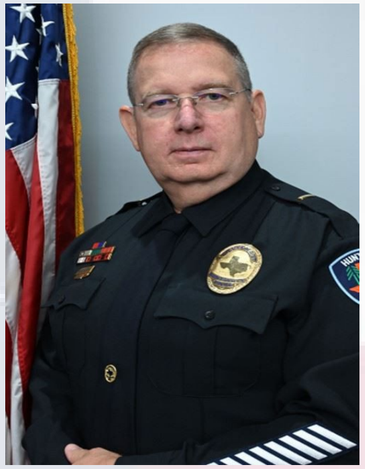
Texas Police Chiefs Association



Managing Criminal Investigations

Texas Police Chiefs Association



Ken Foulch

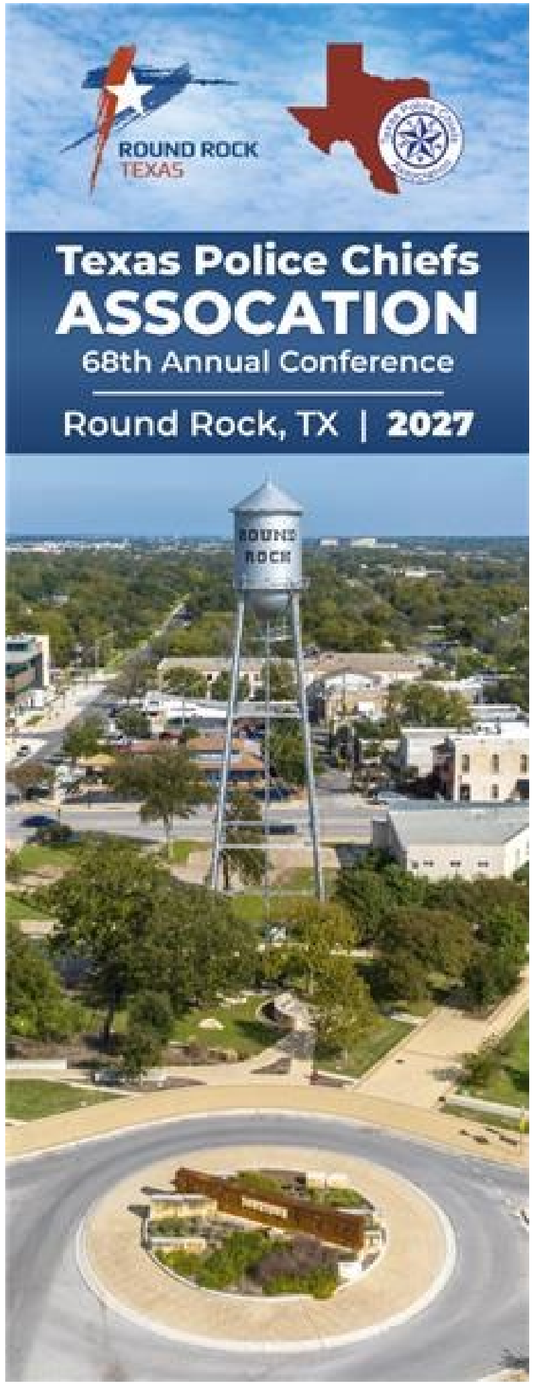
(281) 635-5933

kfoulch@texaspolicechiefs.org

Texas Police Chiefs Association

Foundation







Save The Date
68th Annual TPCA Conference
March 22 – 25, 2027
Round Rock
Kalahari
CONVENTIONS

Benefits of Membership

LEGISLATIVE VOICE



NETWORKING



TEXAS POLICE UPDATES



- Networking
- Legislative Voice
- Information Sharing
- Weekly Updates

About Membership Programs & Services Conference Resources Training & Professional Development VINCIBLE Contact

Legal Consultation Services for Members

TPCA offers legal consultation services exclusively to Active (Full) Members through its General Counsel. These services are limited to legal consultation only and do not include legal representation. The General Counsel is employed or retained by TPCA and does not represent individual members.

Active Members are permitted direct access to the General Counsel at no charge for consultations via phone calls, emails, and, when appropriate, limited office visits. Members utilizing these services acknowledge that TPCA retains the right to know which members are accessing the General Counsel, the general legal topics discussed, and the amount of time involved.

To submit a request for legal consultation, you must be logged in to your TPCA account.





The Voice of Texas Chiefs at the Capitol

TPCA Tracked Over **1,000 Bills** in 89th Session

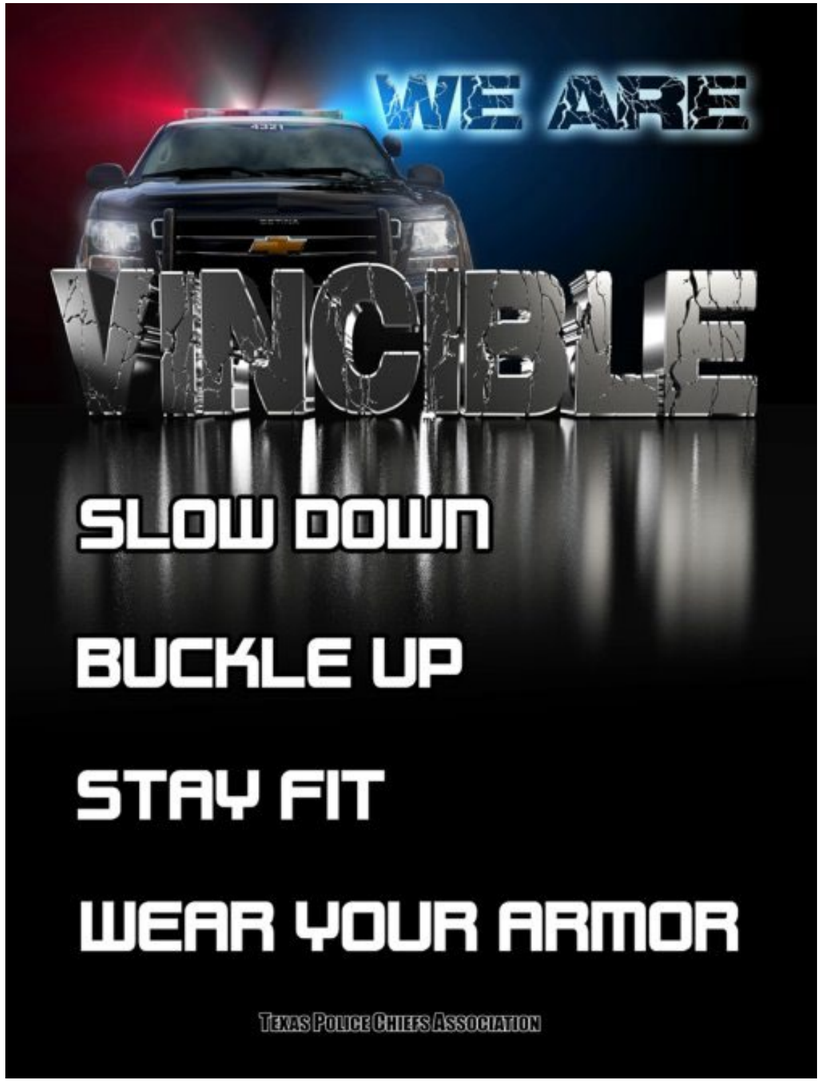
Accreditation



- 187 Standards for Best Practices.
- Easy to administer
- Low cost
- 231 Accredited agencies
- **Gold Standard for Texas Law Enforcement!**

- **New Campus Based Policing Chapter**

VINCIBLE



- **FREE roll call training**
- **TCOLE credit available**
- **Lifesaving**

TRAINING TOMORROW'S LEADERS TODAY!

LECOP

Law Enforcement Command Officer Professional

Earn recognition as a Law Enforcement Command Officer Professional by completing a series of training classes focused on two key areas: Individual Leadership Skills and Organizational Leadership & Cultural Influence.

This includes the Developing Leaders course, now offered in three separate modules. Classes are open to all Texas law enforcement agencies and are designed to strengthen leadership abilities and apply them to real-world assignments.



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 organizations and community confidence.

Details & Registration Here

TEXAS POLICE CHIEFS ASSOCIATION TPCA Foundation Members Only TPCA Store

About Membership Programs & Services Conference Resources Training & Professional Development VINCIBLE Contact

How To Get Involved In TPCA

Interested in getting more involved with TPCA?

Whether you're considering serving on a committee, exploring a role as a regional director, or simply wanting more information about one of our regional affiliates and their meetings, we'd love to hear from you.

Please tell us about your interests and how you'd like to get involved by completing the form below.

Interest Form

I would like more information on the following committees:

- [ ] Accreditation
- [ ] Border Issues
- [ ] CJIS
- [ ] Conference
- [ ] Legislative
- [ ] Membership
- [ ] Officer Safety
- [ ] Professional Conduct & Ethics
- [ ] Recruitment, Retention, & Wellness
- [ ] Technology
- [ ] Women In Law Enforcement
- [ ] County Law Enforcement Liaison
- [ ] LEMIT
- [ ] Major Cities
- [ ] Special Olympics
- [ ] State Law Enforcement Liaison
- [ ] TCOLE
- [ ] Other

Congratulations to Chief Dwain Read on Winning the 2025 Raptor Bronco!

Thank you for supporting the TPCA Fallen Officer Fund.



TPCA Foundation
Fallen Officer Fund

$10,000 paid immediately to the family of a **peace officer** (as defined by 2A or 2.12 CCP) who dies in the line of duty in Texas. Including Federal law enforcement officers (those with arrest powers) killed in the line of duty in Texas.

$90,000 to families of Fallen Officers in 2025.







IACP 2026

OCTOBER 24-27 | ORLANDO, FLORIDA















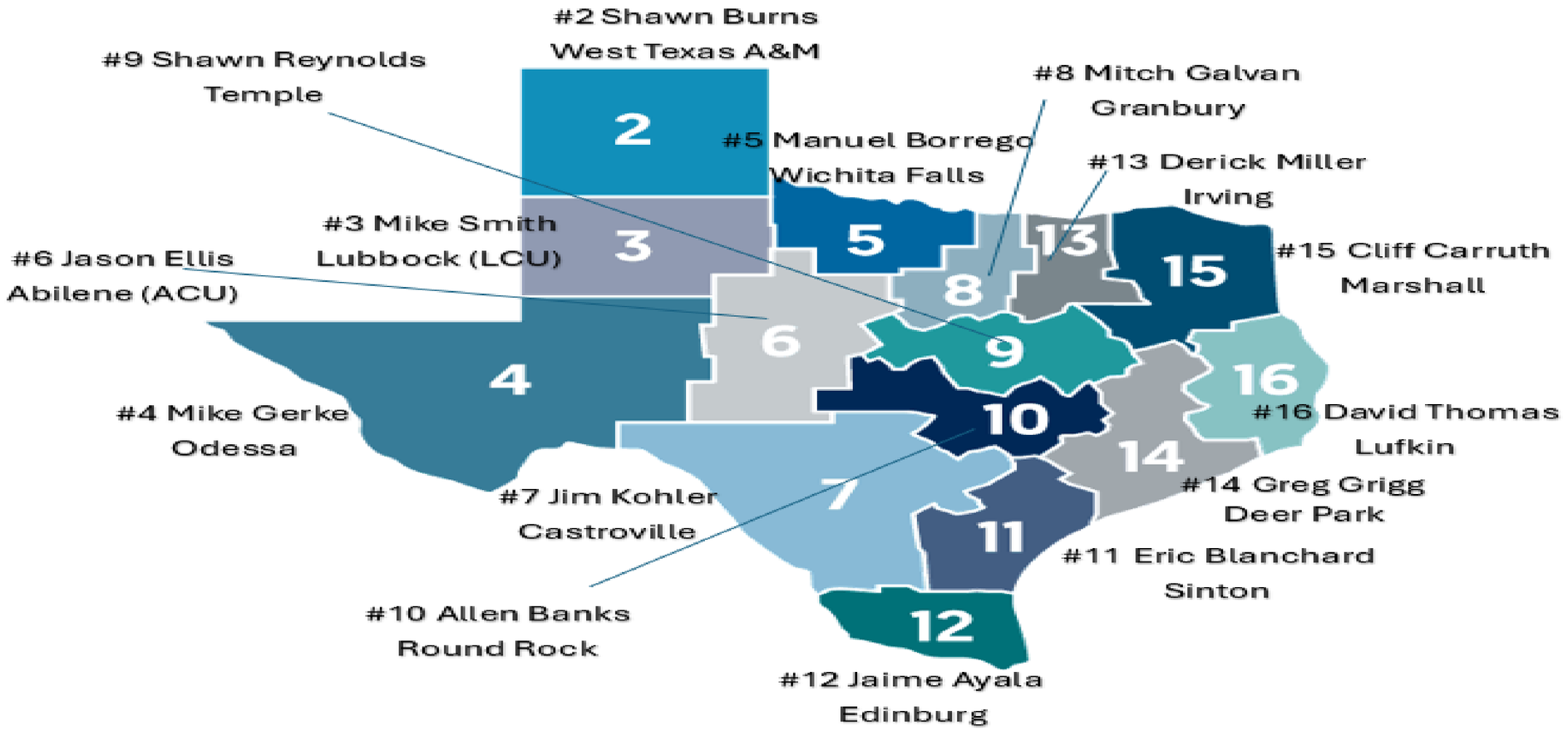


Fallen Officer Fund

- Since December 18, 2001
  - 307 Families Assisted $1,351,500
    - $760,000 since 2020
- Since January 1, 2025
  - **6** checks totaling $60,000

$10,000 paid immediately to the family of a **peace officer** (as defined by 2A or 2.12 CCP) who dies in the line of duty in Texas. Including Federal law enforcement officers (those with arrest powers) killed in the line of duty in Texas.

Texas Police Chiefs Association
Regional Directors 2025 – 2026



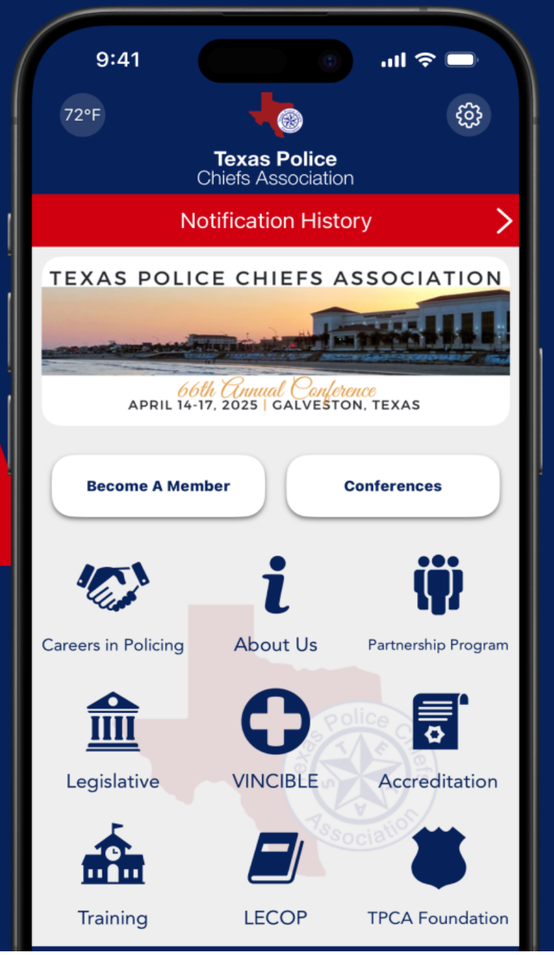
TEXAS POLICE CHIEFS ASSOCIATION

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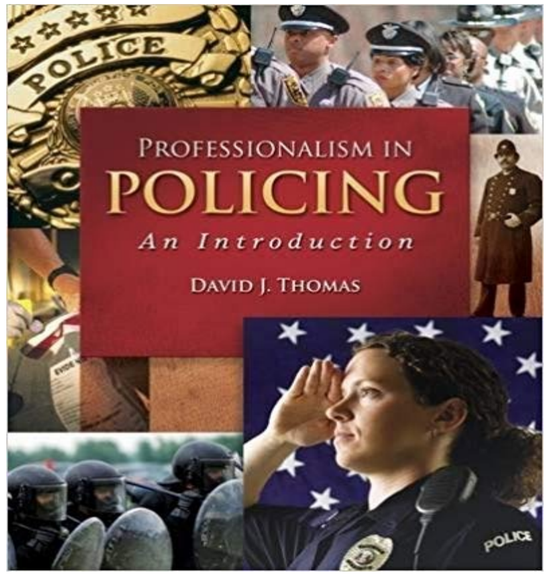
Leadership – the process of influencing human behavior to achieve organizational goals that serve the public while developing individuals, teams/units, and the organization for future service

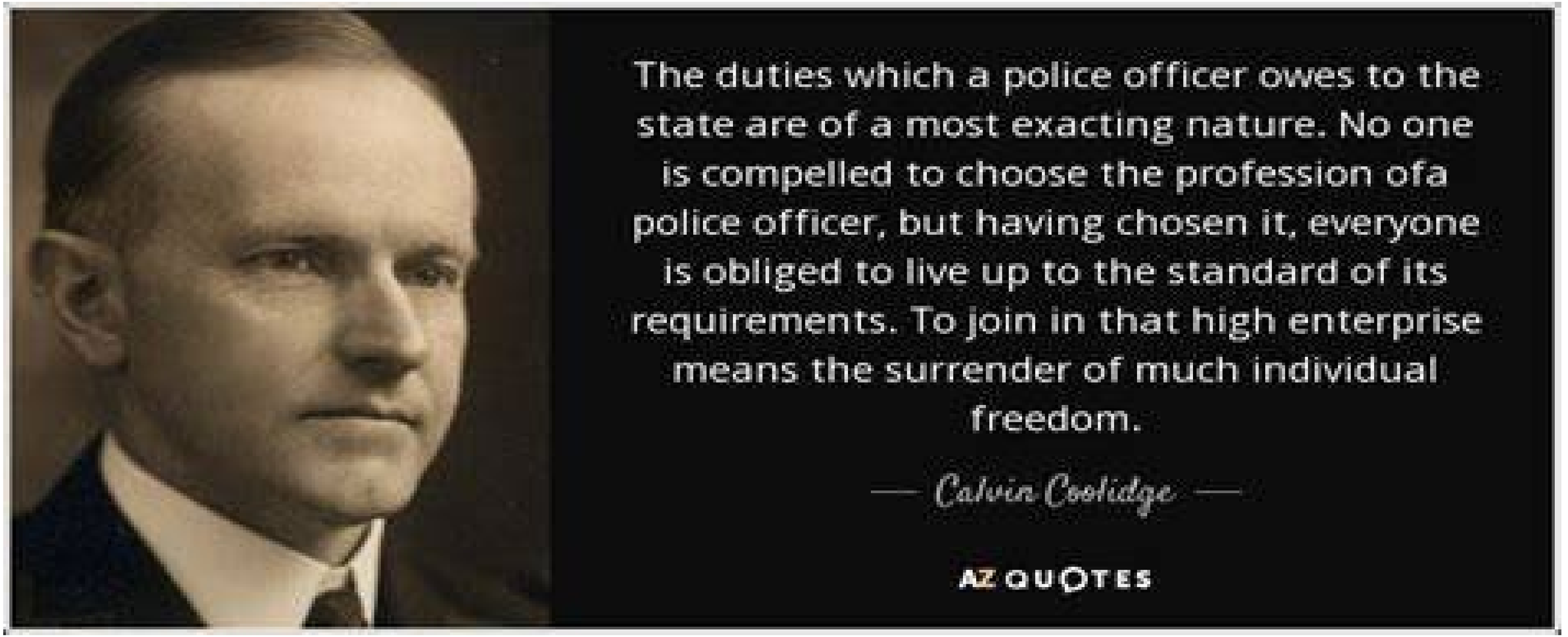
LEADERSHIP MATTERS



Professionalism - conforming to the ethical and technical standards of a profession. It is characterized by Conducting oneself with responsibility, integrity, accountability, and excellence while communicating effectively and appropriately and always finding a way to be productive.

LEADERSHIP MATTERS





LEADERSHIP MATTERS



STUDENT DETECTIVES SOLVE LIBRARY MYSTERIES — Anita B
ton, L.F. Smith Elementary School librarian, has students looking at ma
books, encyclopedias, periodicals and other materials, trying to "out-d
fellow classmates in being the first to solve the "Calendar Clue Myste
each week. This reference skill teaching aid, parcels out a daily clue wh
gradually reveals the profile of a person, place or thing. The first studen
solve the mystery is declared "Super Sleuth of the Week." So far, A
Oliphint (seated) is the school's "Super Duper Sleuth," having solved t
of the weekly puzzlers. Other weekly winners are, from left, Ken Foul
Meg Richardson, Lee Ann Hinson and Jo Ann Romero.

My investigation career started when I was in the 3rd grade.


City of Huntsville
Police



INTRODUCTIONS

Name, Rank, and Department
Current Assignment:
Total Number Sworn in Department:
Number of full-time Detectives:
State the reason for attending this Training? New CID supervisor or LECOP?



Goal of Course

By the end of this course, the participant will have a basic understanding of how to manage a criminal investigation unit.

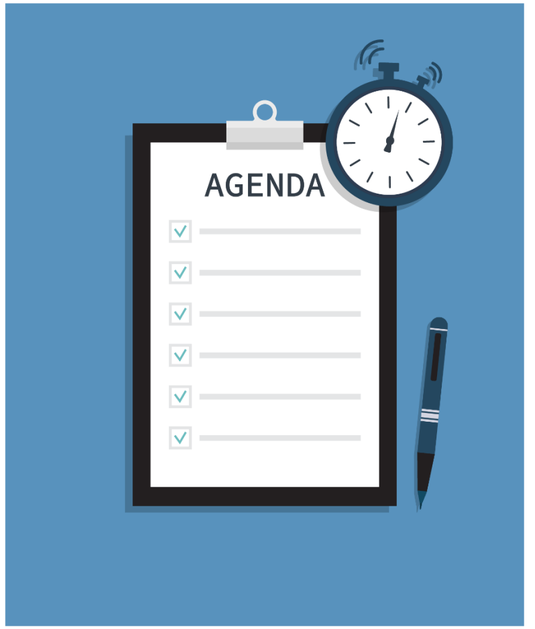
LEARNING OBJECTIVES

- 1. Define and understand the goals of criminal investigations.
- 2. Explain the dynamics of organizing the department for the best investigation of criminal offenses and the techniques for increasing effectiveness.
- 3. Compare the advantages and disadvantages of patrol officer investigation versus detective investigations.
- 4. Examine the basics of managing the criminal investigation process to gain maximum effectiveness of the personnel assigned.
- 5.) Recommend ideas for improving the criminal investigation function within your agency.
- 6.) How to manage major investigations and how to develop investigative protocols prior to the occurrence of major cases.
- 7.) Utilize and understand the need and how to perform needed audits and inspections to ensure the Criminal Investigation process is working as it should.
-

Agenda

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. Personnel Issues
- 8. Staffing Decisions
- 9. Specialized Investigations
- 10. Major Case Management
- 11. Child Abduction Protocols
- 12. The future of investigations



AND SO, IT BEGINS.....



BASIC BACKGROUND

- 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.

BASIC BACKGROUND

- So, what works in Policing? What actually reduces crime?

- Data-Driven Policing (Hot Spot Policing) DDACTS

- Focused Deterrence (Focusing on repeat offenders) Small number of offenders committing most of the crimes.

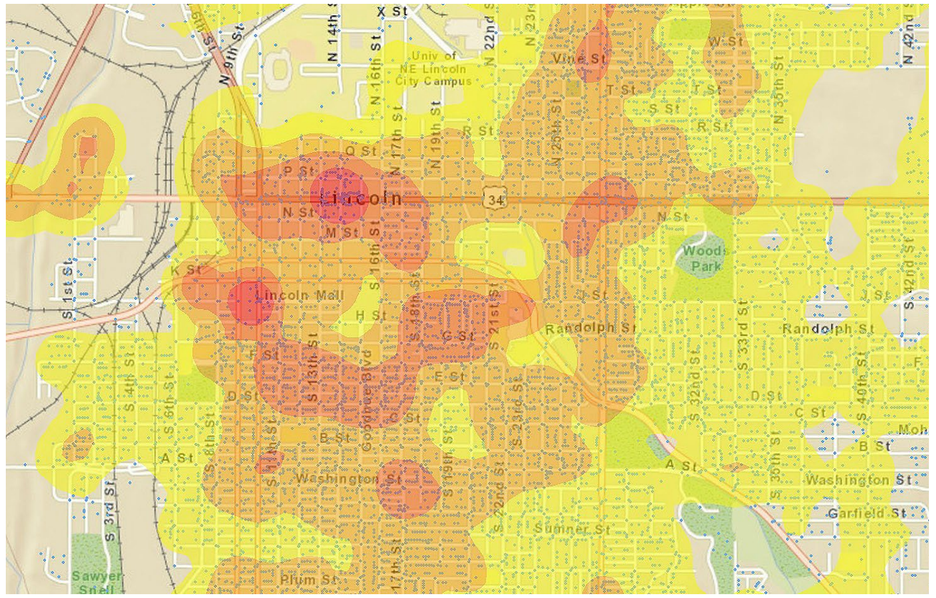
- Problem-Oriented Policing (Focusing on Community Problems) Perception issues like graffiti, homelessness, etc.

- Community Policing (Improving Community Trust) Partnering with community members to be the “eyes and ears” and part of the solution.

- What is CID’s role in these strategies?

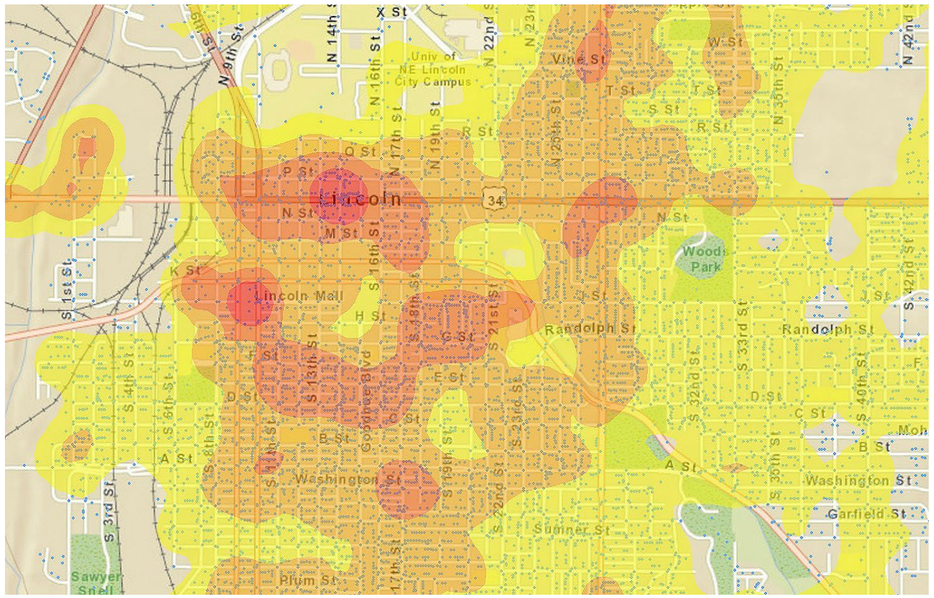
BASIC BACKGROUND

- **2020**: A landmark study evaluating a seven-year implementation of HSP in Manhattan, Kansas, using the "Koper Curve" model (short, unpredictable 10–30-minute police visits), found that the strategy yielded a **14% city-wide drop** in total crime and disorder calls, including a **41% drop in violent crime**. This was achieved by adjusting regular patrol patterns without requiring massive overtime expenditures.



BASIC BACKGROUND

- **2022: Dallas, Texas,** study analyzing a multi-year grid-rotation hot spot strategy (where target grids were reassessed every 90 to 120 days) demonstrated a **14% reduction in city-wide violent crime** over a two-year period. Crime displacement concerns. What are you seeing?



BASIC BACKGROUND

- 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!

BASIC BACKGROUND

- What do you expect Detectives to do on each Investigation?
- (Have you identified and told them?) (Do you have a policy that states this?)
- 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

BASIC BACKGROUND

- Preliminary Investigation Goals (**Patrol**)
  - Respond to the scene
  - Assist (medical or emotional)
  - Determine if a crime occurred; arrest the offender if necessary
  - Call for assistance (Crime Scene, etc.)
  - Secure the scene – arrange for the collection of evidence
  - Interview the victim, witnesses, and canvass the area
  - Write a comprehensive report



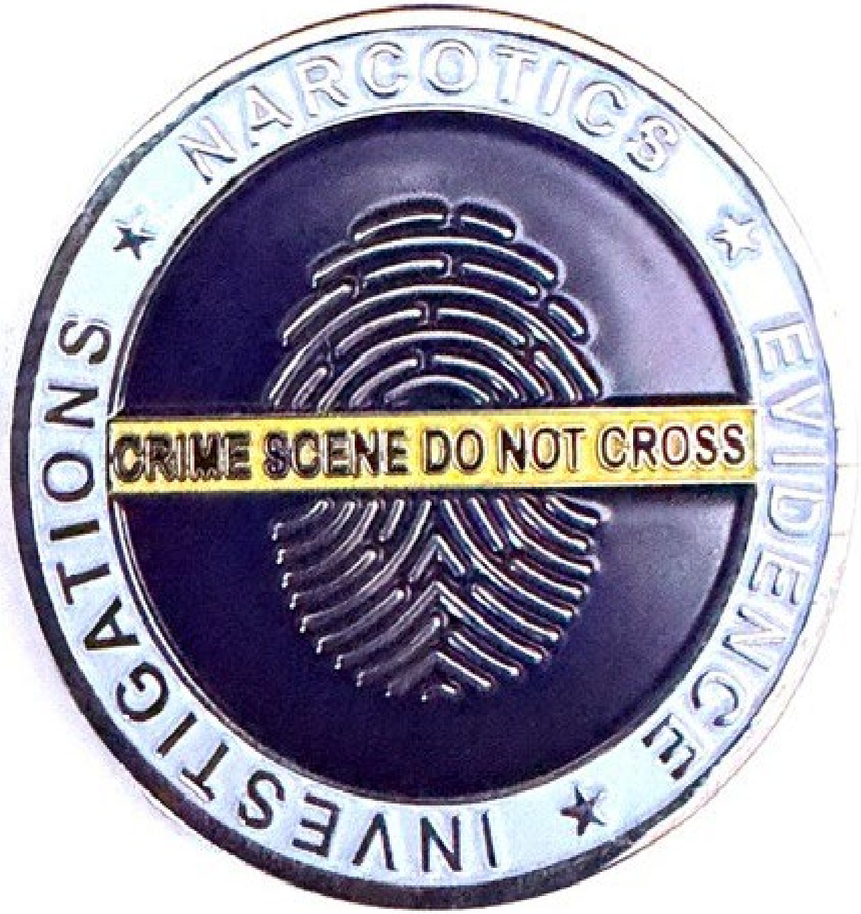
BASIC BACKGROUND

- **“WE GOT THIS”**
- CID’s Mantra
- The “cleanup crew”



BASIC BACKGROUND

- Follow-up Investigation Goals **(CID)**
  - Review reports - Make Investigative Plan (Jurisdiction?)
  - Interview victim and witnesses (again)
  - Conduct record searches, locate and review physical evidence
  - Prepare reports and supplements
  - Identify and interrogate suspect
  - Arrest and process suspects
  - Prepare case reports
  - Appear and Testify in Court
  - What's missing?



