policing
 - Intelligence-led policing

- 16) In practice, the general aim of most _____ sessions is to address street crime. It has not been widely applied to more esoteric crime activity and it is not often applied to broader areas that community police units may address.
- a. Reactive policing
 - b. Compstat
 - c. Problem oriented policing
 - d. Intelligence-led policing
- 17) The central aim of _____ is an increase in police legitimacy.
- a. Community policing
 - b. Compstat
 - c. Problem oriented policing
 - d. Intelligence-led policing
- 18) True _____ would expand and move the role of the analyst to center stage. Adequate analytical staffing and tasking would be crucial to its success.
- a. Community policing
 - b. Compstat
 - c. Problem oriented policing
 - d. Intelligence-led policing
- 19) The original model of _____ called for targeting prolific and serious criminals, triaging out most crime for further investigation, making greater use of surveillance and informants and positioning intelligence central to decision making.
- a. Community policing
 - b. Compstat
 - c. Problem oriented policing
 - d. Intelligence-led policing
- 20) While still retaining the central notion that police should avoid getting bogged down in reactive, individual case investigations _____ is evolving into a managerial model of evidence-based, resource allocation decisions through prioritization.
- a. Community policing
 - b. Compstat
 - c. Intelligence-led policing
 - d. Problem oriented policing

- 21) _____ is a philosophy that places greater emphasis on information sharing and collaborative, strategic solutions to crime problems, a concept that incorporates the reflexive notion of policing through partnerships.
- Problem oriented policing
 - Intelligence-led policing
 - Compstat
 - Community policing
- 22) In a _____ model, local police commanders set priorities for targeting offenders, managing crime and disorder hot spots, investigation of linked series of crime and incidents and the application of preventative measures.
- Community policing
 - Compstat
 - Problem oriented policing
 - Intelligence-led policing
- 23) In an intelligence-led policing model, decision making is _____.
- Top down
 - Bottom up
 - Doesn't matter
 - The responsibility of the smartest person on the force
- 24) Greater use of intelligence targeting to a wider range of criminal activities, such as terrorism and organized crime, broadens the range of applicable crime areas to which _____ can be applied.
- Community policing
 - Compstat
 - Problem oriented policing
 - Intelligence-led policing
- 25) _____ is defined as analyzed information that blends data from crime analysis of crime patterns and criminal intelligence drawn from the behavior of offenders.
- Crime intelligence
 - Criminal information
 - Crime idealization
 - Criminal interrogation
- 26) _____ aims primarily for police legitimacy and is organizationally bottom-up and community centered.
- Community policing
 - Compstat
 - Problem oriented policing
 - Intelligence-led policing

- 27) _____ aims for crime reduction, is top down, hierarchical and uses crime intelligence to focus on offenders.
- a. Community policing
 - b. Compstat
 - c. Problem oriented policing
 - d. Intelligence-led policing
- 28) _____ is a business model and managerial philosophy where data analysis and crime intelligence are pivotal to an objective, decision making framework that facilitates crime and problem reduction, disruption and prevention through both strategic management and effective enforcement strategies that target prolific and serious offenders.
- a. Problem oriented policing
 - b. Intelligence-led policing
 - c. Compstat
 - d. Community policing
- 29) _____ is a business model for policing that sees crime intelligence as a combination of what is more commonly known separately as crime analysis and criminal intelligence and it works in an information management framework that allows analysts to influence decision-makers and where a range of enforcement and longer-term, problem solving prevention solutions are drawn from an evidence base that suggests their likely effectiveness.
- a. Community policing
 - b. Compstat
 - c. Problem oriented policing
 - d. Intelligence-led policing

Chapter 5 – Analytical frameworks

- 1) _____ is information compiled, analyzed, and/or disseminated in an effort to anticipate, prevent, or monitor criminal activity.
 - a. Criminal intelligence
 - b. Crime intelligence
 - c. Crime analysis
 - d. Intelligence analysis

- 2) _____ is the systematic study of crime and disorder problems as well as other police-related issues, including socio-demographic, spatial, and temporal factors to assist the police in criminal apprehension, crime and disorder reduction, crime prevention and evaluation.
 - a. Criminal intelligence
 - b. Crime intelligence
 - c. Crime analysis
 - d. Intelligence analysis

- 3) _____ is a process that looks for links between crimes and other incidents to reveal similarities and differences that can be used to help predict and prevent future criminal activity.
 - a. Criminal intelligence
 - b. Crime pattern analysis
 - c. Crime analysis
 - d. Intelligence analysis

- 4) _____ are the observations and measurements we can make about crime.
 - a. Data
 - b. Investigations
 - c. Interrogations
 - d. Evidence

- 5) _____ is data with greater relevance and purpose to the task at hand.
 - a. Investigation
 - b. Interrogation
 - c. Information
 - d. Evidence

- 6) _____ has recently entered the language of operational policing.
- Data
 - Investigations
 - Knowledge
 - Evidence
- 7) Knowledge products can generate _____, but intelligence products are supposed to generate _____.
- Understanding, action
 - Action, understanding
 - Data, evidence
 - Evidence, data
- 8) In intelligence-led policing, knowledge become intelligence when _____.
- Someone uses it to make a map for a Compstat meeting
 - Someone uses it explicitly to try to reduce crime
 - Someone uses it to make an information pamphlet for the community
 - Someone files it in a cabinet and forgets about it
- 9) The three planes of operation in the use of intelligence are _____
- Geographic, strategic and tactical
 - Geographic, tactical and operational
 - Geographic, operational and strategic
 - Tactical, operational and strategic
- 10) _____ is the most widely employed application of analysis to crime control.
- Geographic intelligence
 - Tactical intelligence
 - Strategic intelligence
 - Operational intelligence
- 11) _____ seeks to maximize the impact of enforcement.
- Geographic intelligence
 - Tactical intelligence
 - Strategic intelligence
 - Operational intelligence

- 12) _____ can be used to influence crime reduction and resource planning.
- Geographic intelligence
 - Tactical intelligence
 - Strategic intelligence
 - Operational intelligence
- 13) _____ can be used to inform overall crime response and resource decisions.
- Geographic intelligence
 - Tactical intelligence
 - Strategic intelligence
 - Operational intelligence
- 14) The intelligence cycle is generally composed of _____ and deals with the intelligence side of intelligence-led policing.
- Direction, collation, analysis, dissemination, feedback and review
 - Dissemination, analysis, collation, direction, feedback and review
 - Analysis, direction, collation, analysis, dissemination, feedback and review
 - Collation, analysis, dissemination, direction, feedback and review
- 15) In reality, analysts often have to _____ in the intelligence cycle.
- Bounce from point to point
 - Systematically move from point to point
 - Work backwards
 - Analysts do not use the intelligence cycle in any way
- 16) Research suggests that nearly all analysts want to do _____ rather than _____.
- Statistics, geographical analysis
 - Recommendations, case support
 - Maps, statistics
 - Case support, make recommendations
- 17) In the National Intelligence Model, knowledge _____ the criminal environment and the steps required to disrupt it.
- Does not relate to a deeper understanding of
 - Relates to a deeper understanding of
 - Is limited in its relation to
 - Is not limited in its relation to

- 18) The 3i model is a _____ rather than a _____ model.
- Conceptual, process-oriented
 - Process-oriented, conceptual
 - Organizational, managerial
 - Managerial, organizational
- 19) In _____ the crime intelligence analysis section actively interprets the criminal environment, then uses their analysis to influence decision makers with the aim of having an impact the criminal environment.
- The 3i model
 - The National intelligence model
 - The SARA model
 - The Intelligence cycle
- 20) The three I's in the 3i model stand for _____.
- Investigate, impact, influence
 - Interpret, influence, impact
 - Interpret, impact, investigate
 - Influence, investigate, interpret
- 21) It is vital that analysts _____ in an intelligence-led policing environment.
- Make recommendations
 - Provide case support
 - Avoid influencing decision-makers
 - Share information with the public
- 22) The end state of _____ is an attempt to reduce the effects of criminality, either through prevention and disruption or by effectively deploying the criminal justice system.
- Community policing
 - Compstat
 - Problem oriented policing
 - Intelligence-led policing
- 23) The crime intelligence analyst must _____ the criminal environment, the analyst must then use that intelligence to _____ the thinking of decision makers, and decision-makers must direct resources effectively in order to have a positive _____ on the criminal environment.
- Interpret, influence, impact
 - Investigate, impact, influence
 - Interpret, impact, investigation
 - Influence, investigate, interpretation

24) _____ while a stalwart of criminal intelligence training and conceptualization, is inadequate at representing the conceptualization of analytical processes in a broader decision-making environment.

- a. The 3i model
- b. The National intelligence model
- c. The SARA model
- d. The intelligence cycle

25) _____ addresses a simple but broad conceptual framework for intelligence-led policing that is likely to be applicable to most agencies.

