

Managing Criminal Investigations

12 Hours – TCOLE Course #37004



Presented by:

***Texas Police Chiefs Association
Foundation***

P.O. Box 819, Elgin, Texas 78621



Welcome to a Texas Police Chiefs Association Foundation (TPCAF) training session. Thank you for participating in some of the best leadership focused training in Texas. Whether you are seeking the coveted Law Enforcement Command Officer Professional (LECOP) status or taking an individual class to sharpen your skill set, we hope you find this class personally and professionally rewarding.

Proceeds from training sessions like this support the TPCA Foundation's work, including the Fallen Officer Fund. The Fallen Officer Fund provides a \$10,000 check to the family of any peace officer killed in the line of duty in Texas. This includes Federal, State, county, local, and other peace officers working in Texas. The goal of the Fallen Officer Fund is to assist the family with any immediate needs by providing funds within 24-48 hours after the line of duty death. The family of a fallen officer should not have to worry about having money to pay a bill, flying in family from out of town, buying groceries, or any other need. Your attendance at this training session directly supports these families.

We encourage you to consider becoming a member of the Texas Police Chiefs Association (TPCA). TPCA is the largest association of police leaders in Texas and one of the largest state police chiefs associations in the nation. TPCA provides members with professional networking opportunities, a voice on legislative matters, resources, training opportunities, and access to model policies through the Texas Law Enforcement Accreditation Program. Please visit www.texaspolicechiefs.org for more information.

We hope you will check out our course catalog at [Texas Police Chiefs Association Conference & Training Site](#) to learn more about other training opportunities available.

Please consider donating to the Fallen Officer Fund

TEXAS POLICE CHIEFS ASSOCIATION FOUNDATION

To make a difference, please scan below



TEXAS POLICE CHIEFS ASSOCIATION FOUNDATION

TRUCK RAFFLE

2025 Chevrolet Trail Boss Valued at \$60,000
Approximate Value

 100% of Proceeds Benefit the TPCAF Fallen Officer Fund

Tickets
\$100 each

[Click Here To Purchase](#)

Drawing to be held:
April 17, 2025

Winner need not be present to win

[SCAN ME](#)



Winner assumes responsibility for all taxes and registration fees.

TPCA Foundation | PO Box 1030 | Elgin, TX 78621 | www.texaspolicechiefs.org



TPCA Training



Open To All Texas Law Enforcement Agencies

-  Classes offered throughout different regions of Texas
-  Aims to provide the very best of executive and command level training for chiefs, commanders and supervisors to lead and manage throughout their organizations
-  Classes are focused on leadership with common themes of fairness, dignity, respect, trust and non-biased practices that create healthy organization and community confidence.

Details &
Registration
Here



TRAINING TOMORROW'S LEADERS TODAY!



LECOP

Law Enforcement Command Officer Program

Earn acknowledgment as a trained Law Enforcement Command Officer by completing a series of 10 training courses. Classes are open to all Texas Law Enforcement Agencies and designed to develop leadership skills and apply those skills to specific assignments.

TRACK A

Focuses on Individual Leadership Skills

TRACK B

Focuses On Leadership In An Organization & Influencing Culture



TEXAS POLICE CHIEFS ASSOCIATION

66th Annual Conference

APRIL 14-17, 2025
Galveston Convention Center



- Training Opportunities
- 200+ Vendor Booths
- Speakers
- Golf Tournament
- Run 2 Remember
- Networking



Plan on attending the annual TPCA Conference.

Register at [Texas Police Chiefs Association Conference & Training Site](#)

Texas Law Enforcement Accreditation Program



The Texas Police Chiefs Accreditation Program allows Law Enforcement Agencies to voluntarily demonstrate compliance with over 170 best practices, developed by professionals, to ensure efficient service delivery and protection of individual rights.



External Review of policies & operations



Enhances knowledge of policing & procedures



Decreased exposure to liability risk & cost



Demonstrates to the community the police department meets or exceeds the highest standards of Law Enforcement excellence





WHAT YOU NEED TO KNOW:

- Open to all Law Enforcement Agencies
- Financial obligations: new application fee, annual program fee, travel costs for review team
- Program manager is required to complete 8 hours of program training - Agency heads are highly encouraged to attend
- Agency has two years to complete the process
- Accredited status is granted for four years. During this period, agencies are required to submit annual reports to demonstrate ongoing compliance with relevant standards
- Participating entities may qualify for scholarship to cover initial fee



www.texaspolicechiefs.org

PROFESSIONAL SERVICES



The Texas Police Chiefs Association (TPCA) is the largest association of police executives in Texas and one of the largest state police chiefs associations in the country. With a diverse group of experts in all areas of policing, TPCA provides a wide range of professional services to Texas governmental entities.

Police Chief Search and Selection

Staffing Studies

Executive Level Training

Comprehensive Organizational Studies

Strategic Planning

Accreditation Program

POLICE CHIEF SEARCH AND SELECTION

The Texas Police Chiefs Association offers valuable technical assistance in evaluating resumes and pinpointing credible candidates. Utilizing these resources can enhance your ability to choose the most suitable candidate for your department. Additionally, the Association can deliver a comprehensive selection process, typically at a significantly lower cost than many consulting firms.

STAFFING STUDIES

We provide Staffing Studies that use the IACP and ICMA recommended workload models to determine the staffing options for various policing strategies.

COMPREHENSIVE ORGANIZATIONAL STUDIES

A comprehensive Organizational Audit is beneficial, as it examines all departmental operations to ensure adherence to legal standards and best practices. This evaluation provides an analysis of crime control strategies, necessary staffing levels, and may include an anonymous employee survey.

STRATEGIC PLANNING

A roadmap providing organizational direction can be an effective management and budget tool. TPCA can assist law enforcement agencies in developing a strategic plan and can facilitate the strategic planning process for other city departments.

EXECUTIVE LEVEL TRAINING

TPCA provides quality training around the state. The Law Enforcement Command Officers Program (LECOP) offers a series of 10 courses to command level officers and supervisors covering the full range of law enforcement operations including Developing Leaders, Managing Administrative Operations, Patrol, Traffic, Special Operations and Criminal Investigations. Upon completing the full course series, they receive a LECOP Certificate and special recognition. All TPCA classes emphasize the importance of Leadership.

ACCREDITATION PROGRAM

A nationally recognized program with over 170 standards outlining best practices for law enforcement agencies in Texas. This program includes independent review of policies and operations of an agency, ensures efficient service delivery to the public, protection of individual rights, and decreased exposure for liability and risk.

FOR MORE INFORMATION PLEASE EMAIL
GELLIS@TEXASPOLICECHIEFS.ORG
OR CALL 512-281-5400



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- Managing Criminal Investigations Presentation



Texas Police Chiefs Association Foundation

Overview and Macro Curriculum

Managing Criminal Investigations

Rationale:

Criminal Investigations are one of the primary functions of a police agency and must be properly managed to ensure efficient and effective investigations. Many police agencies organize their criminal investigations function based on the “way we have always done it.” Failure of police chiefs and command officers to properly manage this critical function can lead to inefficient operations and a significant waste of resources.

Overview:

This 12 Hour Program is designed for Police Chiefs and Criminal Investigation Supervisors. It is NOT a class for investigators but is a class on managing the Criminal Investigations function within your department. The class is designed to answer questions of staffing, specialization, best organizational arrangement, and how to improve the overall investigations process. The class is highly interactive and participation is highly encouraged.

Course Goals:

At the conclusion of this course, the participants will:

1. Understand the advantages and disadvantages of different CID organizational structures.
2. Understand the goals for Criminal Investigations.
3. Understand staffing options and methods of determining appropriate staffing.
4. Carry home a list of activities to consider in improving their CID operations.

Schedule of Topics:

1. History of Investigations (major studies)
2. Goals of Criminal Investigation
3. Organizational Issues within Department (Patrol vs CID)
4. Reactive Investigations
5. Case Management
6. Proactive Investigations
7. Personnel Issues
8. Staffing Decisions
9. Specialized Investigations
10. Major Case Management
11. Child Abduction Protocols

Instructor:

Marlin R Price, Chief of Police (ret.)
Administrative Services Manager, Plano Police Department

Chief Marlin Price (Ret.)

Chief Marlin Price began his law enforcement career with the Dallas Police Department in 1972 as a Patrol Officer and rose through the ranks to Assistant Chief of Police in 1988. During his tenure with the Dallas Police Department, he commanded the Professional Standards Bureau, two Patrol Operations Divisions, Special Investigations Division, and the Criminal Investigations Bureau. In 2000, after 28 years, with 12 years as an Assistant Chief, he retired from Dallas and accepted the position of Chief of Police in Southlake, Texas. Chief Price served the City of Southlake for almost five years, retiring in 2005.


Chief Price, formerly an Assessor and Team Leader for the Commission on Accreditation for Law Enforcement, was recruited by the Texas Police Chiefs Association in 2006 to develop an Accreditation program for Texas cities. He developed and coordinated the Texas Law Enforcement Best Practices Recognition Program until his retirement in 2014. Chief Price returned to law enforcement operations working as Administrative Services Manager for the Plano Police Department from 2017 to 2022.

Chief Price has a Bachelor's Degree in Criminal Justice and a Master's Degree in Public Administration. He is a graduate of the 135th Session of the FBI National Academy and a graduate of the Southwestern Law Enforcement Institute's Command and Management College. He is also a graduate of the Police Executive Research Forum's Senior Management Institute for Police at the Kennedy School of Government.

Chief Price continues to serve Texas law enforcement by teaching command officers around the state for the Texas Police Chiefs Association. The classes include Managing Patrol Operations, Managing Criminal Investigations, and Auditing and Inspections. He has also conducted audits and reviews of police department operations for the Texas Police Chiefs Association and has completed over 75 staffing and operational reviews of police departments across Texas. He is author of *Effective and Accountable Policing: Ideas for Effective Police Reform* (2023).

Chief Price lives in McKinney, Texas, with his wife Ruth. They enjoy their two son's families and five grandchildren who live nearby.

Texas Police Chiefs Association Foundation
 "Courses Focusing on Leadership"




MANAGING CRIMINAL INVESTIGATIONS

A 16- HOUR COURSE FOR CID SUPERVISORS AND COMMANDERS
 TOOLE COURSE #37004

1

INTRODUCTIONS



- Name, Rank, and Department
- Current Assignment:
- Total Number Sworn in Department:
- Number of full time Detectives:
- Biggest Problem in CID?
- Why coming to this Training ???

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MANAGING CRIMINAL INVESTIGATIONS



- Organization of Class:
 - Basic Background about Criminal Investigations
 - Organizational Issues
 - Reactive Investigations
 - Organization
 - Management Issues
 - Case Management
 - Personnel Issues
 - Legal Issues
 - Audits and Inspections
 - Victim Centered – Trauma Informed Investigations
 - The Case for Place



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MANAGING CRIMINAL INVESTIGATIONS



- Why do the Police Exist?
- To Prevent and Control Crime
 - Preventing it from occurring in the first place by our presence and our actions.
 - To effectively intervene to prevent or reduce the impact of crimes and traffic deaths and injuries.
 - When we fail to prevent, to identify and prosecute offenders
 - To provide other needed services such as order maintenance, traffic enforcement and emergency services.

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MANAGING CRIMINAL INVESTIGATIONS



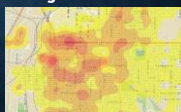
- So, What works in Policing? What actually reduces crime?
- Data-Driven Policing (Hot Spot Policing)
- Focused Deterrence (Focusing on repeat offenders)
- Problem Oriented Policing (Focusing on Community Problems)
- Community Policing (Improving Community Trust)

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MANAGING CRIMINAL INVESTIGATIONS



- So, What works in Policing? What actually reduces crime? --- Hot Spot Policing:
- 2015 Philadelphia Predictive Policing Experiment
 - 31% reduction of property crime in target areas
 - 40% decrease in next 8 hours



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MANAGING CRIMINAL INVESTIGATIONS 

• **How does CID contribute to that overall mission?**

- By successfully prosecuting identified offenders we reduce crimes by
 - Incapacitation
 - Deterrence
- By identifying repeat offenders and intervening to reduce their actions
- By assisting victims to get back to normal
 - Sometimes through prosecution, sometimes not
 - Crime Victim Assistance - Counseling
 - Crime Victims Compensation - Financial
 - Returning stolen property
- Reducing the Fear of Crime - Publicizing Successful Arrests
- Investigating Places!