BASIC BACKGROUND

- Patrol does Preliminary
- CID does Follow-up
- No one says this is the only way…
- Some departments, Patrol does it all…
- 90% of Texas police agencies have 10 officers or less.

BASIC BACKGROUND

- So, how successful are we???

Offense	2024 Clearance Rates
Murder	61.4 %
Rape/Sex	32.9 %
Robbery	30.5 %
Assault	52.3 %
Burglary	15.2 %
Theft	17.3 %
Auto Theft	9.2 %
Fraud	9.1 %



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 a “greater” effect than just adding personnel.
- The job itself is changing; we must become more technologically competent and leverage emerging technologies.
- New science and new research are requiring change. We need to adapt and prepare for the future.

BASIC BACKGROUND

- Public Perception differs from Facts

- The community demands immediate results based on their perception from television and movies.

- 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.



BASIC BACKGROUND

The CSI Effect

- The idea that the exaggerated portrayal of forensic science influences public perceptions



BASIC BACKGROUND

Supervision:

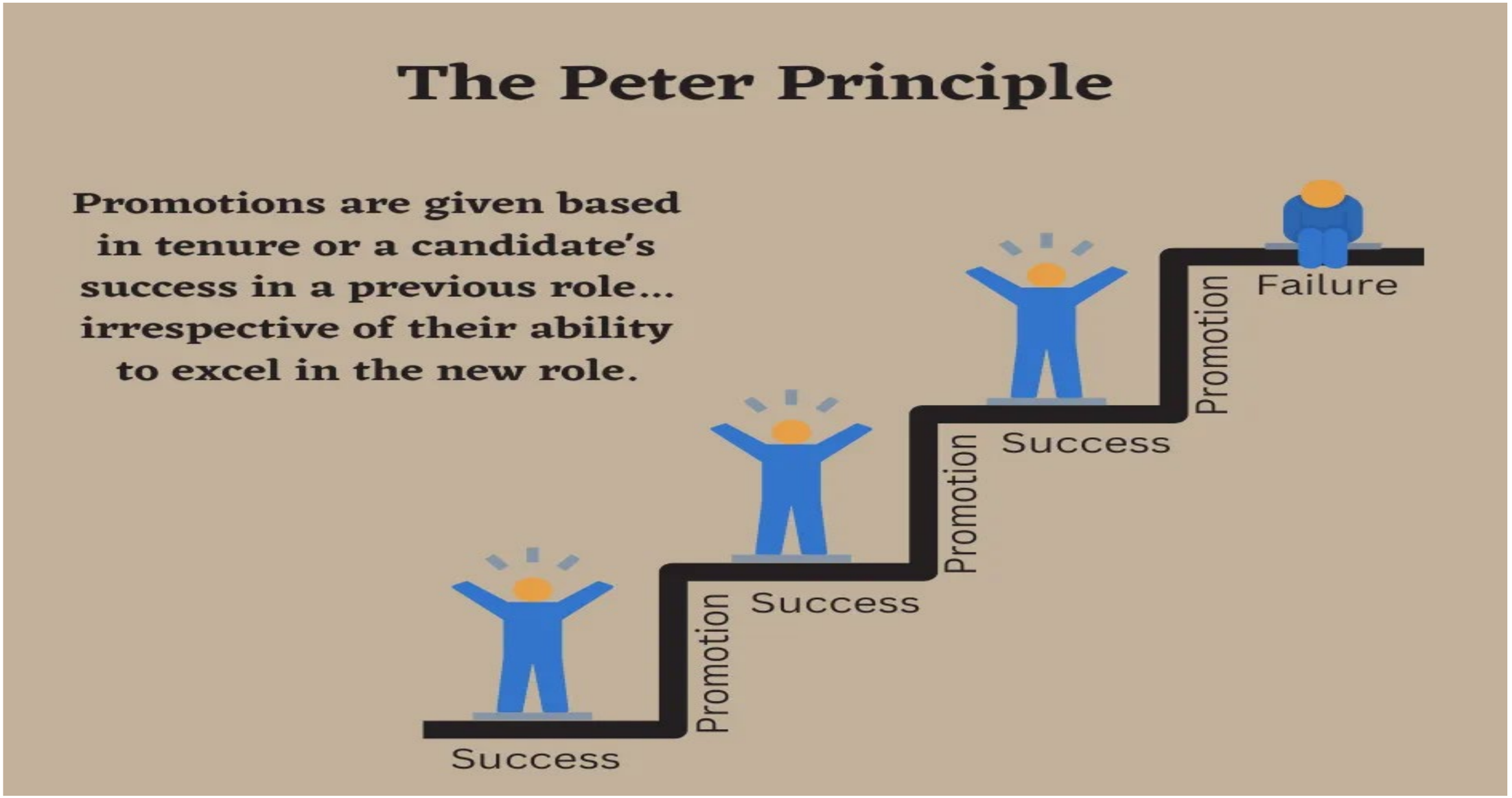
- So, how did you get here??? Promotion, assignment?
- Is it more difficult to supervise Detectives? Why?
- Is it more difficult to supervise Detectives if you have never been a detective? WHY?
- What are some of your experiences?

BASIC BACKGROUND

Supervision:

- If you have never been a Detective, I respectfully suggest…..
  - Go to training yourself!
  - Build credibility by assisting and asking questions
  - Familiarize yourself with investigations – maybe do some!
  - Understand not all cases are worked in the same way
    - Understand the velocity of an investigation
  - Pay attention to the workload of each Detective
  - Be smart enough to know that you “Don’t Always Know,” but that is okay because you are willing to learn.

BASIC BACKGROUND



BASIC BACKGROUND

SIR ROBERT PEEL'S
NINE PRINCIPLES OF
POLICING



THE NINE PRINICIPLES

1. The basic mission for which the police exist is to prevent crime and disorder.
2. The ability of the police to perform their duties depends on public approval of police actions.
3. Police must secure the willing cooperation of the public in voluntary observance of the law to be able to secure and maintain the respect of the public.
4. The degree of cooperation of the public that can be secured diminishes proportionately to the necessity to use physical force.
5. Police seek and preserve public favor not by catering to public opinion but by constantly demonstrating absolute impartial service to the law.

THE NINE PRINICIPLES

- 6. Police use of physical force to the extent necessary to secure observance of the law or to restore order when the exercise of persuasion, advice, and warning is found to be insufficient.
- 7. Police, at all times, should maintain a relationship with the public that gives reality to the historic tradition that the police are the public and the public are the police, the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.
- 8. Police should always direct their attention strictly towards their functions and never appear to take the powers of the judiciary.
- 9. The test of police efficiency is the absence of crime and disorder, not the visible evidence of police action in dealing with it.

THE NINE PRINICIPLES



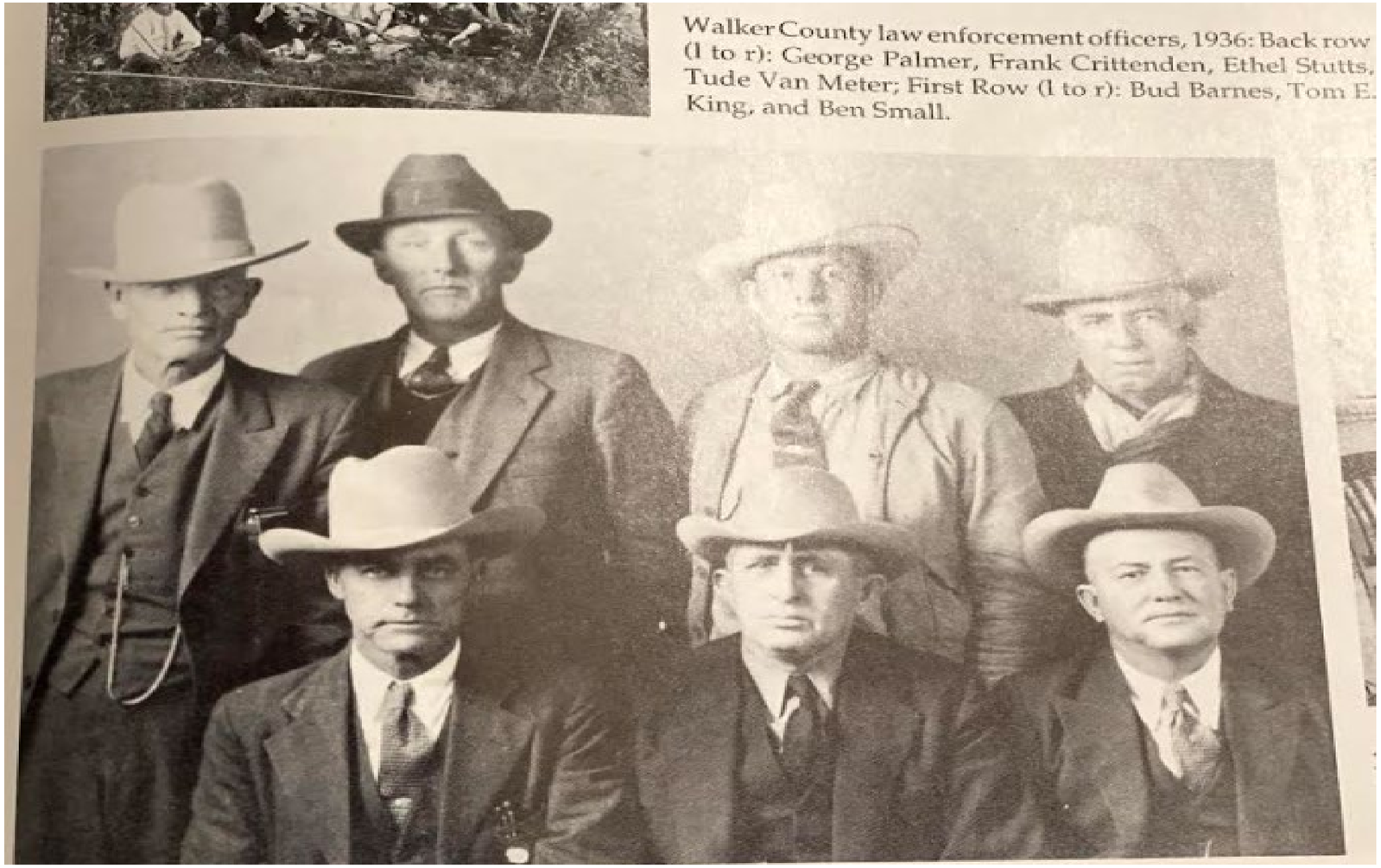
THE NINE PRINICIPLES



THE NINE PRINICIPLES



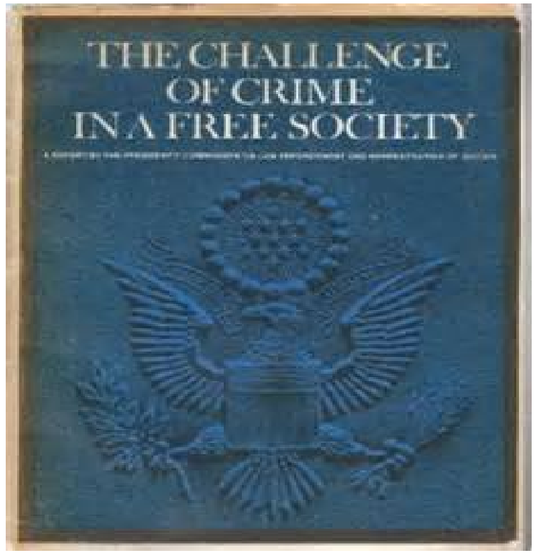
HISTORICAL RESEARCH



Walker County law enforcement officers, 1936: Back row (l to r): George Palmer, Frank Crittenden, Ethel Stutts, Tude Van Meter; First Row (l to r): Bud Barnes, Tom E. King, and Ben Small.

Studies of Investigations

- 1967 President's Commission on Law Enforcement and Criminal Justice
  - Beginnings of Professionalism of Police
  - Law Enforcement Assistance Administration
  - CALEA and State Accreditation Programs
  - NCIC System
  - Uniform Crime Reporting
  - 911 Systems
  - Police Executive Research Forum
  - Police Foundation
-



Studies of Investigations

- All Arrests:

1967 President's Commission Report (LAPD)

Patrol made 90% of Arrests

(25% of these arrests were based on warrants)

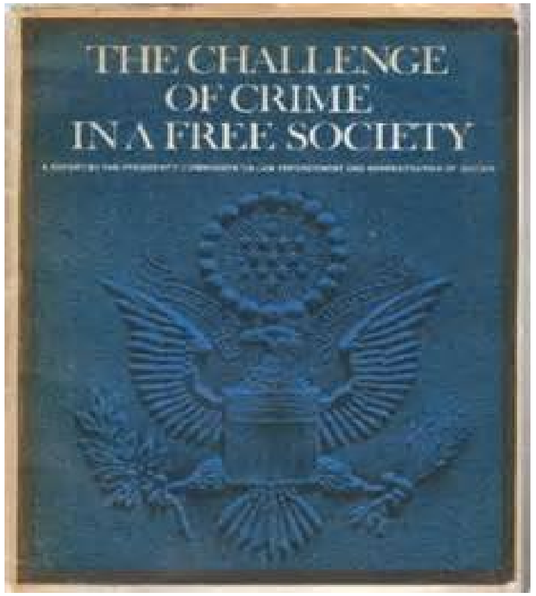
1/3 of all arrests within 30 min

½ of all arrests within 2 hours

2/3 of all arrests within 1 week

94% of all arrests within 1 month

Efforts over the next 11 months: only 4.5%



Studies of Investigations

- 1975 Rand Corporation Report

Purpose: to determine if training, staffing, or workload impacted 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."

Studies of Investigations

- 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.



Studies of Investigations

- Rand Report
  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



Studies of Investigations

- Rand Corporation Report

The real finding was that there was no clear relationship between investigative staffing or technique and clearance rates.



Studies of Investigations

- PERFs Report on the Investigation of Robbery and Burglary (1983)

- 73% of all cases were suspended after 1 day

- 88% of all cases suspended after 1 week

- 98% of all cases suspended after 1 month

Studies of Investigations

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

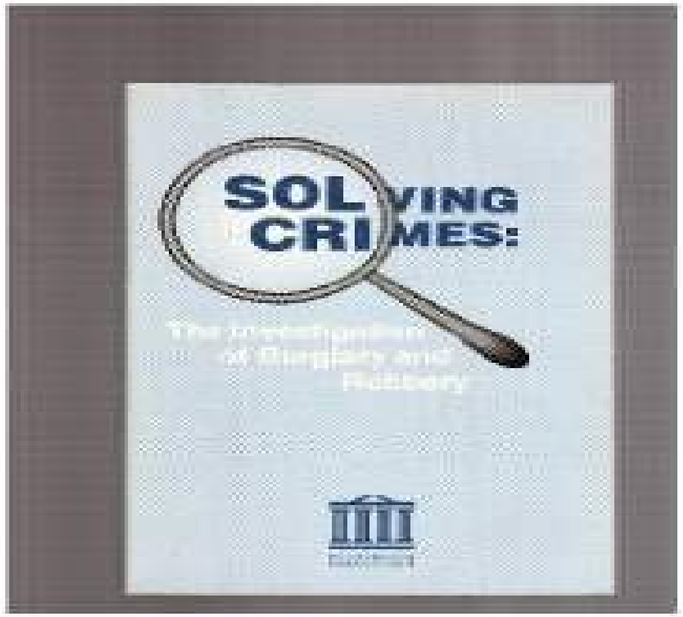
POLICE EXECUTIVE RESEARCH FORUM

Texas Police Chiefs Association

Studies of Investigations

- PERFs Report on the Investigation of Robbery and Burglary

  <u>The best method of improving effectiveness is increasing patrol officers' preliminary investigations.</u>



Studies of Investigations

- 2001 Michigan State University *"A National Survey of Police Policies and Practices Regarding the Criminal Investigation Process: Twenty-Five Years after Rand"*

1. They surveyed 18,000 police agencies to obtain a nationally representative sample of municipal, county, and state agencies in the United States.

2. **The Big Takeaway:** The 2001 MSU survey proved that while law enforcement successfully adopted technology and better workload management (case screening) over a quarter-century, the fundamental nature of criminal investigation still relied heavily on the quality of the very first interaction between the citizen and the responding patrol officer.

Studies of Investigations

- 2025 The Workload & Efficiency Study: “Why Clearance Rates Matter” (Reason Foundation)

  The study analyzed the direct relationship between detective workload, call deployment, and violent crime clearance rates. It found that **between 70% and 90% of a patrol officer’s time** is spent responding to non-criminal or low-level calls, severely limiting their ability to conduct high-quality preliminary investigations that the original RAND study proved are vital.

  SUPERVISORY TAKEAWAY: Supervisors must act as “workload lighteners,” actively filtering out low-solvability or minor property cases so detectives aren’t too overwhelmed to properly work violent crimes.

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;

Studies of Investigations

- 2018 Variability of Crime Clearance Rates among Police Agencies (Lum and Wellford, et al.)Differences in High performing and Low Performing

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.

Studies of Investigations

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

Differences in High-Performing and Low-Performing

Takeaways

Highly structured oversight and standardized method
Shares info with other investigative units
Patrol has a formal method of providing info to CID
Good relationship between Patrol and CID
Situational awareness notifications
Department leadership meets weekly with CID
CID has formal weekly management meetings

Studies of Investigations

- Sharing info examples

SHERIFF
MONTGOMERY COUNTY

For Law Enforcement Use ONLY– Not for Public Release

Case #26A150606



The Montgomery County Sheriff's Office is attempting to locate the above pictured individuals. On May 3, 2026, after closing hours these individuals made unlawful entry into the Dollar General store located at 14515 FM 1485 Conroe, TX 77306 and stole merchandise. It is unknown if the individuals fled the scene on foot and/or in a motor vehicle. If anyone has any information on the identity of these individuals or similar cases, please contact Detective George Beck at 281-577-8929 / 936-538-5900 (24hr Non-Emergency Dispatch) or george.beck@mctx.org.

Information contained in this bulletin is Law Enforcement Sensitive and is intended for official use only. Release of sensitive material could adversely affect or jeopardize investigative activities. Arrest authority is not implied and any warrant information must be confirmed.

1 CRIMINAL JUSTICE DR
CONROE, TX 77301

INFORMATION (936)760-5800
NON-EMERGENCY (936)538-5900

Studies of Investigations

-

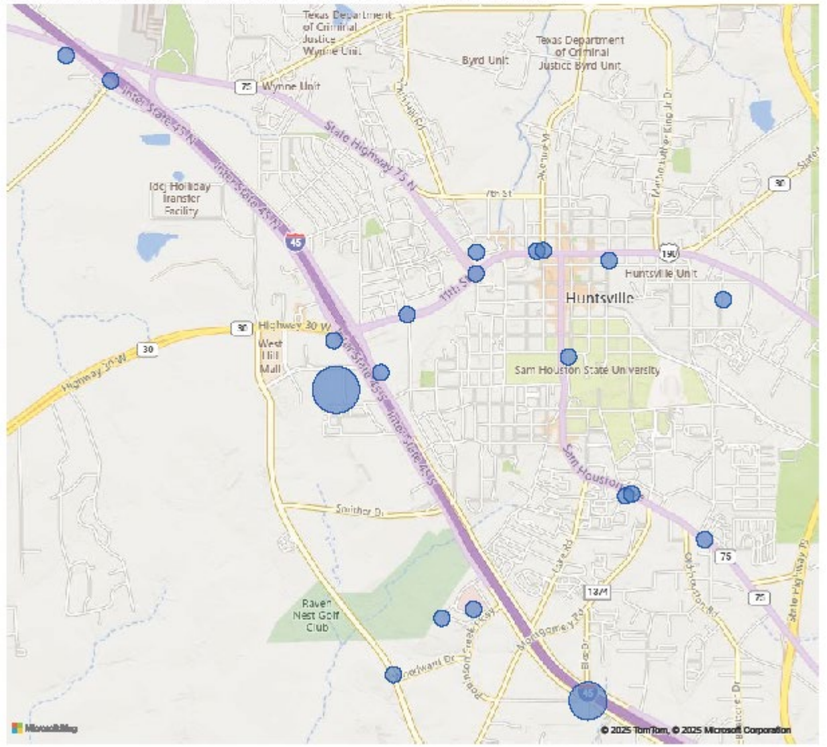
HUNTSVILLE POLICE DEPARTMENT
WEEKLY REPORT

WEEK OF

6/25/2025 7/1/2025

CALLS FOR SERVICE	TRAFFIC STOPS	REPORTS TAKEN	ARRESTS MADE
938	436	89	40

DISPATCHED CRASHES FOR HPD (NOT ALL MAY HAVE BEEN REPORTABLE)



Huntsville Police Department

COMPSTAT WEEK
April 23rd – April 29th

Some items are LE sensitive; please disseminate accordingly.
Not for public release

TOP TEN LIST

-

2021 TOP ARRESTEES

NUMBER OF ARRESTS	ARRESTEE	DATE OF BIRTH	INCIDENTS
13	Johnson, James Henry	1/22/1950	21028580 21026024 21028075 21037471 21038974 21041524 21042048 21042763 21043767 21044422 21044529 21044639 21046765
11	Baldwin, George Stanley	6/13/1977	21001259 21024503 21025402 21029520 21031571 21032183 21032835 21039091 21042715 21042762 21045361
9	Archie, Kelton Dewayne	2/6/1985	21000937 21003816 21014383 21015500 21016049 21018167 21019524 21032232 21032477
8	Ashley, Nakia Shacole	2/23/1997	21033378 21034269 21039815 21041873 21042902 21044507 21046117 21047910
8	Gloria, George Morales	11/15/1982	20007054 20046706 21002266

DAILY ARREST REPORT

Inmate Bookings Report

TXWALKERPROD

Date Range: Wednesday, May 27, 2026 - Thursday, May 28, 2026 Sort By: Date/Time of Confinement

Nodes: Walker County Jail

Walker County Jail

SO # / Inmate's Name	Description	Confined	Arresting Agency	Charges	Warrant #/Issuing Authority	Bond Amt./Type	Image
58230		05/27/2026	SO	FAIL TO IDENTIFY FUGITIVE INTENT GIVE FALSE	ON-VIEW/WALKER/I	5000.00/Surety Bond	Yes
PARKS, ELTON DESHION	BM 5'10"218	1:27 AM		UNAUTH USE OF VEHICLE	ON-VIEW/WALKER/I	30000.00/Surety Bond	
				UNL POSS FIREARM BY FELON	ON-VIEW/WALKER/I	40000.00/Surety Bond	
				BURGLARY OF HABITATION/HARRIS CO.	1959246/OCC/HARR	80000.00/Surety Bond	
				ASSAULT FAMILY/HOUSEHOLD MEMBER PREV C	1959247/OCC/HARR	60000.00/Surety Bond	
58231		05/27/2026	HPD	ROBBERY BY ASSAULT	D1DC26301510/OCC	100000.00/Surety Bond	Yes
TORRES, EDWARD ANTHONY, III	WM 5'10"175	3:32 AM					
49330		05/27/2026	SO	POSS CS PG 1/1-B >=4G<200G	ON VIEW/WALKER/I	80000.00/Surety Bond	Yes
LOZORIA SALAZAR, JOSE MANUEL	SM 5'09"150	3:34 AM					
58232		05/27/2026	SO	PUBLIC INTOXICATION	ON VIEW/WALKER/A	Not Set	Yes
REED, REGGIE VALENTINE	BM 5'11"220	4:42 AM					
56699		05/27/2026	SO	THEFT PROP >=$100<$750	126M024/JP1	Not Set	Yes
GROTHE, LINDSEY RENEE	WF 5'05"250	10:57 AM					
33399		05/27/2026	SO	POSS CS PG 1 >=1G<4G/ BOND SURRENDER	32013/278th District (	Not Set	Yes
FLOWERS, CODY LEE	WM 6'00"250	11:50 AM		EVADING ARREST DET W/VEH/ BOND SURRENDI	32015/278th District (	Not Set	
				UNAUTH USE OF VEHICLE/BOND SURRENDER	32015/278th District (	Not Set	
51442		05/27/2026	SO	FRAUD USE/POSS IDENTIFYING INFO # ITEMS 5<	30519/WALKER/DC	No Bond	Yes
KIZZIE, LORENZO DEWAYNE	BM 6'00"170	12:35 PM					
56213		05/27/2026	SO	DRIVING WHILE INTOXICATED 3RD OR MORE IAT	32441/OCC/TDCJ	No Bond	Yes
BARTON, JOE, JR	WM 5'11"175	2:33 PM					
58233		05/27/2026	HPD	THEFT PROP >=$100<$750	126M062/JP1	Not Set	Yes
Wright, Justin Alton	WM 6'00"295	4:43 PM					
49852		05/27/2026	HPD	RESIST ARREST SEARCH OR TRANSPORT	ON-VIEW/WALKER/I	Not Set	Yes
SYKES, SHANEKA SHUNTA	BF 5'04"145	4:44 PM		INTERFER W/PUBLIC DUTIES	ON-VIEW/WALKER/I	Not Set	
53377		05/27/2026	HPD	RESIST ARREST SEARCH OR TRANSPORT	ON-VIEW/WALKER/I	Not Set	Yes
BARNES, JAI'KEESE OMARI	BM 5'11"135	4:52 PM					
58234		05/27/2026	HPD	THEFT PROP >=$100<$750	ON-VIEW/WALKER/I	Not Set	Yes
HINSON, JOLENNE ROBIN	WF 5'05"180	10:05 PM					

Studies of Investigations

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

  - Differences in High-Performing and Low-Performing

  - **Takeaways (continued)**

    - Department Leadership conveys clearance rate goals to CID
    - Specific performance measures for CID
    - Department Leadership conveys as much priority to investigations as Patrol
    - The CID unit is well-resourced

Studies of Investigations

Conclusions from Studies

- What has changed over the years in Crime?
- Crime has changed and continues to evolve!

Studies of Investigations

- What has changed over the years in Investigations?
- 1980/90’s Interrogation Skills
- 2000/Current Technology skills



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

Studies of Investigations

How can we (Supervisors) Screw Up?

We don’t pay attention…

We don’t watch the numbers

We don’t set goals

We don’t help our people

Know the Numbers

December 2023

Activity Summary	Actual This Month	2023 To Date	2022 To Date	Change	2021 To Date	2020 To Date	4 Year Change
Homicide	0	8	1	700%	2	1	700%
Sexual Assault	2	41	43	-5%	28	25	64%
Robbery	0	21	16	31%	17	20	5%
Assault	51	513	555	-8%	586	524	-2%
Burglary	15	105	114	-8%	74	74	42%
Theft	43	546	534	2%	503	449	22%
Auto Theft	6	87	86	1%	74	60	45%
Arson	1	5	3	67%	3	4	25%
Forgery	1	32	40	-20%	47	64	-50%
FUII	6	67	60	12%	84	72	-7%
Public Intoxication	26	365	294	24%	237	289	26%
DWI/DUI	3	71	75	-5%	137	274	-74%
Narcotics	6	202	272	-26%	383	437	-54%
Total	160	2063	2093	-1%	2175	2293	-10%

CID Case Load	Actual This Month	2023 To Date	2022 To Date	Cleared This Month	Cleared To Date	Cleared This Month	Cleared To Date
CASES	169	1919	1693	80	836	47%	44%
FSGI	25	234	242	10	57	40%	24%

Know the Numbers

CURRENT DATE: 04/26/2023 | INDEX CRIMES BY AGENCY AND COUNTY FOR 12 MONTHS OF 2022 | PAGE: 236

<< Back to Document Map

ORINumber	Agency	Population	Murder	Rape	Robbery	Assault	Burglary	Larceny	Auto Theft	Total	Months
TX2360100	**HUNTSVILLE PD**	**46,780**									
	Number of Offenses		1	34	16	171	101	656	94	1,073	12
	Rate Per 100,000		2.1	72.7	34.2	365.5	215.9	1,402.3	200.9	2,293.7	
	Number of Clearances		0	8	3	96	28	142	11	288	
	Percent Cleared		0	23.5	18.8	56.1	27.7	21.6	11.7	26.8	
	Number of Arrests		0	6	5	69	26	161	12	279	
TX2360300	**SAM HOUSTON STATE UNIV PD**	**0**									
	Number of Offenses		0	3	0	4	12	76	6	101	12
	Rate Per 100,000		0	0	0	0	0	0	0	0	
	Number of Clearances		0	0	0	3	0	8	1	12	
	Percent Cleared		0	0	0	75.0	0	10.5	16.7	11.9	
	Number of Arrests		0	0	0	2	0	6	1	9	
TX2360000	**WALKER CO SO**	**33,135**									
	Number of Offenses		0	18	3	46	96	154	58	375	12
	Rate Per 100,000		0	54.3	9.1	138.8	289.7	464.8	175.0	1,131.7	
	Number of Clearances		0	5	0	20	24	15	20	84	
	Percent Cleared		0	27.8	0	43.5	25.0	9.7	34.5	22.4	
	Number of Arrests		0	3	0	19	30	19	16	87	
	County Totals - Walker County										
	Population	**79,915**									
	Number of Offenses		1	55	19	221	209	886	158	1,549	
	Rate Per 100,000		1.3	68.8	23.8	276.5	261.5	1,108.7	197.7	1,938.3	
	Number of Clearances		0	13	3	119	52	165	32	384	
	Percent Cleared		0	23.6	15.8	53.8	24.9	18.6	20.3	24.8	
	Number of Arrests		0	9	5	90	56	186	29	375	

Studies of Investigations

What should our day-to-day 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.