- a. The 3i model
- b. The National intelligence model
- c. The SARA model
- d. The Intelligence cycle

Chapter 6 – Interpreting the Criminal Environment

- 1) Irrespective of whether analysts are self-directed or receive a control strategy to work from, most targeting decisions are based on _____ available at the time.
 - a. Interpretation of data and information
 - b. Community response to the problem
 - c. Management concerns and viewpoint
 - d. Intuition and line officer hunches

- 2) Nature of the offense, location, time of offense, method of offense, target details, victim characteristics and the physical and social circumstances of the offense are _____.
 - a. Unimportant to the analytical process
 - b. Vital to the analytical process
 - c. Somewhat important to the analytical process
 - d. Good to know but less important than officer intuition

- 3) For most property crimes, the exact _____ is unknown.
 - a. Time of the offense
 - b. Reason for the offense
 - c. Location of the offense
 - d. Victim of the offense

- 4) _____ is rarely reported, and beyond basic demographics such as age, gender and race, victim characteristics are usually sparse, if recorded at all.
 - a. Method of the offense
 - b. Physical and social circumstances of the offense
 - c. Location of the offense
 - d. Victim characteristics

- 5) _____ is a particularly slippery notion, stretching across offender choice of target method of entry (if to a premises), crime scene behavior, property stolen or damaged, method of escape, and so on.
 - a. Method of the offense
 - b. Physical and social circumstances of the offense
 - c. Location of the offense
 - d. Victim characteristics

- 6) In reality, _____ and analysts hoping to use modus operandi as a method of crime linkage are relying on the optimistic notion that victims remember all details and all police officers uniformly record the facts of a crime scene.
- Crime reporting is highly situational
 - Crime reporting is highly specialized
 - Crime reporting is highly standardized
 - Crime reporting is highly subjective
- 7) _____ takes on greater significance when amplified to the regional or even national level.
- Offender motivation
 - Social circumstances of the offense
 - Victim date of birth
 - Target selection
- 8) _____ are the four major types of harm.
- Social, economic, political and indirect
 - Social, geographic, political and economic
 - Social, geographic, economic and indirect
 - Social, community, economic and political
- 9) _____ has become a central factor in further refining estimates of the impact of criminal groups for many agencies.
- Harm
 - Modus operandi
 - Location of the offense
 - Target selection
- 10) _____ is a secondary consequence of criminal activities
- Social harm
 - Economic harm
 - Political harm
 - Indirect harm
- 11) _____ is a negative physical, psychological or emotional consequence that cannot readily be expressed in cash terms.
- Social harm
 - Economic harm
 - Political harm
 - Indirect harm

- 12) _____ is a negative effect on an individual, community, business, institution, government or country.
- Social harm
 - Economic harm
 - Political harm
 - Indirect harm
- 13) _____ is a negative effect on the political stability of a community or institution.
- Social harm
 - Economic harm
 - Political harm
 - Indirect harm
- 14) Within the intelligence community _____ refers to the likelihood of an adverse outcome that can cause harm.
- Threat
 - Harm
 - Concern
 - Risk
- 15) _____ refers to the estimation of the likelihood of an adverse event balanced against the possible harm caused by the event.
- Threat
 - Harm
 - Concern
 - Risk
- 16) Priority setting will gain greater public support if harm, specifically _____ is used as a central criterion for police targeting decisions.
- Social harm
 - Economic harm
 - Political harm
 - Indirect harm
- 17) Unfortunately for most police agencies, the chief concern is still _____ of recorded crime, that is, the crime events that the public report to them.
- Interactive management
 - Overactive management
 - Proactive management
 - Reactive management

- 18) _____ is the benchmark against which success or failure in crime control is measured, and it relies on the public's willingness to approach police and tell them about criminality.
- Cleared crime
 - White collar crime
 - Sex crime
 - Recorded crime
- 19) Targeting known offenders, criminals who are leaders and innovators in the criminal world, is a cornerstone of _____.
- Reactive policing
 - Proactive policing
 - Interactive policing
 - Overactive policing
- 20) _____, if taken to an extreme, can result in a sting operation, where police create an opportunity for offenders to indulge in criminal activity and this invites offenders to provide an opportunity for enforcement action.
- Opportunist target selection
 - Occasional target selection
 - Original target selection
 - Obvious target selection
- 21) _____ is an element of offender self-selection, where an offender brings himself to the attention of law enforcement.
- Trigger offense
 - Selection offense
 - Third offense
 - Target offense
- 22) There are numerous advantages to identifying an existing _____ that can spotlight offenders of more serious crime: there is less suggestion of harassment or entrapment if police are seen to be responding to existing crime events.
- Selection offense
 - Target offense
 - Third offense
 - Trigger offense

- 23) Irrespective of whether the individual targeted is involved in more serious crime, the perception of police action is likely to be perceived as justifiable if offenders have already committed the _____.
- Selection offense
 - Trigger offense
 - Third offense
 - Target offense
- 24) One way for agencies to select appropriate targets for enforcement action is to get a better perspective on the relationship between their local crime problems and trends at the _____.
- national and international level
 - international and regional level
 - regional and national level
 - local and international level
- 25) Unfortunately the vast number of small agencies that are fixated with their own jurisdiction excludes the possibility that _____ outside agencies will ever be priority unless a problem directly and explicitly affects an agency's taxpayers.
- Information sharing with
 - Avoidance of
 - Resource sharing with
 - Interaction with
- 26) Many local law enforcement agencies are so small that they have neither the resources nor crime volume to warrant their own _____.
- Evidence gathering capabilities
 - Analytical capabilities
 - GIS capabilities
 - Tactical capabilities
- 27) Many analysts prefer to use _____ through contacts built up over time as a way to circumvent the formality and systematic nature of strict information-sharing agreements.
- Informal networks
 - Irrelevant networks
 - Initial networks
 - Imagined networks
- 28) The problem with informal intelligence networks is _____.
- The ethical concerns regarding interactions between analysts across agencies
 - The amount of time an analyst must be in the business to develop such networks
 - The loss of information as it is passed between analysts across agencies
 - The amount of favors racked up by analysts being uneven between agencies

- 29) A one-directional way that large agencies communicate with smaller police departments is through the free distribution of _____.
- a. Intelligence products
 - b. Grants
 - c. Promotional items
 - d. Obsolete equipment
- 30) However good the liaison with other agencies and the careful selection of targets for further information gathering or enforcement action, the reality is that decisions will always be made on the basis of _____.
- a. Intuition
 - b. Incomplete evidence
 - c. Resource availability
 - d. Intelligence products
- 31) An _____ can be used to address issues of what data and information are currently available and what the analyst will need to collect before proceeding further.
- a. Intelligence requirement
 - b. Information dissemination
 - c. Intelligence analysis
 - d. Interagency cooperation
- 32) _____ are structured approached to gathering and collating information about a particular issue or person, they are often differentiated as strategic or tactical.
- a. Information requests
 - b. Intelligence requirements
 - c. Interagency requirements
 - d. Intuition requirements
- 33) _____ is an organizational pathology that causes problems with the flow of information caused by incompatible information systems between agencies.
- a. Digital divide
 - b. Linkage blindness
 - c. Noise
 - d. Intelligence overload

- 34) _____ is an organizational pathology that causes problems with the flow of information caused when a crime series crosses agency boundaries.
- a. Digital divide
 - b. Linkage blindness
 - c. Noise
 - d. Intelligence overload
- 35) _____ is an organizational pathology that causes problems with the flow of information caused by low-quality information volume exacerbated by increased sharing.
- a. Digital divide
 - b. Linkage blindness
 - c. Noise
 - d. Intelligence overload
- 36) _____ is an organizational pathology that causes problems with the flow of information caused by a lack of analytical capacity in the crime intelligence system.
- a. Digital divide
 - b. Linkage blindness
 - c. Noise
 - d. Intelligence overload
- 37) _____ is an organizational pathology that causes problems with the flow of information caused by criminals operating in the spaces between police agencies either hierarchically or geographically.
- a. Intelligence gap
 - b. Duplication
 - c. Institutional friction
 - d. Intelligence hoarding and information silos
- 38) _____ is an organizational pathology that causes problems with the flow of information caused by separate agencies keeping the same information on isolated systems.
- a. Intelligence gap
 - b. Duplication
 - c. Institutional friction
 - d. Intelligence hoarding and information silos

- 39) _____ is an organizational pathology that causes problems with the flow of information caused by collaboration difficulties between agencies with different missions, structures and methodologies.
- a. Intelligence gap
 - b. Duplication
 - c. Institutional friction
 - d. Intelligence hoarding and information silos
- 40) _____ is an organizational pathology that causes problems with the flow of information caused by retention of information until it is most beneficial to the information-holder.
- a. Intelligence gap
 - b. Duplication
 - c. Institutional friction
 - d. Intelligence hoarding and information silos
- 41) _____ is an organizational pathology that causes problems with the flow of information caused by a concentration of resources in one area to address a short-term problem creates other pathologies, such as duplication.
- a. Defensive data concentration
 - b. Occupational subcultures
 - c. Institutional friction
 - d. Intelligence hoarding and information silos
- 42) _____ is an organizational pathology that causes problems with the flow of information where the traditions, customs and norms of the agencies themselves influence the behavior of the individuals within the agency and their work with others.
- a. Intelligence gap
 - b. Duplication
 - c. Defense data concentration
 - d. Occupational subcultures
- 43) Better information sharing would improve targeting and result in more objective resource allocation, but the existing culture is one where _____.
- a. Knowledge is insignificant
 - b. Knowledge is useless
 - c. Knowledge is power
 - d. Knowledge is suspect