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MANAGING CRIMINAL INVESTIGATIONS 

• **What do you expect Detectives to do on each Investigation?**

- (Have you identified and told them?)
- Contact complainant (Prior contacts with police, social media)
- Contact witnesses (Prior contacts with police, social media)
- Record searches, reviewing physical evidence, analysis conducted (video)
- Identify suspect (Prior contacts with police, social media)
- Interview/Interrogate suspect (Investigate alibi, multiple clearances)
- Best possible case preparation (Medical records, written statements)
- Coordinate with prosecutor, absolute honesty in all testimony and efforts


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BASIC BACKGROUND 

- Preliminary Investigation Tasks (Patrol)
 - Respond to scene
 - Provide assistance (medical or emotional)
 - Secure Scene - Arrange for collection of evidence
 - Determine if crime, arrest offender if necessary
 - Call for assistance (Detective, Crime Scene, etc.)
 - Interview victim, witnesses, and canvass area
 - Write a comprehensive report

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BASIC BACKGROUND



- **Follow-up Investigation Tasks**
 - Review reports - Make Investigative Plan
 - Interview victim and witnesses (again)
 - Conduct record searches, review physical evidence
 - Identify, Arrest and process suspects
 - Interrogate suspect
 - Prepare reports and supplements
 - Prepare case reports
 - Appear and Testify in Court

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BASIC BACKGROUND



- **Patrol does Preliminary**
- **CID does Follow-up**
- **No one says this is the only way...**
- **Some departments, Patrol does it all...**

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BASIC BACKGROUND



- **Overall Theme of Course**
 - Not all crimes can be solved!
 - More personnel may not always be possible.
 - Adding personnel and doing things the same old way will make you just as inefficient with more people.
 - Changing investigative processes can have "greater" effect than just adding personnel.
 - The job itself is changing, we must become more technologically competent.
 - New science and new research is requiring change.

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STUDIES OF INVESTIGATIONS



HISTORICAL RESEARCH

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STUDIES OF INVESTIGATIONS



- 1970s and 1980s “Golden Age of Police Research”
 - Kansas City Preventive Patrol Experiment
 - Newark Foot Patrol Study
 - San Diego Field Interrogation Study
 - Kansas City Response Time Experiment
 - Minneapolis Repeat Call Location Study
 - Kansas City Gun Experiment
- 50-60 Other very well known studies of “Patrol” operations

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STUDIES OF INVESTIGATIONS



- 1967 President’ Commission of Law Enforcement and Criminal Justice
 - Beginnings of Professionalism of Police
 - Law Enforcement Assistance Administration
 - CALEA and State Accreditation Programs
 - NCIC System
 - 911 Systems
 - Police Executive Research Forum
 - Police Foundation



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STUDIES OF INVESTIGATIONS



All Arrests:

- 1967 Presidents Commission Report (LAPD Data)
- Patrol made 90% of Arrests
(25% of these arrests based on warrants)
- 1/3 of all arrests within 30 min
- 1/2 of all arrests within 2 hours
- 2/3 of all arrests within 1 week
- 94% of all arrests within 1 month
- Efforts over next 11 months only 4.5%



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STUDIES OF INVESTIGATIONS




Only four major studies of Follow-up Investigations after Presidents Commission

- 1975 RAND Corporation Report
- 1983 PERF "Solving Crimes: The investigation of Robbery and Burglary"
- 2003 Michigan State study: 25 Years after Rand
- 2018 Variability of Crime Clearance among police Agencies – Lum - Wellford

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STUDIES OF INVESTIGATIONS



- 1975 Rand Corporation Report
- Purpose to determine if training, staffing or workload impacts clearance rates.
- The main finding that received all the attention was that detectives are not the embodiment of Sherlock Holmes, but rather "glorified clerks for the district attorney."

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STUDIES OF INVESTIGATIONS

- 1975 Rand Corporation Report
- Only 2.7 percent of cases assigned to Detectives were solved because of some special activity conducted by a Detective
- Most Detective Activity was superficial, routine, and non-productive.
- Most already solved or solved by routine records searches.




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STUDIES OF INVESTIGATIONS

- 1975 Rand Corporation Report
- The real finding was that there was no clear relationship between investigative staffing or technique and clearance rates.






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STUDIES OF INVESTIGATIONS

CID Work:

Rand Report (1975)
45% of Time spent on Non-Case Work

Of the 55% spent on Case Work...
40% spent on cases Never Solved
12% spent on cases that were Solved
48% spent on case prep for in-custody cases

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STUDIES OF INVESTIGATIONS



- PERFs Report on the Investigation of Robbery and Burglary (1983)
- 73% of all cases suspended after 1 day
- 88% of all cases suspended after 1 week
- 98% of all cases suspended after 1 month

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STUDIES OF INVESTIGATIONS



- PERFs Report on the Investigation of Robbery and Burglary 1983 suggested solvability factors usually did not work well. Suggested instead a three-level system:
 - Crimes that cannot be solved with a reasonable amount of effort,
 - Crimes that have already been solved by circumstances (such as a patrol arrest or identification of the suspect),
 - Crimes that , with a reasonable amount of effort, might be solved but won't be solved unless that effort is made.

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STUDIES OF INVESTIGATIONS



- PERFs Report on the Investigation of Robbery and Burglary 1983.
- Best method of improving effectiveness is increasing patrol officers preliminary investigations.



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STUDIES OF INVESTIGATIONS



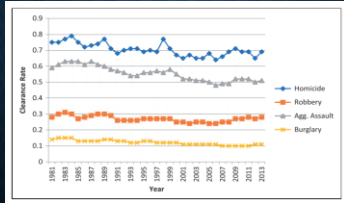
- Michigan State National Survey of Police Policies and Practices, Twenty-five Years after Rand, 2003,
 - They surveyed 18,000 police agencies so that a nationally representative sample of all of the municipal, county, and state agencies in the United State would be represented.
 - Building upon the findings of the Rand report, they found that the information obtained at the preliminary investigation was critical in making the decision about whether a follow-up investigation would ever be conducted.

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STUDIES OF INVESTIGATIONS



- 2018 Variability of Crime Clearance Rates among Police Agencies (Lum and Wellford, et al.)

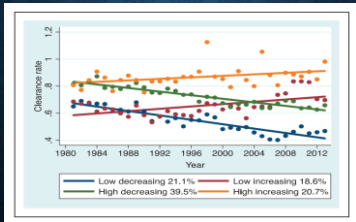


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STUDIES OF INVESTIGATIONS



- 2018 Variability of Crime Clearance Rates among Police Agencies (Lum and Wellford, et al.)



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STUDIES OF INVESTIGATIONS



- 2018 Variability of Crime Clearance Rates among Police Agencies (Lum and Wellford, et al.)
- Differences in High performing and Low Performing
 - Are Centralized
 - Have more structured oversight and formal interactions between investigative units and agency leadership;
 - Are more likely to have investigative units that have good relationships with other units and that share information well with other units;
 - Have investigative units that have specific goals and performance metrics for both the unit and for investigators within that unit;
 - Tend to assign most, if not all, serious crimes to an investigator, at least for preliminary review. While this is expected for homicides, HP agency investigative units also tend to do this with robbery, sex offenses, burglary, and aggravated assault cases;
 - Have investigators who more frequently respond to the initial crime scene shortly after crimes have been reported;

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STUDIES OF INVESTIGATIONS




- 2018 Variability of Crime Clearance Rates among Police Agencies (Lum and Wellford, et al.)
- Differences in High performing and Low Performing
 - Have investigators who either have (or are required to have) specialized experience before joining investigative units or are expected to be trained on specific skills once they join those units;
 - Often have standard operating procedures for investigations, where cases are managed carefully and have requirements for completion;
 - Tend to support their investigative units, both in terms of resources as well as symbolically (units are viewed as prestigious, and investigations are seen as a priority), and
 - Have better relationships with their community, even if no specific community-oriented campaign or initiative exists between investigative units and community groups.

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STUDIES OF INVESTIGATIONS

Conclusions from Studies




- What has Changed in last 40 years in Crime?
 - Computers
 - Cell Phones / PDAs
 - Fitbits
 - Drugs – from Crack to Oxy and Fentanyl
 - Video
- CRIME Has Changed!

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STUDIES OF INVESTIGATIONS

Conclusions from Studies

- **What has Changed in the last 40 years in Investigations?**
- **1980/90's Interrogation Skills**
- **2020's Technology skills (Cell phone extractions and video transfer skills)**




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STUDIES OF INVESTIGATIONS

How Do We Solve Crimes???

- 1. Observation – Police observe the crime or arrive before suspect departs, or immediately after.**
- 2. Physical Evidence identifies the suspect.**
- 3. Information...information provided by victims and witnesses... (Public Trust)**



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STUDIES OF INVESTIGATIONS

• **So, How successful are we???**


DOJ Victimization Study – 2021

Percent Reported to Police:	2020	2021	2022	2023
Rape/Sexual Assault	22.9	21.5	21.4	46.0
Robbery	54.3	60.0	64.0	42.4
Assault	40.0	46.0	49.9	57.7
Burglary	43.4	40.4	44.9	42.2
Motor Vehicle Theft	74.5	76.9	80.9	72.4



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STUDIES OF INVESTIGATIONS




• So, How successful are we???

Texas Clearance Rates

Offense	2021	2022	2023
Murder	47.8	54.0	59.8
Rape/Sex	21.7	20.0	19.7
Robbery	23.6	20.0	21.8
Assault	42.4	36.2	38.7
Burglary	13.4	8.0	9.6
Theft	12.5	9.0	10.5
Auto Theft	10.8	9.0	7.5


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STUDIES OF INVESTIGATIONS




• Public Perception differs from Facts

- CSI and Special Victims Unit
- Never has more than one case.
- Has all the time in the world.
- Always gets their man.
- CSI effect: unrealistic expectations of physical evidence and investigator ability.



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STUDIES OF INVESTIGATIONS




Conclusions from Studies

- Not a lot of "Real" detective work being done...
- Lots of Paper and routine duties...
- Best Chance of Catching more bad guys...
 1. Improve preliminary investigations...
 2. More time for Detectives to work on cases where there is a chance for solution...
 3. Get detectives more technological resources
 4. Department management paying attention

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STUDIES OF INVESTIGATIONS




How can we (Supervisors) Screw Up?


- Don't pay attention...
- Don't watch the numbers
- Don't set goals
- Don't help your people

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STUDIES OF INVESTIGATIONS



How can we Screw Up?



Houston police chief won't say if thousands of dropped cases reveals bigger problems within agency

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BASIC BACKGROUND



- What should our operational goals be right now?
- Be completely honest in all activities.
- Be as responsive to victims of serious crimes as humanly possible, whether or not they wish to prosecute.
- Provide as much victim support as possible.
- For those cases where the victim wishes to prosecute, investigate, identify the suspect, and prepare the best case possible.
- Attempt to identify repeat offenders in the community and intercept their criminal activity.
- Reduce community fear of crime by publicizing successful arrests.
- Clearance Rate??? Higher than state average for Violent Index???
- The Case for Place – investigate and resolve place issues.

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BASIC BACKGROUND


- What do we need to attain those Goals?
 - Staff - People
 - Organization - Structure of how services are provided
 - Facilities and Equipment
 - Training
 - Supervision
 - Case Management
 - Audits and Inspections
 - Support activities



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STAFFING


STAFFING



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STAFFING

- Police Staffing Decisions:
- Typical---
 - CID needs more officers because more cases, new responsibilities, etc...
 - CID presents request with anecdotes
 - Chief and Council says no money
 - CID makes do with what they have.





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STAFFING

CID Staffing:

- Workload based computer models for Patrol staffing.
- New computer models for predicting CID staffing level based on historical data.
- Can develop "Best" staffing for your agency with time and effort.

