LII
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HOW TO APPLY INTELLIGENCE GATHERING for PRIVATE SECTOR INVESTIGATIONS in order to INCREASE RESULTS and GAIN FAVORABLE OUTCOMES

INTRODUCTION: Private sector intelligence, investigations and security are results driven industries. Without results, time, efforts and money are quickly wasted. One of the problems facing the various facets of the industry is a lack of closure on operations and ultimately getting the client what they asked for. In order to improve your field results, it is important to apply fundamental steps in order to give you actionable intelligence that lead to favorable outcomes. The purpose of this white paper is to briefly summarize techniques that lead to operational success, regardless of scope.

MINDSET: Perhaps it seems trivial to begin a paper discussing a "mindset", especially in the private sector, as everyone's motivation for why they are in their industry is different. Nevertheless, mindset is the absolute key to success. This is not an opinion and it is not presented for your consideration. It is a statement. Be advised it is strongly encouraged that you adopt, or find operatives (personnel, investigators) with an intense and ravenous desire to "win". We like to categorize things in our business in varying degrees of importance, don't do it. It is not conducive to success to imagine that an insurance case is less important than a missing child, or a high net-worth client. If you can achieve the mindset that "every" assignment is a "no fail" mission, then your chances of success have been exponentially increased.

INDUSTRY OBJECTIVE: To increase "results" which is the measure and standard of success in this industry. To educate a sole operator on how to conduct a successful operation. To educate the person or group in the structure of command and formatting in order to efficiently execute your intentions or incorporate a multi team/multi organisational effort.

BENEFITS: Educating yourself via the following structure will have a positive effect on your organization's success. Specifically, speed and efficiency. Successful operations lead to satisfied clients and return business. If client budget is a concern, then delivering on your word is a strong position with potential longevity.

For the sake of brevity, non applicable details to private sector operational planning have been eliminated.

INTELLIGENCE GATHERING PROCESS

- PLANNING AND PREPARATION
- COLLECTION
- PROCESSING
- PRODUCING

Careful attention to detail is applied in order to mitigate obstacles in executing actions on your objective. The more thorough the intelligence, the greater the tools are at your disposal. This is a deliberate effort to cut down on time spent in the field troubleshooting unanswered questions. Formatting in a "ready to execute" fashion allows for expediting your operation.

1. **PLANNING AND PREPARATION:** This form of "Planning" is not to be confused with the actual "actions" that will be taken. This phase revolves around having in mind <u>exactly</u> what you told the client you can or will do, your planning begins here. Goals communicated to the client should not be ambiguous or arbitrary. This sounds obvious but all too often an organisation says "we will see what happens". That is fine to say, so long as you have a clear and definite *objective* that is either shared or not shared with the client in an operational sense. You are the one that sets the vision and tone here. This part of your plan is about "how" you will execute your vision overall and not the specific daily task of the field personnel. *EXAMPLE:* Who in your organisation will do the work? Is this internal? Is this external? Is this outsourced? What are our capabilities? Can we accomplish this using our tech, office and people. Get with your leadership and discuss who, what and where.

2. **COLLECTION:** If your organisation is making use of proprietary databases then understand that using just one or two is no longer an option in today's industry. It is strongly advised that you create your target files based off of three to five resources, proprietary or not. It has been proven that multiple sources will confirm or deny the accuracy of the others. If accuracy is your product and business, then invest in the necessary tools "*to be accurate*". Always include details about local terrain, weather, topography and cultural characteristics, even if in a place familiar to you. If you do not include this in your process you are very likely to waste efforts on bad intel as soon as your ground team arrives. Make regular and excessive use of maps and ***large imagery***. Visual aids are paramount to your success, even if you are working alone. Be sure you have sound factual knowledge relating to all **applicable laws** in your area of operations, foreign or domestic.

3. **PROCESSING**: Does your intelligence need to be translated into a language? Decoded? Converted into PDF format for cross platform use? Are there regulations in play prohibiting the immediate implementation of your intelligence? Do you need to acquire access, cross red tape, or obtain more documentation? Get rid of any and all irrelevant data. Disseminate information to relevant parties only. Do not overbear legal with IT, or IT with surveillance, or security with depositions if it doesn't apply to the vision and goal. A lot of time is wasted in the actual operation because the COLLECTION phase was vast and dumped on a single unit within your group whose task is not "collection or processing". Avoid forcing your personnel to accomplish phases 1- 3 by diligently processing. Remember the purpose of a structured phase is to produce results extremely fast. ALWAYS present your intelligence in a language and format as if at any moment you were going to turn this over to another colleague or field personnel.