- 44) In a cynical (but perhaps realistic) view of policing, power is to be retained and used by individuals to demonstrate their worth in the workplace and for personal advancement. Thus, the move to greater collective application of individual knowledge can run into _____ where personal ambition can trump organizational needs.
- a. Firewalls of resistance
 - b. Firewalls of resilience
 - c. Firewalls of research
 - d. Firewalls of reticence
- 45) For a police department to become _____, it must instill attitudes within the organization that value objective intelligence and analysis.
- a. Community oriented
 - b. Proactive
 - c. Reactive
 - d. Intelligence-led
- 46) One way to engender a culture within a department that recognizes the work of analysts would be for _____, because where the chief spends time sends a signal to the department.
- a. Police chiefs to avoid analysts
 - b. Police chiefs to spend time with analysts
 - c. Police chiefs to study statistics
 - d. Police chiefs to spend more time with line officers
- 47) Analysts must have regular access to each other and to decision makers or the aim of a more intelligence-led organization cannot be met, therefore departments should _____.
- a. Co-locate analysis and intelligence functions close to decision makers
 - b. Distance analysis and intelligence functions from decision makers
 - c. Send analysis and intelligence functionaries out on patrol
 - d. Send decisions makers out on patrol
- 48) Many police executives may not have been trained to appreciate the bigger decision making options that have become available with a more complete picture of crime and criminality. Therefore, analysts should _____.
- a. Keep their heads down and not rock the boat
 - b. Make the case for integrated analysis
 - c. Hoard knowledge to assist themselves in advancement
 - d. Offer classes to executives in understanding advanced statistics

- 49) _____ between all analysis that takes place and the decision-makers in the police department, so that contextual information from both sides is always available.
- Formalize the connection
 - Severe the connection
 - Avoid making connections
 - Increase the distance
- 50) Although it is nice to think that formal organizational structures can create effective crime intelligence analysis, decision makers should recognize that _____ still dominate both the crime analysis and criminal intelligence worlds.
- Arguments and backbiting
 - Informal information exchanges
 - Intuition and guesswork
 - Curmudgeons and computer geeks
- 51) Analysts should document what they give to their commanders in terms of products and analysis and _____.
- Ask for frequent raises
 - Explore the outcomes from their work
 - Avoid repetition of intelligence products
 - Demand recognition at Compstat sessions
- 52) One way to bridge the gap between crime analysis and intelligence is to _____. This would help improve the quality of analysis products.
- Create an analysis users group.
 - Buy new state of the art computers
 - Retrain all crime analysts at local colleges
 - Require analysts to use uniform color schemes and templates
- 53) The vast majority of information that is gathered by police departments is _____ other analysts and people responsible for deciding crime reduction strategy.
- Secret and cannot be revealed to
 - Common knowledge and known by
 - Not so secret that it cannot be revealed to
 - Obscure knowledge understood only by

- 54) There is a tendency in policing to believe that _____ will overcome organizational and cultural barriers. Though it might help, but it will not be able to address all concerns.
- Training
 - Time
 - Money
 - Technology
- 55) In small police departments, it is realistic to expect that _____ will often be combined in the job descriptions of one or two individuals.
- Intelligence and crime analysis functions
 - Management and crime analysis functions
 - Investigative and crime analysis functions
 - Interrogative and crime analysis functions
- 56) Midsize and large police departments should strive for _____ of crime analysis and criminal intelligence.
- Greater incorporation
 - Less incorporation
 - Total separation
 - Avoidance
- 57) The _____ is a relatively new specialist within the policing field, a role that has become crucial to the flow of information between agencies.
- Crime analyst
 - Liaison officer
 - Intelligence specialist
 - Geographer
- 58) _____ can be used as a general conduit between disparate agencies, or can be used to address specific needs.
- Crime analysts
 - Liaison officers
 - Intelligence specialists
 - Geographers
- 59) _____ perform important information functions that are both technical and cultural. They stand at the interface of distinct organizations and provide the host agency with access to technical databases that are normally unavailable.
- Crime analysts
 - Geographers
 - Intelligence specialists
 - Liaison officers

- 60) It is possible that, more than integrated databases and data-mining techniques, _____ with their understanding of the information culture of their respective organizations represent the future of collaborative and cooperative policing.
- Liaison officers
 - Intelligence specialists
 - Geographers
 - Crime analysts
- 61) If there is one street-level tactic that is often used to epitomize a(n) _____ focus, it is the use of informants to aid interpretation of the criminal environment.
- Intelligence-led
 - Community policing
 - Reactive policing
 - Compstat
- 62) _____ are primarily used to identify offenders or suspects, collect background information on offenders and criminal organizations, provide information used to determine the target of future surveillance operations, trace stolen property and locate evidence.
- Crime analysts
 - Liaison officers
 - Front-line officers
 - Confidential police informants
- 63) One defining characteristic of intelligence-led policing is that _____ should be used in a more strategic manner, and if these sources are employed in a more proactive strategic and targeted way, the benefits may outweigh the risks.
- Confidential police informants
 - Crime analysts
 - Intelligence specialists
 - Liaison officers
- 64) _____ is a rather broad term to indicate a range of skills, including trend identification and hot spot analysis
- Crime pattern analysis
 - Network analysis
 - Market profiles
 - Demographic/social trend analysis

- 65) _____ is used to understand the direction, frequency and strength of links between collaborators in a criminal organization.
- Crime pattern analysis
 - Network analysis
 - Market profiles
 - Demographic/social trend analysis
- 66) _____ is an assessment of the criminal supply and demand for a particular commodity such as drugs or prostitution.
- Crime pattern analysis
 - Network analysis
 - Market profiles
 - Demographic/social trend analysis
- 67) _____ is an assessment of the impact of changes in socio-economic factors and population characteristics on criminality.
- Crime pattern analysis
 - Network analysis
 - Market profiles
 - Demographic/social trend analysis
- 68) _____ is used to determine and understand the industry model and techniques employed by offenders or organized crime groups.
- A criminal business profile
 - A target profile analysis
 - An operational intelligence assessment
 - A risk analysis
- 69) _____ is a broad term used to indicate a range of skills used to understand the lifestyle, networks, criminal activities, and potential interdiction points in the life of a particular offender.
- Criminal business profiles
 - Target profile analysis
 - Operational intelligence assessment
 - Risk analysis
- 70) _____ is the evaluation of information collection to inform decision-making about an existing operation.
- Criminal business profiles
 - Target profile analysis
 - Operational intelligence assessment
 - Risk analysis

71) _____ assesses the scale of threat posed by offenders or organizations to individual potential victims, police and the public.

- a. Criminal business profiles
- b. Target profile analysis
- c. Operational intelligence assessment
- d. Risk analysis

72) _____ is a process used to evaluate the effectiveness of law enforcement activities.

- a. Criminal business profiles
- b. Results analysis
- c. Operational intelligence assessment
- d. Risk analysis

73) For a _____ to succeed there must be an identifiable decision-making system to support, a will to think ahead and to apply the results in both the intelligence system and the decision system to be supported.

- a. Strategic intelligence environment
- b. Community policing environment
- c. Reactive policing environment
- d. Traditional police environment

Chapter 7 - Influencing decision makers

- 1) _____ are people and institutions that can have an impact on the criminal environment.
 - a. Confidential police informants
 - b. Decision makers
 - c. Crime analysts
 - d. Geographers

- 2) _____ has been pivotal in pushing the perception that a law enforcement solution is not the only way to resolve a crime problem and, indeed, in many situations is not a viable remedy of long term crime issues at all.
 - a. Intelligence-led policing
 - b. Community policing
 - c. Problem oriented policing
 - d. Compstat

- 3) There are a range of _____ from both within and outside the police service, including front-line police officers, senior law enforcement managers, actors from the private sector and industry, stakeholders from outside law enforcement, and security networks of collaborative agency partnerships.
 - a. Confidential police informants
 - b. Decision makers
 - c. Crime analysts
 - d. Geographers

- 4) Patrol officers and detectives investigating individual cases have traditionally been the main clients for _____.
 - a. Crime intelligence products
 - b. Compstat sessions
 - c. The 3i model
 - d. Confidential police informants

- 5) The gulf between the analyst and the _____ in the 3i model is bridged by the influence arrow, and not by an arrow that says inform.
 - a. Confidential police informant
 - b. Decision maker
 - c. Detective
 - d. Line officer