Studies of Investigations

What do we need to attain these Goals?

Staff - People
Organization - Structure of how services are provided
Facilities and Equipment
Training
Supervision
    Case Management
    Audits and Inspections
Support activities

Studies of Investigations

- Things to do when I get Home:
- **One**: *Discuss clearance rates with Department Management. Develop systems to support CID with appropriate management oversight.*

- "What gets measured gets managed"



The Preliminary Investigation



Improving Preliminary Investigations

How Do We Solve Crimes???



1. **Observation** – Police observe the crime or arrive before the suspect departs, or immediately after.

2. **Physical Evidence** identifies the suspect.

3. **Information**…information provided by victims and witnesses… (Public Trust)

Improving Preliminary Investigations

1. Patrol must have time to conduct a more thorough investigation and more time to write better reports



- Creating more time for Patrol
  - Use of non-sworn in the field,
  - Telephone report taking,
  - Online reporting,
  - Changes in call priority.
  - Training in better Preliminary Investigations

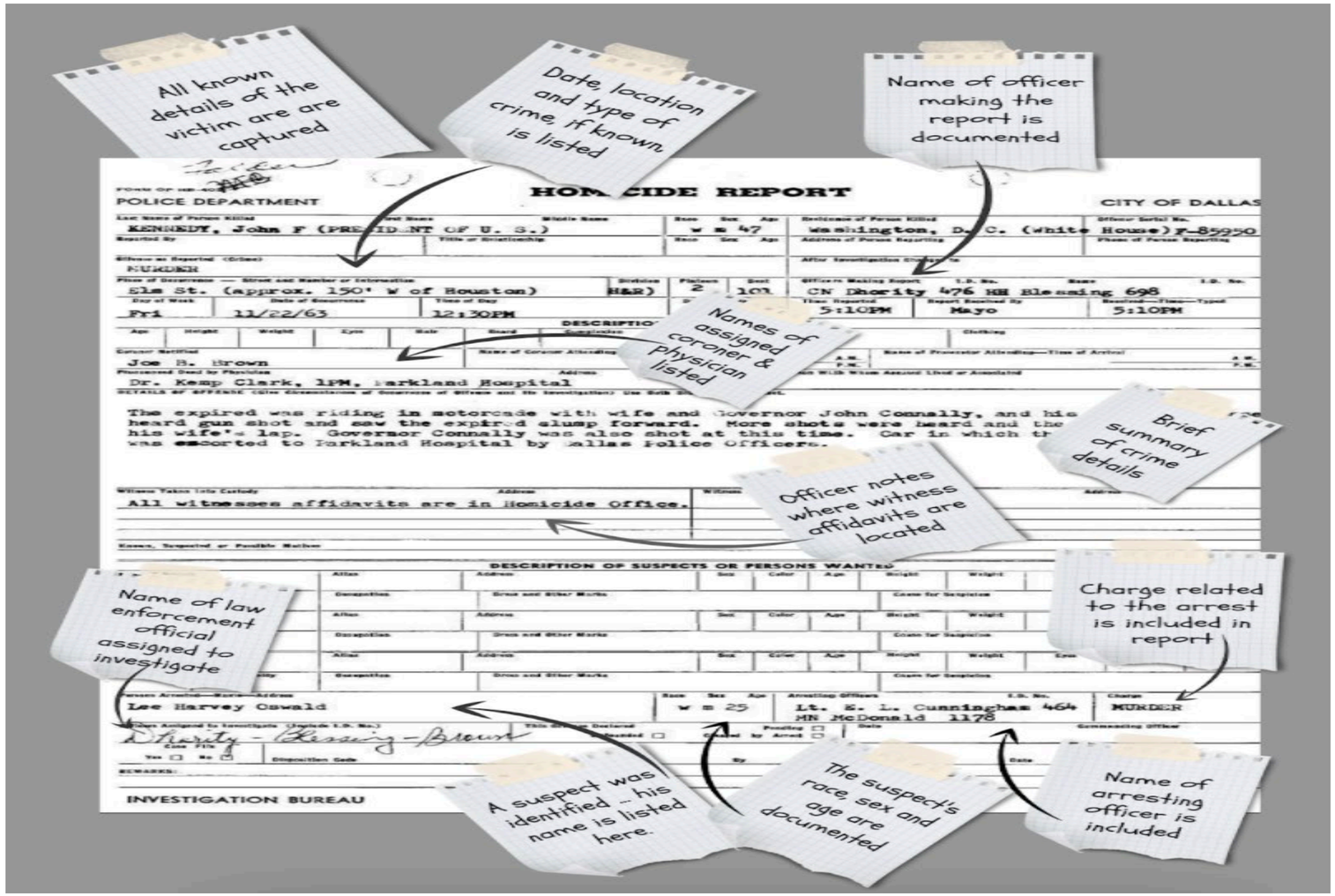
Improving Preliminary Investigations

2. Once they have the time, how do you “Improve” the quality of Preliminary Investigations?

- Additional Training, Temp Assignment in CID
- CID Training for 1st Line Supervisors
- Returned Reports – Feedback from Detectives
- Checklists and Instructions
- Preformatted report forms - Report Writing Instructions
- Access to technology resources
- Other Ideas???

Improving Preliminary Investigations

- Supervisor review of initial reports



Improving Preliminary Investigations

- Preliminary Investigation Checklist

Preliminary Investigation and Report Writing Checklist

Investigate all crimes completely.

1. Contact on-duty or on-call detective if needed.
2. Interview complainant and all witnesses separately if possible.
3. Obtain re-contact information including direct phone, alternate phone and email or other contact information on all victims and witnesses.
4. Canvass area for additional witnesses or surveillance camera systems.
5. Explore and investigate likely suspect egress routes for evidence or discarded property.
6. Collect or preserve any physical evidence.
7. Write comprehensive report including:
   - Description of Crime
   - Victim and Witness Contact Info
   - Description of Physical Evidence
   - What info provided Victim
   - Recommendation for Follow-up

Improving Preliminary Investigations

- Preformatted forms

CS# _____ **Date** _____ **Dispatch** _____ **Arrival** _____ **Call Type** _____

Responded from _____ **Offense Location** _____

Offense Time Frame: Date _____ **Time**_____ **to Date** _____ **Time**_____

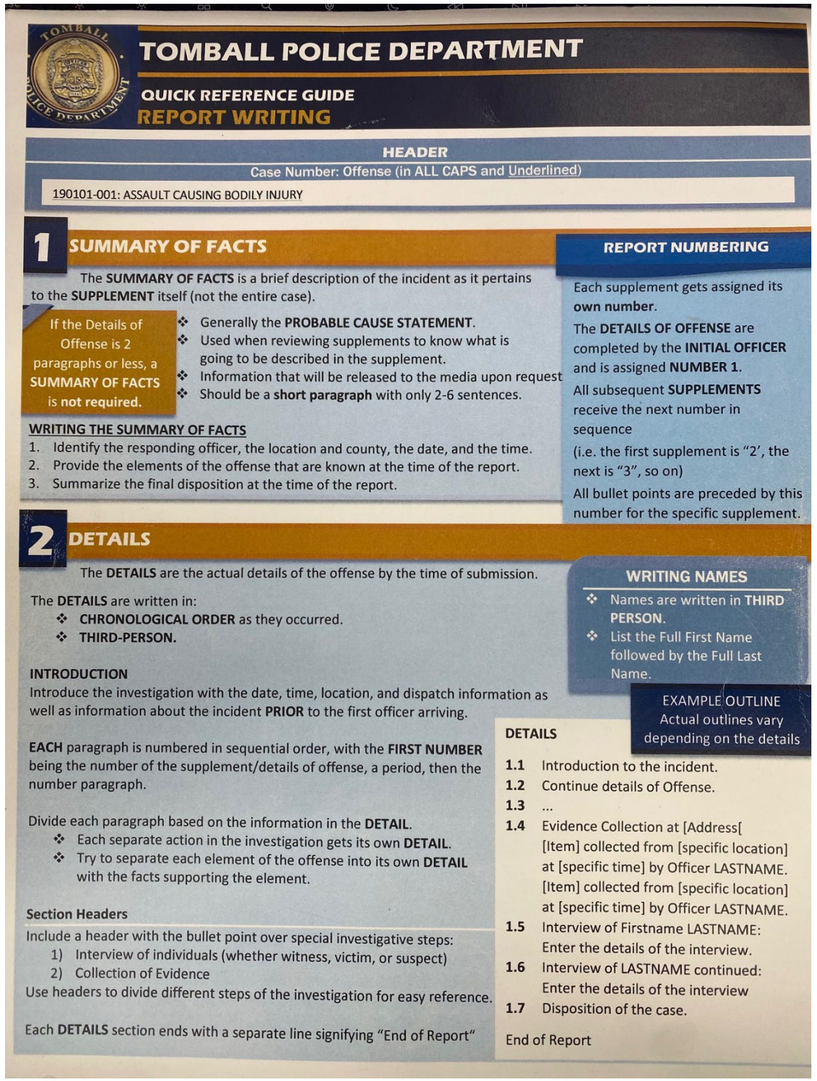
Complainant/Victim/Witness/Suspect/Involved **Gender:** M F **Race:** ME W B H NA O

Name _____ **DOB**_____ **DL/ID**_____

SSN# _____ **HM#** _____ **WK#**_____ **Other** _____
Local Address _____
Permanent Address _____
Is residence a foster home? Y/N
E-mail address _____
Occupation/Employer _____
Vehicle: Year_____ **Make**_____ **Model**_____ **Color**_____
LP# _____ **Expiration Date** _____ **VIN#** _____
Suspect: HT _____ **WT** _____ **Hair color** _____ **Hair length** _____ **Age/Range** _____
S/M/T _____ **Clothes** _____
Active Military Service ? Y/N If Yes, Branch? (Circle one) Air Force/Army/Marines/Navy/Coast Guard/ Texas State Guard Additional information on service_____

Complainant/Victim/Witness/Suspect/Involved **Gender:** M F **Race:** ME W B H NA O
Name _____ **DOB**_____ **DL/ID**_____
SSN# _____ **HM#** _____ **WK#**_____ **Other** _____
Local Address _____
Permanent Address _____
Is residence a foster home? Y/N
E-mail address _____
Employer/Occupation _____
Vehicle: Year_____ **Make**_____ **Model**_____ **Color**_____
LP# _____ **Expiration Date** _____ **VIN#** _____
Suspect: HT _____ **WT** _____ **Hair color** _____ **Hair length** _____ **Age/Range** _____
S/M/T _____ **Clothes** _____
Active Military Service ? Y/N If Yes, Branch? (Circle one) Air Force/Army/Marines/Navy/Coast Guard/ Texas State Guard Additional information on service_____

Tomball Police Department Example



TOMBALL POLICE DEPARTMENT

QUICK REFERENCE GUIDE

REPORT WRITING

HEADER

Case Number: Offense (in ALL CAPS and Underlined)

190101-001: ASSAULT CAUSING BODILY INJURY

1 SUMMARY OF FACTS

The **SUMMARY OF FACTS** is a brief description of the incident as it pertains to the **SUPPLEMENT** itself (not the entire case).

If the Details of Offense is 2 paragraphs or less, a **SUMMARY OF FACTS** is **not required.**

- Generally the **PROBABLE CAUSE STATEMENT**.
- Used when reviewing supplements to know what is going to be described in the supplement.
- Information that will be released to the media upon request
- Should be a **short paragraph** with only 2-6 sentences.

WRITING THE SUMMARY OF FACTS

1. Identify the responding officer, the location and county, the date, and the time.
2. Provide the elements of the offense that are known at the time of the report.
3. Summarize the final disposition at the time of the report.

REPORT NUMBERING

Each supplement gets assigned its **own number**.

The **DETAILS OF OFFENSE** are completed by the **INITIAL OFFICER** and is assigned **NUMBER 1**.

All subsequent **SUPPLEMENTS** receive the next number in sequence

(i.e. the first supplement is "2', the next is "3", so on)

All bullet points are preceded by this number for the specific supplement.

2 DETAILS

The **DETAILS** are the actual details of the offense by the time of submission.

The **DETAILS** are written in:

- **CHRONOLOGICAL ORDER** as they occurred.
- **THIRD-PERSON.**

INTRODUCTION

Introduce the investigation with the date, time, location, and dispatch information as well as information about the incident **PRIOR** to the first officer arriving.

EACH paragraph is numbered in sequential order, with the **FIRST NUMBER** being the number of the supplement/details of offense, a period, then the number paragraph.

Divide each paragraph based on the information in the **DETAIL**.

- Each separate action in the investigation gets its own **DETAIL**.
- Try to separate each element of the offense into its own **DETAIL** with the facts supporting the element.

Section Headers

Include a header with the bullet point over special investigative steps:

1) Interview of individuals (whether witness, victim, or suspect)
2) Collection of Evidence

Use headers to divide different steps of the investigation for easy reference.

Each **DETAILS** section ends with a separate line signifying "End of Report"

WRITING NAMES

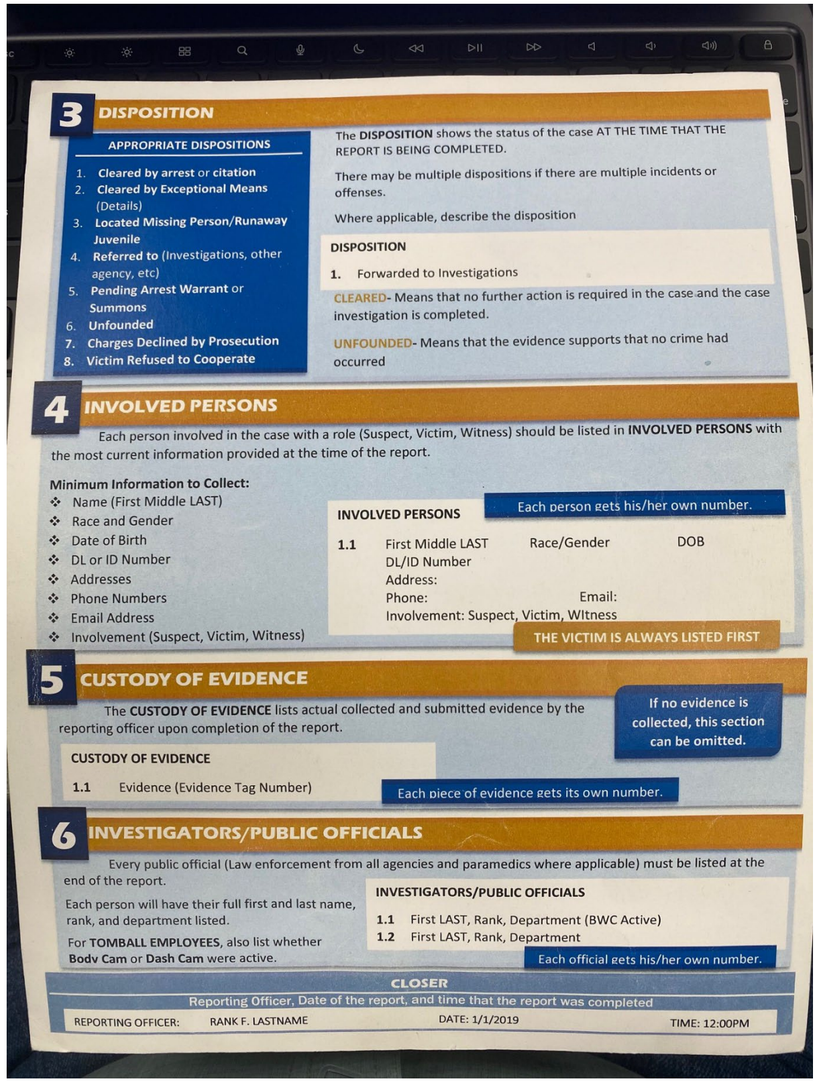
- Names are written in **THIRD PERSON**.
- List the Full First Name followed by the Full Last Name.

EXAMPLE OUTLINE
Actual outlines vary depending on the details

DETAILS

1.1 Introduction to the incident.
1.2 Continue details of Offense.
1.3 ...
1.4 Evidence Collection at [Address[[Item] collected from [specific location] at [specific time] by Officer LASTNAME. [Item] collected from [specific location] at [specific time] by Officer LASTNAME.
1.5 Interview of Firstname LASTNAME: Enter the details of the interview.
1.6 Interview of LASTNAME continued: Enter the details of the interview
1.7 Disposition of the case.

End of Report



3 DISPOSITION

APPROPRIATE DISPOSITIONS

1. **Cleared by arrest** or **citation**
2. **Cleared by Exceptional Means** (Details)
3. **Located Missing Person/Runaway Juvenile**
4. **Referred to** (Investigations, other agency, etc)
5. **Pending Arrest Warrant** or **Summons**
6. **Unfounded**
7. **Charges Declined by Prosecution**
8. **Victim Refused to Cooperate**

The **DISPOSITION** shows the status of the case AT THE TIME THAT THE REPORT IS BEING COMPLETED.

There may be multiple dispositions if there are multiple incidents or offenses.

Where applicable, describe the disposition

DISPOSITION

1. Forwarded to Investigations

CLEARED- Means that no further action is required in the case and the case investigation is completed.

UNFOUNDED- Means that the evidence supports that no crime had occurred

4 INVOLVED PERSONS

Each person involved in the case with a role (Suspect, Victim, Witness) should be listed in **INVOLVED PERSONS** with the most current information provided at the time of the report.

Minimum Information to Collect:

- Name (First Middle LAST)
- Race and Gender
- Date of Birth
- DL or ID Number
- Addresses
- Phone Numbers
- Email Address
- Involvement (Suspect, Victim, Witness)

INVOLVED PERSONS

Each person gets his/her own number.

1.1 First Middle LAST Race/Gender DOB
DL/ID Number
Address:
Phone: Email:
Involvement: Suspect, Victim, Witness

THE VICTIM IS ALWAYS LISTED FIRST

5 CUSTODY OF EVIDENCE

The **CUSTODY OF EVIDENCE** lists actual collected and submitted evidence by the reporting officer upon completion of the report.

If no evidence is collected, this section can be omitted.

CUSTODY OF EVIDENCE

1.1 Evidence (Evidence Tag Number)

Each piece of evidence gets its own number.

6 INVESTIGATORS/PUBLIC OFFICIALS

Every public official (Law enforcement from all agencies and paramedics where applicable) must be listed at the end of the report.

Each person will have their full first and last name, rank, and department listed.

For **TOMBALL EMPLOYEES**, also list whether **Bodv Cam** or **Dash Cam** were active.

INVESTIGATORS/PUBLIC OFFICIALS

1.1 First LAST, Rank, Department (BWC Active)
1.2 First LAST, Rank, Department

Each official gets his/her own number.

CLOSER

Reporting Officer, Date of the report, and time that the report was completed

REPORTING OFFICER: RANK F. LASTNAME DATE: 1/1/2019 TIME: 12:00PM

Improving Preliminary Investigations

- Penal Code quick reference guide



TEXAS DISTRICT AND COUNTY ATTORNEYS ASSOCIATION

QUICK PENAL CODE REFERENCE

green text indicates new laws or 2025 amendments for crimes committed after August 31, 2023

1ST DEGREE FELONIES (5–99 years + $0–10,000)

Agg. Assault [22.02(b)(1)-(3)] *(see statute for factors)*
Agg. Kidnapping [20.04(c)] (no safe release)
Agg. Online Prom. of Prost. [43.041] (2nd; 2+ persons; or V<18)
Agg. Promotion of Prostitution [43.04]
Agg. Robbery [29.03]
Agg. Sexual Assault [22.021] (min. 25 yrs w/child)
Arson [28.02(d)(1)-(2)] (BI or death, home, or place of assembly/worship)
Bigamy [25.01(e)(2)] (V ≤16)
Burglary (habitation) [30.02(d)]*(see statute for factors)*
Compelling Prostitution [43.05(h)]
Continuous Sexual Abuse of Child/Disabled [21.02]
Continuous Smuggling of Persons [20.06(f)–(g)] (risk of/actual SBI or death, or V <18)
Continuous Trafficking/Persons [20A.03] (min. 25 yrs)
Employment Harmful to Children [43.251] (child <14)
Damaging Critical Infrastructure Facility [28.09] (≥$100K damage, use of firearm, drone, cyber attack, or explosive weapon)
Fraud. Use/Poss. of Credit/Debit Info [32.315] (50+)
Fraud. Use/Poss. of ID Info [32.51(c)(4)] (50+ IDs)
Inj. to Child/Elderly/Disab. [22.04(e)] *(see statute)*
Intox. Assault (officer, judge) [49.09(b-1)(2)]
Intox. Manslaughter [49.08(b), 49.09(b-2)] (officer, firefighter, EMS, judge)
Manslaughter [19.04] (damaging infrastructure facil.)
Murder [19.02(c)] (no sudden passion)
Prom. of Child Porn [43.26] (2nd) or Poss. (3rd)
Prom. of Prostitution [43.03(b)(2)] (V <18)
Sexual Assault [22.011(f)] (related to victim)
Sexual Perf. by Child [43.25(b)-(c)] (V <14)
Smuggling Persons [20.05] (w/sex. asslt, SBI, death)
Tampering w/Voting Machine [33.05(d)]
Trafficking of Persons [20A.02(b), (b-1)] (V <14 or disabled, SBI/death, w/deadly weapon, strangulation; *see statute for more factors)* (min. 25 yrs)

2ND DEGREE FELONIES (2–20 years + $0–10,000)

Abandon/Endanger Child/Elderly/Disabled [22.041(e)]
Agg. Assault [22.02(b)]
Agg. Kidnapping [20.04(d)] (voluntary safe release)
Agg. Online Promotion of Prostitution [43.041]
Arson [28.02(a), (d)] *(see statute for factors)*
Assault [22.01(b-2), (b-3)] (FV 2d; suffocation/strangulation, officer or judge)
Bigamy [25.01(e)(1)] (V = 17)
Bribery [36.02]
Burglary [30.02(c)(2)] (habitation)
Child Grooming [15.032] (w/prior)
Continuous Smuggling of Persons [20.06(e)]
Cruelty to Animals [42.09(c-1)] (2nd)
Damaging Critical Infrastructure Facility [28.09]
Employment Harmful to Children [43.251(c)]
Escape [38.06(d)] (causing BI)
Evading [38.04(b)(3)] (SBI/deflation device or death)
Fraud. Use/Poss. Credit/Debit Info [32.315] (10–49)
Fraud. Use/Poss. of ID Info. [32.51(c)(3)] (10–49 IDs)
Improper Relationship: Teacher/Student [21.12(b)]
Indecency w/Child [21.11(a)(1), (d)] (contact)
Injury to a Child/Elderly/Disabled [22.04(e)–(f)] (reckless, disabled V in residential center/facility)
Intoxication Assault [49.07(c), 49.09(b-1), (b-4)] (firefighter, EMS; V in coma)
Intoxication Manslaughter [49.08(b)]
Manslaughter [19.04]
Murder [19.02(d)] (sudden passion)
Obscenity [43.23(c), (h)] (images of child)
Obstruction/Retaliation [36.06(c)] (juror; disclosing public servant info)
Online Prom. of Prostitution [43.031] (2nd or V <18]
Online Solic./Minor [33.021] (V <14 or intent for sex)
Possession or Promotion of Child Porn (2nd) [43.26]
Prohibited Sexual Conduct [25.02(a)(1), (c)]
Promotion of Prostitution (2nd) [43.03(b)(1)]
Racketeering/Unlawful Debt Collection [72.02–.04]
Robbery [29.02]
Sexual Assault [22.011(f)] *(see statute for factors)*
Sexual Performance by Child [43.25(b)-(e)] (inducing child 14–18; directing child <14)
Smuggling Persons [20.05(a)(3), (b)(1)] (likely SBI or death, V <18, pecuniary benefit, firearm, fleeing)
Solicitation of Prostitution [43.021(b)(2)] (person <18)
Stalking [42.072(b)] (2nd or more)
Tampering w/Evidence [37.09(c)] (human corpse)
Tampering w/Witness [36.05(e-2)] (w/prior FV)
Trafficking of Persons [20A.02(b)]
Unlawfully Carrying Weapon [46.02(a-7)] (felon)
Unlawful Restraint [20.02(c)(3)] (officer or judge)

3RD DEGREE FELONIES (2–10 years + $0–10,000)

Abandon/Endanger Child/Elderly/Disabled [22.041(d)]
Aggravated Perjury [37.03]
Arson [28.02(a-1), (e)] *(see statute for factors)*
Assault [22.01(b)(1)-(8), (b-1) *(see statute for factors)*
Bail Jumping [38.10(f)] (from felony)
Bigamy [25.01(e)]
Burglary (bldg. w/prescrip. drugs) [30.02(c-1)]
Burglary of Vehicle (w/drugs) [30.04(d)(3)]
Child Grooming [15.032]
Continuous Violence against Family [25.11]
Credit/Debit Card Abuse [32.31(d)] (elderly)
Cruelty to Animals/Livestock (w/priors) [42.09, 42.092]
Deadly Conduct [22.05(b), (e)] (discharging firearm)
DWI/FWI/BWI [49.09(b), 46.05, 46.06] (3+ priors)
Enticing Child [25.04(b)] (intending felony)
Escape [38.06(c)] (felony offense or confinement)
Evading [38.04(b)(2)] (vehicle, SBI, deflation device)
Exploitation of Child/Elderly/Disabled [32.53]
False Report of Crime/Emergency [42.0601(b)(2)]
Forgery [32.21(e)] *(see statute for factors)*
Fraud. Poss. of ID Info [32.51(c)(2)] (5–9 IDs)
Fraud. Use/Poss. Credit/Debit Info [32.315] (5-9 IDs)
Harassment [22.11] (chunking by prisoner)
Improp. Cont. w/Victim [38.111(d)]
Improp. Sex w/Committed Person [39.041]
Indecency w/Child [21.11(a)(2), (d)] (exposure)
Indecent Assault [22.012(b)] (by health care provider)
Indecent Exposure by Sexually Violent Pred. [21.08(b)]
Injury to Child/Elderly/Disabled [22.04(a)(3), (a-1)(3), (f)] (BI, residential center, group home)
Intoxication Assault [49.07(c)]
Kidnapping [20.03]
Obstruction/Retaliation [36.06(c)]
Online Impersonation [33.07(a), (b)]
Online Promotion of Prostitution [43.031]
Online Solicitation of Minor [33.021(b), (f)] (communicate or distribute explicit material)
Possession of Weapon [46.03(g), (g-1)] (proh. place)
Possession/Promotion of Child Porn [43.26(d)]
Prohibited Sexual Conduct [25.02(c)]
Prohibited Substance/Item in Corr. Fac. [38.11(g)]
Promotion of Prostitution [43.03(b)]
Public Lewdness [21.07] (by Sexually Violent Pred.)
Repeated Violations of Court Order/Bond [25.072]
Resisting Arrest [38.03(d)] (deadly weapon)
Sexual Coercion [21.18(e)] (2nd)
Sexual Perf. by Child [43.25(d), (e)] (directing; V >14)
Smuggling Persons [20.05(b)]
Solicitation of Prostitution [43.021(b)(1)] (1-2 priors)
Stalking [42.072(b)] (1st)
Tampering w/Elec. Monitoring Device [38.112] (on super-intensive supervision)
Tampering w/Evid. [37.09)(a), (c), (d)(1)] (not corpse)
Tampering w/Witness [36.05] (but see 36.05(d)-(e))
Terroristic Threat [22.07(e)] (utility; fear/SBI; gov't)
Unauth. Poss. of Catalytic Converter [31.20] (w/prior or as part of conspiracy)
Unlawfully Carrying Weapon [46.02(a-7)] (FV/PO)
Unlawful Poss. of Firearm [46.04(a), (e)] (felon)
Unlawful Poss. of Prohibited Weapon [46.05(e)]
Unlawful Restraint [20.02(c)(2)] *(see statute)*
Violating Court Order/Bond [25.07(g)(2)] (3rd or by assault/stalking)
Violating Court Order/Bond (hate crime) [25.071(d)] (3rd or by assault)