4. **PRODUCE:** Present your final aggregated file ready for actions and disseminated to the proper parties. Does the completed work have a single purpose or multiple objectives? These details matter if your objective is in cyberspace, the courtroom or the field. Now is the time to determine if all this information will be viable for joint efforts with other organisations.. EXAMPLE; now that phases 1-3 are complete can IT, legal, surveillance and security all work together? Can they do it internationally/nationally?

OPERATIONAL PLANNING

- SCENARIO
- OBJECTIVE
- EXECUTION
- COMMUNICATION

- REMOTE RECONNAISSANCE
- TARGET PROFILE
- FIELD RECCONNAISSANCE
- REPORTING

* CONTINUOUS ASSESSMENT AND ADAPTABILITY: These two elements are <u>constant</u> and must be implemented. Having an organised structure for private sector investigations does not mean there is immunity to unfavorable circumstances. Not having a plan at all is worse and the plan in and of itself is generated for operational stability.. It does not need to be overstated that things like weather, holidays, culture, location, client, target, victim etc will pose numerous unforeseen developments that must be incorporated seamlessly into your operational planning.

OPERATIONAL PLANNING: This element of "planning" is where you will detail the outline for actions on your objective. By now, you will have determined who is taking the action and a format for how is as follows.

- Clearly state the scenario. What is it? Investigation, missing person, corporate client, private client, security, cyber security, legal. <u>State location, terrain weather, demographics etc</u>.
- Who is supporting you? What role, when how, where, local PD, local legal etc.
- State "desired" outcome. What is to happen, when, where, highest priority.
- Clearly state the execution. Who, what, where, when and how.
- Establish a clear form of <u>communication</u>, method type, frequency of contact and with "whom".

The specific purpose of operational planning is to insure that the details covered in the intelligence gathering are put to good use and given to relevant team members. It also serves as a way to establish a known chain of command/chain of custody for sending your findings back up the chain. If your organisation is operating at any level, albeit locally, interstate, nationally or internationally, it is certain that structured communication is entirely necessary.

REMOTE - RECONNAISSANCE: Using any and all resources at your disposal, generate large aerial images, video, road maps, terrain, topography and weather. The purpose of using large imagery and extensive study of maps is used in order to achieve extreme familiarity with the location. To become intimate with the area of operation. Even if the location is abroad and remote. It will help generate a set of parameters, that even if partially inaccurate will cut down on the time spent determining if you are in the right place. The secondary purpose of remote reconnaissance is to better assist your ground team or contractor with the area, vastly cutting time and effort doing just this if you have done your job correctly. Remote reconnaissance can cut 3-4 hours off of surveillance planning and allow the team to make ready for the jump. Make note of important operational details, CARDINAL DIRECTIONS, ENTRANCE, EXIT, AVENUE OF APPROACH, VIABLE OPTIONS, VIABLE ACTIONS, ROUTE'S, ROADS, ONE WAY, ALLEYS, LANDMARKS etc. Again, speak write, type and communicate as if it any second this info is to be passed into another relevant parties hands.

<u>**EXAMPLE**</u>

TARGET PROFILE: Dealing with the specific details of who and what your Target is will cut down on the "*excuse*" factor. We couldn't find it/them, will promptly be eliminated when your target profile is complete. You will save "yourself" and your team/unit much trouble given attention to an extremely detailed target profile.

- Gender, Age, Race, Ethnicity, Religion
- Marital/Relationship status, location of current and past parties.
- Medical history, current & past
- Education, extent and where. What major, subjects, minors.
- Children, biological or removed
- At least three locations of residence, primary, secondary and tertiary.
- Place of work/place of business
- Criminal history
- Hobbies, interests, passions, likes
- Shortcomings, vices, troubles
- Vehicle(s)
- Weapons ownership
- Known Affiliations/friends, clubs, organisations
- Known enemies, poor relationships
- Rogue agent, former Military, Law Enforcement, relevant training that would make the Target "warm".
- Determine overall threat level to the investigation, surveillance or legal team and make it known to all parties if applicable. Is this dangerous, mundane, sensitive etc.