- 6) Officers on patrol are at the beck and call of the public through the emergency telephone system and are slaves to the radio and dispatch system, thus analysts often perceive the patrol officers do not have enough free time to _____.
- a. Engage in problem-solving or proactive work
 - b. Cultivate confidential police informants
 - c. Study maps and intelligence products
 - d. Attend Compstat sessions
- 7) The issue of achieving accountability for actions recommended in crime intelligence products is one many analysts have yet to recognize as a significant barrier to the adoption of _____.
- a. Community policing
 - b. Compstat
 - c. Problem oriented policing
 - d. Intelligence-led policing
- 8) Officers who work the streets every day generally see incidents in terms of their immediate impact on crime victims and the quality of life in an area, thus work in a _____ focused environment.
- a. Tactically
 - b. Strategically
 - c. Geographically
 - d. Operationally
- 9) Analysts need to be close to those in contact with the street and criminals that operate there, so they can access the raw data and information necessary for more insightful products. Yet, there is a greater opportunity to influence the targeting and resource decisions of the whole police department by disseminating products to a client base _____.
- a. Closer to the top of the hierarchical order
 - b. Farther from the top of the hierarchical order
 - c. Of city, county and/or state politicians with influence over policy
 - d. Of intelligence analysts from a variety of justice agencies.
- 10) Both _____ have placed greater expectations on the leadership of the police, and especially middle and senior management.
- a. Problem-oriented and community policing
 - b. Community policing and Compstat
 - c. Compstat and intelligence-led policing
 - d. Problem-oriented policing and Compstat

- 11) At the highest levels of law enforcement, leaders of criminal intelligence agencies often _____.
- Have backgrounds in military intelligence
 - Have well documented intuition
 - Do not have backgrounds in intelligence
 - Do not have well documented intuition
- 12) Many _____ agencies maintain a crime prevention function less through the use of prosecution than through the deployment of regulatory or compliance-based processes – they have the advantage of being able to police criminality within their sphere of influence in a multidimensional manner.
- Federal
 - Law enforcement
 - Non-law enforcement
 - Local
- 13) Law enforcement and community security appear to be moving towards a _____; networks of actors both within law enforcement and from outside agencies such as government and the private sector, all of whom have responsibilities to provide security.
- Nodal governance
 - Civil governance
 - Martial governance
 - Covert governance
- 14) The _____ movement was anchored to the notion that greater community engagement would improve police legitimacy in the eyes of the public and from this would flow greater information back to the police as well as greater incorporation of the public's wishes in the strategies the police adopted.
- Community policing
 - Compstat
 - Problem oriented policing
 - Intelligence-led policing
- 15) Both _____ take a more pragmatic view of the role of the public in crime prevention, engagement of the public in the solution to crime problems is appropriate when they can help, but not an essential ingredient to solve every problem.
- Community policing and problem-oriented policing
 - Compstat and Community policing
 - Compstat and Problem oriented policing
 - Problem oriented policing and intelligence-led policing

- 16) For the purposes of _____, it may be that disseminating crime information to the general public has as much value in terms of maintaining and promoting public support as it does in engaging any crime prevention capacity.
- a. Community policing
 - b. Compstat
 - c. Problem oriented policing
 - d. Intelligence-led policing
- 17) It is increasingly clear that if crime is to be managed, police have to _____ other agencies and actors, _____ other networks or groups involved in governance.
- a. Recruit, or join
 - b. Avoid, or disrupt
 - c. Sabotage, and counteract
 - d. Maintain their autonomy from, and distance themselves from
- 18) The police can lever significant social capital to maintain their position as crucial to the network in a number of ways; deploying economic, political, cultural and social capital, and controlling the flow of _____ can be central to this.
- a. Manpower and intelligence
 - b. Information and intelligence
 - c. Traffic and manpower
 - d. Information and manpower
- 19) Disseminating _____ is thus not just a way for the police to maintain their hegemonic role and legitimacy at the center of an expanding governance and security network, it is also a way for police agencies to enfold others in the fight against crime.
- a. Intelligence
 - b. Pamphlets
 - c. Resources
 - d. Information
- 20) _____ cannot be successfully implemented in the current environment without a strong educated executive and management cadre that values strategic approaches over the more audience-pleasing count of arrests and prosecutions.
- a. Community policing
 - b. Compstat
 - c. Problem oriented policing
 - d. Intelligence-led policing

- 21) Analysts should recognize that a decision maker's _____ exerts considerable pressure.
- Boss
 - Institutional environment
 - Public image
 - Social environment
- 22) Decision makers demand _____.
- Actionable intelligence products over descriptive reports
 - Descriptive reports over actionable intelligence products
 - In depth maps over actionable intelligence products
 - Descriptive reports over in depth maps
- 23) The evolution from _____ is somewhat dependent on the nature of the decision-maker.
- knowledge to intelligence product
 - intelligence product to knowledge
 - descriptive reports to in depth maps
 - in depth maps to descriptive reports
- 24) Good decisions are not based on counts of crime, but arise where crime frequencies and rates are related to _____ that can explain why the crime patterns occur as they do.
- Land use
 - Economic issues
 - Other criminogenic factors
 - Other non-criminogenic factors
- 25) It is _____ for analysts to track and take an active interest in the way their products are used and applied to decision-making.
- Important
 - Unimportant
 - Unnecessary
 - Impossible
- 26) _____ that run(s) counter to prevailing currents are immensely valuable in refining how clients think, but also have to be introduced with a diplomacy that recognizes that existing attitudes have cultural capital.
- Knowledge
 - Confidential informant information
 - Crime intelligence products
 - Criminological theories

- 27) An intelligence manager has to relinquish some control and instead of acting as a conduit, permit a free flow of information between analyst and decision-maker for the sake of a _____.
- a. more refined task definition
 - b. more general task definition
 - c. less detailed Compstat session
 - d. more detailed Compstat session
- 28) Distorted, unschooled use of data by _____ in the past has led to a widespread tendency to dismiss facts presented by the police as potentially biased and intended to support some deeply embedded police value.
- a. Crime analysts
 - b. Police administrators
 - c. Liaison officers
 - d. News media sources
- 29) _____ can also help clients understand the wider implications of crime prevention activity, and move towards a more strategic harm reduction framework grounded in the impact of crime in terms of social harm rather than just being focused on _____ devoid of broader context.
- a. Police data, crime figures
 - b. Non-police data, crime figures
 - c. Police data, arrest figures
 - d. Non-police data, arrest figures
- 30) A misconception persists on the part of the public, lawmakers and even some in the law enforcement and intelligence communities that _____ alone will be the miracle counterterrorism solution.
- a. Information sharing
 - b. Intelligence-led policing
 - c. Intra-agency cooperation
 - d. The use of confidential informants
- 31) The key to successful information sharing is that the information is _____.
- a. Timely
 - b. Understandable
 - c. Descriptive
 - d. Usable
- 32) Central to maximizing the influence of crime intelligence is the _____ of the information.
- a. Usability
 - b. Quality
 - c. Understandability
 - d. Timely nature

- 33) It is probably impossible to count the number of intelligence failures that have occurred due to an inability of the intelligence organization to “sell” its product, or _____ the product.
- a. The inability of decision-makers to understand
 - b. The failing of decision-makers to recognize the value of
 - c. The lack of decision-maker interest in
 - d. The inability of analysts to explain
- 34) Achieving the widest distribution possible may help reach _____ of whom both clients and analysts are unaware.
- a. Geographers
 - b. Informants
 - c. Targets
 - d. Decision-makers
- 35) Dissemination is the final stage of the intelligence process and is crucial to the _____ of often small and sometimes marginalized criminal intelligence units.
- a. Reputation
 - b. Resource allocation
 - c. Responsibilities
 - d. Resolution of the problems
- 36) One of the ways to maximize influence is to determine who the main _____ are, and then locate the analysis unit close to these main clients.
- a. Targets of investigation
 - b. Decision-makers
 - c. Trouble makers
 - d. Policy makers
- 37) A forum of practitioners, analysts, and policymakers recommended that _____ work closely with analysts and that an integrated office of crime analysts and intelligence officers should be located close to the decision-makers.
- a. Police chiefs
 - b. Detectives
 - c. Line officers
 - d. Liaison officers

- 38) _____ can benefit from understanding and embracing the power of security networks to achieve long-term aims of crime reduction.
- Police chiefs
 - Detectives
 - Line officers
 - Analysts
- 39) _____ are initiatives that work with public and private resources available at the community level to overcome the more intractable crime problems with origins in deteriorating social conditions.
- Local security networks
 - Institutional networks
 - Networks without borders
 - Informational networks
- 40) _____ are networks that smooth the process of information flow between government agencies or enable disparate agencies to collaborate and pool resources.
- Local security networks
 - Institutional networks
 - Networks without borders
 - Informational networks
- 41) _____ are networks that facilitate cooperation at an international level between agencies with national responsibilities.
- Local security networks
 - Institutional networks
 - Networks without borders
 - Informational networks
- 42) _____ comprise the web of electronic and other technologies that enable police officers to access vital data remotely.
- Local security networks
 - Institutional networks
 - Networks without borders
 - Informational networks
- 43) _____ are becoming central to the provision of long term multiagency crime prevention activities, the sort of activities that individual agencies do not have the resources or cultural capital to implement.
- Security networks
 - Institutional networks
 - Intelligence networks
 - Informational networks