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STAFFING

CID Staffing:

Three Current Methods for Determining CID Staffing

Method	Dept Size	Accuracy
Percent of Department	Under 30	Low-Med
National Benchmarks	20 - 75	Medium
TPCA CID Model	50+	Med-High

***None will give Optimum - only detectives needed based on historical activity levels.



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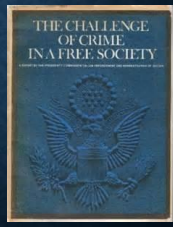
STAFFING

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STAFFING

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STAFFING

CID Staffing:

- Everybody thinks they need more people!
- If your current “system” is inefficient, then adding people just makes you more inefficient!
- “I can do a better job with more people” –
NOT TRUE!
- No one ever has... Police Departments are self-adjusting...





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STAFFING

CID Staffing:

Investigator Work Day

- Lunch
- Breaks
- Patrol Briefings
- Returning Phone Calls
- Vehicle Maintenance / Travel Time
- Ancillary Duties (Bailliff, Rangemaster, Copying Video, etc.
- Crime Scene processing / Evidence processing

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STAFFING

CID Staffing:

1985 Florida Planning and Research Officers Study

Burglary	5.48 hours
Robbery	8.90 hours
Property crime	3.24 hours
Persons crime	6.99 hours
Aggravated assault/battery	3.55 hours

- Number of each of these X above times = Hours needed
- Divide Hours needed by hours available per detective...

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STAFFING

CID Staffing:

2007 Prummell Study (Updated Florida Data)


Persons Crime	
• Robbery (armed, home invasion, bank)	20.7 hrs
• Aggravated Assault/Battery	25.1 hrs
• Missing Persons	18.2 hrs
• Sexual Battery	15.1 hrs
• Larceny & Larceny/Theft	6.8 hrs
• Child Abuse	3.9 hrs
• Child Pornography	8.9 hrs
• Death Investigation (suicides, unattended deaths)	12.9 hrs
• Homicide	148.7 hrs
Property Crimes	
• Burglary	12.2 hrs
• Theft (grand theft, CTA)	8.74 hrs
• Robbery (carjacking)	15.4 hrs
• Missing Persons (runaways)	2.4 hrs
• Prescription Fraud	6.46 hrs
Economic Crimes	
• Credit Card Fraud	17.58 hrs
• Forgery/Useless	6.75 hrs
• Counterfeiting	14.35 hrs
• Identification Theft	1.83 hrs

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STAFFING

CID Staffing:

PERF and Justex study of Houston PD Detective Staffing, 2014



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STAFFING



CID Staffing:

Their report stated there were a number of assumptions needed in Investigative Staffing....

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STAFFING



CID Staffing Assumptions Needed:

1. Not every crime is capable of being solved regardless of the amount of resources committed to its investigation.
2. Staffing issues should be determined at the unit level.
3. Staffing levels must be computed differently depending upon the investigative style of each unit.
4. Not all reports of crimes can receive investigative attention.

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STAFFING



CID Staffing Assumptions Needed:

5. The experience and expertise of investigators and their supervisors must be relied upon to select the criminal incidents that should receive the most attention and that are most likely to be solved.
6. With a few exceptions primarily criminal homicide and sexual assault if a suspect is not identified within 45 days of the crime's occurrence and no reasonable investigative leads remain, further investigative effort should not be expended on the case. The case should be placed in a suspended status.

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STAFFING



CID Staffing Assumptions Needed:

- 7. Cases in a suspended status should not factor in the workload computation.
- 8. Baseline staffing levels should be determined largely by examining the primary caseload within each unit.
- 9. Supervisory personnel and sworn support staff should not be considered when establishing baseline staffing levels.
- 10. Baseline staffing levels should be reviewed annually.

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STAFFING



CID Staffing Assumptions Needed:

- 11. Historical staffing experience can serve as base for future staffing levels
- 12. Having a high number of cases on their desk (or in their list of assigned) can create unnecessary stress and burnout. It is sometimes difficult for investigators to "let go" of cases they think they may be able to solve later.

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Completed Data	INVESTIGATIVE STATISTICS				
	Total Cases	Open	Sworn	Unsworn	% Cases
Miscellaneous	144	0.0%	10248.00	14.0%	23.26
Robbery	8993	1.8%	10250.75	13.7%	33.32
Aggravated Assault	3782	8.0%	17463.36	8.4%	24.88
Other Assaults	88396	18.4%	26481.05	4.5%	8.3
Child Abuse	1336	2.8%	20785.36	3.9%	23.88
Sex Offenses	87387	18.3%	20789.15	3.9%	8.38
Personnel Support Family	104803	22.0%	14128.05	5.5%	16.1
Language	88273	1.8%	48858.02	6.2%	4.88
Language Transl	20164	4.3%	12454.80	16.1%	1.9
Motor Vehicle Theft	5174	0.1%	10075.78	2.8%	2.78
Drug Trafficking/Manufacturing	61064	12.9%	4987.7	0.1%	8.61
Vandalism/Armed Mischiev	52472	1.1%	5388.59	0.7%	8.38
Arson	61	0.0%	247.18	0.0%	2.28
Child Abuse/Child Neglect	188	0.0%	372.53	0.0%	0.27
Unsworn Offenses	187	0.0%	28.36	0.0%	0.48
Traffic Violation Followup	44584	9.3%	10654.03	3.7%	8.42
Child Sexual Investigation	862584	18.0%	42764.08	5.7%	8.32
Child Investigation/Miscellaneous	108	0.0%	1024.8	1.7%	0.21
Boarded Vehicle	88	0.0%	873.9	0.0%	1.84
Child Support Inquiries	188	0.0%	891.9	0.0%	1.88
Missing Person	38463	8.1%	26556.6	4.5%	4.2
Human Trafficking	187	0.0%	182.08	0.0%	0.87
Other Non-Criminal Inv	198	0.0%	384.96	0.0%	1.3
Other	8	0.0%	8.2	0.0%	0.8
Code Enforcement/Inspection	24	0.0%	68.9	0.0%	2.25
Drug Precursor Investigations	188	0.0%	188.1	0.0%	0.6
Probation/Parole	2195	4.6%	7887.05	4.8%	3.34
Training	8	0.0%	8.2	0.0%	0.8
Other	8	0.0%	8.2	0.0%	0.8
Total for All Cases	103305	1.8%	182827.21	10.0%	12.8
Total for All Cases	103305	1.8%	182827.21	10.0%	12.8




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STAFFING

• CID Staffing :

- HPD Study 2014
 - 2010-2013 7960 Burglaries Monthly
 - 88% Suspended or Not Assigned
 - 6% Not Assigned due to no Resources
 - 87% Financial Crimes not Assigned
 - (1080 per month)
 - 98% Suspended



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STAFFING

CID Staffing:

Three Methods for Determining CID Staffing

Method	Dept Size	Accuracy
Percent of Department	Under 30	Low-Med
National Benchmarks	20 - 75	Medium
TPCA CID Model	50+	Med-High

***None will give Optimum - only detectives needed based on historical activity levels.



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STAFFING

• CID Staffing :

Staffing Method 1:

Percentage of Total Department Sworn

Usually used by small departments



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STAFFING

- CID Staffing:
- 1975 DOJ Study – between 8 and 22 percent of Sworn in CID.
- 2002 BJS study – nationwide, 16 percent of Sworn in investigative functions.

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STAFFING

- CID Staffing:
- TPCA Survey of Texas Agencies

Approximate Agency Service Population	Total Sworn Officers	Total Full Time Sworn Detectives in Investigations	Percent of Department	Total full time Supervisors in Investigations
Agencies 10 Sworn and Under				
1200	3	0	0.0	0
1000	5	2	40.0	1
1300	5	0	0.0	0
1400	6	0	0.0	2
3000	6	1	16.7	3
2000	6	1	16.7	1
3000	6	0	0.0	0
2000	6	1	11.1	1
3600	9	1	11.1	1
4000	10	2	20.0	1
8000	10	1	10.0	1
4000	10	1	10.0	0
8443	10	1	10.0	0
4000	10	1	10.0	1
8000	10	1	10.0	0
Total	110	13	11.8	

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STAFFING

- CID Staffing:
- TPCA Survey of Texas Agencies

Approximate Agency Service Population	Total Sworn Officers	Total Full Time Sworn Detectives in Investigations	Percent of Department	Total full time Supervisors in Investigations
Agencies 11-25 Total Sworn				
2200	13	1	7.7	1
3000	15	1	6.7	0
11700	16	1	6.3	1
5000	16	1	6.3	1
11,000 and growing	18	1	5.6	0
11500	21	4	19.0	2
17500	21	3	14.3	1
7500	23	3	13.0	1
Total	143	15	10.5	

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STAFFING

• CID Staffing :

Staffing Method 3:

TPCA CID Staffing Model

Can be used by any size but usually 50+




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STAFFING

Texas Police Chiefs Association - Detective Staffing Model

Historical Data	Validation		Performance		Anticipated		Future Projections					
	Year 1	Year 2	Average Year 1	Total No. Cases	(CVI)CVI	Observed Rate	Clearance Rate	Year 1	Year 2	Year 3	Year 4	Year 5
Reactive Investigations												
Person Cases Assigned	1	1	1	207	207			1	1	1	1	1
Other Death (Suicide, Unintentional Death)	1	1	1	12	12			1	1	1	1	1
Age 18-24	1	1	1	12	12			1	1	1	1	1
Other Sex Offenses	1	1	1	12	12			1	1	1	1	1
Relatives (M)	1	1	1	12	12			1	1	1	1	1
Aggravated Assault	1	1	1	12	12			1	1	1	1	1
Other Assault	1	1	1	12	12			1	1	1	1	1
Sex Offenses (Suicide, Child Care Abuse)	1	1	1	12	12			1	1	1	1	1
Missing Persons	1	1	1	12	12			1	1	1	1	1
Missing Persons (Reopened)	1	1	1	12	12			1	1	1	1	1
Total Person Case Assigned	10	10	10	207	207			10	10	10	10	10
Total Person Investigation Time Needed	10	10	10	207	207			10	10	10	10	10
Personnel Cases Assigned												
Regular	10	10	10	10	10			10	10	10	10	10
Part	10	10	10	10	10			10	10	10	10	10
Special	10	10	10	10	10			10	10	10	10	10
Unstaffed/Case	10	10	10	10	10			10	10	10	10	10




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STAFFING

• CID Staffing:

Impact of operational changes and technology can have same impact as adding detectives!

- Have patrol investigate some offenses.
- Have non-sworn staff conduct no-lead follow-up.
- Have non-sworn staff do routine database searches
- Provide detectives with tablets and use preformatted reports and abbreviations.
- Reducing the offenses (multiple offense location reviews, problem solving)
- What are some others?



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STAFFING



CID Staffing:

- Investigative staffing should be based on historical data and calculated based on new cases per month assigned... but only those after appropriate case screening and other operational an technological changes are made.
- No clear standard, no magic "right" number, only what the city wishes to "buy."

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STAFFING



CID Staffing:

- Question becomes: Will additional resources (detective time) be used in a productive manner (resulting in more cases solved where suspect was not in custody at time of assignment), or just more non-productive work??

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STAFFING



CID Staffing:

- Question: What happens when Patrol staffing drops because of personnel losses...
 - Resignations
 - Retirements
 - Terminations

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STAFFING



CID Staffing :

- Remember – What are the Goals of CID?
 - Best job possible on Serious Violent Crime
 - Highest Violent Crime Clearance possible
 - With the staff you have

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STAFFING



Finding the “Optimum”

- Attempt to pull historical data for 5-10 years on:
 - Total Cases Assigned to Detectives
 - IF specialized, then do this for each group or unit
 - Number of Detectives each year
 - Clearance Rate for each year

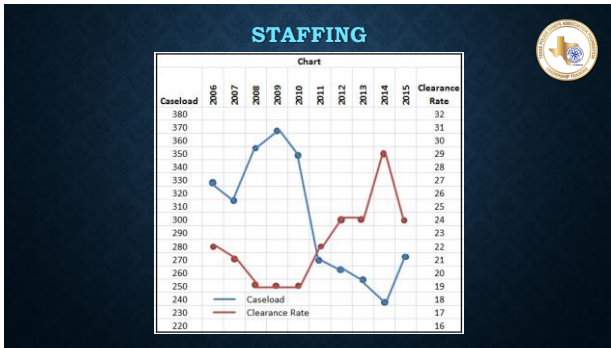
77

STAFFING



Year	Data		Total Cases Per Detective	Clearance Rate
	Total Cases Assigned	Detectives		
2006	3983	12	332	22
2007	3805	12	317	21
2008	4301	12	358	19
2009	4455	12	371	19
2010	4252	12	354	19
2011	3269	12	272	22
2012	3202	12	267	24
2013	3115	12	260	24
2014	3161	13	243	29
2015	3633	13	279	24

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STAFFING

Total Case Assignment vs Clearance Rate Graph

May not work well when you begin specialization and have more than 3-4 Detectives unless you have data for each specialty.