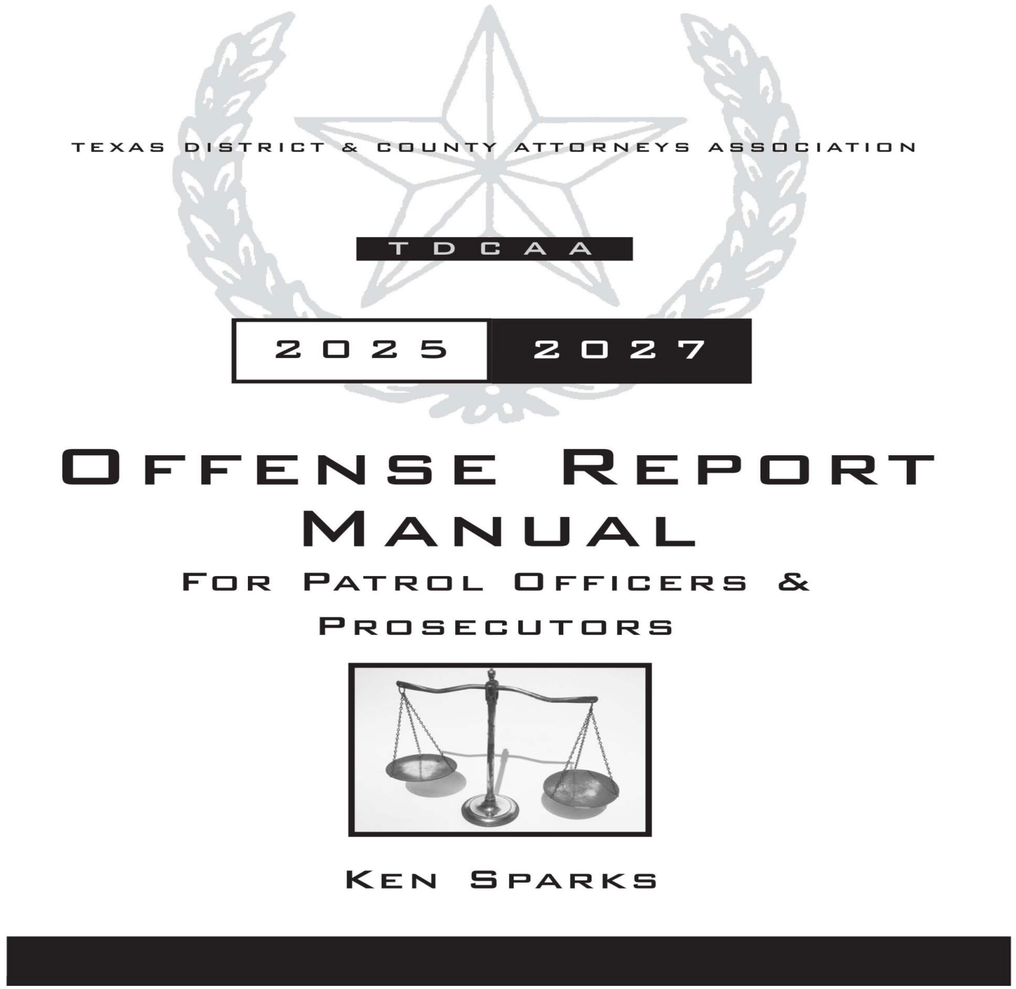
STATE JAIL FELONIES (180 days–2 years in SJ + $0–10,000)

Abandon/Endanger Child/Elderly/Disabled [22.041]
Abuse of Corpse [42.08] (body)
Arson [28.01(e)-(f)] *(see statute for factors)*
Bestiality [21.09]
BWI w/Child Passenger [49.061]
Burglary [30.02(c)(1)] (building)
Burglary of Vehicle [30.04(d)(2)] (3rd or rail car)
Credit/Debit Card Abuse [32.31(d)]
Criminally Negligent Homicide [19.05]
Cruelty to Animals/Livestock [42.09, 42.092]
Dog Fighting [42.10] *(see statute for factors)*
DWI w/Child Passenger [49.045]
Evading [38.04(b)(1)] (2nd)
False Alarm/Report [42.06(b)] *(see (b) for factors)*
False Report of Crime/Emergency [42.0601]
Forgery [32.21(d)] (commercial instrument)
Fraud. Use/Poss. of ID Info [32.51(c)(1)] (<5 IDs)
Fraud. Use/Poss. Credit/Debit Info [32.315] (1-4)
Indecent Assault [22.012] (by health care provider)
Indecent Exposure [21.08(b)(2)] (2+ priors)
Injury to Child/Elderly/Disabled [22.04(g)] *(see statute for factors)*
Interference w/Child Custody [25.03]
Interference w/Emerg. Call [42.062(c)] (w/prior)
Interference with Rights of Guardian [25.10]
Invasive Visual Recording [21.15]
Obscenity [43.23(a)–(b)] (promote)
Obstructing Highway [42.03] (emerg. veh., hospital, reckless driving, intoxication, SBI)
Operating Unmanned Aircraft over Correctional or Detention Facility [38.115] (distribute contraband)
Prostitution [43.02(c)(2)] (3+ priors)
Sexual Assault [22.011(f)(2)] (using reproductive material without consent from donor)
Sexual Coercion [21.18(e)]
Solicitation of Prostitution [43.021(b)]
Tampering w/Elec. Monitoring Device [38.112]
Terroristic Threat [22.07(a)(3), (c-1), (d)] (>$1,500 loss; officer or judge)
Unlawful Possession of Catalytic Converter [31.21]
Unlawful Possession of Prohibited Weapon [46.05(a)(9), (e)] (deflation device)
Violation of Court Order/Bond [25.07(g)(1)] (DV)
Voyeurism [21.16(d)] (victim <14)

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Improving Preliminary Investigations

- Texas Offense Report Manual Templates



Managing Criminal Investigations

- Things to Do When I Get Home:
- **Two**: *Consider methods to improve the Preliminary Investigations done by Patrol*
- “ Prevent Garbage in, garbage out”



“Good day to be a Detective”



Managing Criminal Investigations

- We Addressed Preliminary Investigations….

- **Now we need to improve the detectives' ability to work on cases that can be solved…**

  - Organizational Issues
  - Management Issues
  - Technology
  - CID Case Management (Case Screening and Tracking)

Organizational Issues

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

- Patrol or CID for Follow-up Investigations
- City-wide or geographically assigned
- Eliminate ancillary duties if possible
  - Who does Crime Scene Investigation
  - Who supervises Property and Evidence
- Department Command relationships
- Department Relationships and Communication

Organizational Issues

- **Organize operations to allow Patrol to investigate and close some crimes.**

- We are building our future investigators.

  - What crimes must be investigated by CID?

  - What can be investigated by Patrol?

Organizational Issues

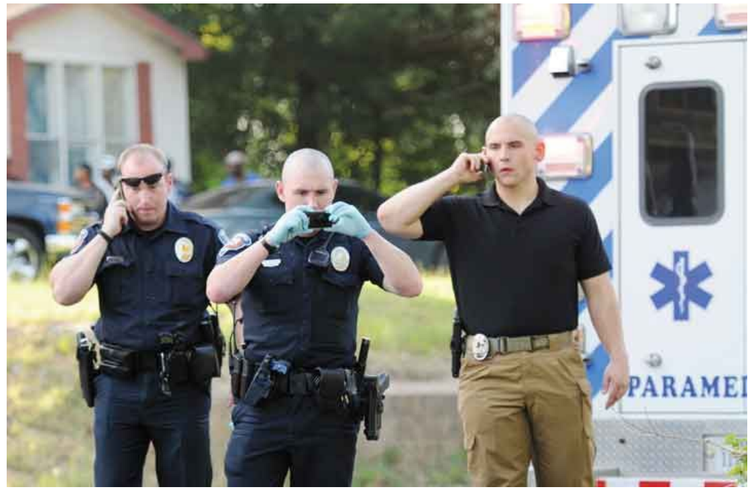
- **Designing systems to minimize the detective's non-productive work.**

- **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???? What is the property value threshold for thefts?

- **Crimes investigated by Patrol**
  - All minor thefts, criminal mischiefs, auto thefts, FSGI's???

Organizational Issues

- **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 the CID caseload and developing future detectives.



Organizational Issues

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

- Within CID – How can you minimize detectives' non-productive work??

  - 1. Don't assign cases with no workable leads (Case Screening)

  - 2. Use non-sworn for no-lead cases callback, and routine records searches for detectives.



Organizational Issues

- 3. Consider using approved abbreviations for required report supplements and preformatted paragraphs.

- 4. Technology – consider tablets and laptops that are able to connect from anywhere. Report writing in the field.



Organizational Issues

- 5. Get Technology help
- 6. Work a full day – be a supervisor!
- 7. Improve working environment if needed.
- Any others??
- “Improve it, eliminate it or delegate it”

Organizational Issues

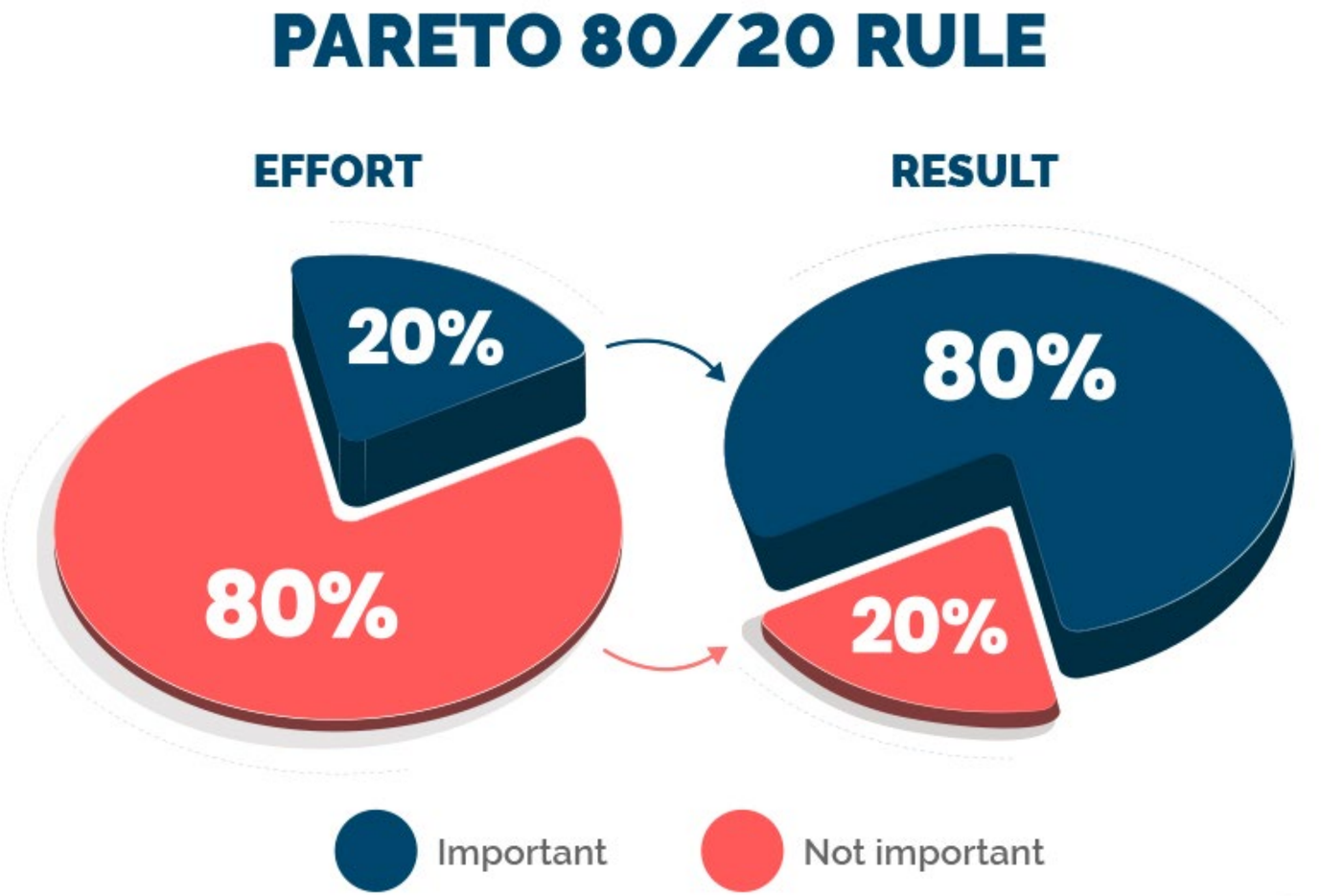
- **PARETO PRINCIPLE**

- The 80/20 rule

- 80% of task completion will come from 20% of the work you do.

- **It is the imbalance between inputs and outputs, meaning that a small amount of effort generates most results**.

Organizational Issues

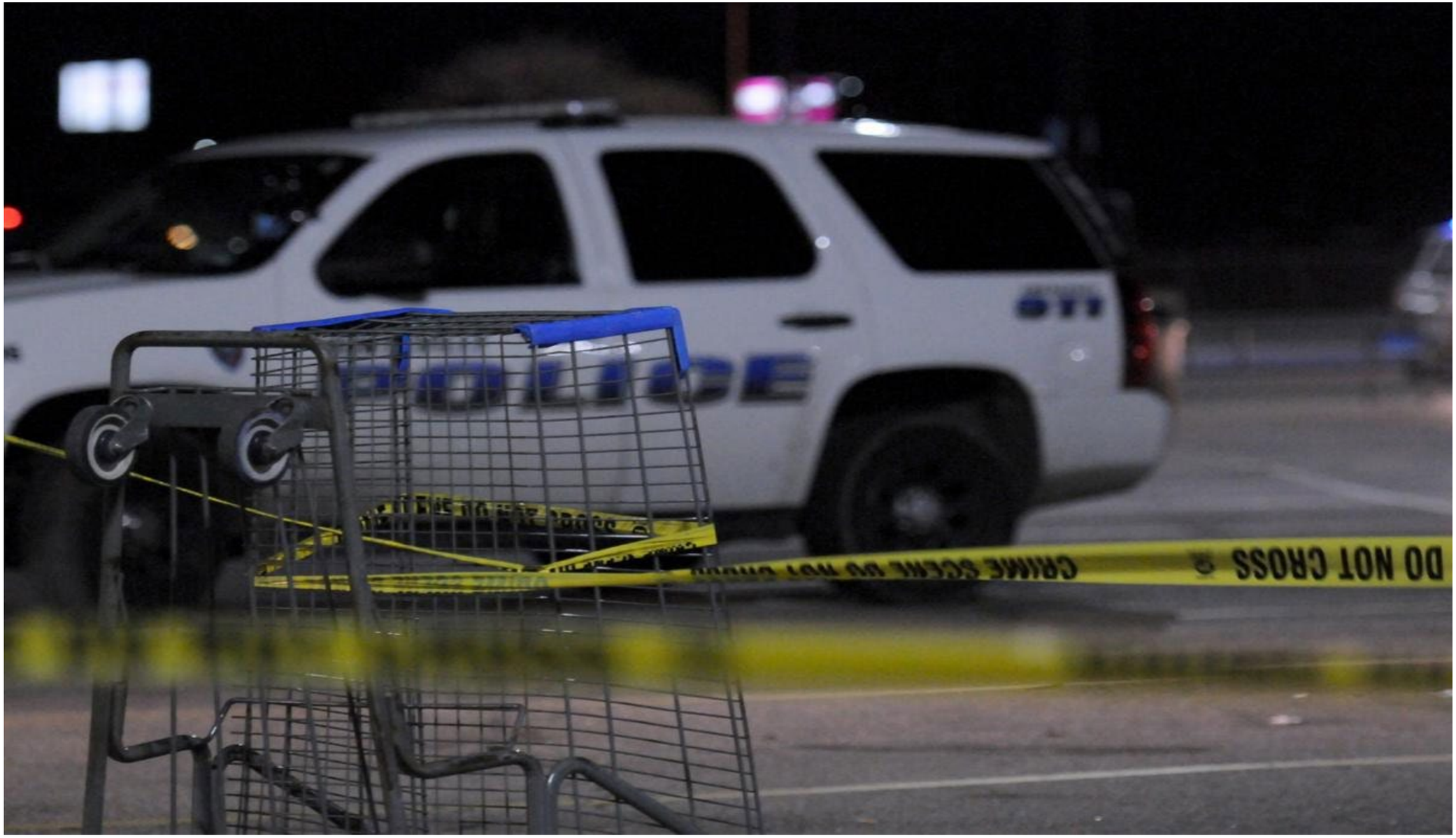


Organizational Issues

- Use of Non-Sworn “Investigator.”

- Call back on no-lead offenses
- Database checks
- Social Media Checks
- Case Packet Preparations
- Copying Video evidence
- Crime Analysis
- Other duties???
- Consider CPA volunteers, interns, retirees.




POLICE
DO NOT CROSS

Organizational Issues

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




911
PO
HUNTSVILLE
LICE





Group Exercise



Organizational Issues

• 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 they are left, they can never be put back.
- Criticism for too much time, and criticism for being too rushed.
- Make every effort to treat bodies with dignity and respect!



Organizational Issues



Organizational Issues

- **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 the need for inter-local agreement or Memorandum of Understanding with a larger agency with specialized staff, a county, or a state agency.

Organizational Issues

- **Crime Scene Search**



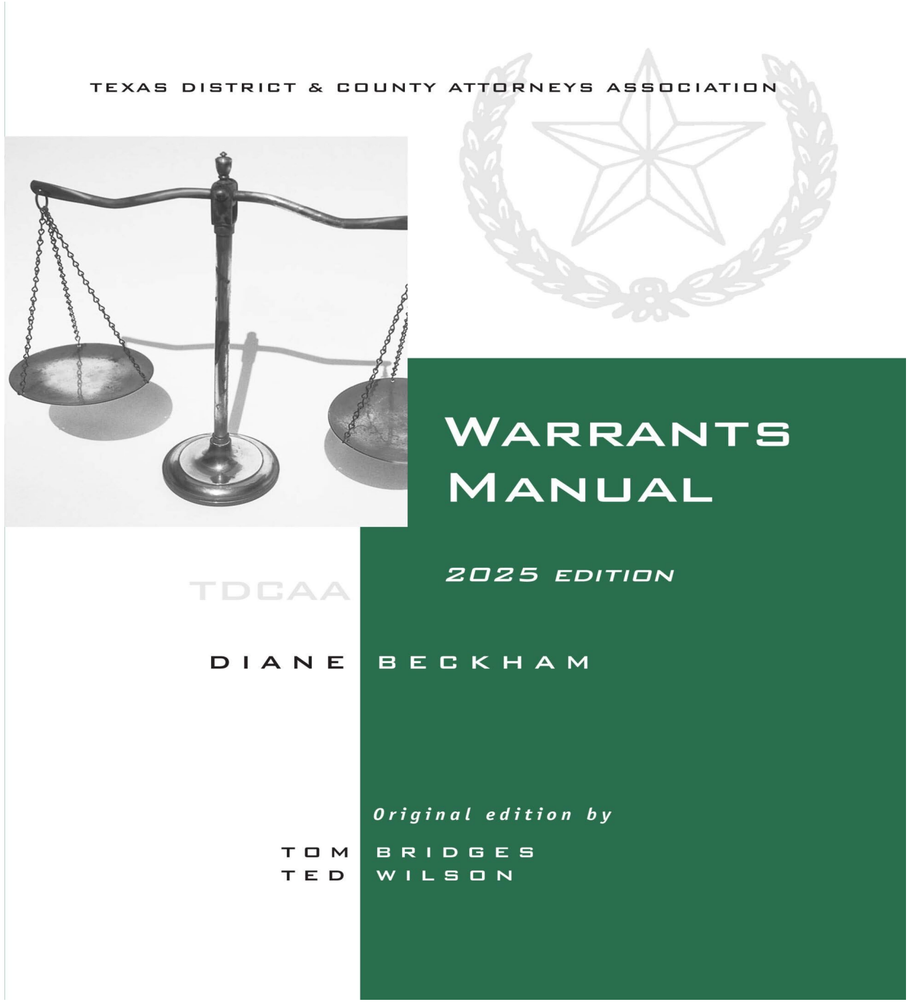
- Ensure Detectives and Crime Scene staff are thoroughly schooled in the need for a warrant at a crime scene. When in doubt, ask the prosecutor.

- Consider having pre-packaged warrant affidavits that only need quick editing.

- Ensure Crime Scene personnel never expose evidence collected at a crime scene to the media or members of the public.

Organizational Issues

- Texas specific warrant templates



Organizational Issues

Staff should always be reminded of the nature of civilian video recording and always maintain a professional demeanor.



Organizational Issues



Organizational Issues

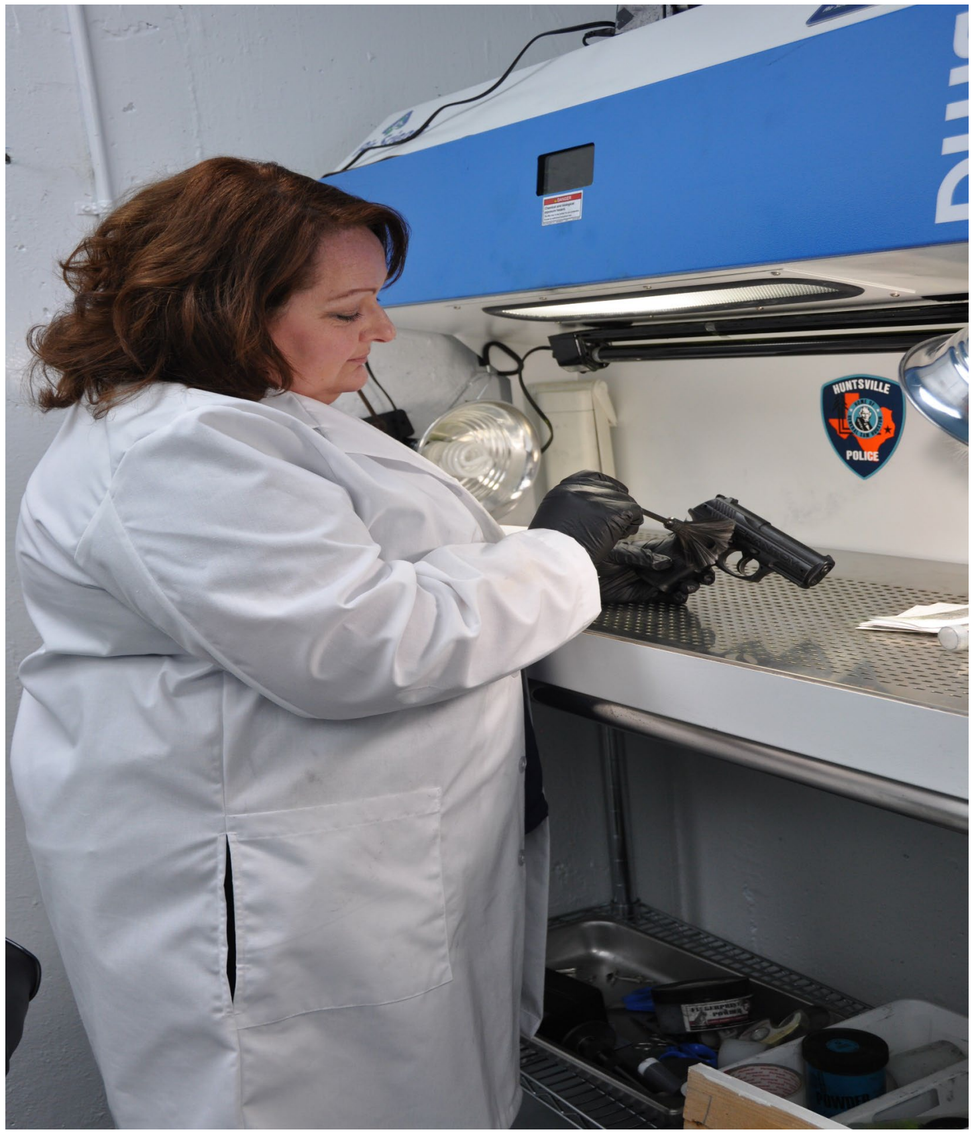


- **Crime Scene Search**

Crime Scene Technology
Laser scanning LEICA 360
High Intensity UV Alternative Light Source
Drug Identification Scanners
Local Area Ballistics databases (Ballistics IQ)
AI-driven virtual autopsies

- http://www.crime-scene-investigator.net/

In-house Crime Lab considerations



Organizational Issues

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



Organizational Issues



Organizational Issues

- **Physical location of Criminal Investigations and Patrol**

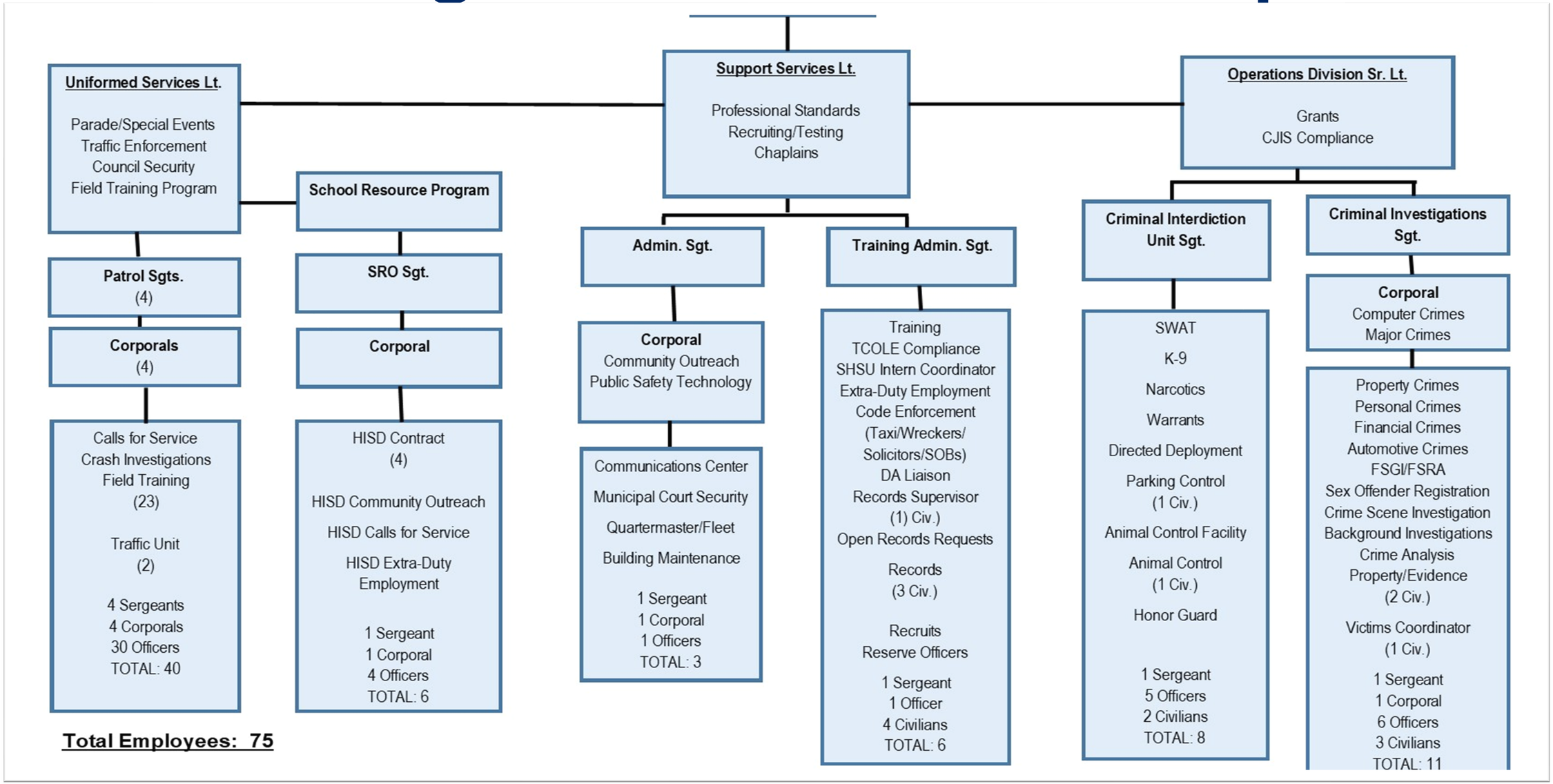
- Pay attention to how units and individuals communicate and cooperate
  - CID at Patrol Briefings
  - Patrol officer temporary assignments in CID
  - Electronic Bulletin Boards
  - CID awards for outstanding Patrol Assistance
  - VICTIMS ASSISTANCE and CHAPLAINS

Organizational Issues

- Things to Do When I Get Home:
- **Three:** *Consider and discuss the overall organization of the department to better support the investigation of crimes and increase both citizen satisfaction and accountability.*
- *“Nothing changes if nothing changes”*



Organizational Issues sample



Total Employees: 75

Managing Criminal Investigations

- Things to Do When I Get Home:

- **Four**: *Consider the use of Non-Sworn employees (Police Assistants) in Patrol conducting routine and time-consuming tasks and possibly taking low-priority reports. This can increase patrol officer time available, allowing other functions, including conducting follow-up investigations*

- *"RECRUIT, REWARD, RETAIN" the 3 "R"s.*



Managing Criminal Investigations

- Things to Do When I Get Home:
- Five: *Consider methods to increase communications between CID and Patrol.*
- *“The ultimate test of your knowledge is your capacity to convey it to another”*



Managing Criminal Investigations

- Things to Do When I Get Home:

- **Six**: *Think about department crime scene efforts. Do we need:*
  - *Additional training or equipment*
  - *Additional staff (combining duties)*
  - *MOU with other entity for major cases*

- “Anticipate the worst, hope for the best”



Reactive Investigations Organization

- Things to Do When I Get Home:
- **Seven:** *Analyze past year's cases and determine any specialization needs. Develop a plan to obtain training for specialized investigations.*
- "Storytelling and spreadsheets. Know the numbers and craft the narrative"



Specializations “Build your team”



TEXAS FORENSIC SCIENCE ACADEMY™

Texas Police Chiefs Association

Reactive Investigations Organization

- **Specialization:**

- "Specialized" vs "Generalist."
- Specialization allows expertise and increased clearances in the specialty areas
- First level of specialization is "persons" and "property."
- A highly technical investigation is usually next, such as computer and financial crimes.
- Crimes Against Children
- On call "if you catch it, you clean it" approach.

Reactive Investigations Organization

- **Specialization**:
  - In addition, train your folks to be “resident experts”:

- Fingerprints
- Cell phone forensics
- Warrants/Search & Seizure laws
- Others?