- 44) Collaborative networks increase the number of _____, requiring analysts to consider not only the security implications of dissemination strategies but also the possibilities of utilizing resources beyond their immediate agency in the fight against crime.
- a. Targets of an investigation
 - b. Decision-makers
 - c. Potential threats to an investigation
 - d. Policy makers
- 45) While some police managers may feel that it is not the place of _____ to make recommendations, senior police officers still retain the capacity to decide whether to adopt those recommendations or to choose a different path.
- a. Line officers
 - b. Non-sworn staff
 - c. Patrol officers
 - d. Individuals from other agencies
- 46) _____ with decision makers in a face-to-face environment are far more effective than most paperbound communications.
- a. Good briefings and presentations
 - b. Compstat sessions
 - c. Casual meetings
 - d. Quick discussions
- 47) While intelligence needs to be aware of _____, these must not become drivers of intelligence outcomes.
- a. Social climates
 - b. Media reports on crime
 - c. Policy context and direction
 - d. Cultural and institutional norms
- 48) Influencing decision makers requires resolute accuracy in detail and fact, but also _____ in terms of getting clients' attention.
- a. A flair for the imaginative
 - b. A good relationship with local media
 - c. A down to earth style
 - d. A network of well-placed friends

Chapter 8 – Having an impact on crime

- 1) To have an impact on crime, it is necessary to _____ criminal activity.
 - a. Reduce, prevent or disrupt
 - b. Understand, analyze, and study
 - c. Discuss, research and collect data on
 - d. Investigate, observe and conduct surveillance of

- 2) A central precept of _____ is the necessity to tackle and incapacitate the criminal leaders and criminal specialists.
 - a. Community policing
 - b. Reactive policing
 - c. Problem oriented policing
 - d. Intelligence-led policing

- 3) One of the claimed benefits of a _____ approach to police work, one that is more intelligence-led and offender focused, is that it would allow the police to focus on the prolific and persistent offenders committing much of the crime.
 - a. More proactive
 - b. Less proactive
 - c. More reactive
 - d. Less reactive

- 4) In order to have a meaningful impact on the crime that affects a community, the police should concentrate on _____.
 - a. The criminal elite responsible for the most crime
 - b. Juveniles gangs responsible for the most crime
 - c. First time offenders before they commit more crimes
 - d. Community and educational programs to prevent individuals from starting criminal careers

- 5) The challenge in targeting _____ is that they tend to be very elusive.
 - a. First time offenders
 - b. Juveniles gangs
 - c. The criminal elite
 - d. White collar criminals

- 6) Even though many police officers profess to wanting to catch the criminal elite, they are constrained by an organizational system that rewards them for _____.
- Arresting younger offenders
 - Volume rather than quality of arrests
 - Quality rather than volume of arrests
 - Arresting higher publicity offenders
- 7) Arrest and prosecution while often seen as the only tool that the police and criminal justice system have, is _____.
- Regrettably an inefficient one when unfocused
 - Efficient even when unfocused
 - Only one a myriad of tools available
 - Inefficient even when focused
- 8) An alternative to arrest and prosecution is to consider the benefits of a _____.
- Catch and release policy
 - Crime prevention policy
 - Laissez-faire policy
 - Stop and frisk policy
- 9) The true value of offenses reported to the police may be as _____.
- Indicators to community problems
 - Indicators to the bigger problem
 - False indicators to the bigger problem
 - False indicators to community problems
- 10) _____ is key to long-term crime control.
- Community policing
 - Compstat
 - Crime prevention
 - The use of confidential informants
- 11) _____ like programs with immediate results, focus on countable outcomes, possess a sensationalist streak and are focused on the immediate problems of the day. This decreases the likelihood that they would support crime prevention programs.
- Police captains
 - Detectives
 - Line officers
 - Policy makers

- 12) Crime prevention activities, particularly those that require major changes at the community and societal level often require _____.
- Increased resources
 - More manpower
 - Great lengths of time
 - Advanced analysis
- 13) _____ is cognizant of the available resources and is considered as an action that brings net benefits, after considering the impact of displacement and diffusion of benefits, fear of crime and the impact from other programs that may have contributed to a decrease in crime.
- Crime reduction
 - Crime prevention
 - Crime disruption
 - Crime displacement
- 14) _____ is one of the most pragmatic approaches to fighting crime because it specifically looks for cost effectiveness.
- Crime reduction
 - Crime commission
 - Crime miscounting
 - Crime displacement
- 15) _____ occurs when organized crime groups or criminal business is hampered for a period of time, normally as a result of law enforcement action, but is not permanently disabled.
- Crime reduction
 - Crime prevention
 - Crime disruption
 - Crime displacement
- 16) While it is a temporary measure to stall crime rather than eradicate it, _____ is a primary aim of a number of police agencies, especially those tasked with combating organized and serious crime.
- Crime reduction
 - Crime prevention
 - Crime disruption
 - Crime displacement

- 17) Beyond prolific criminals and criminal gangs _____ is often a realistic tactic when trying to frustrate criminal behavior that is unlikely to be contained by legal means, however it does remove police activity from judicial oversight.
- Crime displacement
 - Crime disruption
 - Crime prevention
 - Crime reduction
- 18) Organizations that actively engage in _____ as a strategic tool should be especially careful to implement supervision and monitoring structures that enable this strategy to take place while simultaneously being responsive to legal constraints.
- Crime reduction
 - Crime prevention
 - Crime disruption
 - Crime displacement
- 19) _____ involves any activity by an individual or group, public or private which attempts to eliminate crime either before it occurs or before any additional activity results.
- Crime reduction
 - Crime prevention
 - Crime disruption
 - Crime displacement
- 20) _____ identifies conditions of the physical and social environment that create, precipitate or provide opportunities for criminal behavior.
- Primary prevention
 - Secondary prevention
 - Tertiary prevention
 - Crime prevention
- 21) _____ aims to reduce risks associated with those people vulnerable to involvement in crime, and to ameliorate the chance of high risk offenders developing more serious criminal activities.
- Primary prevention
 - Secondary prevention
 - Tertiary prevention
 - Crime prevention

- 22) _____ deals with actual offenders and involves intervening with the lives of these offenders in a manner that prevents them from committing other crimes and includes arrest and prosecution, reform and rehabilitation, and institutional education programs.
- a. Primary prevention
 - b. Secondary prevention
 - c. Tertiary prevention
 - d. Crime prevention
- 23) The _____ level allows decision makers to identify the systemic weaknesses that offenders exploit so that more strategic problem solving can gain a foothold.
- a. Primary prevention
 - b. Secondary prevention
 - c. Tertiary prevention
 - d. Quaternary prevention
- 24) The _____ level provides opportunities to identify priorities for resource allocation and targeting.
- a. Primary prevention
 - b. Secondary prevention
 - c. Tertiary prevention
 - d. Quaternary prevention
- 25) The _____ level deals with prevention benefits from the arrest and prosecution of high risk, prolific and persistent offenders.
- a. Primary prevention
 - b. Secondary prevention
 - c. Tertiary prevention
 - d. Quaternary prevention
- 26) The _____ stresses the need for the analyst to understand the position of leaders and decision makers.
- a. 3i model
 - b. National intelligence model
 - c. SARA model
 - d. Intelligence cycle
- 27) Recent paradigms of policing, such as problem oriented policing and intelligence-led policing now require _____ of senior decision-makers from that previously demanded.
- a. A different skill level
 - b. Longer hours
 - c. More focus and concentration
 - d. More creativity

- 28) Not simply confined to the realm of criminal investigations, _____ has a much broader application to public safety. For example, it offers a robust approach to traffic safety, absorbing information from accident reports and narratives on time of day, weather, location, road condition, severity of crash, contributing factors and the extent of injuries or fatalities.
- Community policing
 - Compstat
 - Problem oriented policing
 - Intelligence-led policing
- 29) Cops know that many criminal opportunities will continue to be exploited by offenders until the opportunities are closed down, irrespective of the number of _____.
- Calls to 911 by victims
 - Prosecutions pushed through the courts
 - Cops on the street
 - Times they are arrested
- 30) It may be necessary for analysts and decision makers to formulate a long term plan to instill a culture that is more _____ if crime intelligence products are to have the impact anticipated.
- Evidence based
 - Reliant on confidential informants
 - Open to change
 - Comfortable with interagency cooperation
- 31) Law enforcement has a long history of strategies that _____.
- Fail to respond to current problems or prevent or control an emerging or anticipated threat.
 - Respond to current problems and prevent or control emerging or anticipated threats
 - Respond to current problems but rarely prevent or control an emerging or anticipated threat.
 - Respond to emerging threats, but rarely control current problems
- 32) It may be that the value of police officers is not in how many we have, but _____.
- How well they are paid
 - How they are deployed
 - How they are paired for patrols
 - How they are taught or trained

33) Research studies suggest that while generally increasing numbers of police can help, it is more useful to _____.