May need to do similar graph for Persons Crimes, Property Crimes, and Financial Crimes.

May need to go to more detailed evaluation...

80

ORGANIZING CID

ORGANIZATION

81

ORGANIZING CID



ORGANIZING CID

- Policy Development
- Selection of Personnel
- Rank / Pay/ Rotation of Detectives
- Work Days and Hours, On-Call
- Specialization
- Duties – Who does what, minimizing non-productive work

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ORGANIZING CID



- “Model” CID Policy
 - Not one that fits all
 - Entire order depends on how you organize follow-up investigations
 - TPCA has several “Model” policies that can be used.
 - Should include requirements of case management system.

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ORGANIZING CID




• Who do you want in CID??

- High Integrity, No Brady issues,
- Excellent Communication ability,
- Free of Personal Bias,
- Good Report writing and Presentation ability,
- Calm, Poised, Cool under pressure,
- Capable of good Media relations,
- Persistence, Diligence,
- Understanding of Constitutional Law.

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ORGANIZING CID




- Who do you want in CID??
- Personality Traits susceptible to Stress and Burnouts:
 - Perfectionist
 - Pessimistic life view
 - Need to be in Control – unable to let go
 - High Achieving – Type A personality

Hire for Attitude, Train for Skill

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ORGANIZING CID



- Who do you NOT want in CID??
- Poor achiever in Patrol
- Poor departmental attitude
- Sick Time usage
- No initiative for training
- Complaints
- Lack of Empathy
- Others??

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ORGANIZING CID



- Who do you want in CID??
- How do you select for Position???
- Seniority?
- Application and Resume?
- List for Transfer?
- Testing Process?
- Probationary or Familiarization?

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ORGANIZING CID



• Promotion or Assignment?

- Police departments throughout the country have made changes to their organizational structure to eliminate detective positions from their promotable positions.
- This is to allow the transfer back to other non-detective positions without going through disciplinary procedures.
- Also allows job enrichment programs without claims of differential compensation.

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ORGANIZING CID



• Probation?

- What if they don't work out?
- What if they get mad at victims?
- What if they don't do their fair share?
- Did they think it was retirement?

89

ORGANIZING CID



Detective Rotation

- The reasons given for detective rotation are:
 - Prevents burnout and detectives retiring in place
 - Enhances job satisfaction for more department personnel
 - Allows dissemination of investigative expertise to other areas of the department
 - Reduces propensity for corruption (More in proactive or regulatory investigations).

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ORGANIZING CID

- Detective Rotation

Vs

- Mandatory Rotation
- Productivity Rotation




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ORGANIZING CID

- Days and Hours of Assignment

- Detectives must re-contact victims and witnesses.
- Detectives need to work with access to organizations with information, city, businesses, etc.
- Detectives need to work when the courts and prosecutors work.
- Poor experiences with productivity during late nights and weekends.
- Comp time usually used for meetings outside regular work hours.




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ORGANIZING CID

Call Back

- Department decides when detectives are called back to crime scenes.
- Some pay for on-call duty, usually a set amount of overtime for each night or week on call.
- Must have relief factor.



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ORGANIZING CID



Managing Overtime

- Some overtime is inevitable, but most can be controlled by policy and supervision.
- Periodic reviews of overtime by detective can spot trends.
- All overtime requests or approvals should include the case number, type of crime and reason for overtime.
- Rates of more than 1.8 times the total cost of an investigator could be reduced by hiring another investigator.

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ORGANIZING CID



- Specialization:
 - "Specialized" vs "Generalist"
 - Specialization allows expertise and increased clearances in the specialty area
 - First level of specialization is "persons" and "property."
 - Highly technical investigation usually next, such as computer and financial crimes.
 - Crimes Against Children/Juvenile

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ORGANIZING CID



- Designing systems to minimize Detective's non-productive work.
 - Patrol or CID for Follow-up Investigations
 - Eliminate ancillary duties if possible
 - Who does Crime Scene Investigation
 - Who supervises Property and Evidence
 - Use of non-sworn for some duties
 - Department Relationships and Communication

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ORGANIZING CID



- Designing systems to minimize detective's non-productive work.
 - Organize operations to allow Patrol to Investigate and close some crimes.
 - What crimes must be investigated by CID
 - What can be investigated by Patrol

97

ORGANIZING CID



- Designing systems to minimize detective's non-productive work.
 - Crimes that must be investigated by CID
 - Major Crimes – All Persons crimes, all Burglaries, all hate crimes, fraud, crimes against children or elderly, crimes referred by patrol????
 - Crimes investigated by Patrol
 - All thefts, criminal mischiefs, auto thefts???

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ORGANIZING CID



- Houston PD Investigative First Responder Program (2008)
 - IFR officers are in uniform and use marked patrol vehicles to respond to calls and conduct investigations.
 - The IFR philosophy is to quickly respond to crimes with leads in an effort to decrease the "time to jail" for suspects in the hope of limiting repeat offenses made by the suspect before they are apprehended.

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ORGANIZING CID



- Recent TPCA Study – 47% of responding agencies have Patrol officers do some follow-up investigations.
 - How assigned
 - To what extent
 - Do they have time to conduct follow-up
 - This is also a method of reducing CID caseload

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ORGANIZING CID



- Designing systems to minimize detective's non-productive work.
 - Within CID – How can you minimize Detective non-productive work??
 1. Don't assign property cases with no workable leads (Case Screening)
 2. Use non-sworn for no-lead cases callback, and routine records searches for detectives.



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ORGANIZING CID



- Designing systems to minimize detective's non-productive work.
 3. Additional duties – eliminate as many extra duties as possible.
 4. Technology – consider tablets and laptops able to connect from anywhere.
 5. Get Technology help (civilian)

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ORGANIZING CID



• Designing systems to minimize detective's non-productive work.

- 6. Work a full day – be a supervisor!
- 7. Improve physical facility if needed.
- Others??

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FACILITIES AND EQUIPMENT



FACILITIES AND EQUIPMENT

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FACILITIES AND EQUIPMENT



- Physical location of Criminal Investigations and Patrol
- Pay attention to how units and individuals communicate and cooperate
 - CID at Patrol Briefings
 - Patrol temporary assignments in CID
 - Electronic Bulletin Boards – Cloud Based
 - CID awards for outstanding Patrol Assistance

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FACILITIES AND EQUIPMENT



- Office and Equipment
 - Individual Offices or Open Bay arrangement?
 - Open Bay found to be best in major cities
 - Many have moved to cubicles for privacy
- Interrogation Room
 - Video / Audio Recording
 - Soft Interview
- Covert Phone line?



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FACILITIES/EQUIPMENT




- Detective equipment
 - Body Cameras
 - Cell Phones
 - Radios
 - Basic weapon, ammo, and handcuffs
 - Ballistic Vests
 - Raid Jackets
 - SABA kits
 - Portable recorders
 - Laptops/tablets
 - Badge location...
 - Media/Technology equipment (or access)



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TRAINING




TRAINING

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TRAINING


- Detective Training
- Austin: Three Week Detective Academy
- El Paso: Basic Investigator's Manual
- Houston: New Detective teamed with veteran FTO for 40 hours, skills checklist.
- San Antonio: One Week academy
- Plano: Basic Investigator School, Recognized Interview School.



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TRAINING

- What Topics
- Interviewing and Interrogation
- Trauma Informed Investigations
- Report Writing
- Surveillance Techniques
- Use of Department Funds
- Raid and Warrant Execution Policy
- How to respond to Uniform Officers arrival at scene
- Confidential Sources
- Technology resources and techniques
- Problem Oriented Policing
- Others?



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TRAINING

Detective Technology Training

- Hawk Analytics
- NW3C National White Collar Crime Center
- Search.org
- ROCIC
- IACP Cyber Crime
- COPS Office Training Portal
- LEVA Law Enforcement Video Association
- Berla.co vehicle forensics
- kloving@groups.io
- Hi-techcrimes.net




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SUPERVISION



SUPERVISION

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SUPERVISION




Supervision:

- How did you get here?
- Supervisor Staffing
- Case Management
- Audits and Inspections

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SUPERVISION



- So, How did you get here???
- Is it more difficult to supervise Detectives?
- Is it more difficult to supervise Detectives if you have never been a detective?
- What are some experiences?

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SUPERVISION




- If you have never been a Detective...
 - Go to training yourself!
 - Build credibility by assisting and asking questions
 - Familiarize yourself with investigations – do some!
 - Understand not all cases worked in same way
 - Understand the velocity of an investigation
 - Pay attention to workload of each Detective
 - Be smart enough to know that you “Don’t Know”

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SUPERVISION

Supervision



- How many Detectives do you need to have before having a dedicated Supervisor?
 - 2-3 if no other support staff
 - 3-4 if non-sworn also assigned
 - Supervisor may also work cases
 - Needs separate office

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SUPERVISION

• Do Detectives need Supervision?



Tampa police detective fired following an investigation into accusations of evidence tampering

The investigation began in December into what Tampa Police Chief Brian Dugan described as a “cover up worse than the crime.”

Louisville detective fired over killing of Breonna Taylor

“I find your conduct a shock to the conscience,” the police chief wrote in a termination letter to Louisville, Kentucky Detective Brent Harrison.

LAW ENFORCEMENT NEWS MEDIA CENTER PHOENIX

North Carolina Police Detective Fired After Allegedly Planting Fake Drugs On Black Men

The Raleigh Police Department fired Chief Assistant after the city paid \$2 million to settle a wrongful arrest suit from several of the men.

HILLBOROUGH COUNTY

Tampa police officer fired after lying about photo lineup mistake

By: RFL/In Justice Staff
Updated: 06/11/2021 11:22 AM EDT

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CASE MANAGEMENT




CASE MANAGEMENT

The largest problem in Investigative Unit Management

Case Management is SUPERVISION!

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CASE MANAGEMENT




- Why do we need to “Manage” cases?
 - Overloading investigators, inequitable caseloads
 - Too many cases, some cases cannot be solved
 - Need to pay as much attention as possible to the cases that can be solved
 - Get the best “Bang for the Buck.”
 - Make sure detectives are actually working...

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CASE MANAGEMENT




- Why do we need to “Manage” cases?



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CASE MANAGEMENT




- Case Management is:
 - Controlling total incoming case assignments
 - Case Screening
 - Case Tracking and Follow-up
 - Assigned Case Management (Desk Audits)
 - Keeping Open cases as small as possible
 - Case auditing

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CASE MANAGEMENT




- Controlling total incoming Cases
 - Decisions on what cases CID will investigate
 - Referral back to Patrol
 - Automatic suspension
 - Referral to Non-sworn Aide



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CASE MANAGEMENT



- Designing systems to minimize detective's non-productive work.
 - Case Screening – assigning only property cases with the likelihood of solution. (All persons cases should be assigned)
 - Solvability Factors –
 - PERF Three Tier system (better)

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CASE MANAGEMENT




- 2018 Lum and Wellford, et al.
- Characteristics that predict case solution:

Type Weapon Known	
Weapon Recovered	
Offender ID'd or Predicted	
Suspect knew Victim	
Victim Cooperates	
Victim received Medical	
Witnesses to Event	
Witnesses cooperate	
Specific Leads exist	
Many employees have information	
Many investigators respond to scene	
Inv. Supervisor responds to scene	
Victim Followup available	
Witness followup available	
Suspect/Victim cellphone recovered	
Physical Evidence/DNA available	
Motive Known	

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CASE MANAGEMENT




- What other factors could be listed today?
 - Information from Social Media?
 - Surveillance video?
 - Camera map?
 - DNA?
 - Vehicle Forensics

Update your solvability factors!