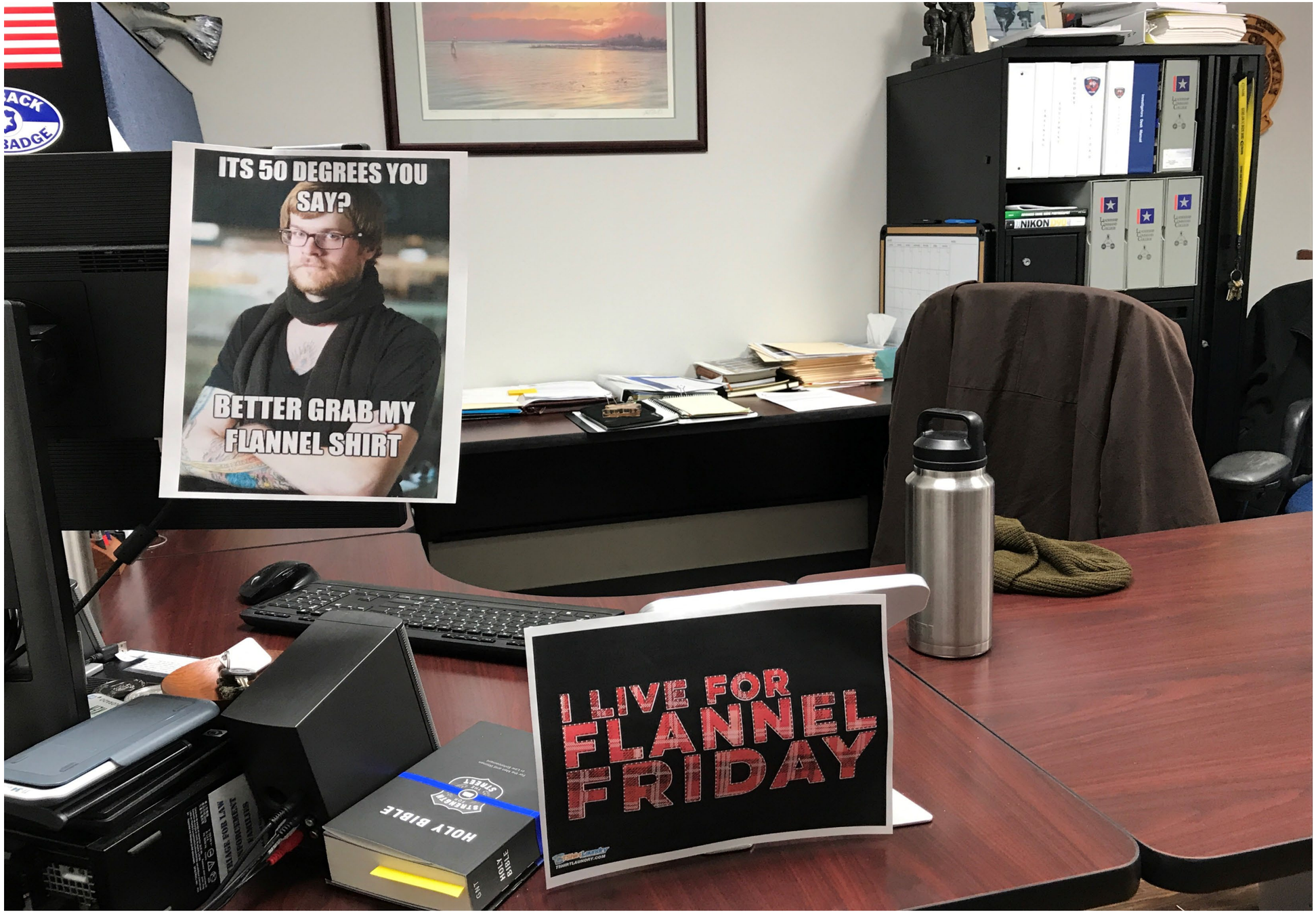
Facilities and Equipment

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



Facilities “open bay concept”




ITS 50 DEGREES YOU SAY?
BETTER GRAB MY FLANNEL SHIRT
I LIVE FOR FLANNEL FRIDAY
HOLY BIBLE
NIKON

Soft interview room



Interview room



The “War Room”



Equipment

Detective equipment

Body Cameras
Cell Phones/Cameras
Radios/flashlight/binoculars
Basic weapons, ammo, and handcuffs
Ballistic Vests
Raid Jackets/Tyvek suit
SABA kits
Portable recorders
Laptops/tablets
Crime scene kit/tape
Clothing allowance?
Dry cleaning allowance?
Online access (platforms)
Badge location…
What else?



Reactive Investigations Organization

- Things to Do When I Get Home:
- **Eight**: *Review department office and equipment needs. Ensure detectives have the equipment necessary for operation and safety.*
- *“Perception is everything”*



Reactive Investigations Management Issues

Detectives' reports should detail investigative actions taken and summarize results, including all evidence collected and witness and victim statements.
Cases closed due to the absence of new workable leads may be reopened later if new evidence is discovered or if they become part of a serial crime.

"This case is being closed at this time pending any new information"



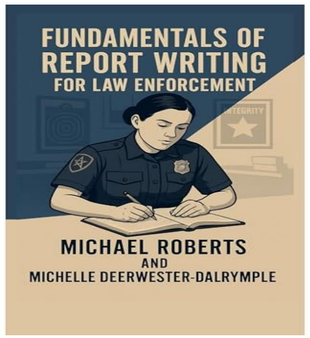
Reactive Investigations Management Issues

Detective Report Writing

Some agencies have developed pre-formatted report paragraphs for common situations to speed up report writing.

Some agencies have also implemented tablets/laptops integrated into their report databases, allowing detectives to complete their reports anywhere.

Grammarly?



Reactive Investigations Organization

- Things to Do When I Get Home:

- **Nine**: *Can we speed up report writing for detectives by creating approved pre-formatted report paragraphs? Can we integrate tablets into our RMS system?*

- *“See a need, fill a need”*



Reactive Investigations Management Issues

Case Files

Small departments without RMS – Manila folder
RMS systems – all electronic – with additional documents scanned and filed.
All files should go to records upon closure.
Originals of statements, videos, receipts, etc., to Property and Evidence.



Reactive Investigations Management Issues

Case Files

Morton Law: Police Departments must “certify” that they have included everything in case submissions.

Social media bulletins?

Media Releases?

Emails notifying the chief??



Reactive Investigations Management Issues

- **SB 1611/ 2013 Morton Law:**

- Michael Morton was sentenced to life in prison in 1987 in Williamson County. He was exonerated in 2011 after DNA evidence revealed that someone else had murdered his wife. It was discovered that the original prosecutors in the case had withheld evidence that could have proven Morton's innocence.

Reactive Investigations Management Issues

Case Files

Records Retention System

Usually established by the City or County.

RMS – No problems

Paper Files – may need a management system to purge files after the statute of limitations if space is needed.



Texas Record Retention Schedule

Local Schedule PS, Retention Schedule for Records of Public Safety Agencies

Related:

- Local Retention Schedules
- Laws and Rules
- Contact Us

(Revised Fourth Edition, Effective March 25, 2019) - 13 TAC §7.125(a)(5)

Download: Word | PDF

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  - Section 1-1: General Operations Records
  - Section 1-2: Vehicle, Equipment, and Animal Records
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  - Section 1-4: Emergency Communications Records
  - Section 1-5: Miscellaneous Records
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  - Section 2-1: Arrest and Offense Records
  - Section 2-2: Incident Records
  - Section 2-3: Operational Support Records
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  - Section 2-7: Permit Records and Associated Documentation
  - Section 2-8: Financial Records
  - Section 2-9: Personnel and Training Records
  - Section 2-10: Miscellaneous Records

Texas Police Chiefs Association

Reactive Investigations Management Issues

Interviewing and Interrogation

One of the greatest skills sought after by investigators is the ability to elicit information from people.

This is the skill that will result in the greatest increase in case resolution and is why investigative units put these schools at the top of their desired training list.

Reactive Investigations Management Issues

Interviewing and Interrogation

Several Interviewing and Interrogation Schools

Reid and Associates - 9-step model

Peace Model (UK)

Kinesic Interview and Interrogation – PATC

FLETC – Glynco, GA.

https://youtu.be/0gcdknweJ4s



Interrogation skills sample



Reactive Investigations Management Issues

• Interviewing and Interrogation

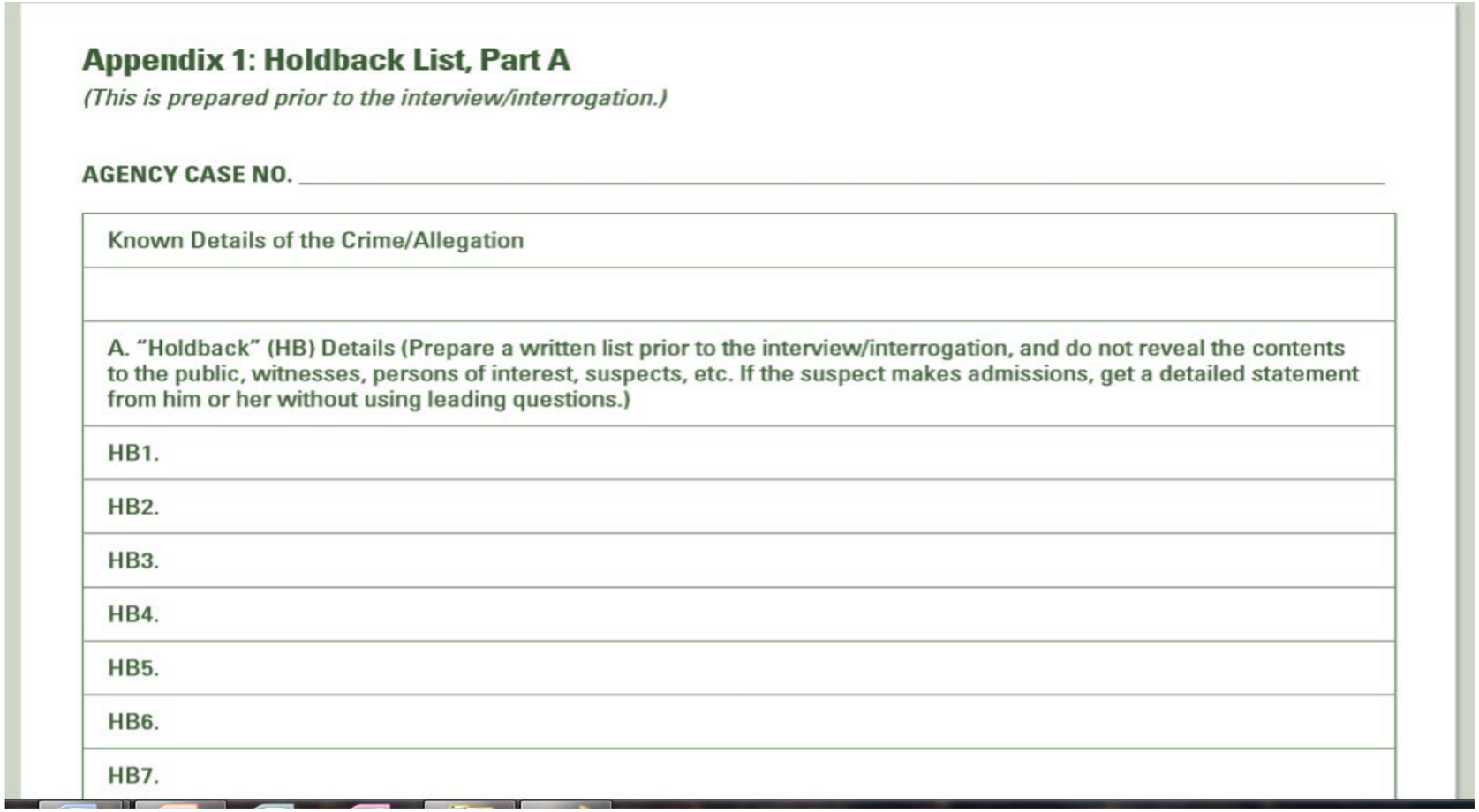
- **CID Commander and supervisors** should be responsible for ensuring legal and appropriate interrogations.
- Attend necessary schools
- Keep up with court decisions (subscriptions to TDCAA, etc)
- Ensure proper records are kept
- Avoid contamination and false confessions
- Teach your folks that “Everybody has a story-LISTEN”

Reactive Investigations Management Issues



Reactive Investigations Management Issues

- Holdback sample



Appendix 1: Holdback List, Part A

(This is prepared prior to the interview/interrogation.)

AGENCY CASE NO. _____

Known Details of the Crime/Allegation
A. "Holdback" (HB) Details (Prepare a written list prior to the interview/interrogation, and do not reveal the contents to the public, witnesses, persons of interest, suspects, etc. If the suspect makes admissions, get a detailed statement from him or her without using leading questions.)
HB1.
HB2.
HB3.
HB4.
HB5.
HB6.
HB7.

Reactive Investigations Management Issues

Appendix 2: Inside Information Checklist

AGENCY CASE NO. _____

The IIC can be completed after a recorded interview/interrogation, based on a transcript of the recorded interview/interrogation, plus other case evidence. Although the IIC can be filled out by the prosecutor, defense attorney, or an expert witness, it is the investigator who gathers evidence and creates the records that make this analysis possible. A completed IIC helps to show whether the suspect's statement includes inside information that was not provided to him or her during the interview/interrogation.

Details mentioned by the suspect during interview/ interrogation	Time	Page	Line	HB?	UK?	A?	P?	Time	Page	Line
1.										
2.										
3.										

HB: Detail is related to an item on the written Holdback List (If yes, list item number; e.g., HB1, HB2)

UK: Detail is unknown to police prior to interrogation, but related to evidence revealed in subsequent investigation

A = Accuracy: Hit / Miss / Partial / N/A (compare detail to objective evidence in the case)

P: Was this detail mentioned or suggested by the police during the interview/interrogation? (Yes/No) (If yes, list time, page, and line)

Hold back information: Missy Bevers case



Reactive Investigations Organization

- Things to Do When I Get Home:

- **Ten**: *Do we need to develop an official Holdback List and Inside Information Checklist for major cases?*



Reactive Investigations Management Issues

Interviewing and Interrogation **LAW REQUIREMENT** for Texas

SB 1253 Electronic Recording of Custodial Interrogations

Preach redundancy: “Two is One. One is none.”





Eyewitness Identifications Law Mandates

Article 38.20 of the Texas Code of Criminal Procedure (CCP). 2011, the statute **mandates** that every law enforcement agency in the state adopt and implement a detailed, **written policy for both live and photographic lineups.** Must include Blind Administration, Proper selection of fillers, Explicit Witness Admonitions, Immediate Confidence Statements, Accommodations for Vulnerable Witnesses

TPCA Sample Policy /Samples in MCI bonus materials

Reactive Investigations Management Issues



Reactive Investigations Management Issues

- Texas **law requires** *every* peace officer who performs these procedures to complete this training, **Eyewitness Evidence & Identification #3286 (TCOLE),** which specifically focuses on how human memory functions and how to minimize witness contamination.
- Texas **law mandates** that all witness statements, forms, filler information, and outcomes be preserved and turned over as evidence. Audio and video of the eyewitness identification process must be completed and preserved.
- Use DPS for building eyewitness lineup photographs.

Reactive Investigations Organization

- Things to Do When I Get Home:

- **Eleven**: *Ensure Eyewitness Identification policy and procedures are up to date with state law and department operations*.

- **Make sure that all detectives have taken** Eyewitness Evidence & Identification #3286 (TCOLE)



Warrants –Arrest and Search

Department policy should clearly spell out the process for obtaining and serving warrants.

See sample policies in MCI bonus handouts

Officers should be aware that affidavits are open records as soon as executed. Care should be taken when putting holdback information in warrant affidavits.



Warrants-Arrest and Search

CID Supervisors should **approve all** warrant applications and directly supervise any warrant service in cases where the suspect is possibly armed or where resistance is expected.



Warrants-Arrest and Search



Warrants- Arrest and Search

- Warrants – Checklist Advised….



SEARCH WARRANT CHECKLIST

LEAD INVESTIGATOR: _____

CASE NUMBER: _____

OFFENSE: _____

LOCATION: _____

CURRENT DATE: _____

DATE WARRANT ISSUED: _____

SECTION 1: SOURCE OF INFORMATION (S.O.I.):

- ☐ Law Enforcement Personnel, Agency: _____
- ☐ Citizen or Other Cooperating Subject: (If Checked, Complete Section 2)
- ☐ Confidential Informant (If Checked, Complete Section 3)

SECTION 2: CITIZEN/COOPERATING SUBJECT:
CIRCLE YES OR NO:

Yes	**No**	S.O.I. WILLING TO BE THE AFFIANT OR CO-AFFIANT?
Yes	**No**	S.O.I. WILLING TO TESTIFY IN FUTURE COURT PROCEEDINGS?
Yes	**No**	S.O.I. CURRENTLY UNDER ARREST?
Yes	**No**	CRIMINAL HISTORY/FULL BACKGROUND ON S.O.I.
Yes	**No**	S.O.I. HAS LEGAL STANDING IN THE PREMISES TO BE SEARCHED?
Yes	**No**	INFORMATION PROVIDED BY S.O.I. CORRABORATED BY INDEPENDENT INVESTIGATION AND/OR SURVEILLANCE?
Yes	**No**	MOTIVATION OF S.O.I. DETERMINED?

Operations Plan sample

HUNTSVILLE POLICE DEPARTMENT
SWAT TEAM OPERATIONS PLAN

Date Prepared: Case#:
Offense:
Prepared By:
Briefing Time: Briefing Location:

Type of Operation: Arrest Warrant Search Warrant Other
Knock and announce No-knock

Primary Officer: Phone:
Local Police: HUNTSVILLE POLICE DEPT. Phone: (936)291-5480
Local Sheriff: WCSO Phone: (936)435-8000
Local Hospital: HUNTSVILLE MEMORIAL Phone: (936)291-3411

OPERATION DETAIL

Location of Operation:
Map attached YES NO
Photograph attached YES NO
Location description:

Known dangers or cautions
Aggressive animals present YES NO UNKNOWN Children/Elderly YES NO UNKNOWN
Physical Fortification Counter Surveillance Explosives High Foot traffic
High Crime Approach difficulties Proximity to schools/daycare Vehicular traffic difficulties
Chemical/Bio Hazards Firearms Present

Staging Location **Map attached** YES NO
Staging Time:

Operation Date: **Operation Time:**

Operation Summary:

Reactive Investigations Organization

- Things to Do When I Get Home:

- **Twelve:** *Review department policy on arrest and search warrant processes. Consider requiring supervisory approval for applications and supervisory oversight on hazardous executions.*

- *CID Supervisors should "**READ, REFLECT, RESPOND**" when reviewing warrant affidavits*



CID Supervisor considerations: Information Management

Most cases are very easy; the detective maintains all case information in the case file. All files get scanned and uploaded to RMS. One stop for locating case-related items.

Major cases are more difficult - may consider a single person designated as case “manager” if multiple detectives are working.

Information Management



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 Leads online



Are you supplying your folks with the online resources to conduct basic inquiries?

Examples?

Information Management – Social Media

Who does your social media checks?

Does your department routinely check suspects' social media use?

Do you use covert accounts?

www.inteltechniques.com



CID Supervisor Resources

Regional Organized Crime Information Center (ROCIC)

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.

Reactive Investigations Organization

- Things to Do When I Get Home:
- **Thirteen:** Consider the use of non-sworn personnel for investigative support activities not requiring a *sworn officer*.
- *Teach your folks to "Be a problem solver and not a problem"*



CID Supervisor considerations

- 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 your local district attorney to ensure proper safeguards are used.



Reactive Investigations Organization

- Things to Do When I Get Home:

- **Fourteen:** *Check with DA on use of Pre-Text or Third-Party interception evidence.*



CID Supervisor Resources

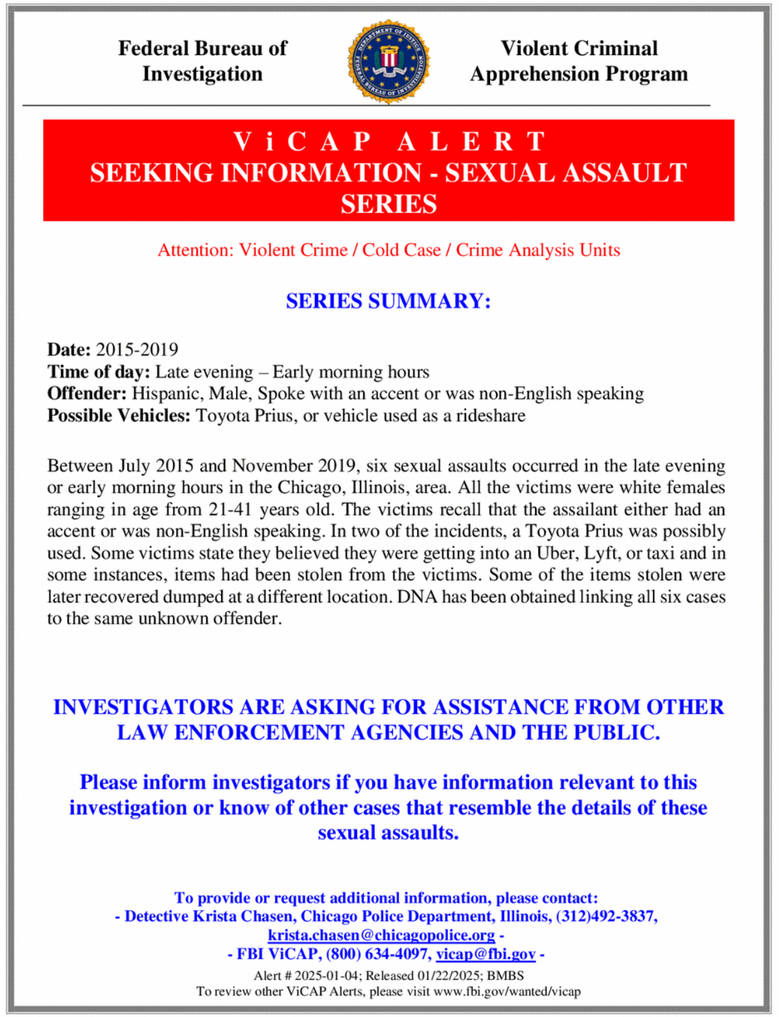
VICAP

- 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)

Texas Law Mandate: Molly Jane 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 the Track-kit system.
  - Single-page guidance on DPS website



Federal Bureau of Investigation — **Violent Criminal Apprehension Program**

V i C A P A L E R T
SEEKING INFORMATION - SEXUAL ASSAULT SERIES

Attention: Violent Crime / Cold Case / Crime Analysis Units

SERIES SUMMARY:

Date: 2015-2019
Time of day: Late evening – Early morning hours
Offender: Hispanic, Male, Spoke with an accent or was non-English speaking
Possible Vehicles: Toyota Prius, or vehicle used as a rideshare

Between July 2015 and November 2019, six sexual assaults occurred in the late evening or early morning hours in the Chicago, Illinois, area. All the victims were white females ranging in age from 21-41 years old. The victims recall that the assailant either had an accent or was non-English speaking. In two of the incidents, a Toyota Prius was possibly used. Some victims state they believed they were getting into an Uber, Lyft, or taxi and in some instances, items had been stolen from the victims. Some of the items stolen were later recovered dumped at a different location. DNA has been obtained linking all six cases to the same unknown offender.

INVESTIGATORS ARE ASKING FOR ASSISTANCE FROM OTHER LAW ENFORCEMENT AGENCIES AND THE PUBLIC.

Please inform investigators if you have information relevant to this investigation or know of other cases that resemble the details of these sexual assaults.

To provide or request additional information, please contact:
- Detective Krista Chasen, Chicago Police Department, Illinois, (312)492-3837, krista.chasen@chicagopolice.org -
- FBI ViCAP, (800) 634-4097, vicap@fbi.gov -

Alert # 2025-01-04; Released 01/22/2025; BMBS
To review other ViCAP Alerts, please visit www.fbi.gov/wanted/vicap

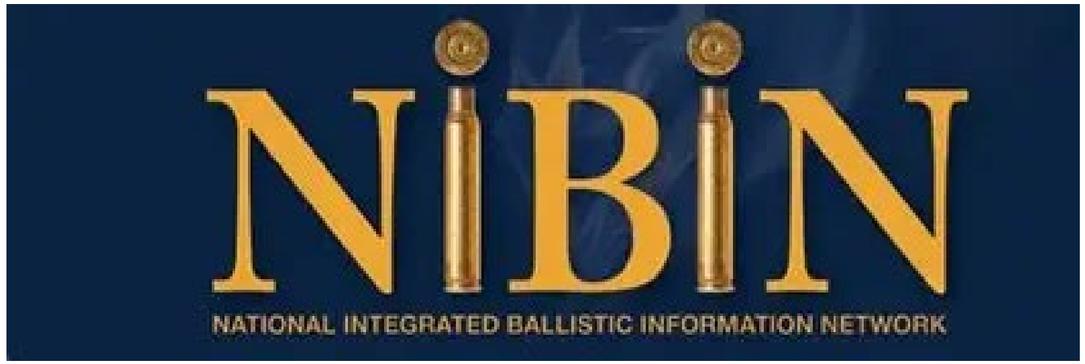
Molly Jane Law mandate



Reactive Investigations Technology Issues Resources

- NIBIN National Integrated Ballistics Information Database

- Supported by ATF
- Bullets and shell casings entered
- Information Shared
- Low hit rate…but future unknown



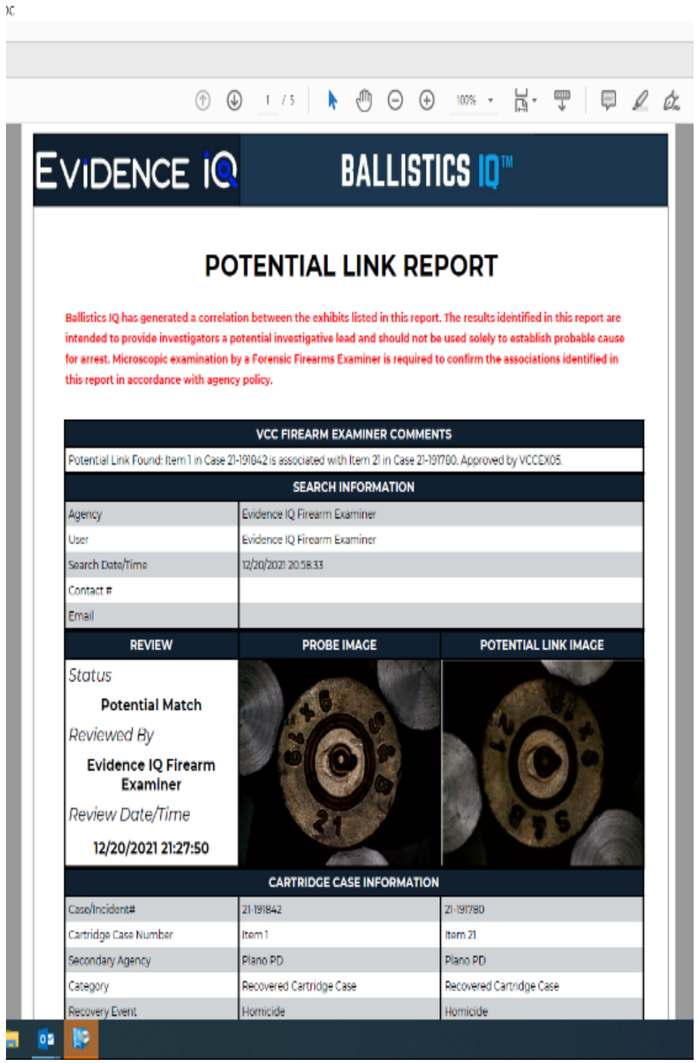
NIBIN



Reactive Investigations Technology Issues

Ballistics IQ

Automatically analyzes fired casings
Firearms examiner available
Creates a local database of cartridges



EVIDENCE IQ BALLISTICS IQ™

POTENTIAL LINK REPORT

Ballistics IQ has generated a correlation between the exhibits listed in this report. The results identified in this report are intended to provide investigators a potential investigative lead and should not be used solely to establish probable cause for arrest. Microscopic examination by a Forensic Firearms Examiner is required to confirm the associations identified in this report in accordance with agency policy.

VCC FIREARM EXAMINER COMMENTS		
Potential Link Found: Item 1 in Case 21-191842 is associated with Item 21 in Case 21-191780. Approved by VCCEX05.		
SEARCH INFORMATION		
Agency	Evidence IQ Firearm Examiner	
User	Evidence IQ Firearm Examiner	
Search Date/Time	12/20/2021 20:58:33	
Contact #		
Email		
REVIEW	**PROBE IMAGE**	**POTENTIAL LINK IMAGE**
Status **Potential Match** *Reviewed By* **Evidence IQ Firearm Examiner** *Review Date/Time* **12/20/2021 21:27:50**		
CARTRIDGE CASE INFORMATION		
Case/Incident#	21-191842	21-191780
Cartridge Case Number	Item 1	Item 21
Secondary Agency	Plano PD	Plano PD
Category	Recovered Cartridge Case	Recovered Cartridge Case
Recovery Event	Homicide	Homicide

Reactive Investigations Technology Issues

Cellebrite/Gray Key Cell Phone Extractions



Reactive Investigations Technology Issues

Leica 360 Laser Scanner



Reactive Investigations Technology Issues

Other Technological innovations
DRONES
Tablets
License Plate Recognition
FLIR
Gunshot detection
Facial Recognition/AI
Vehicle and phone data mining (Berla)
Cadaver dogs



Reactive Investigations Technology Issues

- New Technological innovations
- Wi-Fi forensics: trace wireless networks
- Forensic Genealogy: familial search results
- DNA Phenotyping from crime scene DNA
- K-9 Digital Evidence Search chemical compounds found in electronics



Reactive Investigations Technology Issues

Keeping Up with New Technological Innovations

Hawk Analytics (license user): cell phone
Zetx (license dept): cell phone lookup
Groups.io/g/kloving: list serve
Geotime.com: digital intelligence
www.search.org (training)
National Computer Forensics Institute
National White Collar Crime Center
Officer.com, PoliceOne.com, Lawofficer.com

Reactive Investigations Technology Issues

Keeping Up with New Technological innovations – training….