- a. Consider how officers are deployed
- b. Give the existing officers more fire power
- c. Use CCTV cameras instead of officers on the street
- d. Consider how officers are trained

34) Random police patrols are _____ to reduce crime.

- a. An effective tactic
- b. Not an effective tactic
- c. The only way
- d. The best way

35) More focused tactics that are drawn from an evidence base (a fundamental component of intelligence-led policing) can have crime prevention benefits _____.

- a. Equal to the amount of time officers spend at a crime hot spot
- b. Beyond the amount of time officers spend at a crime hot spot
- c. Dependent on the amount of time officers spend at a crime hot spot
- d. Only when they are spending all their time at a crime hot spot

36) Longer term effects, residual benefits extending beyond the time officers spend at a crime hot spot, have been attained when police mix increased enforcement strategies with _____.

- a. Preventative work to coerce or encourage local businesses to assist with enforcement aims
- b. Preventative work to decrease graffiti in public parks
- c. Preventative work to keep juveniles from joining gangs and using drugs
- d. Preventative work to help the elderly and students from becoming victims of identity theft.

37) While drug market arrests do not seem to work on their own, drug markets _____ when civil code violations and nuisance legislation are applied to the properties where dealers gather.

- a. Appear vulnerable
- b. Move to other locations
- c. Become more violent
- d. Become more manageable

38) Proactive interventions involving partnerships between police and third parties and/or community entities appear to be _____ at reducing drug and nondrug problems in drug problem places, _____ reactive/directed approaches.

- a. more effective, than
- b. Less effective, than
- c. Almost as effective, as
- d. Just as effective, as

- 39) Research appears to support the position that increasing random arrests may do little to prevent or reduce crime, however _____ might have a significant crime reduction potential
- a. Using confidential informants
 - b. Targeted arrests
 - c. Stop and frisk programs
 - d. Quality of life arrests
- 40) Family therapy by clinical staff for delinquent and pre-delinquent youth, short-term vocational training programs for older male ex-offenders no longer involved in the criminal justice system and prison based therapeutic community treatment of drug-involved offenders are examples of _____.
- a. Promising non-enforcement options
 - b. Beneficial non-enforcement options
 - c. Harmful non-enforcement options
 - d. Non-enforcement options that do not appear to work
- 41) Gang violence prevention focused on reducing gang cohesion; battered women's shelters for women who take other steps to change their lives, housing dispersion programs and intensive, residential training programs for at risk youth. These are examples of _____.
- a. Promising non-enforcement options
 - b. Beneficial non-enforcement options
 - c. Harmful non-enforcement options
 - d. Non-enforcement options that do not appear to work
- 42) Community mobilization against crime, in high crime, inner city poverty area, gun buy-back programs operated without geographic limitations on gun sources, summer jobs or subsidized work programs for at risk youth, short term, non residential training programs for at risk youth and emphasized specific deterrence such as shock probation and Scared Straight are examples of _____.
- a. Promising non-enforcement options
 - b. Beneficial non-enforcement options
 - c. Harmful non-enforcement options
 - d. Non-enforcement options that do not appear to work

Chapter 9 – Evaluating intelligence-led policing

- 1) The innovation, if there is one, in intelligence-led policing is to realize that the random patrolling of the uniformed officer and the *post-hoc* investigations of the detective are very _____ methods of dealing with crime and disorder.
 - a. Efficient
 - b. Inefficient
 - c. Effective
 - d. Intelligent

- 2) The police are becoming _____ in targeting the offender and the potential offender.
 - a. More proactive
 - b. Less proactive
 - c. More reactive
 - d. Less active

- 3) The difficulty with a proactive policing approach is that the gathering and analysis of intelligence is a _____ activity which demands considerable resources to produce tangible results.
 - a. Complex and time consuming
 - b. Sketchy and unpredictable
 - c. Confusing and unreliable
 - d. Complex and confusing

- 4) _____ is essential as a first stage in determining whether policies are successful in combating crime.
 - a. A commitment to rigorous evaluation
 - b. A reliance on evidence in the development of policy
 - c. Measuring and monitoring crime patterns
 - d. Open access to crime and justice information

- 5) _____ provides government with evidence to address the claims of the more reactionary media and public.
 - a. Measuring and monitoring crime patterns
 - b. Open access to crime and justice information
 - c. A reliance on evidence in the development of policy
 - d. A commitment to rigorous evaluation

- 6) _____ can prevent claims that police are “cooking the books” and lay a framework for the sort of honest debate about crime that is required in a democracy.
- Measuring and monitoring crime patterns
 - Open access to crime and justice information
 - A reliance on evidence in the development of policy
 - A commitment to rigorous evaluation
- 7) _____ should be an essential function of good government. Before embarking on a new crusade, politicians and other decision makers should be aware of the research that can inform them of what works and what does not work to reduce a particular crime problem
- Measuring and monitoring crime patterns
 - Open access to crime and justice information
 - A reliance on evidence in the development of policy
 - A commitment to rigorous evaluation
- 8) _____ is essential if decision makers are to know whether they have been successful in preventing crime.
- Measuring and monitoring crime patterns
 - Open access to crime and justice information
 - A commitment to rigorous evaluation
 - A flexible and eclectic approach to control
- 9) Without _____, one that is devoid of ideology or a desire to fixate on one particular part of the criminal justice system, truly imaginative crime reduction is unlikely to occur.
- A commitment to rigorous evaluation
 - A flexible and eclectic approach to control
 - Measuring and monitoring crime patterns
 - Open access to crime and justice information
- 10) _____ is essential not only to inform existing operations, but also to influence the path of future evidence-based policies.
- Intelligence
 - Analysis
 - Evaluation
 - Imagination
- 11) A change is underway within policing, a change that is featuring a greater focus on _____ as an outcome.
- Increased arrests
 - Increased prosecutions
 - Greater crime reduction
 - Decreased arrests

12) The program evaluation question 'Did you get what you expected?' is asking _____.

- a. Whether line officers went along with the program
- b. Whether or not the individual responsible for the program received a raise
- c. Whether the program had the impact it was designed to have
- d. Whether the right arrest was made

13) The program evaluation question 'compared to what' addresses _____.

- a. Line officer lack of interest in the program
- b. An appropriate comparison framework to establish some confidence in the program
- c. Community interest and media response to the program
- d. A comparison framework designed to decrease confidence in the program

14) In an intelligence-led policing environment it is possible that the information processes work well but the police commander receiving good intelligence _____.

- a. Ignores it and throws out the report
- b. Uses it unethically and is fired
- c. Makes a poor decision on tactics to resolve a crime problem
- d. Waits too long to make a decision and opportunities are wasted

15) For the success of intelligence-led policing to be truly assessed, it is necessary to _____ both the organizational and information structures that form the 3i model, as well as the crime reduction strategies and tactics that flow from an intelligence-led decision making process.

- a. Separate
- b. Evaluate
- c. Ingratiate
- d. Enervate

16) Collectively the interpretation of the criminal environment, the influence on decision makers and the impact on the criminal environment all constitute the _____ model of intelligence-led policing and all should be assessed for their effectiveness.

- a. Research
- b. Business
- c. Information
- d. Problem solving

- 17) _____ is an assessment that explores whether a program had the desired effect, such as 'was crime reduced?'
- An outcome evaluation
 - A process evaluation
 - A program evaluation
 - An officer evaluation
- 18) _____ allows a researcher to understand why programs apparently succeed or fail by examining the underlying methods of what took place during a crime reduction initiative.
- An outcome evaluation
 - A process evaluation
 - A program evaluation
 - An officer evaluation
- 19) _____ are important in understanding how programs work.
- Outcome evaluations
 - Process evaluations
 - Managerial evaluations
 - Officer evaluations
- 20) If we are not there already _____ will become as much an essential tool of criminological research as statistical analysis is at present.
- Crime mapping
 - Time series analysis
 - Regression interpretation
 - Non-parametric interpretation
- 21) While an increasing number of analysts are learning spatial analysis skills, techniques that are deemed central to intelligence-led policing and to any data-driven crime control model, it is important that crime be _____.
- Clearly identified on maps
 - Reduced by arrests
 - Placed in context
 - Reported to the police
- 22) Many maps created by analysts working in police departments do not include crime generators and attractors known by theorists to be influential in causing crime problems. This means:
- The maps are only descriptive and lack the context needed for analytical power
 - The maps are descriptive and possess analytical power
 - The maps are incomplete and cannot be used at all
 - The maps are purely analytical

- 23) _____ is personnel intensive and involves spending many hours watching offenders who do not commit that much crime on a day to day basis.
- a. Cultivating informants
 - b. Surveillance
 - c. Random patrol
 - d. Responding to calls for service
- 24) Used with discretion and proper supervision _____ represent a very cost effective means of developing operations against crime, compared for example with the costs of deploying a full surveillance team to gather the same information.
- a. Confidential informants
 - b. Random patrols
 - c. Responding to calls for service
 - d. Sting operations
- 25) Though cost-effectiveness is a factor, the value of informants to improve our understanding of the criminal environment may have _____ that are harder to measure in purely monetary terms.
- a. Greater strategic benefit
 - b. Lesser strategic benefit
 - c. Greater ethical concerns
 - d. Ulterior motives for assisting law enforcement
- 26) _____ is an approach that includes an increase in the non-governmental sector playing a greater role in the creation of security.
- a. Military governance
 - b. Hybrid governance
 - c. Civil governance
 - d. Traditional governance
- 27) _____ is one element of a criminal enterprise that police attempt to disrupt, usually described as the economic capacity or status of a group, including profits and assets gained through organized crime.
- a. Financial attributes
 - b. Personnel attributes
 - c. Core business attributes
 - d. Temporal attributes

28) When police activities removed the capacity of a criminal enterprise to supply or operate, this is known as _____ disruption of the core business.