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CASE MANAGEMENT



- Designing systems to minimize detective's non-productive work.
- 1983 PERF Report recommended three categories of cases:
 - Cases where suspect is known or in custody.
 - Cases that could be solved with reasonable amount of investigation.
 - Cases that will likely not be solved with a reasonable amount of investigation.

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CASE MANAGEMENT



- Case Screening is usually best handled by a single person or supervisor, but some arrangements must be made to complete this process at least daily.
- This process also requires some form of Case Status Log to record what cases are given to each investigator. This log can be either electronic in a RMS system, as an excel spreadsheet, or in paper form. In some manner it should indicate by detective, how many open cases and of what type are assigned.

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CASE MANAGEMENT



- What did we learn from the recent Houston experience?
- All Persons Crimes should be assigned, at least for a preliminary review by an experienced detective.
- Property crimes with workable leads should be assigned.
- Don't assign minor property crimes with no workable leads.

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CASE MANAGEMENT



- Designing systems to minimize detective's non-productive work.
- Second part of Case Management is Case Tracking
- Keeping track of all assigned cases (after case screening) to ensure all workable leads have been investigated.

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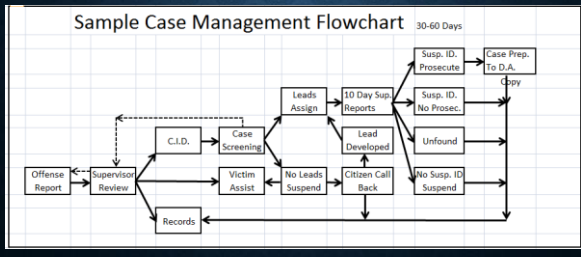
CASE MANAGEMENT



- Case Management is the process of reviewing all new incoming cases and making decisions on whether the case should be assigned to a detective or immediately suspended due to no workable leads.
- It also includes keeping track of the number and type of investigations assigned to individual detectives, reviewing supplement reports for completeness and closing the cases that should not have additional resources expended.

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CASE MANAGEMENT



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CASE MANAGEMENT



- Case Tracking: Daily, as case assignments are made, the supervisor will review the cases currently assigned to detectives and how many may have workable leads.



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CASE MANAGEMENT

- Sample Case Assignment Log for Small Agencies

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CASE MANAGEMENT

- The case management process should not simply assign cases to a detective and let them disappear.
- Detectives should have clear requirements to submit supplement reports to their supervisor within a certain time period. RMS systems frequently have automated systems that remind both detectives and supervisors that reports are due.

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CASE MANAGEMENT

- A supplement report that simply reports no action taken yet, can delay the requirement of another report for a short period
- Detectives should not be allowed to keep cases indefinitely in hopes that someday they will be able to work on them.
- The number of open or active cases should be kept to a workable number, usually under two full months worth of assignments.

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CASE MANAGEMENT



- If a supplement is submitted that indicates the detective's desire to inactivate or suspend a case, the supervisor should review the original offense, any supplements, and ensure there are no obvious leads needing investigation before suspending the case.
- Detectives should not be allowed to make case status changes or file cases without supervisory review and approval.

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CASE MANAGEMENT



- Goal of Case Screening and Case Tracking is to assign only those with workable leads and assure timely action.
- Time limits for supplemental reports and case closure should be established.

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CASE MANAGEMENT



- The failure of Supervisors to review case closures and case filings can lead to:
 - Cases "lost" in the system - whatever happened to.....?
 - Detectives not paying proper attention to particular victims
 - Detectives not working
 - Detectives taking credit for clearances not warranted
 - Detectives filing incomplete cases or inappropriate cases

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CASE MANAGEMENT



- Case Status Log should be used by Manager based on following definitions:
- Cleared:
 - An arrest has been made and arrestee(s) have been charged with the commission of the offense in question and turned over to the court for prosecution.

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CASE MANAGEMENT



- Case Status Log should be used by Manager based on following definitions:
- Exceptional Clearance:
 - The identity and the address or exact location of the offender is known and
 - sufficient evidence exists to make an arrest and charge the offender
 - However, a reason outside the agency's control does not allow the agency to arrest and charge the suspect
 - An example of an exceptional clearance is when the suspect is known but has died or is being charged in another jurisdiction or the complainant refuses prosecution.

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CASE MANAGEMENT



- Case Status Log should be used by Manager based on following definitions:
- Open:
 - An ongoing investigation. If the investigation has exhausted all leads, yet the possibility remains that new facts may come to light given ongoing inquiry, the case shall remain open.
- Unfounded:
 - The offense did not occur. (Proof, not opinion)

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CASE MANAGEMENT



- Case Status Log should be used by Manager based on following definitions:
 - Inactive or Suspended:
 - When all potentially fruitful leads have been exhausted an investigation may be classified as inactive or suspended. An investigation may be reactivated and assigned to an investigator's active caseload if sufficient new leads are developed.

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CASE MANAGEMENT



- CID Staffing
- Remember, part of "Case Management" is not allowing cases to remain open for long periods (exceptions). (Stress on Investigators)
- Conduct "Desk Audit" on all investigators.

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CASE MANAGEMENT



- CID Staffing
- Desk Audit:
 - Count of how many and what type cases each investigator has "Open."
 - How many of what type
 - How long open, 30+ days, 60+, 90+, 180+???
 - Apply National or local Benchmarks to that Audit.

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CASE MANAGEMENT



- Open Cases Benchmarks:

- Persons Crimes 24-30
- Property Crimes 30-40
- Financial Crimes 40-120

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SUPERVISION



- Audits and Inspections are SUPERVISION

- Trust – but Verify

- Don't expect what you don't Inspect.

- Greatest failure of Managers and Chiefs!

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SUPERVISION



- CID Audits Needed
 - Cash Accounts
 - Confidential Informant Files
 - Case Management
 - Clearances
 - Evidence Processing
 - Property and Evidence
 - Firearms, Vehicles and Equipment

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SUPERVISION



Cash Accounts Audit

- Read policy in detail, is policy being followed in management of cash account?
- Are funds maintained in a secure manner?
- Do only those allowed by policy have access?
- Is the logbook filled out correctly?
- Are all logbook entries (disbursements) since the last audit matched with appropriate signed receipts or funds returned?

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SUPERVISION



Cash Accounts Audit

- Is there the correct amount of cash in the fund as indicated by the logbook?
- Are request forms properly completed, properly approved, and maintained?
- Have any payments been made that are above the limits set by approval levels?
- Are receipt forms maintained for all disbursements?
- Do you have proper signatures on receipts?

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SUPERVISION



Cash Accounts Audit

- Has any one CI received more than others to a significant degree? (Record all CI payments since last audit.)
- Have any funds been retained by staff longer than approved by policy?
- Is there sufficient funds available for necessary operations?

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SUPERVISION



Confidential Informant File Audit

- Read and understand the policy on CI development, file requirements, and usage.
- Have any new CIs been approved? If so, was background and file requirements done?
- Is the CI file maintained in a secure manner?
- Do all CI files contain required documentation?
- If the CI has been inactive for 6 months, have they been moved to inactive file?

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SUPERVISION



Confidential Informant File Audit

- Why do Confidential Informants need to be "Approved" by Supervisors and the Department???

152

SUPERVISION



Confidential Informant File Audit

- A file shall be maintained on each confidential informant (CI) used by officers. Each file shall be coded with an assigned informant control number and shall contain the following information:
 - Informant's name;
 - Informant Payment Record, kept on top of the file. This record provides a summary of informant payments;
 - Receipts for purchase of information;
 - Copies of statements made by informant;
 - Name of officer initiating use of the informant;
 - Informant's photograph, fingerprints, and criminal history record;
 - Briefs of information provided by the CI and its subsequent reliability. If an informant is determined to be unreliable, the informant's file shall be placed in the unreliable informant file;
 - Signed informant agreement(s); and
 - Update on active or inactive status of informant

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SUPERVISION



Confidential Informant File Audit

- If the CI has been inactive for 6 months, have they been moved to inactive file?
- If CI has provided any information, is there a record of the payment, along with a copy of the signed receipt and case results?
- Using the list developed from the audit of Cash Account file, has a copy of each payment receipt made to each informant been placed in their file?
- Does it appear that any one CI has been used in over three cases in the past 6 months?

154

SUPERVISION



Case Management Audit

- Read and understand the policy and procedure for correct case assignment process, proper supplement reporting periods, approval process, and case closure process.
- Randomly select a day and ask case assignment officer to call you as soon as he or she gets in the office. Go to their office and ask them to pull up the list of unassigned cases. Find a way to print the list of cases, hopefully showing when the original offense occurred, when reported, when sent to CID for Assignment.

155

SUPERVISION



Case Management Audit

- Also look at case report supplements pending approval by the supervisor, are there any delays in the report approval process?
- Determine if there are any significant delays in cases being forwarded to CID, any delays in assignment to detectives, and any delays in supplement approval.

156

SUPERVISION



Case Management Audit

- Have the supervisor prepare a printout of each detective's open cases. Determine if the detectives have an unusually high number of cases open or active for more than the time limit determined by policy.
- Attempt to determine if detectives are submitting case supplement reports on time.
- If the audit discloses undesirable issues, consider a small task force of involved personnel to determine recommended operational changes.

157

SUPERVISION



Case Closure/ Clearances Audit

- One of the most embarrassing and sometimes fatal conditions for police chiefs is the inappropriate case clearance or closure data being reported.
- Also known as pencil-whipping crime, detectives and UCR reporting staff can often manipulate case clearances and closures. This is often done using multiple clearance actions when one suspect is arrested.

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SUPERVISION



Case Closure/ Clearances Audit

- For a selected month, pull all (or representative sample) case clearances (whether by arrest, or exceptional).
- Read and understand the DPS case clearance definitions and requirements.
- Read each case clearance and supplements and determine if it would meet the definition of a clearance.

159

SUPERVISION



Case Closure/ Clearances Audit

- If it is an exceptional clearance based on an admission of an offense for which they were not arrested, determine if there was enough proof to convince a reasonable person that the individual had committed the offense and not just the admission alone.
- If the case closures do not meet the state requirements, make needed modifications and reassess in three months.
- Consider DPS (outside) Audit

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SUPERVISION



Property and Evidence Audit

- Property and Evidence Audits should be done at least twice a year to ensure operations are running smoothly.
- Inventories should be done every year and anytime there is a change in property and evidence staff.
- These should be done by someone outside property and evidence chain of command if possible with assistance from the evidence custodian.

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SUPERVISION



Property and Evidence Audit

- Read and understand the department policy on the processing and storage of property and evidence.
- Is the property and evidence facility maintained in a secure manner?
- Are alarms and locks working appropriately?
- Is there evidence of who physically enters the property processing and storage area other than the custodians?

162

SUPERVISION



Property and Evidence Audit

- Is the intake process being accomplished properly. What is the date the oldest piece of evidence or property submitted that has not been processed, recorded and properly stored?
- Is the storage and processing area clean and uncluttered. Does it look like a professional office?
- Is there sufficient storage room for additional items?

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SUPERVISION



Property and Evidence Audit

- Are items being pulled for destruction?
- When was the latest item pulled for destruction?
- When was the last general property destruction?
- When was the last narcotics destruction?
- When was the last weapons destruction?
- Is there a file of items checked out to detectives, lab, court, or other locations?
- Is there a process to check on the status of the items checked out, and is it being used?

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SUPERVISION



Property and Evidence

- Are there any items of property or evidence visible (or known to the custodian) that does not have attached offense identification?
- Is there a storage location indication for each piece of property?
- Select at random from files from last 6 months, 5 weapon items, 5 money items, 5 narcotics items and 5 general property items, and have custodian locate items.
- Prepare report to Chief on Audit results.

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SUPERVISION

Property and Evidence Audit

- Inventories
 - Full Inventory
 - Sampling Inventory





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SUPERVISION

Warrant Affidavit Audit

- Read warrant affidavit and compare to investigative notes. Items included in affidavit should be clearly covered in investigative notes.
- Insure no holdback information is included in affidavit.