Having a complete Target profile sets you above the rest. It immediately allows you to determine what cards are in play, when and how to use them best. Every aspect of your target's life is to be analyzed and you are charged with being so thorough you can allow yourself to figuratively be in their mindset. If any portion is incomplete then your profile is incomplete and you are decreasing your chances of success, but more importantly, losing valuable intelligence that is very useful.

REPORTING: Reporting is one of the key elements to communicating all relevant intelligence. You shall take great care to insure that the report is accurate and completely devoid of "opinion" and speculation. **EXAMPLE;** You have a *male* Target and you observe the male Target with a female. They "appear" fond of eachother. Appearances are irrelevant without confirmation. You will not state in your reports that the Target was with his girlfriend, lover, wife unless this is certain. To state something that is not true, or is later found out to be inaccurate is failure and poor performance. You will name unknown parties as such, "**UNKNOWN**".

Reporting shall be formatted in the widest margins possible. Why? This is done in order to insure that the "most" information is able to fit onto a single page. This serves multiple purposes to include saving administration costs, paper and ink. Preventing unnecessary length and the ability to absorb the most information at a glance is the most efficient use of your efforts spent writing reports.

All reports serve two important functions in the private sector. 1: It clearly communicates the scope of the operation to all members of the team. 2: It clearly communicates the scope of our efforts and findings to the client.

- Report will accurately document observations to include time and date along with all proper identifiers. Locations, cross streets, addresses, time of arrival, time of departure, duration of call, etc...
- Enter in all relevant correspondence, including communication with your team, higher elements or the client.
- Make use of all images and insure that sources used are annotated and if possible, linked to their original source.
- Do not clutter the report with irrelevant details.

LAUTH INVESTIGATIONS INTERNATIONAL

CHRONOLOGICAL INVESTIGATION
SURVEILLANCE REPORT

CASE #/ TYPE		ENTER CASE TYPE
OPERATOR		ENTER YOUR INITIALS,
DATE- START		ENTER DATE
DATE- END		ENTER DATE
CODE (S)		ENTER RELEVANT LEGAL CODES/LAW
DATE OF REPORT		ENTER DATE

SUMMARY: <u>Font Size 10. Font type, Times New Roman.</u> This space is used to "summarize" the case in TWO different stages. Stage **one** is to summarize the investigation as the case has been given to you. This will include your mission objective. Stage **one** of the CIS Report speaks to the FIELD OPERATOR. The who, what, where, when and why. Stage **two** is to summarize the case with your <u>findings</u> and outcome and to take a tone that speaks to THE CLIENT. This SUMMARY is updated in stage **two** when you are bringing the case to a "close". This report documents the case from it's exact beginning, to it's exact ending. ALL TEXT IS SIZE 10. ALL TEXT IS format "Justified" evenly. ALL IMAGES ARE "Wrap Text".

INSERT AN IMAGE OF YOUR SUBJECT OR AREA OF OPERATION: COVER AND ALIGN PHOTO'S. MAKE THEM UNIFORM IN SIZE. FORMATTING AND ADJUSTING IS A CONTINUOUS EFFORT. <u>INSURE SPACING AND INDENTING IS PROFESSIONALLY MANICURED.</u>

PROVIDE THE FOLLOWING DETAILS;

FULL NAME:
IDENTIFIERS:
DOB/AGE:
ADDRESS 1:
ADDRESS 2:
WORK:
PHONE:
EMAIL:

REPEAT WHEN NECESSARY FOR MULTIPLE SUBJECTS:

INSERT THE DATE OF YOUR REPORT ENTRY:

<u>**11/20/2016**</u> ←— BOLD & UNDERLINE in any font other than `COURIER NEW`

`15:25` ←— Insert the TIME of DAY that an "action" in your investigation happened. Then include, WHO, WHAT, WHERE, WHEN, WHY, HOW. Your beginning location? Your destination, your arrival time. What you saw, who you spoke to. Calls you made, resources you used. Anything relevant. Enter here, your extremely detailed entry using **`COURIER NEW font`**. Font Size 10. This distinguishes the key timeline from the rest of the report and constitutes a professional communication.

CONTINUE ABOVE PROCESS; INSERT DATE > <u>**MM/DD/YYYY**</u> > TIME of DAY IN COURIER NEW

ALWAYS PROVIDE SUPPLEMENTAL SCREEN SHOT'S, PHOTO'S AND VIDEO, WITH <u>LINKS</u> THAT CAN BE FOLLOWED TO THE ORIGINAL SOURCE, IF APPLICABLE.