- a. High
- b. Medium
- c. Low
- d. Nil

29) When police activities interrupted the production or disruption of supply networks within a criminal enterprise, this is known as _____ disruption of the core business.

- a. High
- b. Medium
- c. Low
- d. Nil

30) When police activities arrest or charge individuals with the majority of the knowledge, contact, expertise, experience and executive influence within a criminal enterprise, this is known as _____ personnel attribute disruption.

- a. High
- b. Medium
- c. Low
- d. Nil

31) When police activities arrest or charge individuals considered support personnel or skilled operators with some knowledge, contacts, expertise, and/or experience within a criminal enterprise, this is known as _____ personnel attribute disruption.

- a. High
- b. Medium
- c. Low
- d. Nil

32) When police activities arrest or charge individuals who are replaceable or unskilled operators, street level operators or couriers within a criminal enterprise, this is known as _____ personnel attribute disruption.

- a. High
- b. Medium
- c. Low
- d. Nil

- 33) When police activities fail to arrest or charge individuals related to the targeted criminal enterprise, this is known as _____ personnel attribute disruption.
- a. High
 - b. Medium
 - c. Low
 - d. Nil
- 34) Reducing crime, investigating crime, promoting safety, providing assistance, citizen focus, resource use and local policing are seven _____ managers look at to evaluate programs and personnel.
- a. Key performance indicators
 - b. Irrelevant performance indicators
 - c. Key objective indicators
 - d. Irrelevant objective indicators
- 35) _____ occurs when managers choose the performance indicators that are easiest to measure and ignore the rest.
- a. Tunnel vision
 - b. Sub-optimization
 - c. Myopia
 - d. Measure fixation
- 36) _____ occurs when managers focus on a narrow band of activities that improves some performance indicators but inflicts damage on the performance of the overall system.
- a. Tunnel vision
 - b. Sub-optimization
 - c. Myopia
 - d. Measure fixation
- 37) _____ occurs when managers focus on short term targets only.
- a. Tunnel vision
 - b. Sub-optimization
 - c. Myopia
 - d. Measure fixation
- 38) _____ occurs when the performance indicator becomes the focus rather than the desired outcome or service.
- a. Tunnel vision
 - b. Sub-optimization
 - c. Myopia
 - d. Measure fixation

- 39) _____ occurs when performance data are either misreported or distorted through deliberate corruption.
- a. Misrepresentation
 - b. Misinterpretation
 - c. Gaming
 - d. Ossification
- 40) _____ occurs when performance data are misread or misunderstood by higher level managers.
- a. Misrepresentation
 - b. Misinterpretation
 - c. Gaming
 - d. Ossification
- 41) _____ occurs when managers deliberately underachieve so they can set lower targets for later assessments.
- a. Misrepresentation
 - b. Misinterpretation
 - c. Gaming
 - d. Ossification
- 42) _____ occurs when a performance indicator has ceased to be effective but remains on the books.
- a. Misrepresentation
 - b. Misinterpretation
 - c. Gaming
 - d. Ossification
- 43) _____ is the loss of confidence and commitment among workers delivering services deemed not to count or to be counted inappropriately.
- a. Discredibility
 - b. Demoralization
 - c. Gaming
 - d. Ossification
- 44) A _____ occurs when falling crime rates are not reflected in a correspondingly increased sense of public security.
- a. Reassurance gap
 - b. Community gap
 - c. Information gap
 - d. Security gap

45) _____ is a trend in which signal crimes that have a disproportionate influence on public fear of crime become a consideration for police response and policing becomes responsive to fear of crime rather than to crime.

- a. Intelligence-led policing
- b. Proactive policing
- c. Community policing
- d. Reassurance policing

Chapter 10 – Challenges for the future

- 1) _____ is crime fighting that is guided by effective intelligence gathering and analysis and it has the potential to be the most important law enforcement innovation of the twenty-first century.
 - a. Reassurance policing
 - b. Proactive policing
 - c. Intelligence-led policing
 - d. Community policing

- 2) _____ does promote increased use of covert information gathering as an adjunct to traditional crime analysis.
 - a. Intelligence-led policing
 - b. Proactive policing
 - c. Community policing
 - d. Reassurance policing

- 3) Not only is policing beginning to think more strategically, but _____ has also become the lynchpin to merge national security aims with local policing objectives.
 - a. Community policing
 - b. Intelligence-led policing
 - c. Proactive policing
 - d. Reassurance policing

- 4) _____ is a business model for prioritizing resource allocation while covert information gathering is a tactic that can support its broader mission.
 - a. Reassurance policing
 - b. Proactive policing
 - c. Intelligence-led policing
 - d. Community policing

- 5) Increased use of confidential informants, the proportionality of police activity, human rights, and how information are stored are all relevant to the perceived legitimacy of _____ activities.
 - a. Community policing
 - b. Intelligence-led policing
 - c. Proactive policing
 - d. Reassurance policing

- 6) The use of confidential sources to combat criminality is one aspect of policing that has to be measured in proportion to the risks of _____.
- a. Human rights violations
 - b. Losing public confidence
 - c. Receiving false information
 - d. Misappropriation of resources
- 7) The _____ which requires police to select a response that is commensurate with the target, has gained significance.
- a. Principle of proportionality
 - b. Principle of risk
 - c. Principle of reassurance
 - d. Principle of professionalism
- 8) _____ considerations become more of a factor due to the urge, on occasion, to increase the status of a particular criminal group beyond their actual capacity. Gangs actively try to increase their status and punch above their weight, but this also benefits police officers, who like to feel they are targeting worthy offenders.
- a. Risk
 - b. Informant
 - c. Proportionality
 - d. Surveillance
- 9) The _____ is a balance of the apposite tactics applied to the appropriate offenders and should be a tenet of intelligence-led policing.
- a. Principle of proportionality
 - b. Principle of risk
 - c. Principle of reassurance
 - d. Principle of professionalism
- 10) For intelligence-led policing to continue to advance, a greater understanding of the _____ for covert information gathering and storage is necessary.
- a. Ethical conditions
 - b. Moral conditions
 - c. Ideal conditions
 - d. Legal conditions

- 11) The maintenance and use of criminal intelligence systems in the United States is regulated by _____, the purpose of which is to ensure that criminal intelligence systems are operated and maintained so that individual privacy and rights are not violated unless in accordance with the law.
- Title 28 of the Code of Federal Regulations, Part 23 (28CFR23)
 - Title 23 of the Code of Federal Regulations, Part 28 (23CFR28)
 - Title 29 of the Code of Federal Regulations, Part 24 (29CFR24)
 - Title 24 of the Code of Federal Regulations, Part 29 (24CFR29)
- 12) Without _____ police departments will either overstep legal boundaries unknowingly or fail to employ their skills and resources effectively. If the former, they will lose public trust and confidence; with the latter, they will fail to serve the community as successfully as they could.
- Media oversight
 - Better training and knowledge
 - More resources and personnel
 - Better maps and improved statistical analysis
- 13) One of the critical issues that could quickly stop _____ is the real or perceived violation of individuals' privacy and constitutional rights. In order to balance law enforcement's ability to share information while ensuring that the rights of citizens are upheld, appropriate privacy policies must be in place.
- Information dissemination
 - Intelligence sharing
 - Data storage
 - Intelligence analysis
- 14) _____ is that which identifies the systemic weaknesses that exacerbate crime and provide criminal opportunities to prolific offenders.
- Good crime intelligence analysis
 - Geographic crime intelligence analysis
 - Statistical crime intelligence analysis
 - Theoretical crime intelligence analysis
- 15) If there is one critical weakness that exists in the current _____ environment, it is the development and promulgation of doctrine and best practice managing the link between analysts and decision makers.
- Cultural
 - Training
 - Business
 - Management