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SUPERVISION

Random Sampling

Population Size	Sample Size	Population Size	Sample Size
10	10	1200	291
20	19	1500	308
30	28	2000	332
40	37	2500	353
50	44	3000	369
75	63	3500	380
100	80	4000	387
150	108	4500	388
200	132	5000	370
300	152	5500	378
400	169	6000	381
500	186	7500	382
600	217	100000	383
800	234	250000	384
1000	248	500000	384
2000	280	1000000	384
5000	278		



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SUPERVISION



Firearms, Vehicles and Equipment Audit

- It is easy to assume that detectives all know how to take care of their equipment and firearms, but like we said at the beginning of this section...expect only what you inspect.
- Detectives should have regular firearms inspections. Firearms and other equipment such as handcuffs, radios, rifles (if issued) and all other department equipment including vehicles should be inspected at least quarterly for cleanliness and operability.

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SUPPORT



SUPPORT

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SUPPORT




- Support Operations
 - Crime Scene
 - Property and Evidence
 - Other Agencies
 - Technology

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SUPPORT




- Crime Scene Investigations – Who will do these?
 - Patrol
 - Patrol (Non-Sworn)
 - Detectives
 - Dedicated Personnel or Units
 - Other Agencies (Major Crimes)
 - Nearby Agency
 - Sheriff
 - DPS (State Police)



172

SUPPORT



- Crime Scene Search
 - Smaller departments seldom have dedicated staff
 - Patrol officers and Detectives collect and process
 - Larger departments develop dedicated crime scene staff
 - Managers and supervisors should never try to speed-up crime scene investigations because once left, can never put back.
 - Criticism for too much time, and criticism for too rushed.
 - Make every effort to treat bodies with dignity and respect!

173


SUPPORT



- Crime Scene Search
 - Major cases may need expert staff or even outside agency assistance due to public trust.
 - Smaller agencies seldom have access to expensive technology.
 - Consider need for inter-local agreement or Memorandum of Understanding with larger agency with specialized staff, county or state agency.

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SUPPORT



- **Crime Scene Search**
 - Ensure Detectives and Crime Scene staff are thoroughly schooled in need for warrant at a crime scene.
 - Consider having pre-packaged warrant affidavits that only need to be quickly edited.
 - Ensure Crime Scene personnel never expose evidence collected at a crime scene to the media or members of the public.
 - Staff should always be reminded of the nature of civilian video recording and maintain a professional demeanor at all times.

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SUPPORT



- **Crime Scene Search**

New Crime Scene Technology
 Laser scanning LEICA 360
 High Intensity UV Alternative Light Source
 Drug Identification Scanners
 Local Area Ballistics databases (Ballistics IQ)
 Scanverse (Scanning app)

www.crime-scene-investigator.net

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SUPPORT




- Who Supervises Property and Evidence?
- Who is Property and Evidence Technician?
- Major responsibility!
- Supervision outside of Patrol and CID if possible
- Should not be detective or patrol officer who uses
- Should be as independent as possible

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SUPPORT



- Property and Evidence
- In all cases:
 - Officers, detectives and crime scene personnel should be required to record and deposit all property and evidence into the department's Property and Evidence storage system before the end of each shift.
 - Under no circumstances, should officers, detectives, or crime scene personnel be allowed to keep any items unsecured in their desks, lockers, or other locations.

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SUPPORT



- Property and Evidence
- In all cases:
 - If a detective needs to view or use an item of evidence, the item must be checked into property and then signed out to the detective.
 - A tickler file must be maintained in either paper or electronic form to track all items checked out to officers, labs, court, and other locations.
 - If crime scene personnel must work on items of evidence for testing, the area must be as secure as the Property and Evidence room.

179


SUPPORT



- Use of Non-Sworn "Investigator"
 - Call Back on no lead offenses
 - Database checks
 - Social Media Checks
 - Case Packet Preparations
 - Copying Video evidence
 - Other duties???

180

SUPPORT



- **Regional Organized Crime Information Center (ROCIC)**
- ROCIC is one of six Regional Information Sharing Systems (RISS) centers, serving thousands of law enforcement member agencies in Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia, West Virginia, Puerto Rico and the U.S. Virgin Islands.
- ROCIC and the RISS program offer law enforcement agencies and officers a full range of services, from the beginning of an investigation to the ultimate prosecution and conviction of criminals.
- ROCIC provides services and resources that directly impact law enforcement's ability to successfully resolve criminal investigations and prosecute offenders, while promoting officer safety.

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SUPPORT



- **Working with Other Agencies**
- Regional Detective Meetings
- Once a month or once a quarter
- Special meetings for particular problems
- Robbery
- Serial Rapists
- Burglary and Vehicle Related Crimes

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SUPPORT




Profiling

- Major cases – Murder, Sex Assault, Child Abductions
- Suspect Profiling
- Available through local FBI office

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SUPPORT



- NIBIN National Integrated Ballistics Information Database
 - Supported by ATF
 - Bullets and shell casings entered
 - Information Shared
 - Low hit rate...but future unknown

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SUPPORT



- Ballistics IQ
 - Automatically analyzes fired casings
 - Firearms examiner available
 - Creates local database of cartridges
- Cellbright/GrayKey Cell Phone Extractions
- Leica 360 Laser Scanner



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SUPPORT



- Other Technological innovations
 - DRONES
 - Tablets
 - License Plate recognition / Flock camera systems
 - FLIR
 - Facial Recognition
 - Vehicle and phone data mining (Berla)
 - LABRADOR body sniffer <https://doelps.org/6We381>

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SUPPORT



- New Technological innovations
 - Wi-Fi forensics
 - Forensic Genealogy
 - DNA Phenotyping
 - K-9 Digital Evidence Search

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SUPPORT



- Keeping Up with New Technological innovations
 - Hawk Analytics (license user)
 - Zetx (license department)
 - Groups.io/g/kloving
 - Geotime.com
 - Hi-techcrimes.net
 - www.search.org (training)
 - National Computer Forensics Institute
 - National White Collar Crime Center
 - Officer.com, PoliceOne.com, Lawofficer.com

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SUPPORT





- Keeping Up with New Technological innovations – training....
 - www.Hi-techcrimes.net
 - www.search.org (training)
 - National Computer Forensics Institute (USSS)
 - www.nw3c.org National White Collar Crime Center
 - FLETC – Glynco, Ga www.fletc.gov
 - www.Inteltechniques.com (Michael Bazzell)
 - www.LEVA.org
 - Officer.com, PoliceOne.com, Lawofficer.com


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SUPPORT

• Use of Media in Investigations

- Media usually willing to assist
- Not usually willing to withhold information
- Need to cultivate media contacts
- Use PIO if you have one (Holdback)




190

SUPPORT

Civilianization


- There are a lot of activities than can be done by a non-sworn investigator that does not take a badge and gun.
 - Call back on non-lead offenses
 - Local database searches on detective assigned cases
 - Crime analysis
 - Case package preparation for case filing.
 - Technology
- Non-Sworn can often cost less and perform routine tasks in a much better manner.



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OPERATIONAL ISSUES

OPERATIONAL ISSUES



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OPERATIONAL ISSUES



- Operational Issues:
 - Internal Communications
 - Report Writing
 - Third Party Calls
 - Records / Records Retention
 - Detective/Victim Relationships
 - Crime Victim Compensation

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OPERATIONAL ISSUES



- Internal Communications
 - Cloud Based Information Transfer
 - Access by all officers
 - Standardized Format
 - Intelligence and wanted persons info
 - Request for Assistance
 - WORD Format
 - Texting Apps "Groupme" or "EZTexting"

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OPERATIONAL ISSUES



- Report Writing
 - Written reports are used to:
 - Document the incidence of crime - UCR and NIBERS
 - Document facts, evidence, statements, and proof to be used by the prosecution.
 - Allow continued investigation at a later time without reinvestigation of issues.
 - Prove the police did their job to the best of their ability.
 - Allow for victims to make insurance claims and crime victims compensation claims.

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OPERATIONAL ISSUES



- Report Writing
 - Detective's reports should detail both investigative actions taken and summary of results including a summary of all evidence collected and summary of witness and victim statements.
 - Cases closed due to no new workable leads, may be reopened later when new evidence is discovered or if it becomes part of a serial crime.

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OPERATIONAL ISSUES



- Report Writing
 - Some agencies have also implemented tablets integrated into the agency's report database to allow detectives to do their reports anywhere.
 - New software allows speech-to-text transfer.

197


OPERATIONAL ISSUES



- Pretext or Third Party Calls or Social Media queries
 - The term Pretext or Third Party Intercept is a legitimate technique that is used to gather incriminating evidence when a suspect is known.
 - You would need to discuss the use of such techniques first with you local district attorney to ensure proper safeguards are used.

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OPERATIONAL ISSUES



- Records
 - Most departments have some form of automated Records Management System.
 - Some have integrated Case Management process built in.

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OPERATIONAL ISSUES

- Records
 - Records Retention System
 - Usually established by City
 - RMS – No problems
 - Paper Files – may need management system to purge files after statute of limitations if space needed.

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OPERATIONAL ISSUES



- What Destroys Detective – Victim/Witness Relationships
 - Unnecessary Inconvenienced
 - Same interview different Detective
 - Not apprised of case status
 - No thanks for cooperating
 - No courtesies extended
 - Treating victim/witness as suspect

201


OPERATIONAL ISSUES



- **Keeping Complainants Informed**
 - The victim of every crime expects the law enforcement agency to continue investigating the offense until there is a successful conclusion, namely a suspect is arrested.
 - Managing Citizen Expectations...What you can do.

202


OPERATIONAL ISSUES



- **Keeping Complainants Informed**
 - Managing Citizen Expectations...What you can do.
 - There are two generally accepted methods of informing the victims:
 - The initial responding officer can advise the victim that the initial investigation did not produce sufficient evidence to justify further investigation
 - The victim can be informed by letter or phone once the investigation report has been reviewed by the case screener or the investigation supervisor

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OPERATIONAL ISSUES



- **Keeping Complainants Informed**
 - What can be said:
 - No workable leads at this point...
 - Can be re-opened if leads develop...
 - Our Crime Analyst is aware of the case and will be watching for similar cases which may provide leads...
 - Sometimes we get information from Crimestoppers or criminals acquaintances that lead to a solution...
 - If we have specific identifying data on stolen property, it will sometimes reappear, we check pawn shops regularly...
 - Sample letter in Reference Material

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OPERATIONAL ISSUES



- Keeping Complainants Informed
 - Spidr Tech
 - Overlays CAD and RMS system
 - Automated messaging when:
 - Call Received
 - Call Dispatched
 - Call Assigned to Detective
 - Customizable
 - Automated Surveys

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OPERATIONAL ISSUES



- Keeping Supervisors Informed
- Very Important!
- Manager or Council Member expects Chief to know status of cases.

206


OPERATIONAL ISSUES



- Crime Victims Compensation and Victim Assistance
 - Many departments have added a Victims Assistance Office. This is usually staffed by a non-sworn, but could also be a volunteer. The VA personnel can ensure the victim has been sent a Crime Victims Compensation package as well as referred to the appropriate support agencies if necessary.
 - If no VA, Detective must do this...

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PERSONNEL ISSUES



PERSONNEL ISSUES

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PERSONNEL ISSUES




Personnel Issues

- Detective Evaluations
- Stress
- Handling the Marginal Performer

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PERSONNEL ISSUES




Detective Evaluation

- Do you use a detective's clearance rate? Why?
- Need to use outcomes or processes that can be controlled by employee.
- Do you pursue Multiple Clearances?

210

PERSONNEL ISSUES

Detective Evaluation




- The difficulty in evaluating detectives is isolating "productive" investigative effort and "non-productive" investigative effort.
- The reality is there is a lot of mundane, routine, and unglamorous work involved in investigations.

211

PERSONNEL ISSUES

Detective Evaluation




- Pew Independent Research Center:
 - 72 Percent of Officers say poor performers are not held accountable.
 - Behind the Badge study
 - Why should I work hard if Joe just goofs off?

212

PERSONNEL ISSUES

Detective Evaluation




- Most Common Officer/Detective Complaints
 - Lack of Communication
 - Favoritism
 - Micro-Management

213

PERSONNEL ISSUES

Detective Evaluation




- TPCA Survey showed 35 percent of departments used different criteria for Detectives than Patrol officers.