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

Reactive Investigations Organization

- Things to Do When I Get Home:

- **Fifteen**: Research the department's sexual assault kit processing system to ensure it includes data entry into the *Track-Kit system*. *Research the sexual assault investigation process to ensure it includes VICAP data entry.*

- *Remember "We speak for those who can't speak for themselves"*



CID Supervisor Collaboration with Adjacent Agencies

- **Working with Other Agencies**

- Regional Detective Meetings
- Once a month or once a quarter
- Special meetings for any particular problems
- Robbery
- Serial Rapists
- Burglary and Vehicle Related Crimes (identify patterns)

CID Supervisor and the Media

- **Use of Media in Investigations**
- Media are usually willing to assist
- Not usually willing to withhold information
- Need to cultivate media contacts (known them before a crisis)
- PIO/HB 33 Uvalde Strong Act (TDEM)





Texas Law mandated class

Bill Blackwood LEMIT
Law Enforcement Management Institute of Texas

Programs | Calendar | Research

Public Information Officer (PIO)

The Public Information Officer (PIO) course is designed for public safety personnel responsible for managing, disseminating, and overseeing information on behalf of their departments or organizations. Open to potential, newly assigned, and experience
essential skills and "tools of the trade" needed to handle both routine operations and community crises effectively. Through interactive, hands-on exercises, participants learn to write media releases, conduct interviews and on-camera briefings, and enga
strategies, and evaluation of public information campaigns, preparing attendees to serve as confident, credible, and effective voices for their agencies in any circumstance. (****Course mandated to meet requirements of HB33; the Uvalde Strong Act.)

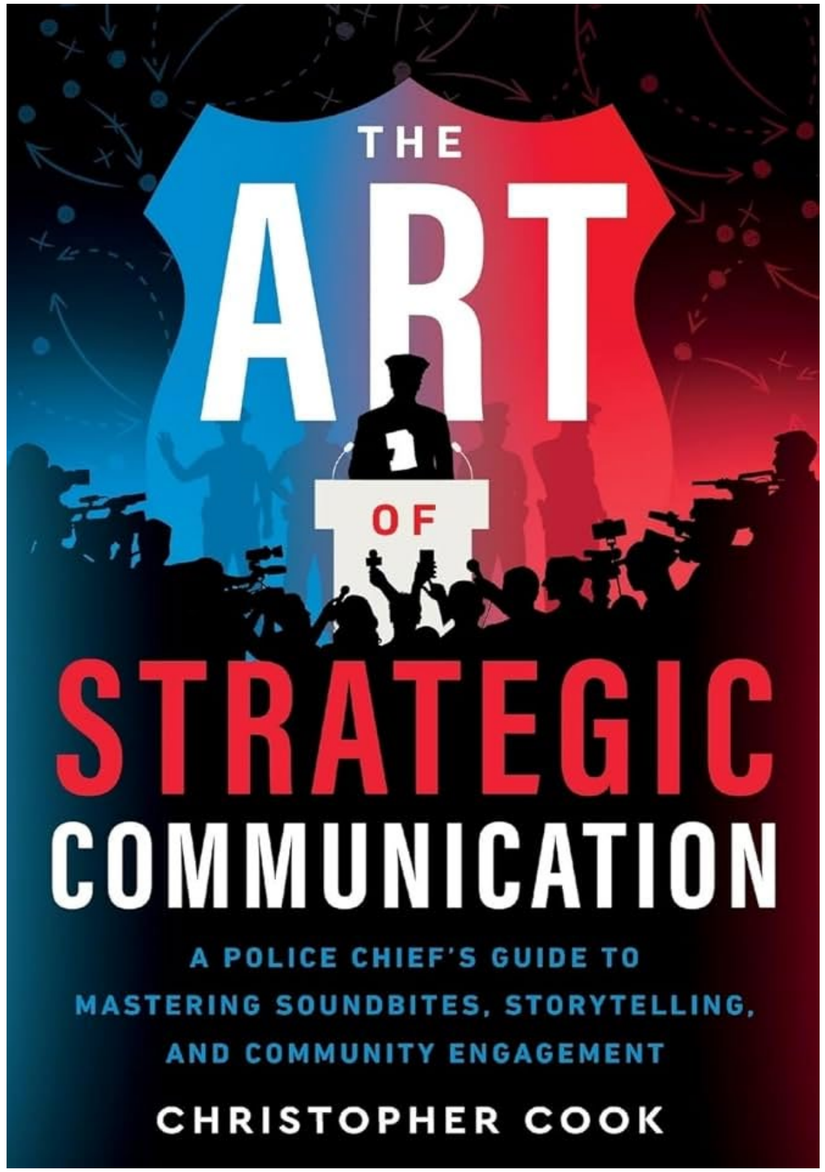
Topics Covered / Course Objectives

- Learn how to write a media release and manage interviews
- Participate in video conferences and on-camera briefings
- Identify public relations opportunities in your community
- Practice skills in real-life scenarios
- Evaluate success of public information campaigns

Who Should Attend / Admission Requirements

- Potential, recently assigned, or existing PIO's
- Administrative Executives involved in public information duties
- All public safety personnel tasked with the collection, dissemination, and/or oversight of public information for their department and/or organization

CID Supervisor and the Media Resource



CID Management Issues: Internal Affairs

- **Investigating your own**



- On occasion, even the best will stumble.
- The policy decision on who conducts criminal investigations (IA) should be decided in advance by the Chief and the City. (Community trust)
- Inter-local agreements or MOUs need to be in place.
- Administrative Investigations are almost always done internally.
- New mandated TCOLE policy must be followed.

TCOLE Mandate: Internal Affairs Investigations

• TCOLE Mandatory Misconduct Policy

. Report to TCOLE an investigation into alleged criminal misconduct for which criminal charges are filed against the officer within 30 days after the investigation is completed.

On a template provided by TCOLE prepare and submit to TCOLE a summary report of the investigation in a timely manner, but not later than the 30th day after the date of the officer's separation from the agency.

Include documentation of the completed investigation in the officer's personnel file maintained by the department as described by the Texas Occupations Code 170.4535 or 1701.4522 as applicable.

Notify TCOLE if the matter is under appeal. The department shall notify TCOLE of the disposition of an appeal within 30 days of receipt of the decision.

If an officer separates from the department during the pendency of an investigation of misconduct, the agency shall complete the investigation and submit a summary report to TCOLE regardless of the findings.

Reactive Investigations Organization

- Things to Do When I Get Home:
- **Seventeen:** *Determine policy on who will do criminal investigation into an officer-involved incident. Written agreements in place.*
- *Make sure the agency has the new TCOLE-mandated policy.*
- *Make sure designated PIO training is completed and registered with TDEM.*
  - Set up regional Detective Meetings
  - Try to “Know the answer before you ask the question”



Reactive Case Management

CASE MANAGEMENT

The largest problem in
Investigative Unit Management

Case Management is
SUPERVISION!

CID Case Management Failure Example

ASTROS: The 'next big thing' is here. Slugging first baseman Jon Singleton makes his major league debut tonight.

Texas, Houston advance to super regional showdown.



HOUSTON CHRONICLE

CITY | STATE

Houston joins fight against human trafficking

20,000 HPD cases went unworked

City study of 2009 crimes indicates many probes had viable leads but went hurt by personnel shortages

By Jasmo Pinkerton and Mike Morris

Time on crime

CID Case Management Failure Example



CID Supervisor's Role in Case Management

Why do we need to "Manage" cases?

Overloading investigators, inequitable caseloads

Too many cases; some cases simply 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…

CID Supervisor Case Management Responsibility

Case Management is:

Controlling total incoming case assignments

Case Screening/ Decide what gets investigated. Patrol referral or non-sworn, automatic suspension.

Case Follow-up

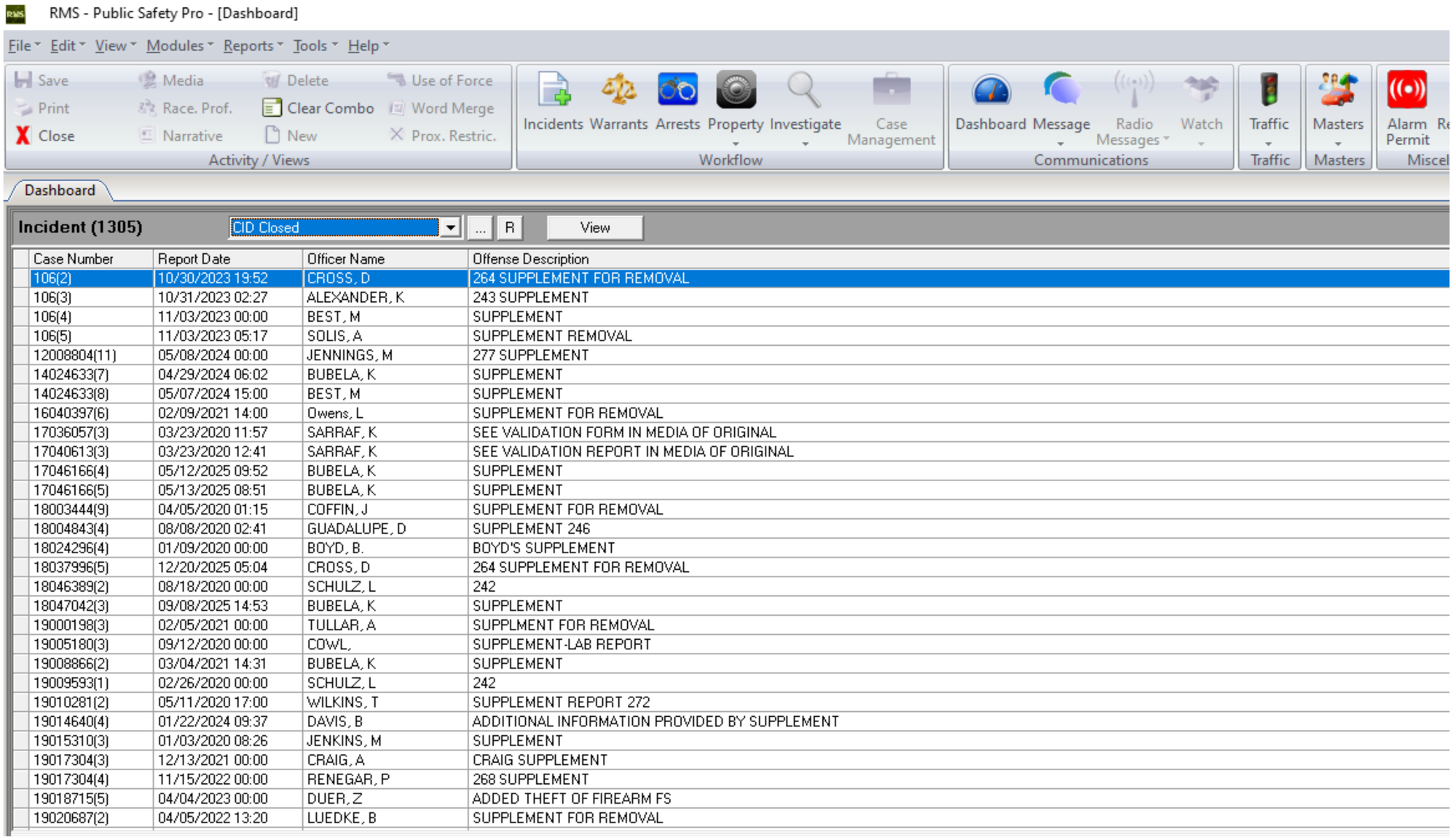
- Assigned Case Management (Desk Audit)
- Detective Evaluation
- Case auditing

Don’t let any cases fall through the cracks.

“Cases Never Stop Coming In”



CID Supervisor Case Management Dashboard example



Case Number	Report Date	Officer Name	Offense Description
106(2)	10/30/2023 19:52	CROSS, D	264 SUPPLEMENT FOR REMOVAL
106(3)	10/31/2023 02:27	ALEXANDER, K	243 SUPPLEMENT
106(4)	11/03/2023 00:00	BEST, M	SUPPLEMENT
106(5)	11/03/2023 05:17	SOLIS, A	SUPPLEMENT REMOVAL
12008804(11)	05/08/2024 00:00	JENNINGS, M	277 SUPPLEMENT
14024633(7)	04/29/2024 06:02	BUBELA, K	SUPPLEMENT
14024633(8)	05/07/2024 15:00	BEST, M	SUPPLEMENT
16040397(6)	02/09/2021 14:00	Owens, L	SUPPLEMENT FOR REMOVAL
17036057(3)	03/23/2020 11:57	SARRAF, K	SEE VALIDATION FORM IN MEDIA OF ORIGINAL
17040613(3)	03/23/2020 12:41	SARRAF, K	SEE VALIDATION REPORT IN MEDIA OF ORIGINAL
17046166(4)	05/12/2025 09:52	BUBELA, K	SUPPLEMENT
17046166(5)	05/13/2025 08:51	BUBELA, K	SUPPLEMENT
18003444(9)	04/05/2020 01:15	COFFIN, J	SUPPLEMENT FOR REMOVAL
18004843(4)	08/08/2020 02:41	GUADALUPE, D	SUPPLEMENT 246
18024296(4)	01/09/2020 00:00	BOYD, B.	BOYD'S SUPPLEMENT
18037996(5)	12/20/2025 05:04	CROSS, D	264 SUPPLEMENT FOR REMOVAL
18046389(2)	08/18/2020 00:00	SCHULZ, L	242
18047042(3)	09/08/2025 14:53	BUBELA, K	SUPPLEMENT
19000198(3)	02/05/2021 00:00	TULLAR, A	SUPPLMENT FOR REMOVAL
19005180(3)	09/12/2020 00:00	COWL,	SUPPLEMENT-LAB REPORT
19008866(2)	03/04/2021 14:31	BUBELA, K	SUPPLEMENT
19009593(1)	02/26/2020 00:00	SCHULZ, L	242
19010281(2)	05/11/2020 17:00	WILKINS, T	SUPPLEMENT REPORT 272
19014640(4)	01/22/2024 09:37	DAVIS, B	ADDITIONAL INFORMATION PROVIDED BY SUPPLEMENT
19015310(3)	01/03/2020 08:26	JENKINS, M	SUPPLEMENT
19017304(3)	12/13/2021 00:00	CRAIG, A	CRAIG SUPPLEMENT
19017304(4)	11/15/2022 00:00	RENEGAR, P	268 SUPPLEMENT
19018715(5)	04/04/2023 00:00	DUER, Z	ADDED THEFT OF FIREARM FS
19020687(2)	04/05/2022 13:20	LUEDKE, B	SUPPLEMENT FOR REMOVAL

CID Supervisor Case Management Decision Process

Design your systems to minimize the detective's non-productive work. Consider the following"

Case Screening – assigning only cases with a likelihood of solution.

Solvability Factors – (doesn't work well)

PERF Three Tier system (better): solvability, severity, resources

Weighted vs Non-Weighted

Some are integrated in RMS

A Case Management Study in Deciding When to Assign

Rochester, NY - 500 solved cases

Found these significant factors:

- Is there a witness to the crime
- Is the suspect's name known
- Knowledge of where the suspect could be located
- A description of the suspect
- Identification of a suspect
- Property with identifiable characteristics
- Existence of significant MO
- Presence of significant physical evidence
- Description of suspect vehicle, specific identifiers
- Belief that crime could be solved through publicity or significant investigative effort
- Opportunity for limited number to have committed the crime.



Case Management Point Rating System Rule of 15

Point System Information

- Suspects Named.....10
- Suspects Description (if not named).....05
- Suspect can be Identified/Known to Victim.....15
- Suspect can be located.....10
- Independent Witness to Offense.....05
- Suspect Vehicle Identified.....03
- Identifiable Latent Prints Recovered.....07
- Distinctive Method of Operation (MO).....02
- Traceable Property.....05
- Significant Public Interest.....04

  - Cases ranking 15 or higher are assigned

CID Supervisor Case Management Factors

What other factors could be listed today?

Information from Social Media?
Surveillance video?
ALPR?
Camera map?
DNA?
Vehicle Forensics?
Cell phone/IP geolocates?
Anything else?



Update your solvability factors.

Police Executive Research Forum Case Management Report

PERF Report recommended three categories of cases:

Cases where the **suspect is known** or in custody.

Cases that **could be solved** with a reasonable amount of investigation.

Cases that will **likely not be solved** with a reasonable amount of investigation.

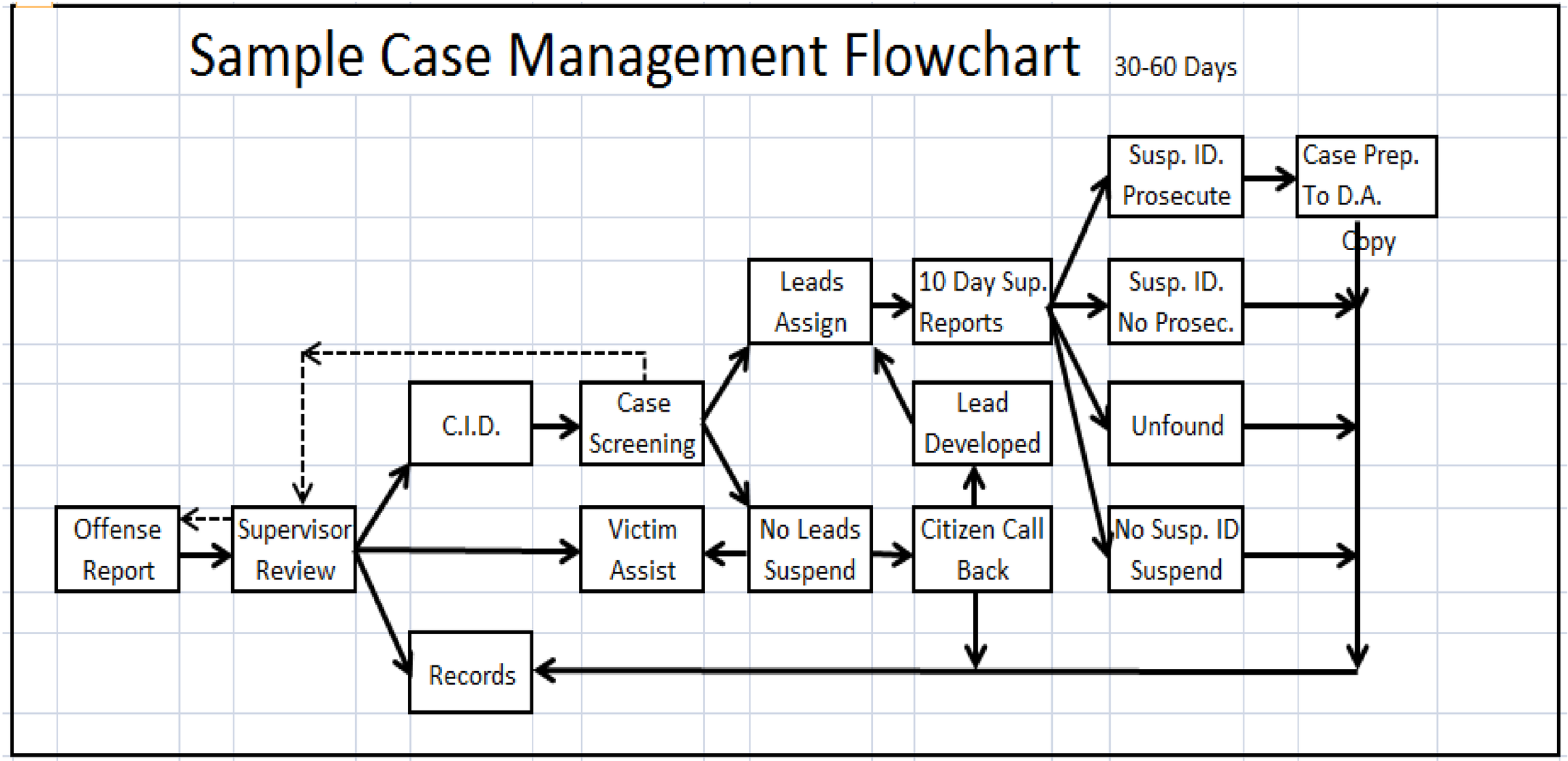
CID Supervisor's Role After Case Assignment

The 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. It includes reviewing supplement reports for completeness and closing **cases that should not have additional resources expended.**



Case Management Flowchart



Case Management Strategies

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 a Case Status Log to record which cases are assigned to each investigator. This log can be either electronic in an RMS system, as an Excel spreadsheet, or in paper form.

In some manner, it should indicate to the detective how many open cases and of what type are assigned.

Case Assignment Log Sample

Sample Case Assignment Log for Small Agencies

XXX Police Department

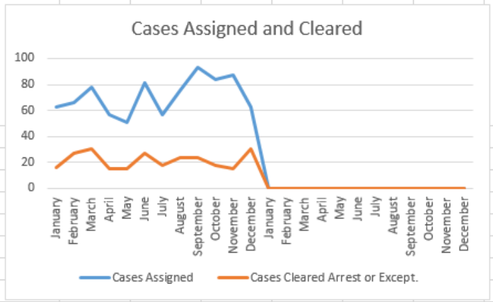
Criminal Investigation Unit

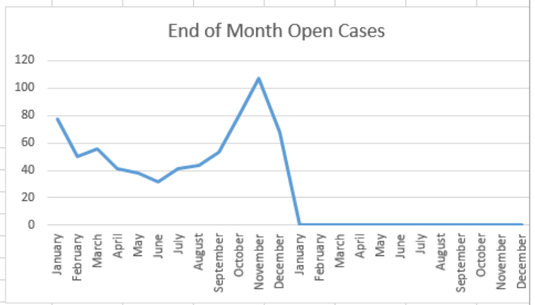
Detective: _____ ID# _____ Beginning Open Cases: 20

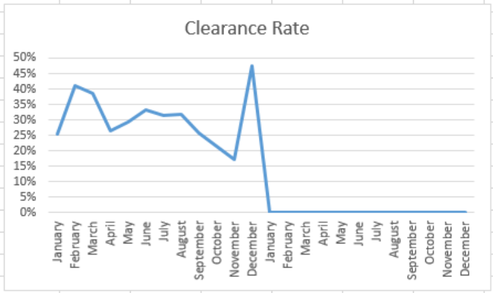
Month	Cases Assigned	Cases Assigned with Suspect in Custody	Cases Cleared Arrest or Except.	Clearance Rate	Cases Unfounded	Cases Suspended	Hours spent Investg.	Misd. Cases Filed	Felony Cases Filed	Cases Returned from DA	End of Month Open Cases	Vacation Hours Taken	Sick Hours Taken
January	63	6	16	25%	6	24	324	12	3	0	77	0	0
February	66	18	27	41%	3	63	288	15	6	0	50	0	48
March	78	24	30	38%	0	42	360	18	3	0	56	0	0
April	57	9	15	26%	3	54	270	9	0	0	41	0	0
May	51	9	15	29%	0	39	216	9	3	3	38	120	0
June	81	15	27	33%	9	51	336	15	9	0	32	0	0
July	57	12	18	32%	3	27	336	12	3	0	41	0	24
August	75	15	24	32%	9	39	264	18	3	0	44	0	0
September	93	12	24	26%	6	54	342	15	6	3	53	0	0
October	84	12	18	21%	3	36	354	12	0	0	80	0	0
November	87	6	15	17%	0	45	306	15	0	0	107	0	72
December	63	21	30	48%	6	66	288	21	9	0	68	72	0
January	0	0	0	#DIV/0!	0	0	0	0	0	0	0	0	0
February	0	0	0	#DIV/0!	0	0	0	0	0	0	0	0	0
March	0	0	0	#DIV/0!	0	0	0	0	0	0	0	0	0
April	0	0	0	#DIV/0!	0	0	0	0	0	0	0	0	0
May	0	0	0	#DIV/0!	0	0	0	0	0	0	0	0	0
June	0	0	0	#DIV/0!	0	0	0	0	0	0	0	0	0
July	0	0	0	#DIV/0!	0	0	0	0	0	0	0	0	0
August	0	0	0	#DIV/0!	0	0	0	0	0	0	0	0	0
September	0	0	0	#DIV/0!	0	0	0	0	0	0	0	0	0
October	0	0	0	#DIV/0!	0	0	0	0	0	0	0	0	0
November	0	0	0	#DIV/0!	0	0	0	0	0	0	0	0	0
December	0	0	0	#DIV/0!	0	0	0	0	0	0	0	0	0

***These cloumn auto computes...Do Not Erase or Delete

At end of second year, copy and paste second year data into first year data area for Columns B, C, D, F, G, H, I, J, K, M, and N. Insert second year December Column L number into starting Open Cases Box. Do not make changes to Columns E or L.







First Year	
Cases Assigned	855
Cases Assigned with Suspect in Custody	159
Cases Cleared by Arrest or Exception	259
Clearance Rate	30%
First Year Cases Unfounded	48
Cases Suspended	540
Total Hours Investigating	3684
Misdemeanor Cases Filed	171
Felony Cases Filed	45
Cases Returned from DA	6
Vacation Hours used	192
Sick Hours Used	144

Second Year	
Cases Assigned	0
Cases Assigned with Suspect in Custody	0
Cases Cleared by Arrest or Exception	0
Clearance Rate	#DIV/0!
First Year Cases Unfounded	0
Cases Suspended	0

Detective Activity | Detective 1 | Detective 2 | Detective 3 | Detective 4 | Detective 5 | Detective 6 | Detective 7 | Detective 8 | Unit

Ready

8:04 AM 7/27/2021

CID Supervisor Case Management Role

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.

CID Management Sample Guidelines

CID BASICS

Do Your Job, Do it Right, Do it Timely, No shortcuts

3 DAY RULE: Contact victims withing 3 days of getting report

SHOW SUPPORT TO YOUR VICTIMS: Keep them informed and updated

5 DAY RULE: Write your supplement withing 5 days of getting report

SUPPLEMENTS should have detailed information (substance)

30/50 RULE: Keep Active cases below 30 and Suspended below 50

MININUM STAFFING: 3 Detectives per day unless otherwise approved

10 HR SHIFT equals a complete 10 hours worked

8 HR SHIFTS during weeks with City Holidays and or Training classes

WORK WITHIN YOUR TEAM: Cover partner cases when absent

KEEP DESKS/OFFICE and your assigned VEHICLES CLEAN

STAY FLEXIBLE: Callouts, Assignments, etc. be willing to help out

ASK QUESTIONS: Don’t be afraid to ask if you don’t know

KEEP SUPERVISORS INFORMED: Major cases, political, etc.

CLOSED REPORTS NEED TO BE SUBMITTED FOR REVIEW

CID Management Sample Guidelines Cont.

ALL SUSPECTS GET INTERVIEWED: If practicable, note reason not

PRACTICE GJ/COURT TESTIMONY WITH SUPERVISOR

EXHAUST ALL LEADS before closing your case

TIMESHEETS are DUE to benefit you

TIMESHEETS should be filled out completely with cs# and brief synopsis

CID CALENDAR: Stay informed, post your scheduled time off, etc.

CALL OUTS: Answer the phone and RESPOND when NEEDED

CALL OUTS: When in DOUBT, RESPOND

CALL OUTS: Coverage if you are not able to respond

RADIO: Take your handheld with you when you are out and about

SUPPORT: Check by with Patrol if needed

Case Management Considerations

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.

What is your agency's policy on this?

CID Supervisor’s Role in Case Status Changes

- If a supplement is submitted indicating the detective's desire to inactivate or suspend a case, **the supervisor should review the original offense and any supplements and ensure there are no obvious leads needing investigation before suspending the case.**

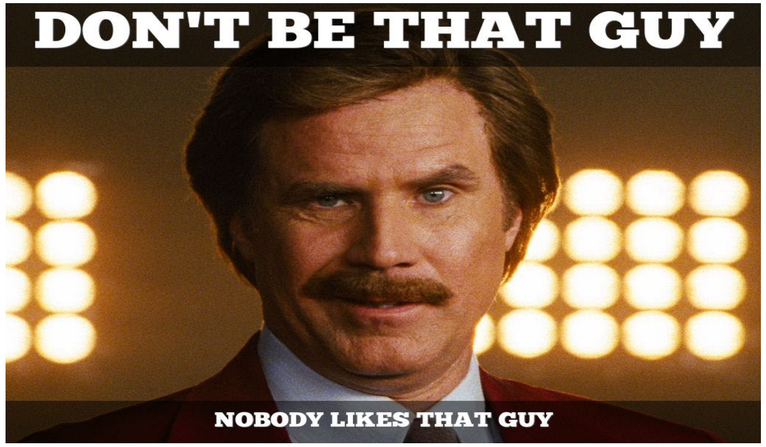
- Detectives should not be allowed to make case status changes or file cases **without supervisory review and approval**.

- Time limits for supplemental reports and case closure **should be established.**

- This is supervision! You are ultimately responsible.

CID Supervisor Case Review Failures

- **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 victims
  - Detectives not working
  - Detectives taking credit for clearances not warranted
  - Detectives filing incomplete cases or inappropriate cases



CID Supervisor Case Management Guidelines

- Cases should be assigned based on the following definitions:

- **Active**: Investigation is ongoing

  - **<u>Cleared Arrest:</u>**
    - An arrest has been made, and the arrestee(s) have been charged with the commission of the offense in question and turned over to the court for prosecution.



CID Supervisor Case Management Guidelines

- **EXCEPTIONALLY CLEARED:**

- **If the following questions can ALL be answered “yes”:**

- 1. Has the investigation definitely established the identity of the offender?
- 2. Is there enough information to support an arrest, charge, and turning over to the court for prosecution?
- 3. Is the location of the offender known so that the subject could be taken into custody?
- 4. Is there some reason outside of law enforcement control that precludes arresting, charging and prosecuting the offender? This would include the refusal of a victim to cooperate in the investigation, but the answers to questions 1-3 must be answered yes.
- Another accepted Exceptional Clearance would involve the handling of a juvenile orally or by written notice to parents involving a minor offense and no referral is made to juvenile court as a matter of publicly accepted law enforcement policy.