- 16) The lack of synergy, learning and development addressing the pivotal relationship between the providers and consumers of crime intelligence is almost certainly one of the main constraints on the growth of _____ policing.
- Intelligence-led
 - Community
 - Proactive
 - Reassurance
- 17) When the priorities focus less on investigations and allow a greater role for strategically applied disruption and prevention, _____.
- Past partnerships in the fight against crime become more important
 - New partnerships in the fight against crime become possible
 - New partnerships in the fight against crime become impossible
 - Past partnerships in the fight against crime become irrelevant
- 18) _____ policing was originally sold to and by the police as a way to escape the cyclic nature of response policing, but escaping the gravitational pull of day-to-day reactive needs has still been difficult for some police services.
- Community
 - Compstat style
 - Intelligence-led
 - Reassurance
- 19) There is evidence that a more _____ approach to crime and community problems is successful, but the need to convince many in law enforcement of this remains.
- Tactical
 - Accessible
 - Community oriented
 - Strategic
- 20) _____ policing is not incompatible with the value set of community-type policing, but only when the right balance is struck. This balance includes considering the community impact of particular strategies, recognizing the principle of proportionality and moving to a harm-based approach.
- Proactive
 - Problem oriented
 - Intelligence-led
 - Reassurance

- 21) New openness in crime statistics, driving accountability by numbers and an embedded will to tackle emerging crime threats and an acceptance of data as an evaluative tool by middle management in police departments has placed the _____ at the hub of both the crime control arena and the response evaluation component.
- Analyst
 - Detective
 - Lieutenant
 - Confidential informant
- 22) _____ is a measure of how intelligence-led policing has been embraced in a department that is identifiable by enthusiastic and energetic leadership that endorses intelligence-led policing, promotes it actively and routinely uses crime intelligence analysis as the basis for strategic decision making.
- A supportive and informed command structure
 - Intelligence-led policing is the heart of an organization wide approach
 - Crime and criminal analysis is integrated
 - The focus is on prolific and serious offenders
- 23) _____ meetings are essential and should be the central focus, allowing decision makers to draw in a wider range of option and explore more considered prevention, enforcement and information-gathering options.
- Compstat
 - Tactical
 - Strategic
 - Information
- 24) A move from reactive policing requires _____ spent on the investigation of crimes that are unlikely to result in arrest and prosecution, creating opportunities for more proactive, targeted work.
- More energy
 - Less energy
 - More resources
 - Less resources
- 25) _____ data systems are essential if decision makers are to place faith in intelligence products and if decision makers are to be persuaded that an intelligence-led approach adds value to their resource allocation decisions.
- Reliable and robust
 - User friendly and accessible
 - Reliable and user friendly
 - Robust and accessible

- 26) Merely holding meetings is insufficient to warrant the label _____.
- a. Community oriented
 - b. Compstat
 - c. Proactive
 - d. Intelligence-led
- 27) _____ is inherently actionable; therefore, meetings and organizational structures have to see action and relocation as the primary function of the impact arm of the 3i model.
- a. Information
 - b. Intelligence
 - c. Investigation
 - d. Intervention
- 28) Not every problem is resolvable by _____ or _____, and strategies drawn from problem oriented policing suggest a number of prevention activities.
- a. Disruption/enforcement
 - b. Disruption/arrest
 - c. Enforcement/arrest
 - d. Enforcement/intervention
- 29) Maintaining _____ will necessitate a balance between providing the sort of policing that communities in a democratic society expect and finding reassuring, and both conducting and explaining the need for the proactive targeting and strategic problem of an effective crime prevention strategy.
- a. Confidential informants
 - b. Essential public support
 - c. An intelligence-led policing strategy
 - d. A hybrid governance

ANSWER KEY

Chapter 1

- 1)a
- 2)c
- 3)b
- 4)b
- 5)a
- 6)b
- 7)c
- 8)a
- 9)a
- 10)d
- 11)b
- 12)d
- 13)a
- 14)d
- 15)d
- 16)d
- 17)a
- 18)a
- 19)d
- 20)a
- 21)b
- 22)d
- 23)a
- 24)d
- 25)d
- 26)b
- 27)d
- 28)a

Chapter 2

- 1)a
- 2)b
- 3)a
- 4)d
- 5)a
- 6)b
- 7)b
- 8)a
- 9)d
- 10)a
- 11)b
- 12)a
- 13)b
- 14)a
- 15)d
- 16)a
- 17)b
- 18)a
- 19)b
- 20)a
- 21)c
- 22)c
- 23)a

Chapter 3

- 1)a
- 2)a
- 3)b
- 4)c
- 5)d
- 6)d
- 7)a
- 8)a
- 9)b
- 10)a
- 11)b
- 12)a
- 13)c
- 14)a
- 15)d
- 16)c
- 17)a
- 18)b

Chapter 4

- 1)a
- 2)a
- 3)b
- 4)c
- 5)b
- 6)c
- 7)d
- 8)c
- 9)a
- 10)a
- 11)b
- 12)b
- 13)c
- 14)a
- 15)b
- 16)b
- 17)a
- 18)d
- 19)d
- 20)c
- 21)b
- 22)d
- 23)a
- 24)d
- 25)a
- 26)a
- 27)d
- 28)b
- 29)d

Chapter 5

- 1)a
- 2)c
- 3)b
- 4)a
- 5)c
- 6)c
- 7)a
- 8)b
- 9)d
- 10)b
- 11)b
- 12)d
- 13)c
- 14)a
- 15)a
- 16)d
- 17)b
- 18)a
- 19)a
- 20)b
- 21)a
- 22)d
- 23) a
- 24)d
- 25)a

Chapter 6

- | | |
|------|------|
| 1)a | 38)b |
| 2)b | 39)c |
| 3)a | 40)d |
| 4)b | 41)a |
| 5)a | 42)d |
| 6)d | 43)c |
| 7)d | 44)a |
| 8)a | 45)d |
| 9)a | 46)b |
| 10)d | 47)a |
| 11)a | 48)b |
| 12)b | 49)a |
| 13)c | 50)b |
| 14)a | 51)b |
| 15)d | 52)a |
| 16)a | 53)c |
| 17)d | 54)d |
| 18)d | 55)a |
| 19)b | 56)a |
| 20)a | 57)b |
| 21)a | 58)b |
| 22)d | 59)d |
| 23)b | 60)a |
| 24)c | 61)a |
| 25)a | 62)d |
| 26)b | 63)a |
| 27)a | 64)a |
| 28)b | 65)b |
| 29)a | 66)c |
| 30)b | 67)d |
| 31)a | 68)a |
| 32)b | 69)b |
| 33)a | 70)c |
| 34)b | 71)d |
| 35)c | 72)b |
| 36)d | 73)a |
| 37)a | |

Chapter 7

- | | |
|------|------|
| 1)b | 25)a |
| 2)c | 26)c |
| 3)b | 27)a |
| 4)a | 28)b |
| 5)b | 29)b |
| 6)a | 30)a |
| 7)d | 31)d |
| 8)a | 32)a |
| 9)a | 33)b |
| 10)c | 34)d |
| 11)c | 35)a |
| 12)c | 36)b |
| 13)a | 37)a |
| 14)a | 38)d |
| 15)d | 39)a |
| 16)d | 40)b |
| 17)a | 41)c |
| 18)b | 42)d |
| 19)a | 43)a |
| 20)d | 44)b |
| 21)b | 45)b |
| 22)a | 46)a |
| 23)a | 47)c |
| 24)c | 48)a |

Chapter 8

- | | |
|------|------|
| 1)a | 22)c |
| 2)d | 23)a |
| 3)a | 24)b |
| 4)a | 25)c |
| 5)c | 26)a |
| 6)b | 27)a |
| 7)a | 28)d |
| 8)b | 29)b |
| 9)b | 30)a |
| 10)c | 31)c |
| 11)d | 32)b |
| 12)c | 33)a |
| 13)a | 34)b |
| 14)a | 35)b |
| 15)c | 36)a |
| 16)c | 37)a |
| 17)b | 38)a |
| 18)c | 39)b |
| 19)b | 40)b |
| 20)a | 41)a |
| 21)b | 42)d |

Chapter 9

- | | |
|------|------|
| 1)b | 24)a |
| 2)a | 25)c |
| 3)a | 26)c |
| 4)c | 27)a |
| 5)a | 28)a |
| 6)b | 29)b |
| 7)c | |
| 8)c | 30)a |
| 9)b | 31)b |
| 10)c | 32)c |
| 11)c | 33)d |
| 12)c | 34)a |
| 13)b | 35)a |
| 14)c | 36)b |
| 15)b | 37)c |
| 16)b | 38)d |
| 17)a | 39)a |
| 18)b | 40)b |
| 19)b | 41)c |
| 20)a | 42)d |
| 21)c | 43)b |
| 22)a | 44)a |
| 23)b | 45)d |

Chapter 10

- 1)c
- 2)a
- 3)b
- 4)c
- 5)b
- 6)b
- 7)a
- 8)c
- 9)a
- 10)d
- 11)a
- 12)b
- 13)b
- 14)a
- 15)b
- 16)a
- 17)b
- 18)c
- 19)d
- 20)c
- 21)a
- 22)a
- 23)c
- 24)b
- 25)a
- 26)d
- 27)b
- 28)a
- 29)b