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PERSONNEL ISSUES

Detective Burn Out




State of emotional, mental, and physical exhaustion caused by excessive or prolonged stress...

Different from Poor Performance – Once good, now, not so good...

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PERSONNEL ISSUES

Detective Stress Indicators




- Drop in Productivity / Interest
- Non-Participation in Unit Activities
- Increased Time off
- Failure to keep deadlines
- Appears tired, non communicative
- Always takes easy way out
- Resistance to management

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PERSONNEL ISSUES

Detective Stress Indicators

- Alcohol / Drug use
- Insomnia
- Hyper vigilance
- Marital Problems
- Case Histories – difficult cases
- Psychological Reviews
- CISD – Critical Incident Stress Debriefing




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PERSONNEL ISSUES

Causes of Stress

- Conflicting Job Demands
- Working too much
- Routine Activities over long periods
- Lack of resources
- Too much work, not enough impact
- Lack of sleep
- Overwhelmed- unable to meet demands
- Unable to manage work/home commitments
- Bad Bosses!




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PERSONNEL ISSUES

Causes of Stress

- Number one cause of stress and number one reason people leave their jobs:
- Bad Boss
- People join great organizations...
- People quit bad bosses



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PERSONNEL ISSUES



Things you can do to reduce stress:

- First, attempt to figure out cause – ask them
- If major case, two full days off after 7-10 days
- Change in work schedule, responsibilities, special assignment, rotation to other specialties
- Positive leadership, recognition, thanks
- Challenge with new responsibility (Case of Place)
- Partners, Training, Conferences
- Have them develop Training for others
- CARE, demonstrate, and assist.

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PERSONNEL ISSUES



Things you can do to reduce stress:

- Agency Visits
- Regional Detective Meetings
- Limit Open Cases
- Flex Work Hours

- Recognition – the best motivator...

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PERSONNEL ISSUES




Handling the Marginal Performer

- Ensure MP is aware of specific deficiencies, be direct!
- Ensure expectations have been explained.
- Offer necessary support.
- Express confidence in ability.
- Agree on the timeframe for improvement.
- Move to PIP if no improvement is shown.

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LEGAL ISSUES



LEGAL ISSUES

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LEGAL ISSUES



- Legal Issues:
 - Brady v. Maryland
 - Michael Morton Act
 - Interviewing and Interrogation
 - Open Records
 - Eyewitness Identification
 - Warrant Service

224

LEGAL ISSUES



- Brady v Maryland
 - Prosecution withholding information
 - Duty to Disclose any and all exculpatory information
 - *Brady* stands for the proposition that evidence that may be exculpatory in nature must be given to the defense. In a case where an officer will be testifying as a witness to an event, the officer's credibility is a material issue and his lack of credibility is clearly potentially exculpatory evidence and therefore sustained findings of untruthfulness must be revealed.

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LEGAL ISSUES



• Brady v Maryland

• Officers being "Blacklisted" by District Attorneys based on Internal Affairs sustained complaints...

• Police Departments being required to notify DA of certain IA complaints...

Horizontal lines for notes

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LEGAL ISSUES



• Michael Morton Act - Jan. 1 2014

• Codified into Texas CCP 39.14

• Prosecution must produce any and all:

- Offense Reports
- Documents
- Papers
- Written or recorded statements
- Including Officer's statements
- Field notes??
- New: Certification by departments



Horizontal lines for notes

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LEGAL ISSUES



• Michael Morton Act - Jan. 1 2014

• Codified Brady issues into Texas CCP 39.14

• (h) Notwithstanding any other provision of this article, the state shall disclose to the defendant any exculpatory, impeachment, or mitigating document, item, or information in the possession, custody, or control of the state that tends to negate the guilt of the defendant or would tend to reduce the punishment for the offense charged.

• (i) The state shall electronically record or otherwise document any document, item, or other information provided to the defendant under this article.

Horizontal lines for notes

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LEGAL ISSUES



• Michael Morton

• New requirement this year for Texas legislature – Police Departments must “Certify” they have included everything in case submissions.

- Social media bulletins?
- Media Releases?
- Emails notifying chief??

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MAJOR CASE ISSUES



Molly's Law - VICAP

- Violent Criminal Apprehension Program (FBI)
 - Homicides (Serial, Random, Motiveless, or Sexually Motivated)
- Sexual Assaults (series or stranger)
- Missing Persons (foul play and still missing)
- Unidentified dead (believed homicide)

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MAJOR CASE ISSUES




Molly's Law - VICAP

- Texas Government Code 420.035 and .036
 - Every agency investigating Sexual Assaults will enter data regarding sexual assaults into VICAP.
 - Every agency will enter Sexual Assault evidence collection kit data into Track-kit system.
- Updated single page guidance on DPS website

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LEGAL ISSUES



- Interviewing and Interrogation
 - Texas Law now requires all in-custody interrogations be recorded unless “Good Cause” is shown.

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LEGAL ISSUES



- Interviewing and Interrogation
 - Good Cause
 - Suspect refuses
 - Spontaneous statement not during interrogation
 - Incompetent operator or unknown malfunction
 - Exigent Circumstances
 - Not in Custody or not being questioned regarding above
 - Must document reason not done!!!

233

LEGAL ISSUES



- Confidentiality / Open Records
 - Major crimes: Case detective needs to quickly decide on holdback details and ensure they are not released or placed in front page of offense.
 - News Media Access (Open Records) to first page of offense report. (Houston Chronicle)

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LEGAL ISSUES



• Confidentiality / Open Records

- Houston Chronicle Case – first page includes:
 - the offense committed,
 - location of the crime,
 - identification and description of the complainant,
 - the premises involved,
 - the time of the occurrence,
 - property involved,
 - vehicles involved,
 - description of the weather,
 - a detailed description of the offense in question,
 - and the names of the investigating officers.

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LEGAL ISSUES



• Confidentiality / Open Records

- In open investigations, key in open records law is department only able to withhold information which will hinder prosecution.
- Must get open records requests to legal staff as soon as possible for sending to Texas Attorney General for ruling.

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LEGAL ISSUES




• Confidentiality / Open Records

- Department should ensure that only a summary of the crime be described on the first page of the offense report and that any victim or witness contact information, and any holdback details that must be kept for investigation purposes, are listed in supplement reports.

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LEGAL ISSUES



- **Interviewing and Interrogation**
 - Exonerations over last several years due to false eyewitness identification and false confessions.
 - Agencies must clearly stay within constitutional guidelines for interrogations AND be able to prove they stayed within guidelines.
 - YOUR JOB: Protect citizen's rights and your Investigators!

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LEGAL ISSUES




- **Interviewing and Interrogation**
 - Several Interviewing and Interrogation Schools
 - Reid and Associates - 9 step model
 - Under fire for producing false confessions
 - Peace Model (UK)
 - Kinesic Interview and Interrogation – PATC
 - FLETC – Glynco, GA.
 - TEEEX – New Course!



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LEGAL ISSUES



- **Interviewing and Interrogation**
 - CID Commander and supervisors should be responsible for ensuring legal and appropriate interrogations.
 - Attend necessary schools
 - Keep up with court decisions
 - Ensure proper records kept
 - Avoid contamination and false confessions

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LEGAL ISSUES




- Interviewing and Interrogation
 - LAW REQUIREMENT for Texas

- SB 1253 Electronic Recording of Custodial Interrogations
- Codified as CCP 2.32

244


LEGAL ISSUES



- Investigation of Alibis
 - Department policy and DA Preference will usually determine to what extent alibis are investigated.
 - As a matter of integrity, department should opt for investigating alibis to extent necessary to determine validity to prevent filing on an innocent person.

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LEGAL ISSUES





- Eyewitness Identifications and Show Ups
 - Must be up to date with current law on use of Eyewitness identifications.
 - TPCA Sample Policy
 - Sequential believed best.....but

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LEGAL ISSUES


- Eyewitness Identifications and Show Ups
- 2013 Houston PD Study – 1096 Identifications
- LEMIT evaluation
- Report 2014

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LEGAL ISSUES


- 2013 Houston PD Study – 1096 Identifications
- LEMIT evaluation
 - Blinded Simultaneous
 - (Knows suspect but not location in spread)
 - Blinded Sequential
 - Blind Simultaneous
 - Does not know suspect)
 - Blind Sequential



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LEGAL ISSUES




- Eyewitness Identifications and Show Ups
- “The pattern of results show that no one method consistently performs better than the others in terms of reducing filler selections. Similarly, the methods do not appear to perform appreciably different in terms of suspect selection rates.”



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LEGAL ISSUES


- Search and Arrest Warrant Execution
- Risk Assessments Required?

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MAJOR CASE ISSUES

MAJOR CASES




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MAJOR CASE ISSUES


Major Case Issues:

- Information Management
- VICAP
- Child Abuse
- Child Abductions
- Major Case Management
- Investigating your Own



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MAJOR CASE ISSUES



- Information Management
 - Most cases very easy, detective maintains all case information in case file.
 - Major cases more difficult - may consider single person designated as case "manager" if multiple detectives working.

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MAJOR CASE ISSUES




- Information Management
 - Major Cases – Supervisor must ensure proper documentation and information management.
 - Depending on size of department and experience of the Detectives, supervisor may have to be lead case manager and analyze and assign lead follow-up.

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MAJOR CASE ISSUES




- Information Management – Records Checks
 - "Most cases not solved by an immediate patrol arrest are solved through routine record checks." (Rand)
 - Internal Database checks
 - Master name Master Vehicle
 - Municipal Court City Files
 - Fusion Center



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MAJOR CASE ISSUES




- Information Management – Social Media
 - Who does your social media checks?
 - Does your department routinely check suspect's use of social media?
 - www.inteltechniques.com
 - Google "OSINT" for links

Facebook brag about drunk driving gets teen arrested


Jacob Cole Brown
17 years old · IP

Drunk drunk... classic ; but to whoever's vehicle / hi I am sorry :P



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MAJOR CASE ISSUES



- Cold Case Investigations
 - Usually limited to major cases (murders, armed robberies, serial rapes, etc.)
 - Major unsolved cases should be reviewed every few years for changes in technology and changing allegiances.
 - Consider retired detectives in the region.

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MAJOR CASE ISSUES



- Child Abuse
 - Children usually require specific expertise in interviewing
 - Many counties have set up Child Advocacy Centers
 - If these organizations are not available, ensure your staff conducting these investigations have the required training.
 - Consider using other agency personnel.
 - Be alert to stress on the part of investigators.

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MAJOR CASE ISSUES

• Child Abductions

- Greater community concern than any other type of crime
- Prepare ahead for quick response
- Use all resources available
- Missing Child Response Plan
- Child Abduction Response Plan
- Center for Missing and Exploited Children



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MAJOR CASE ISSUES

• Child Abductions

- CART Team Response
- Investigators from multiple agencies
- Automatic assignment for certain period
- Chief approval for longer
- Memorandum of Understanding
- Group Training



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MAJOR CASE ISSUES


• Child Abductions

- Amber Alerts
- Learn how to issue.
- Basic Requirements for:
 - Amber
 - Silver
 - Blue
 - Clear



264

MAJOR CASE ISSUES




- Major Cases
 - Murder
 - Rape
 - Armed Robbery with injury
 - Kidnapping
 - Missing / Abducted Children
 - Special Victims – children or elderly

- Must plan ahead on how they will be handled.

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MAJOR CASE ISSUES



- Major Case Plans
 - Response, Supervision, who is the Case agent?
 - Crime Scene
 - Information Management
 - Leads Management – Categorize Leads A, B, C...
 - Officer Fatigue
 - Meetings
 - Media

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MAJOR CASE ISSUES



- Homicide (Example)
 - Multiple Detectives respond
 - Case Agent assigned, Recorder
 - Crime Scene – Use County or other agency
 - Dedicated channel or unit for Research and Info Management
 - Media Use and Leads Management
 - Update Meetings – when and where

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MAJOR CASE ISSUES



- Major Cases
 - Supervisor must guard against Disease of Certainty
 - It occurs when officers feel so convinced of their own beliefs that they allow themselves to become tunnel-visioned about one conclusion and ignore clues that might point them in another direction.