CID Supervisor Case Management Guidelines

- **CLOSED BY ADMINISTRATION:**

- The cases have been determined **by the CID Supervisor** to have no solvability factors. They are assigned to the investigator as Closed by Administration. *The investigator will make a courtesy contact within 5 days from the date the initial report was taken*.

- **CLOSED BY INVESTIGATION:**

- When a case has been investigated to the point where nothing else can reasonably be done to bring the case to a close. An investigation may be reactivated and assigned to an investigator's active caseload if sufficient new leads are developed.

CID Supervisor Case Management Guidelines

• SUSPENDED DA:

- When an investigation has been completed and turned over to the District or County Attorney's office for formal charges to be filed. Investigators should check with the DA's office at least once every 30 days on the status of cases that have been Suspended – DA.

• SUSPENDED WARRANT:

- When a warrant has been issued for the suspect, but the suspect has not yet been arrested. Once a warrant has been obtained, it should be turned over to Dispatch to be logged and entered. After the warrant is eventually served, the status of the case should be changed to Cleared by Arrest.

• SUSPENDED LABS:

- When evidence in the case has been sent to the crime laboratory for processing and analysis. Investigators should check with the crime lab at least once every 30 days on the status of cases that have been Suspended –Labs.

CID Supervisor Case Management Guidelines

• **UNFOUNDED**:

- If an investigation shows that **NO OFFENSE OCCURRED** nor was attempted, the reported offense can be Unfounded. The findings of a court, jury or prosecutor do not unfound offenses which law enforcement investigations establish to be legitimate.

• **ARREST: NEEDS FOLLOWUP**

- When patrol makes an arrest and additional information is needed for successful prosecution of the case. Evidence like video footage, medical records, etc.

- What do you do when you have a case that has several suspects, and one is arrested, but the others are still outstanding?

Supervisor Awareness: CID Policy

- **“Model” CID Policy**



- Not one that fits all
- The entire order depends on how you organize follow-up investigations
- TPCA has several “Model” policies that can be used. Samples included in MCI handout material.
- Should include the requirements of the case management system.

CID POLICY SAMPLE

Huntsville Police Department

Directive 10.1 Criminal Investigations

Effective Date: December 5, 1992	Replaces:
Last Review Date: January 2, 2025	
Reference: TBP Standards 7.09, 7.10, 7.13, 7.31	Page 1 of 10

Approved: _____
Chief Of Police

PURPOSE

The purpose of this directive is to establish and identify the Criminal Investigations component of the Huntsville Police Department and to establish objectives and operational procedures of that component.

POLICY

It is the policy of the Huntsville Police Department to conduct investigations of criminal offenses in an effort to apprehend offenders, recover stolen property, and seek prosecution of offenders.

10.1.1 ORGANIZATION AND ADMINISTRATION

A. Under the current department organizational structure, the Investigative Section is a component of the Support Services Division. Any reference to the "Criminal Investigation Division" or "CID" is synonymous with the Investigative Section.

B. The Investigative Section has the primary responsibility to investigate criminal offenses. These responsibilities are to be fulfilled by:

1. Obtaining offense reports and conducting further investigations through case management; *(TBP 7.10)*

2. Seizing and recording evidence at crime scenes or utilizing articles of evidence submitted by patrol officers.

3. The deployment of personnel into covert activities designed to apprehend offenders engaged in repeated and patterned offenses; and

4. The investigation into the use or sale of illegal drugs.

C. The CID Sergeant is responsible for the overall management of the section, including:

Reactive Investigations Organization

- Things to Do When I Get Home:

- **Eighteen**: *Review and design a case management system that will reduce CID non-productive time and improve the case closure process.*

- *Make sure you are assigning cases appropriately.*



Supervising the Property and Evidence Section

- Property and evidence are **always critical to** successful prosecutions.

- The department needs a clear directive on how property and evidence should be managed.

- One of the critical issues that will get an agency in trouble!



Supervising the Property and Evidence Section



•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 <u>before the end of each shift</u>**. Integrity check for cash.

- Under no circumstances should officers, detectives, or crime scene personnel be allowed to keep any items unsecured in their desks, lockers, or other locations.

•O.J. Simpson case an example.

Supervising the Property and Evidence Section

- 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.

- Discovery visits by the defense attorney. How do you handle them? Consider being present during this visit.

CID Supervisor Awareness: VICTIM ASSISTANCE Mandate

- **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. VA personnel can ensure the victim has been sent a Crime Victims Compensation package and referred to the appropriate support agencies if necessary. (Grants)
  - If no VA, **Detective must do this**…

CID Supervisor Awareness: VICTIM ASSISTANCE CCP Mandate

Subchapter I. Required Notifications by Law Enforcement Agency

ART. 56A.401. NOTIFICATION OF RIGHTS

At the initial contact or at the earliest possible time after the initial contact between a victim of a reported offense and the law enforcement agency having the responsibility for investigating the offense, the agency shall provide the victim a written notice containing:

(1) information about the availability of emergency and medical services, if applicable;

(2) information about the rights of crime victims under Subchapter B;

(3) notice that the victim has the right to receive information regarding compensation to victims of crime as provided by Chapter 56B, including information about:

(A) the costs that may be compensated under that chapter and the amount of compensation, eligibility for compensation, and procedures for application for compensation under that chapter;

(B) the payment for a forensic medical examination under Article 56A.252 for a victim of an alleged sexual assault; and

(C) referral to available social service agencies that may offer additional assistance;

(4) the name, address, and phone number of the law enforcement agency's crime victim liaison;

(5) the name, address, and phone number of the victim assistance coordinator of the office of the attorney representing the state; and

(6) the following statement:

"You may call the law enforcement agency's telephone number for the status of the case and information about victims' rights."

CID Supervisor Awareness: VICTIM ASSISTANCE CCP Mandate

Art. 56A.402. Referral to Sexual Assault Program

(a) At the time a law enforcement agency provides notice under Article 56A.401, the agency shall provide, if the agency possesses the relevant information:

(1) a referral to a sexual assault program as defined by Section 420.003, Government Code; and

(2) a written description of the services provided by the program.

(b) A sexual assault program may provide a written description of the program's services to a law enforcement agency.

CID Supervisor Awareness: VICTIM ASSISTANCE Mandate

Important Numbers

Police Emergency
911

Huntsville Police Department Crime Victim Liaison
936.291.5960

National Domestic Violence Hotline
1.800.799.SAFE (7233)
1-800-797-3224 (TTY) for the Deaf

HHSC Family Violence Program
hhs.texas.gov/fvp-resources

Texas Department of Public Safety Victim Support Services
512.424.2211

Texas Advocacy Project
1.800.374.HOPE (4673)

Department of Family and Protective Services
1.800.252.5400

SAAFE House
936.291.3369

Walker County District Attorney's Office
936.435.2441

Huntsville Memorial Hospital
936.291.3411

CHI ST. Luke's Health
936.439.4850

Victim Information

It is a criminal offense for any person, **INCLUDING A MEMBER OF THE FAMILY OR FORMER MEMBER OF THE FAMILY**, to cause physical injury or harm to a victim or to engage in conduct constituting stalking, harassment, or terroristic threat toward a victim.

Notice to Adult Victims of Family Violence, Dating Violence, Stalking, Harassment, or Terroristic Threat

Please tell the investigating peace officer: If you, your child, or any other household resident has been injured, or if you feel you are going to be in danger when the officer leaves or later.

YOU HAVE THE RIGHT TO:

Ask the local prosecutor to file a criminal complaint against the person committing family violence, and apply to a court for an order to protect you.

If a family or household member assaults you and is arrested, you may request that a magistrate's order for emergency protection be issued. Please inform the investigating officer if you want an order for emergency protection. You need not be present when the order is issued. You cannot be charged a fee by the court in connection with filing, serving, or entering a protective order. You may also be entitled to vacate your residence and terminate your residential lease.

For example, the court can enter an order that:

1. The abuser not commit further acts of violence,
2. The abuser not threaten, harass, or contact you at home,
3. Directs the abuser to leave your household, and
4. Establishes temporary custody of the children and directs the abuser not to interfere with the children or any property.

A violation of certain provisions of court ordered protections, such as (1) and (2), **may be a felony**.

Our Mission

Extending services to victims during their time of need.



To provide and assist with direct services to victims of crime and violence with dignity, respect and compassion.

Huntsville Police Department
560 FM 2821 W
Huntsville TX 77320
Phone: 936.291.5480

This Agency does not discriminate on the basis of race, color, national origin, religion, sex, disability, or age in the delivery of services.

Huntsville Police Department

Crime Victim Assistance Program

Reporting Officer:

_____

Case #:

_____

CID Supervisor Awareness: VICTIM ASSISTANCE Mandate

THE RIGHTS OF VICTIMS OF CRIME

According to the Code of Criminal Procedure, Chapter 56, Rights of Crime Victims, a victim of violent crime is (1) someone who is the victim of sexual assault, kidnapping, aggravated robbery, trafficking of persons or who has suffered personal injury or death because of the criminal conduct of another, (2) the close relative (spouse, parent, adult brother or sister, or child) of a deceased victim, or (3) the guardian of a victim. These rights also apply to victims of juvenile crime, including victims who suffer property loss.

Victims of Crime have the right to: • receive adequate protection from harm and threats of harm arising from cooperation with prosecution efforts; • have their safety considered by the magistrate when setting bail; • receive information, on request, of relevant court proceedings, including appellate proceedings, cancellations and rescheduling prior to the event, and of appellate court decisions after the decisions are entered but before they are made public; • be informed, when requested, by a peace officer about the defendant's right to bail and criminal investigation procedures, and from the prosecutor's office about general procedures in the criminal justice system, including plea agreements, restitution, appeals, and parole; • provide pertinent information concerning the impact of the crime to the probation department prior to sentencing; • information about the Texas Crime Victims' Compensation Fund and payment for a medical examination for a victim of sexual assault, and, on request, referral to social service agencies that provide additional assistance; • information, on request, about parole procedures; notification of parole proceedings and of the inmate's release; and the right to participate in the parole process by submitting written information to the Board of Pardons and Paroles for inclusion in the defendant's file for consideration by the Board prior to parole; • a separate or secure waiting area at all public court proceedings; • prompt return of any property that is no longer needed as evidence; • have the prosecutor notify, upon request, an employer that the need for the victim's testimony may involve the victim's absence from work; • on request, the right to counseling and testing regarding AIDS and HIV infection and testing for victims of sexual assault; • request victim-offender mediation coordinated by the Victim Services Division of the Texas Department of Criminal Justice; • be informed of the use and purpose of a victim impact statement, to complete a victim impact statement and to have the statement considered before sentencing and acceptance of a plea bargain and before an inmate is released on parole.
A victim, guardian of a victim, or close relative of a deceased victim is entitled to be present at all public court proceedings, with the consent of the presiding judge;
A judge, attorney for the state, peace officer, or law enforcement agency is not liable for a failure or inability to provide a right enumerated herein.
Art.56.045 CCP States that a victim of a sexual assault has the right to the accompaniment of a victim advocate during the sexual assault exam if an advocate is avail-able at the time of the examination.

Victims of Sexual Assault, Family Violence, Stalking, or Human Trafficking have a right to use a Pseudonym.

For more information visit https://www.texasattorneygeneral.gov/crime-victims/forms-and-publications

"NOTICE TO ADULT VICTIMS OF SEXUAL ASSAULT"

"It is a crime for any person to cause you any physical injury or harm."
"Please tell the investigating peace officer if you have been injured or if you feel you are going to be in danger when the officer leaves or at a later time."

"You have the right to:
1. obtain a forensic medical examination within 120 hours of the assault to collect potential evidence and receive preventative medications, even if you decide not to make a report to a law enforcement agency;
2. anonymously track or receive updates regarding the status and location of each item of evidence collected in your case;
3. have a sexual assault program advocate present during a forensic medical examination;
4. have a sexual assault program advocate or other victim's representative present during an investigative interview with law enforcement;
5. ask the local prosecutor to file a criminal complaint against the person who assaulted you; and
6. if a defendant is arrested for a crime against you involving certain sexual crimes, stalking, or trafficking:
   a. request an order for emergency protection to be issued by a magistrate; and
   b. apply to a court for a permanent order to protect you (you should consult a legal aid office, a prosecuting attorney, or a private attorney)."

"For example, the court can enter an order that prohibits the person who assaulted you from:
1. committing further acts of violence;
2. threatening, harassing, or contacting you or a member of your family or household; and
3. going near your place of employment or near a child care facility or school attended by you or a member of your family or household."

"You cannot be charged a fee by a court in connection with filing, serving, or entering a protective order."

"If you have questions about the status of your case or need assistance, you may contact the crime victim liaison at our agency:
Huntsville Police Dept. 560 FM 2821 W, Huntsville. TX 77320
Phone:(936)291-5960."

"If you would like to speak with someone in the prosecuting attorney's office, you may reach their victim assistance coordinator at 1036 11th ST Huntsville TX 77320 Phone:(936)435-2441 Ext 4623

"Call the following sexual assault program or social service organization if you need assistance or wish to speak with an advocate: SAAFE House: (936)291-3369"

You may receive a sexual assault forensic medical examination at the following location(s):
1. Huntsville Memorial Hospital, 110 Memorial Hospital DR, Huntsville TX 77320
2. CHI St Luke's Health, 540 IH 45 Ste E, Huntsville, TX 77320

"To get help from the National Human Trafficking Hotline: 1-888-373-7888 or text HELP or INFO to BE Free (233733)."

WHO WE ARE

The Victim Services Program is set up to aid victims of crime who are unaware of the avenues of assistance open to them. The majority of the crime victims are not knowledgeable of the procedures necessary to obtain assistance, or they are too traumatized or injured to cope with the problem. The Victim Services Program is a free public service offering information, practical assistance, and referrals to victims of crime in the City of Huntsville.

Our goal is to provide you with the tools you need to transition to the next phase of your life. We have many resources within our area to help you.

We will provide you with accurate procedural and factual information concerning the accident or crime and act as a liaison with law enforcement and other community agencies.

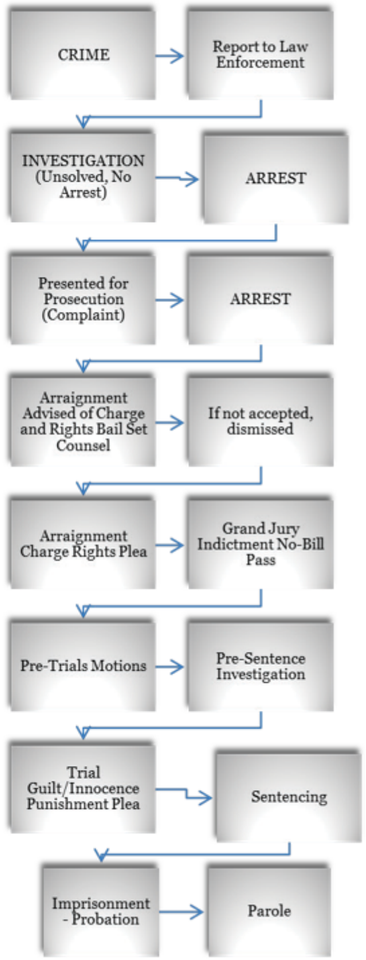
If you or a loved one has been the victim of a crime our victim services program is here to help you. We provide crisis intervention, support, assistance, referrals, and help in understanding what is happening.

WHAT WE DO

The most important service provided by our Crime Victim Liaison is continued support for the victim and family throughout their involvement with the criminal justice system.
Additional services which may be provided by our Victim Liaison include:

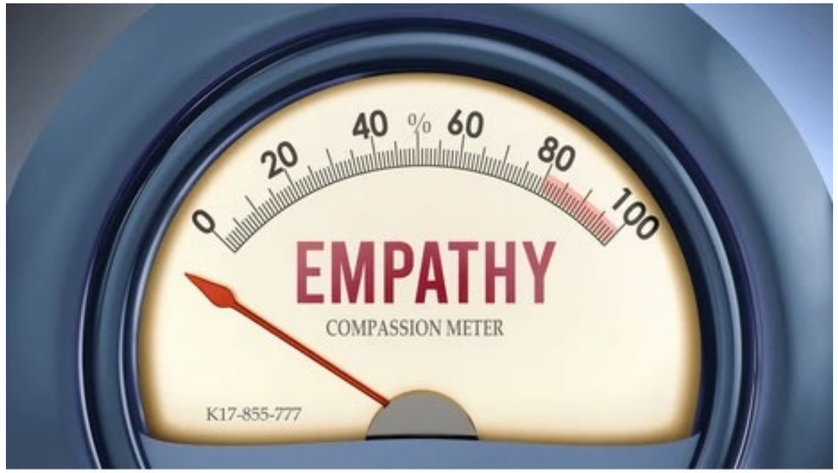
- Assistance with crisis intervention.
- Criminal justice system information.
- Referrals to community agencies when needed or desired.
- Assistance with safety plans for the victim.
- Assistance with filing for restitution.
- Advocacy.
- Provide support and advocacy during hospitalization or emergency room visits.
- Assistance with filing claims to the Crime Victims' Compensation Program.
- Assist with the needs of the victim and family members due to the crime.
- Assist with funeral planning and financial paperwork through Crime Victims Compensation.
- Assist with information on filing a Protection Order.
- Assistance with Victim Information & Notification (VINE).
- Assist with information on the status of the case.

WHAT HAPPENS NEXT



CID Supervisor Awareness: Detective Interactions

- 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 the victim/witness as a suspect



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CID Supervisor Awareness: Detective Interactions

- Make sure that your detectives keep **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. Train your team in the fundamentals of “putting themselves in their shoes”.
  - Build the culture of “If we don’t listen to the victim, nobody will”.

CID Supervisor Awareness: Detective Interactions

- 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. Not recommended.
  - The victim can be informed by letter (email?) or phone (preferred) once the investigation report has been reviewed by the case screener or the investigation supervisor. Encourage follow-up contact by somebody in the department.

CID Supervisor Awareness: Detective Interactions

What can be said as suggestions:

“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 leads to a solution…”
“If we have specific identifying data on stolen property, it will sometimes reappear; we check pawn shops regularly…”
Can anyone provide anything else?

CID Supervisor Role: “Keeping the Chief Happy”

- Keep the Chief Informed. Very Important!

- The City Manager or Council Member expects the Chief to know the status of cases.

- No surprises….

- *“Being forewarned is to be forearmed”*



Daily Case Triage: Scanning for Potential Issues

NIGHT SHIFT REPORT
05/21/2026 - 05/22/2026

Call Received Day/Date/Time	Incident Number	Call Type	Location	Officer	Disposition	Comments	BWC	IF NO, WHY NOT	RESULT OF ALPR?
REPORTS									
05/21/26 1854	26018735	MINOR	SH 75 SOUTH / GRAHAM RD	HERNANDEZ	RPT	Two vehicles no injuries.	Y		N
05/21/26 1941	26018738	FSGI	141 IH 45 SOUTH	HERNANDEZ	RPT	Unknown vehicle struck parked car and fled the scene.	Y		N
05/21/26 2350	26018774	RUNAWAY	3021 MANOR LN	HERNANDEZ	RPT	Known juvenile runaway from home.	Y		N
05/22/26 0148	26018783	ASSLT	2504 SAM HOUSTON AVE	HERNANDEZ	RPT	Possibly known suspect assaulted the victim.	Y		N
05/22/26 0241	26018787	C/M	1548 11TH ST	GONZALEZ	RPT	Possibly known suspect damaged the victim's vehicle.	Y		N
ARRESTS									
05/21/26 2020	26018747	WARR-SER	1100 SH 19	GONZALEZ	ARRONLY	Lawrence Burrell was arrested on Municipal Court Warrants.	Y		Y
05/21/26 2214	26018757	WARR-SER	701 AVENUE M	HERNANDEZ	ARRONLY	Robert Paul Poole was arrested on Municipal Court Warrants.	Y		N
SUPPLEMENTS									
05/21/26 1713	26018729	RPT-FO	560 FM 2821 WEST	FRENCH	SUPP	Supplement for removal of wanted person from TCIC ORI CS# 26012334.	Y		N
05/22/26 0241	26018787	C/M	1548 11TH ST	VILLAFUERTE	SUPP	Additional information added.	Y		N
OF INTEREST									

Vehicle Contacts		Warnings	Citations	Non Traffic Citations.	Notes
HARDS	0	0	0	0	
LLE	5	5	0	0	
LAFUERTE	9	9	0	0	
RMAN	0	0	0	0	OFF
NZALEZ	7	2	5	0	
LSON	0	0	0	0	OFF
RNANDEZ	4	4	0	0	
TALS	25	20	5	0	

“Big Fish, Small Pond” Case Study



CID Supervisor Awareness: Cold Cases

- 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.
- Check what **biological evidence** you still have.
- Consider retired detectives in the region.
- Texas Rangers Cold Case squad. (grant)



CID Supervisor Awareness: Specialized Investigations

•Child Abuse

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

the children's advocacy center

Texas Police Chiefs Association

CID Supervisor Awareness: Specialized Investigations

- Case study



CID Supervisor Awareness: Specialized Investigations

•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

NATIONAL CENTER FOR MISSING & EXPLOITED CHILDREN®
www.missingkids.com

CID Supervisor Awareness: Specialized Investigations

Child Abductions

CART Team Response

Investigators from multiple agencies
Automatic assignment for a certain period
Chief approval for longer
Memorandum of Understanding
Group Training

Amber Alert Origin



CID Supervisor Awareness: Missing Child Mandate

MISSING CHILD

IMMEDIATELY START INVESTIGATION

HIGH RISK

- MISSING 4x OR MORE IN PRECEEDING 24 MONTHS
- FOSTER CARE OR CONSERVATORSHP OF DFPS & MISSING 2x OR MORE IN PRECEEDING 24 MONTHS
- HIGH RISK OF TRAFFICKING/ SXA/ EXPLOTATION/ ABUSE OR NEGLECT
  - DANGEROUS ENVIROMENT
  - MENTAL/BEHAVORIAL HEALTH
  - PREVIOUS MENTAL HEALTH
  - INTELLECTUAL/DEVELOPMENTAL DISABLITIES
  - LAST IN CONTACT W/ UNKNOWN ADULT
- ESCALATE RESPONSE
- IMMEDIATELY BUT NOT LATER THAT 2HRS NOTIFY AGENCIES W/IN 100 MILES INCLUDING OUT OF STATE

IMMEDIATELY BUT NOT LATER THAN 2 HRS

- ENTER CHILD INTO CLEARINGHOUSE AND NCIC
- ENTER INFORMATION INTO TLETS
- NAMUS (SB2429)
- INFORM REPORTEE (SB2429)

NOT LATER THAN 48 HRS

- SUBMIT REPORT W/IN 200 MILES TO COUNTY AND MUNICIPAL AGENCIES AND INFORMATION TO HELP LOCATE
- INFORM REPORTEE OF THE 200 MILE NOTIFICATION

NOT LATER THAN 30TH DAY

- NAMUS
- INFORM THE REPORTEE THE CHILD WILL BE ENTERED INTO CLEARINGHOUSE, NCIC, NAMUS AND NOTIFIED AGENCIES WITHIN 200 MILES

OBTAIN VERIFICATION OF ENTRIES INTO CLEARINGHOUSE, NCIC, TLETS, AND 100/200 MILE NOTIFICATIONS

SEE CCP 63.00905/ 63.0091 FOR ALL REQUIREMENTS

CID Supervisor Awareness: Missing Persons Mandate

- DPS Website/Have forms printed out.
- Learn how to issue.
- Basic Requirements for:
  - Amber
  - Silver
  - Blue
  - Clear
  - Camo
  - Endangered Missing Person
  - Active Shooter

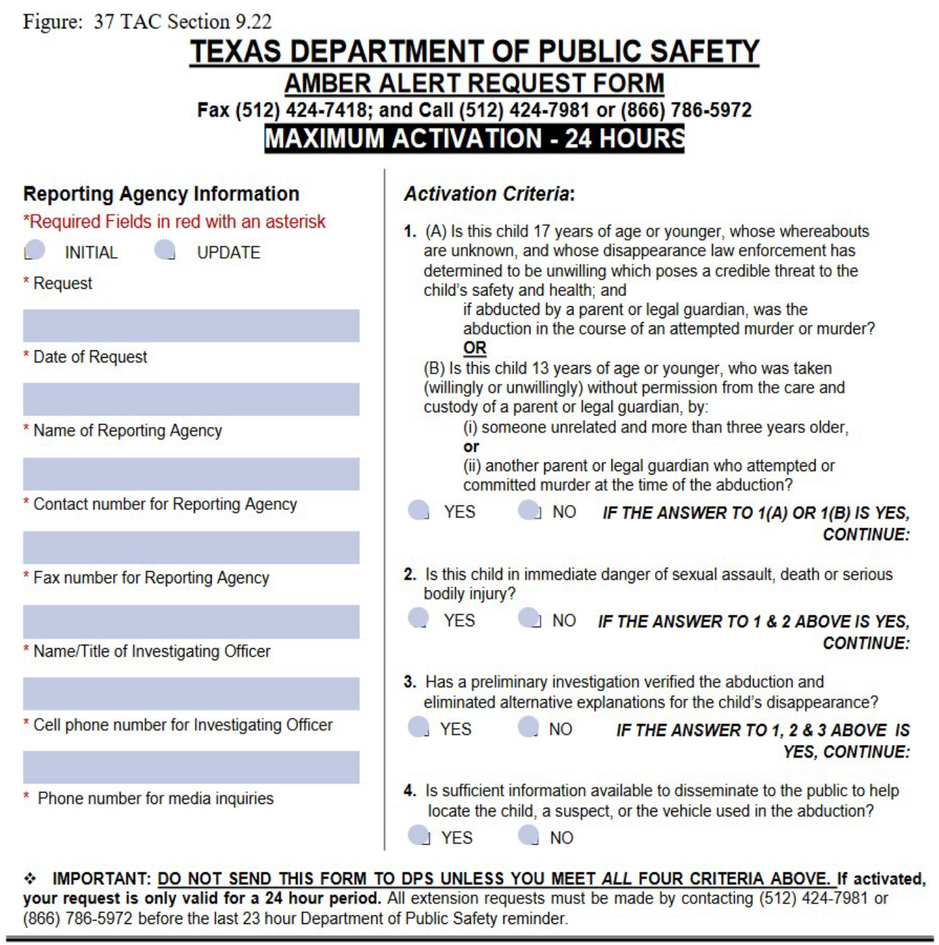


Figure: 37 TAC Section 9.22

TEXAS DEPARTMENT OF PUBLIC SAFETY
AMBER ALERT REQUEST FORM
Fax (512) 424-7418; and Call (512) 424-7981 or (866) 786-5972
MAXIMUM ACTIVATION - 24 HOURS

Reporting Agency Information
*Required Fields in red with an asterisk

INITIAL UPDATE

* Request

* Date of Request

* Name of Reporting Agency

* Contact number for Reporting Agency

* Fax number for Reporting Agency

* Name/Title of Investigating Officer

* Cell phone number for Investigating Officer

* Phone number for media inquiries

***Activation Criteria*:**

1. (A) Is this child 17 years of age or younger, whose whereabouts are unknown, and whose disappearance law enforcement has determined to be unwilling which poses a credible threat to the child's safety and health; and
   if abducted by a parent or legal guardian, was the abduction in the course of an attempted murder or murder?
   OR
   (B) Is this child 13 years of age or younger, who was taken (willingly or unwillingly) without permission from the care and custody of a parent or legal guardian, by:
   (i) someone unrelated and more than three years older,
   or
   (ii) another parent or legal guardian who attempted or committed murder at the time of the abduction?

YES NO ***IF THE ANSWER TO 1(A) OR 1(B) IS YES, CONTINUE:***

2. Is this child in immediate danger of sexual assault, death or serious bodily injury?

YES NO ***IF THE ANSWER TO 1 & 2 ABOVE IS YES, CONTINUE:***

3. Has a preliminary investigation verified the abduction and eliminated alternative explanations for the child's disappearance?

YES NO ***IF THE ANSWER TO 1, 2 & 3 ABOVE IS YES, CONTINUE:***

4. Is sufficient information available to disseminate to the public to help locate the child, a suspect, or the vehicle used in the abduction?

YES NO

❖ **IMPORTANT: DO NOT SEND THIS FORM TO DPS UNLESS YOU MEET *ALL* FOUR CRITERIA ABOVE. If activated, your request is only valid for a 24 hour period.** All extension requests must be made by contacting (512) 424-7981 or (866) 786-5972 before the last 23 hour Department of Public Safety reminder.