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MAJOR CASE ISSUES



- Major Case Management
 - Saturday night, 1:41 am, Phone Call
 - Double Homicide, two dead in a car behind the local watering hole.
 - No evidence of robbery.
 - What are your first actions?

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MAJOR CASE ISSUES



- Major Case Management
 - You must Pre-Plan to be successful!
 - Basic Checklists for:
 - Homicides
 - Sexual Assaults
 - Missing Children
 - Child Abduction

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MAJOR CASE ISSUES



- Major Case Management
 - Slow Down!
 - Use all available personnel – then some more
 - Identify all persons at scene
 - Use a Pre-planned checklist
 - Conduct Crime Scene Search and Log entry
 - Use a Supervisors Log – what was done when
 - Keep Superiors informed

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MAJOR CASE ISSUES



- Major Case Management
 - Make investigative assignments
 - Use you investigative staff as resource
 - Conduct Daily Briefings
 - Cooperate with the Media / Other agencies
 - Monitor welfare of Subordinates
 - Follow up all details
 - Maintain file control

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MAJOR CASE ISSUES



• <https://nationalcaseclosed.org/toolkit/>

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MAJOR CASE ISSUES



- Investigating your own
 - On occasion, even the best will stumble.
 - Policy decision on who does criminal investigation should be decided ahead of time by Chief and City. (Community trust)
 - Inter-local agreements or MOUs need to be in place.
 - Administrative Investigations almost always done internally.

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TRAUMA-INFORMED INVESTIGATIONS




Trauma-Informed Investigations

TCOLE mandated training in 2023-2025 training cycle.

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TRAUMA INFORMED INVESTIGATIONS




What is It?

- Conducting both preliminary and follow-up investigations with an understanding of the effects Trauma has on the brain; its functioning during trauma, the impact on a victims thinking and actions, and the impact on memory formation.

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TRAUMA INFORMED INVESTIGATIONS




What is the Difference?

- Basic difference is in the method of questioning.
- Understanding that memory after traumatic event may be fragmented and not in chronological order.
- Understanding that memory may not be immediately retrievable right after a traumatic event.
- Understanding that what officers need for prosecution may not be the things victims remember.
- Reduces the negative feedback given to victims that police do not believe their story.

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TRAUMA INFORMED INVESTIGATIONS




What is the Difference?

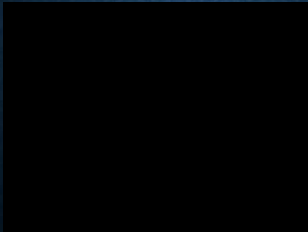
- Primarily relates to Sexual Assault victims
- Applies to any victim experiencing Trauma
- Similar body of research is affecting investigation of police officer involved shootings...

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TRAUMA INFORMED INVESTIGATIONS




Why do we need to Change?



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TRAUMA INFORMED INVESTIGATIONS




Why do we need to Change?

- The underlying science is changing...
- Victim Advocates are aware and initiating change.
- We can do a better job!

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TRAUMA INFORMED INVESTIGATIONS




What is Trauma?

- Trauma is a biological as well as a psychological reaction to fear, loss of control and vulnerability that is experienced following an unexpected and shocking event.
- Sexual assault is a traumatic event, with 94% of women who are assaulted experiencing post-traumatic stress disorder.
- While this presentation focuses on Sexual Assault Investigations, the same principles apply to all person to person violent crimes.

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TRAUMA INFORMED INVESTIGATIONS




Being Trauma Informed is understanding:

- What victims are feeling and experiencing during a traumatic event,
- How they behave during and in immediate aftermath, and
- How Trauma impacts memory development and recall.

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TRAUMA INFORMED INVESTIGATIONS





During a Sexual Assault

- Fear circuitry takes over and other key parts of the brain are effectively unplugged.
- Brain is reacting to life threatening situation – which is normal!
- Victim believes they might be killed.


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TRAUMA INFORMED INVESTIGATIONS



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TRAUMA INFORMED INVESTIGATIONS



Parts of Brain

Prefrontal Cortex

Judgement, weighs pros and cons

Emotions, evaluation

Decision making.

Is shut down, too slow!

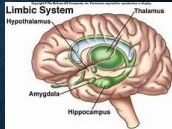
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TRAUMA INFORMED INVESTIGATIONS



Amygdala – Limbic System – Older more basic part of brain.

- Center for Fear conditioning – Freeze – Flight – Fight
- Automatic response process – hardwired into brain
- Victim does not choose what happens... Major implications for both :
Behavior
Memory



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UNDERSTANDING VICTIM BEHAVIOR



During Traumatic Event:

- PFC is shut down
- Amygdala signals Hypothalamus – Pituitary Gland
- PG controls all other glands – send signal down the HPA Axis to Adrenal Gland on Kidneys

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UNDERSTANDING VICTIM BEHAVIOR



During Traumatic Event:

Fight or Flight is more complicated than originally believed – Now a much broader understanding

Brain is trying to keep us alive
Fight is possible, but more likely develops a more protective response.

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UNDERSTANDING VICTIM BEHAVIOR



Memory Formation and Recall

- Immediate Aftermath:

Trauma victims may be unable to recall many important details, may be uncertain about many, may be confused about many, and may recall some details inaccurately.

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UNDERSTANDING VICTIM BEHAVIOR



Memory Recall

- Trauma Victims recall can be:
 - Fragmented: not organized in a linear sequence
 - Incomplete: Some details missing (peripheral)
 - Impaired by Alcohol or Drugs (Drugs and Alcohol can impair brain's ability to input data and encode memory)
 - Can't find the memory right now – due to stress, lack of trust, no sleep.

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UNDERSTANDING VICTIM BEHAVIOR



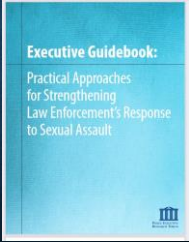
- All I wanted to hear was "I am so sorry this happened to you. It is going to be okay and I will help you – whatever you need."

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UNDERSTANDING VICTIM BEHAVIOR




The key recommendation is that police departments should adopt a victim-centered approach (Executive Guidebook: Practical Approaches for Strengthening Law Enforcement's Response to Sexual Assault, 2018).



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PERSONNEL ISSUES




Detective Technology Training

- New Trauma Informed training initiatives.
- IACP Training program
 - <https://www.theiacp.org/resources/document/successful-trauma-informed-victim-interviewing>
- SAKI – Webinars
 - <https://sakitta.org/toolkit/index.cfm?fuseaction=tool&tool=48>

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UNDERSTANDING VICTIM BEHAVIOR



Suggested interview process for Trauma Informed Sexual Assault Investigation

Participants only have information needed to secure scene and arrest offender if 485 fleeing. Detailed victim interview begins for at least 48-72 hours.

Do not take victim's phone. If evidence needs on phone, call a staff member to download information and give phone back to victim before she leaves. (Do provide backup phone.)

Call victim and set appointment at her convenience. Advise her that she can have friends, relatives, or legal crisis counselor attend the interview with her if she wishes. Avoid scheduling open areas if the victim.

Prepare SCIP interview room with necessary video recording equipment.

Notify body staff of upcoming appointment and to immediately take notes to SCIP interview room. They will return with Detective arrival.

Introduce yourself. Welcome victim to SCIP interview room.

Ask if there is anything you can get her (Coffee, water, snacks, etc.) before starting if that is necessary to get victim at ease.

Start interview by telling the victim the following:


1. We would like to do a victim interview to allow us to collect a lot of our best information about what you said and to prevent you from having to repeat your story for other investigators and prosecutors. They may still need to ask questions but by recording the interview we will help keep them to a minimum.
2. Our victim brought a friend or relative address the friend or relative. We know you are here to support the victim and we appreciate your being here for her. We would ask that you not participate in the interview unless specifically asked.
3. First, we would like you to relax from any worry you are about what happened to you. We are glad to hear through that kind of conversation. We are here to help, not hurt your partner. Our

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THE CASE FOR PLACE

• PLACE BASED POLICING

- The Investigative Unit's Contribution to Hot Spot Policing
- Lum and Wellford's suggestion to focus on investigating places where multiple crimes occur rather than solely concentrating on specific offenses and offenders is an approach known as place-based policing.
- This strategy shifts the investigative focus from individuals or specific offenses to crime-prone locations.




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THE CASE FOR PLACE

• PLACE BASED POLICING

- We know that nationwide, over 50 percent of all crimes occur in less than 5 percent of places (intersections, street segments, blocks, groups of street segments, etc.).
- We know that in Texas, 47 percent of individuals under the age 35, who are released from prison will return to prison within 24 months.
- We know that random patrols throughout a city do not work, but increased presence in high-crime areas does reduce crime.




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THE CASE FOR PLACE

• PLACE BASED POLICING

- When we identify a high crime area, something about that area allows crime to happen there more often.
- We can saturate the area with cops and reduce crime while we are there.
- But it will return when we leave unless we fix the primary problems with the area.
- That is why using Problem-Oriented Policing tactics is more effective long term than simply saturation patrol efforts.



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THE CASE FOR PLACE

• HOW TO INVESTIGATE PLACES



1. Basic Training

- Hot Spot Policing (understanding of concepts)
- Problem Oriented Policing
- Crime Prevention through Environmental Design
- Center for Evidence-Based Crime Policy (George Mason University) Video Training on Place-Based Policing

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THE CASE FOR PLACE

• HOW TO INVESTIGATE PLACES



2. Environmental Analysis

- **Crime Mapping:** Use crime mapping techniques to identify hotspots or areas with high concentrations of criminal activity. This helps pinpoint specific locations that require focused investigation.
- **Temporal Patterns:** Analyzing the timing of crimes in the area to identify patterns or trends in when offenses occur.

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THE CASE FOR PLACE

• HOW TO INVESTIGATE PLACES



3. Physical Assessment

- **Site Visits:** Conduct thorough on-site inspections during high crime hours to assess the physical characteristics of the location that may contribute to criminal activity. (repeat offenders, situations, physical structure, lighting, traffic patterns, everyday activities that generate or facilitate victims, offenders, or lack of guardianship.)
- **Environmental Design:** Evaluating the area's layout, lighting, access points, and other environmental factors that could facilitate or deter crime.

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THE CASE FOR PLACE

• HOW TO INVESTIGATE PLACES



4. Community Engagement

- **Interviews:** Speak with residents, business owners, and frequent visitors to gather information about the area's dynamics and their understanding of potential issues.
- **Identify Potential Partnerships:** Identify community leaders and organizations to gain deeper insights into the neighborhood's challenges and identify potential partners for future crime prevention efforts.

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THE CASE FOR PLACE

• HOW TO INVESTIGATE PLACES




5. Data Collection and Analysis

- **Incident Reports:** Review all incident reports related to the location for the past 3-5 years to identify common elements or patterns across different crimes.
- **Surveillance:** Implementing strategic surveillance methods to observe and document activities in the area over time. Begin developing ideas for interventions.

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THE CASE FOR PLACE

• HOW TO INVESTIGATE PLACES



6. Identifying Root Causes

- **Social Factors:** Investigate underlying social issues that may contribute to the area's crime problems, such as poverty, unemployment, or lack of community resources.
- **Environmental Factors:** Assess how the physical environment might facilitate criminal behavior and identify potential modifications using CPTED techniques. Consider what other city departments can contribute.

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THE CASE FOR PLACE

• HOW TO INVESTIGATE PLACES




6. Developing Intervention Strategies

- **Tailored Interventions:** Based on the collected data and analysis, develop targeted strategies to address the specific issues identified in the location.
- **Collaborative Approach:** Working with other units and agencies to implement a comprehensive plan that addresses both immediate and long-term crime prevention needs.
- By focusing on places rather than individual offenders, detectives can potentially address the underlying conditions that give rise to criminal activity in specific locations, leading to more sustainable crime reduction outcomes.

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THE CASE FOR PLACE




• Reference Materials include:

- Case for Places Guide (How To)
- Case for Places Form
- Case for Places Checklist

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MANAGING CRIMINAL INVESTIGATIONS



• What did we not cover that you wanted to know???

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**MANAGING CRIMINAL
INVESTIGATIONS**



- Thanks for your attendance!
- Please complete the Course Evaluation

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