CID Supervisor Awareness: Missing Persons Mandate

MISSING PERSON

ALZHEIMERS/DEMENTIA
IMMEDIATELY INVESTIGATE

NOT LATER THAN 2 HRS

- CLEARINGHOUSE ENTRY
- NCIC ENTRY
- ALZHEIMER'S ASSOCIATION SAFE RETURN EMERGENCY RESPONSE CENTER (IF APPLICABLE) 800.272.3900

NOT LATER THAN 48 HRS

- SUBMIT REPORT W/IN 200 MILES TO COUNTY AND MUNICIPAL AGENCIES AND ANY INFORMATION TO HELP LOCATE
- INFORM REPORTEE OF THE 200 MILE NOTIFICATION

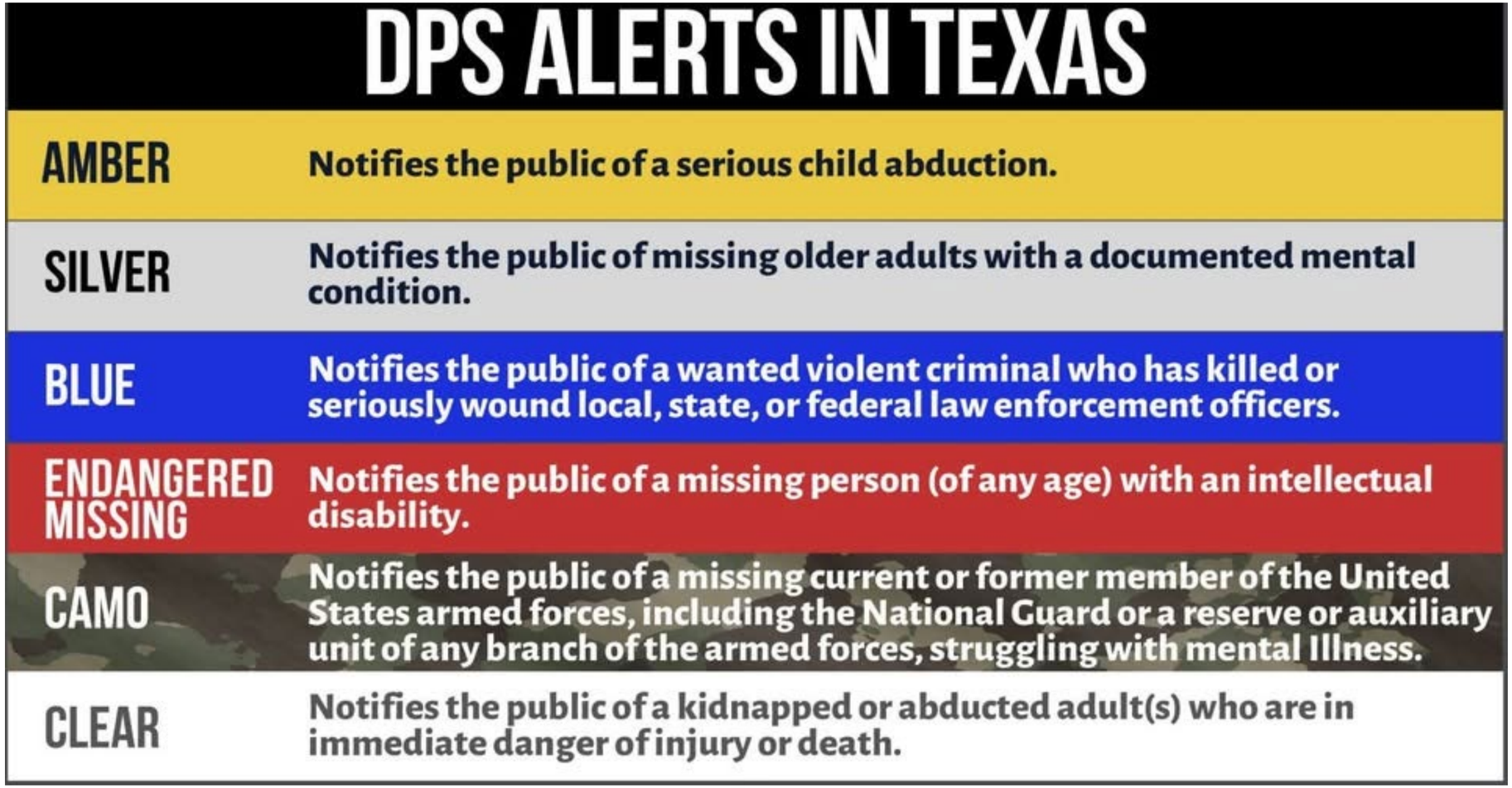
NOT LATER THAN 60TH DAY

- NAMUS
- INFORM REPORTEE CLEARINGHOUSE, NCIC, NAMUS, 200 MILE NOTIFICAITON

OBTAIN VERIFICATION OF ENTRIES INTO CLEARINGHOUSE,NCIC, TLETS, AND 200 MILE NOTIFICATIONS

SEE CCP 63.009 FOR ALL REQUIREMENTS

CID Supervisor Awareness: Missing Persons Mandate

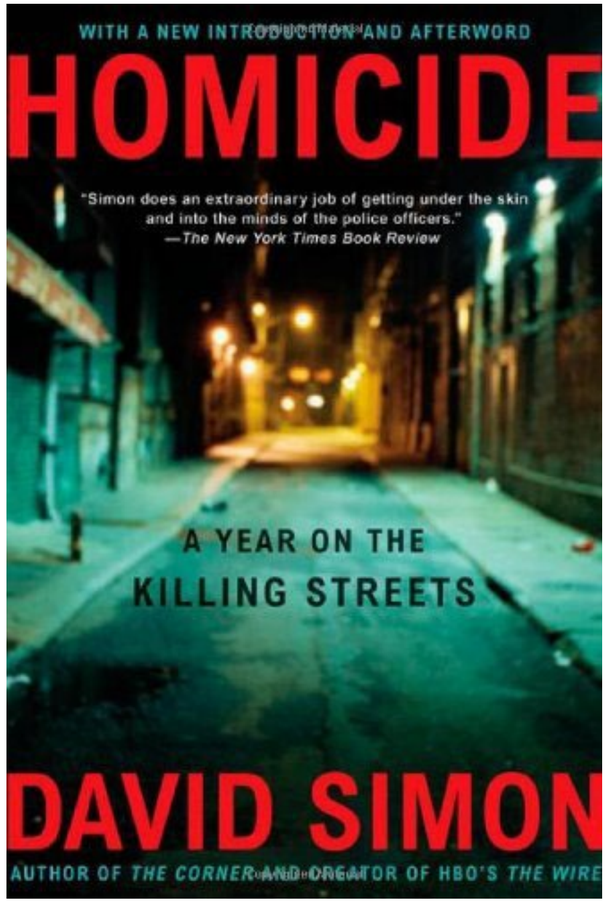


CID Supervisor Awareness: Major Cases

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

- Must plan how they will be handled.

- Don’t be afraid to ask for help.



CID Supervisor Awareness: Major Case Considerations

- Response, Supervision, who is the Case agent?
- Crime Scene
- Information Management/Timelines
- Leads Management – Categorize Leads A, B, C…
- Officer Fatigue
- Meetings/involve DA
- Media
- Additional personnel

Case Study



Specialized Investigations

- Homicide

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

Specialized Investigations

•Major Cases

- Supervisor must guard against the 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.



CID Briefing



Specialized Investigations

- Secret Squirrel Squad

- Narcotics/Interdiction
- Prostitution/Gambling
- Task forces (ABC agencies)
- Repeat offender projects
- Other duties as assigned



Group Exercise



The Three “T’s” Approach

“This is what happened”

“This is why it happened”

“This is why it will never happen again”

Reactive Investigations Organization

- Things to Do When I get Home:

- Nineteen: *Examine the specialized investigations within the department and ensure special victims have been considered. If no Child Advocacy Center exists, ensure arrangements have been made for interviewing assistance.*

- *“It is not about you, it is about others and it always has been”*

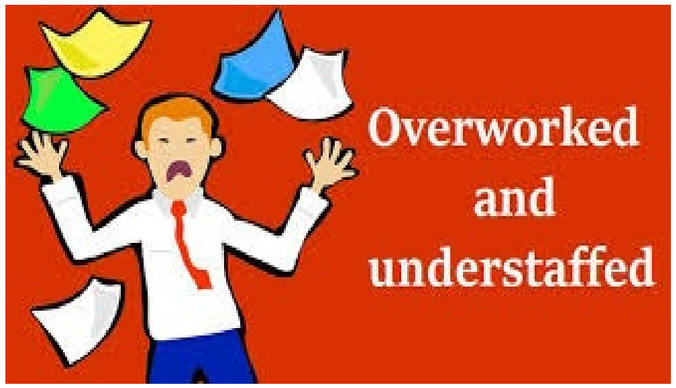


Personnel Issues

- Police Staffing Decisions:

- Typical---

- CID needs more officers because of more cases, new responsibilities, etc.…
- CID presents a request with anecdotes (recency).
- Chief and Council says no money
- CID makes do with what they have.



Personnel Issues

CID Staffing:

- Workload-based computer models for Patrol staffing.
- Computer models for predicting CID staffing level based on historical data.
- Can develop “Best” staffing for your agency with time and effort.
- *“The best work ethic requires a good rest ethic”*

Personnel Issues



Personnel Issues

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.

Personnel Issues

- CID STAFFING

Presidents Commission Report (LAPD)

Patrol made 90% of Arrests

(25% of these arrests were based on warrants)

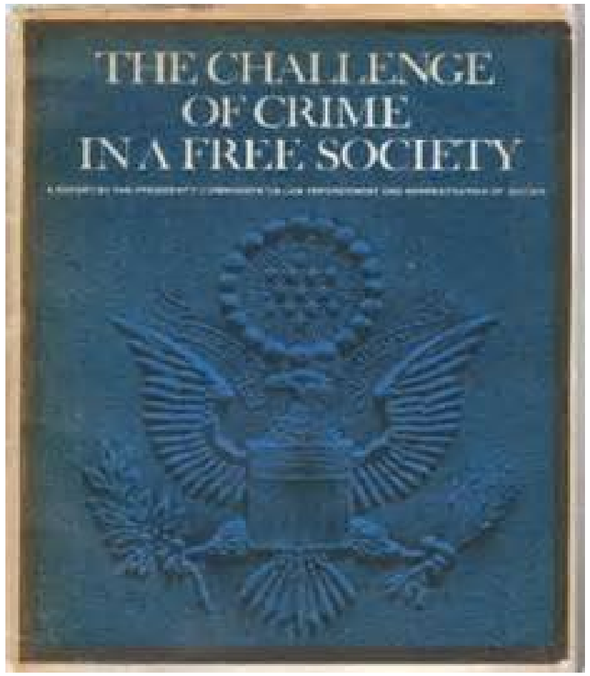
1/3 of all arrests within 30 min

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 the next 11 months, only 4.5%



Personnel Issues

CID STAFFING

Rand Report

45% of Time spent on Non-Case Work



RAND Paper

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

Personnel Issues

CID STAFFING

Investigator Workday

- Lunch
- Breaks
- Patrol Briefings
- Returning Phone Calls
- Vehicle Maintenance / Travel Time
- Crime Scene processing / Evidence processing



Personnel Issues

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

Personnel Issues

CID STAFFING

- LEMIT Study of 37 Texas Agencies

New Cases Per Month	***Average***
Domestic Violence	29.6
Theft	22.9
Auto Theft	22.9
Burglary	20.6
Crimes by Children	20.5
Robbery	9.0
Aggravated Assault	8.9
Sexual Assault	6.5
Murder	.6

Personnel Issues

CID STAFFING

- 2007 Prummell Study (Updated Florida Data)

Persons Crime

Robbery (armed, home invasion, bank)	29.7 hrs
Aggravated Assault/Battery	25.1 hrs
Missing Persons	16.2 hrs
Sexual Battery	15.6 hrs
Lewd & Lascivious	6.8 hrs
Child Abuse	3.8 hrs
Child Pornography	8.9 hrs
Death Investigation (suicides, unattended deaths)	13.8 hrs
Homicide	146.7 hrs

Property Crimes

Burglary	12.2 hrs
Theft (grand theft, GTA)	6.74 hrs
Robbery (strong arm)	10.5 hrs
Missing Persons (runaways)	2.4 hrs
Prescription Fraud	6.46 hrs

Economic Crimes

Credit Card Fraud	17.58 hrs
Forgery/Uttering	6.75 hrs
Counterfeiting	14.35 hrs
Identification theft	1.83 hrs

Personnel Issues

CID STAFFING

PERF and Justex study of Houston PD

Detective Staffing



Personnel Issues

CID STAFFING

- Their report stated there were some assumptions needed in Investigative Staffing….



Personnel Issues

CID Staffing Assumptions Needed:

1. Not every crime is capable of being solved, regardless of the number 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.



Personnel Issues

CID Staffing Assumptions Needed:

7. Cases in suspended status should not be included 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.

Personnel Issues

CID Staffing Assumptions Needed:

11. Historical staffing experience can serve as a base for future staffing levels

12. Having a high number of cases on their desk (or in their list of assignments) 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.

Personnel Issues

- CID Staffing

- HPD Study (167 Det. – 60 days)
  - Of all Cases
    - 26.5% Suspect Unknown
    - 37.7% Possible Suspect ID
    - 21.0% Known Suspect at Large
    - 9.2% Suspect in Custody



Personnel Issues

- CID STAFFING

HPD Study

7960 Burglaries Monthly

85% Suspended or Not Assigned

6% Not Assigned due to no resources

87% Financial Crimes not Assigned

(1080 per month)

98% Suspended (long delays awaiting subpoenas?)

Personnel Issues

- CID STAFFING Percentage of Sworn
  - 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				
1336	3	0	0.0	0
1000	5	2	40.0	1
1300	5	0	0.0	0
1400	6	0	0.0	2
5000	6	1	16.7	3
2000	6	1	16.7	1
5000	6	0	0.0	0
2000	9	1	11.1	1
3500	9	1	11.1	1
4000	10	2	20.0	1
5000	10	1	10.0	1
4000	10	1	10.0	0
5043	10	1	10.0	0
4000	10	1	10.0	1
5000	10	1	10.0	0
Total	115	13	11.3	

Personnel Issues

- 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
11763	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
7300	23	3	13.0	1
Total	143	15	**10.5**	

Personnel Issues

- 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 26-50 Total Sworn				
15000	27	3	11.1	1
10000	28	6	21.4	1
9000	31	3	9.7	1
14000	32	2	6.3	1
16000	33	4	12.1	1
20000	38	5	13.2	2
20000	38	5	13.2	2
20000	39	6	15.4	1
16500	42	6	14.3	2
27000	42	6	14.3	2
35000	44	6	13.6	1
13000	46	3	6.5	1
25000	47	7	14.9	2
Total	487	62	**12.7**	

Personnel Issues

- 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 51-100				
38000	58	9	15.5	3
25000	58	7	12.1	1
26000	60	12	20.0	3
42000	63	5	7.9	1
35000	72	7	9.7	2
68000	88	8	9.1	2
37500	91	16	17.6	3
68,000	99	12	12.1	4
Total	589	76	**12.9**	

Personnel Issues

- 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 over 100 Total Sworn				
80000	102	11	10.8	2
58500	103	11	10.7	3
102000	134	13	9.7	4
50000	146	15	10.3	5
70000	162	24	14.8	2
128000	167	15	9.0	3
	168	13	7.7	3
85000	170	16	9.4	7
130000	192	28	14.6	8
Total	1344	146	**10.9**	

Personnel Issues

- 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
Universities				
fluctuates from 25,000 to 90,000	90	4	4.4	1
2600	10	0	0.0	0
80000	70	5	7.1	1
80000	65	4	6.2	2
8000	30	2	6.7	2
15000	23	1	4.3	0
ISDs				
240000	205	7	3.4	1
25000	23	2	8.7	1
38500	31	3	9.7	1
Special Districts				
no residential population	32	1	3.1	0
2.5 million	249	4	1.6	1

Personnel Issues

- CID STAFFING

- National Benchmarks

New Cases Per Month

Persons Crimes	8-12
Property Crimes	15-20
Financial Crimes	10-20

Personnel Issues

•CID STAFFING

- <u>Impact of operational changes and technology can have the same impact as adding detectives!</u>
  - 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 to use preformatted reports and abbreviations.

  - Reducing the offenses (multiple offense location reviews, problem solving)

  - What are some others?

Personnel Issues

- CID STAFFING

- Investigative staffing should be based on historical data and calculated based on new cases per month assigned. Still, only those who have undergone appropriate case screening and other operational and technological changes are included.

- No clear standard, no magic "right" number, only what the city wishes to "buy”.

Personnel Issues

CID Staffing:

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

Non-productive work example



Personnel Issues

CID Staffing :

Remember – What is the Goal of CID?

Get the highest clearance rate possible.

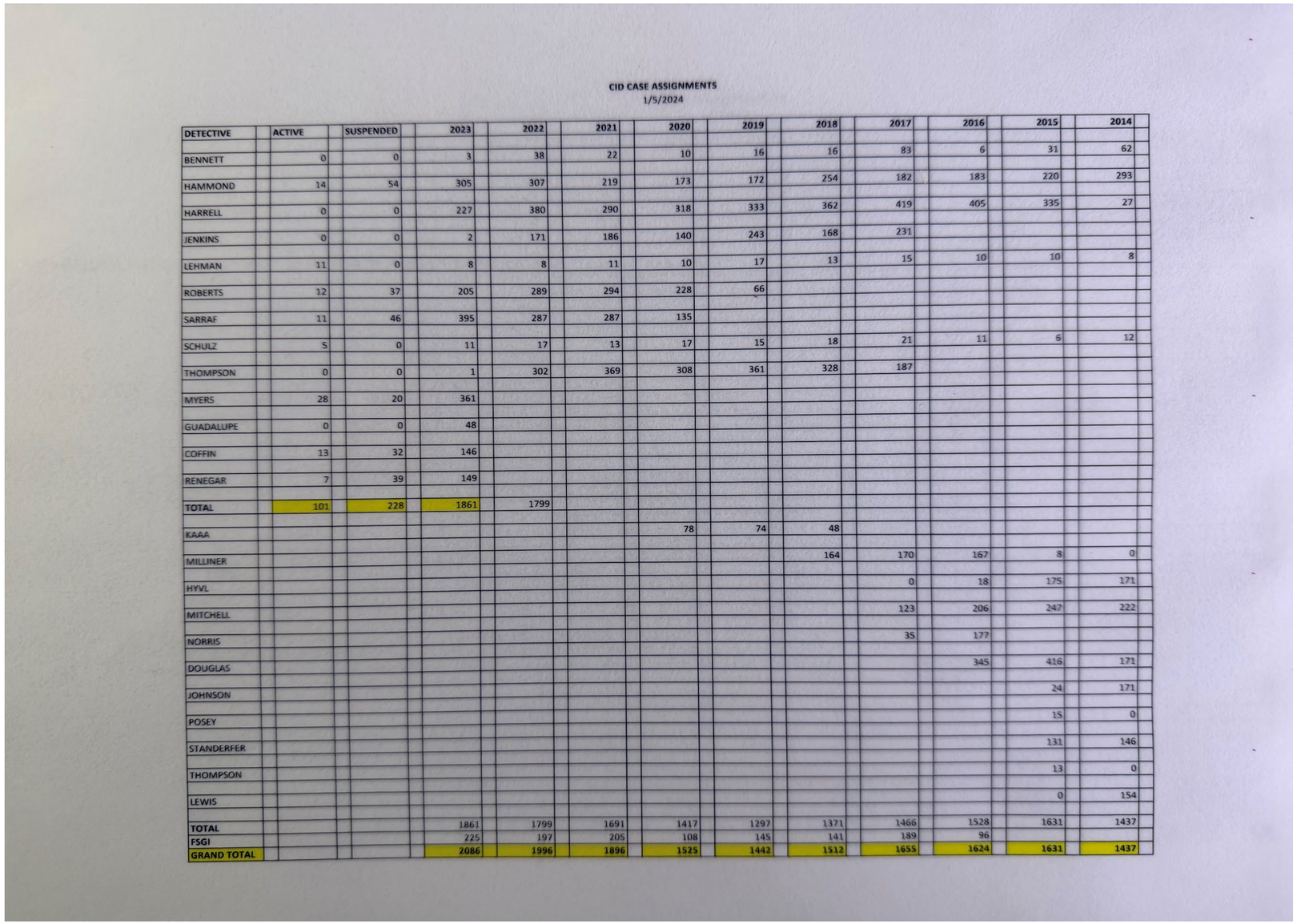
With the staff you are given.

Personnel Issues

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

Personnel Issues



CID CASE ASSIGNMENTS
1/5/2024

DETECTIVE	ACTIVE	SUSPENDED	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014
BENNETT	0	0	3	38	22	10	16	16	83	6	31	62
HAMMOND	14	54	305	307	219	173	172	254	182	183	220	293
HARRELL	0	0	227	380	290	318	333	362	419	405	335	27
JENKINS	0	0	2	171	186	140	243	168	231			
LEHMAN	11	0	8	8	11	10	17	13	15	10	10	8
ROBERTS	12	37	205	289	294	228	66					
SARRAF	11	46	395	287	287	135						
SCHULZ	5	0	11	17	13	17	15	18	21	11	6	12
THOMPSON	0	0	1	302	369	308	361	328	187			
MYERS	28	20	361									
GUADALUPE	0	0	48									
COFFIN	13	32	146									
RENEGAR	7	39	149									
TOTAL	101	228	1861	1799								
KAAA						78	74	48				
MILLINER								164	170	167	8	0
HYVL									0	18	175	171
MITCHELL									123	206	247	222
NORRIS									35	177		
DOUGLAS										345	416	171
JOHNSON											24	171
POSEY											15	0
STANDERFER											131	146
THOMPSON											13	0
LEWIS											0	154
TOTAL			1861	1799	1691	1417	1297	1371	1466	1528	1631	1437
FSGI			225	197	205	108	145	141	189	96		
GRAND TOTAL			2086	1996	1896	1525	1442	1512	1655	1624	1631	1437

Reactive Investigations Organization

- Things to Do When I get Home:

- Twenty: *Use the most appropriate method for agency size and compute the recommended CID staffing level for your department*.

- “The secret is to show up, do the work and go home”



Reactive Investigations Organization

- Things to Do When I get Home:
- Twenty-one: *Develop historical staffing and clearance analysis. Attempt to determine optimal staffing based on the best clearance rate.*
- “Wisdom is making the right choice without all the information”



Personnel Issues

- CID Staffing

- Remember, part of “Case Management” is not allowing cases to remain open for long periods (exceptions). (Stress on Investigators)

- Conduct a “Desk Audit” on all investigators.

Personnel Issues

- Desk Audit:

- Count of how many and what type of 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.

Personnel Issues

- CID Staffing

- Open Cases Benchmarks:

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

Reactive Investigations Organization

- Things to Do When I get Home:

- Twenty-two: *Conduct a Desk Audit on all Investigators. Have Investigators reduce Open Cases to Benchmark levels*.

- “Own the outcomes”



Personnel Issues

- 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.



Personnel Issues

- Who do you want in CID??

- Personality Traits Susceptible to Stress and Burnout:
  - Perfectionist
  - Pessimistic life view
  - Need to be in Control – unable to let go
  - High Achieving – Type A personality

Hire for Attitude, Train for Skill

"People can inspire you or drain you. Choose wisely. Avoid negative people".



Personnel Issues

- Who do you NOT want in CID??

- Poor achiever in Patrol
- Poor departmental attitude
- Sick Time usage
- No initiative for training
- Complaints
- Others??

- “Misery loves company”




Pierce
WARNING


PLEASE
DO NOT
TOUCH GLASS
Thank you!

Personnel Issues

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



Three Basic Needs

Need to be Happy

Need to be Recognized

Need to be Productive

Teamwork Example



Personnel Issues

- 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.

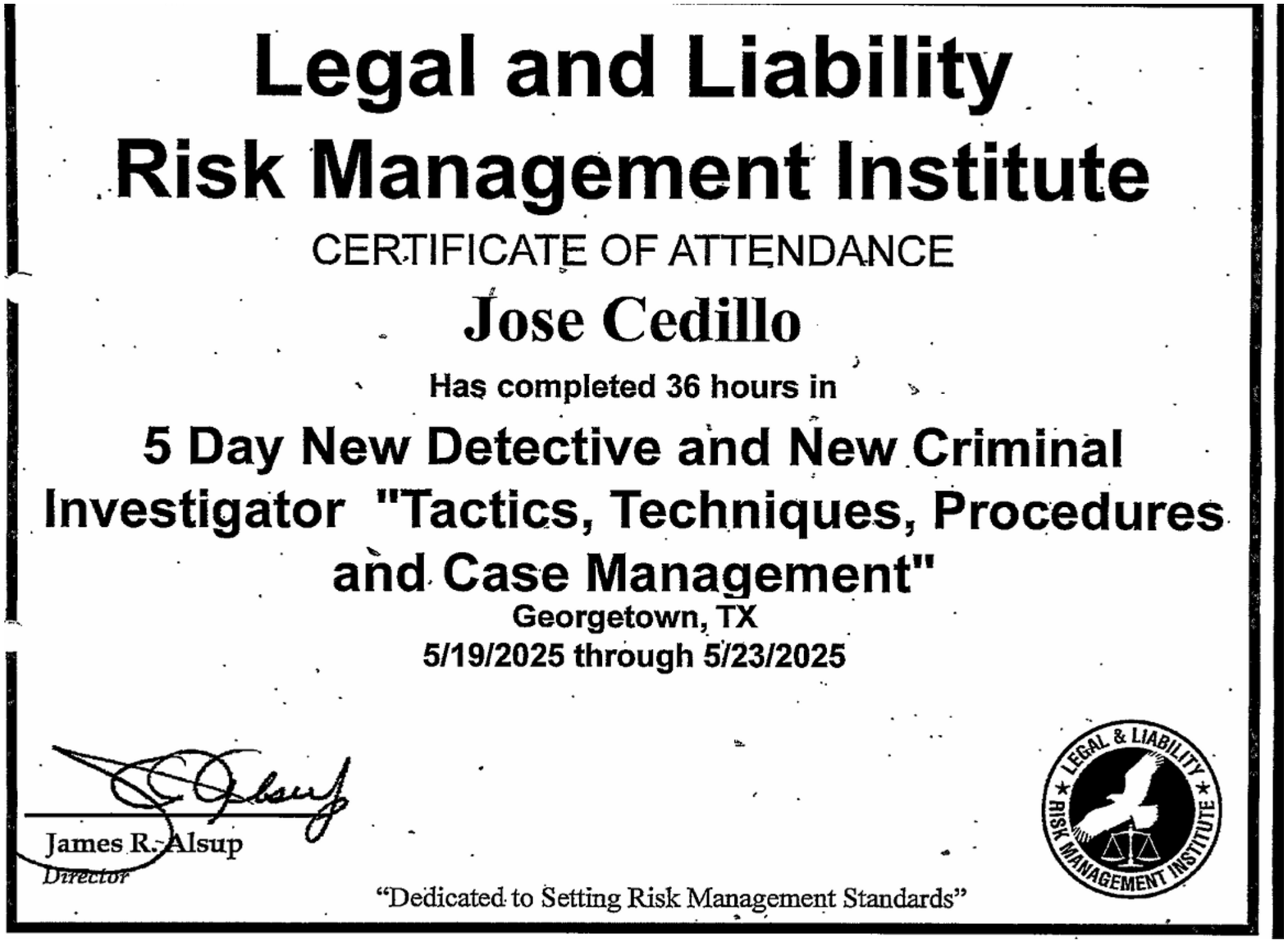
- Also allows job enrichment programs without claims of differential compensation.

Personnel Issues

- 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.

Personnel Issues



Legal and Liability
Risk Management Institute

CERTIFICATE OF ATTENDANCE

Jose Cedillo

Has completed 36 hours in

5 Day New Detective and New Criminal Investigator "Tactics, Techniques, Procedures and Case Management"

Georgetown, TX

5/19/2025 through 5/23/2025

James R. Alsup
Director

"Dedicated to Setting Risk Management Standards"

LEGAL & LIABILITY RISK MANAGEMENT INSTITUTE

Personnel Issues

- Detective Training?

- Basic Criminal Investigations class
- 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? Legal issues?

Reactive Investigations Organization

- Things to Do When I Get Home:

- Twenty-three: *Develop a standardized Detective Training Program or requirements for all new detectives*.



Reactive Investigations Organization

- Things to Do When I Get Home:
- Twenty-four: *Find reliable training for detectives in investigative technologies.*
- *Use the "Craw, Walk, Run" approach when training new detectives.*



Personnel Issues

Civilianization

- There are a lot of activities that can be done by a non-sworn investigator who does not carry 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. (Interns?)(Police Assistants?)

Personnel Issues

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 on cases
  - Needs a separate office



Personnel Issues



Personnel Issues

- Hours of Assignment

- Detectives must re-contact victims and witnesses.
- Detectives need to work with access to organizations with information, such as the city, businesses, etc.
- Detectives need to work when the courts and prosecutors work.
- Poor experiences with productivity during late nights and weekends.
- Comp time/Flex time/Overtime options?

Personnel Issues

Call Outs

The 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 a relief factor.



Personnel Issues

Managing Overtime

Some overtime is inevitable, but most can be controlled by policy and supervision.

Periodic reviews of overtime by a detective can spot trends.

All overtime requests or approvals should include the case number, type of crime, and reason for overtime.

Rates exceeding 1.8 times the total cost of an investigator could be reduced by hiring another investigator.



Personnel Issues

Detective Evaluation

Do you use a detective's clearance rate? Why?

Need to use outcomes or processes that the employee can control.

Do you pursue Multiple Clearances?



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.

Personnel Issues

Detective Evaluation

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

“We are all replaceable, strive to be indispensable whereby people will miss you when you are gone”.

Personnel Issues

Detective Evaluation

- Remind them of your expectations and those of the department and public
- Encourage them to constantly scan for any potential issues while working their cases
- Encourage them that if they present a problem, they should also have a potential solution
- Encourage them to be goal-oriented in their work and career development
- Encourage them on the importance of timeliness in their case work
- Emphasize results, not excuses mentality
- Emphasize the importance of communication with victims, patrol, fellow detectives, and supervisor. No surprises
- Emphasize the importance of working death scenes, missing persons, and juveniles
- Emphasize the importance of being educated on all their cases
- Emphasize the importance of being able to successfully verbally defend their investigative efforts
- Others?

Personnel Issues

Detective Evaluation

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

Personnel Issues

Handling the Marginal Performer

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

Let your detectives have fun (within reason of course)



Reactive Investigations Organization

- Things to Do When I Get Home:
- Twenty-five: *Develop a reliable performance evaluation system for detectives. Allow detectives input into the evaluation design process.*
- Consider “Critiquing in private, and praising in public”



Personnel Issues



Mandatory Rotation

Vs

Productivity Rotation



Personnel Issues

Detective Rotation

The reasons given for detective rotation are:

Prevents burnout and the potential for “retirement in place”.

Enhances job satisfaction for more department personnel.

Allows the **dissemination of investigative expertise** to other areas of the department.

Reduces propensity for corruption (More in **proactive** or regulatory investigations).

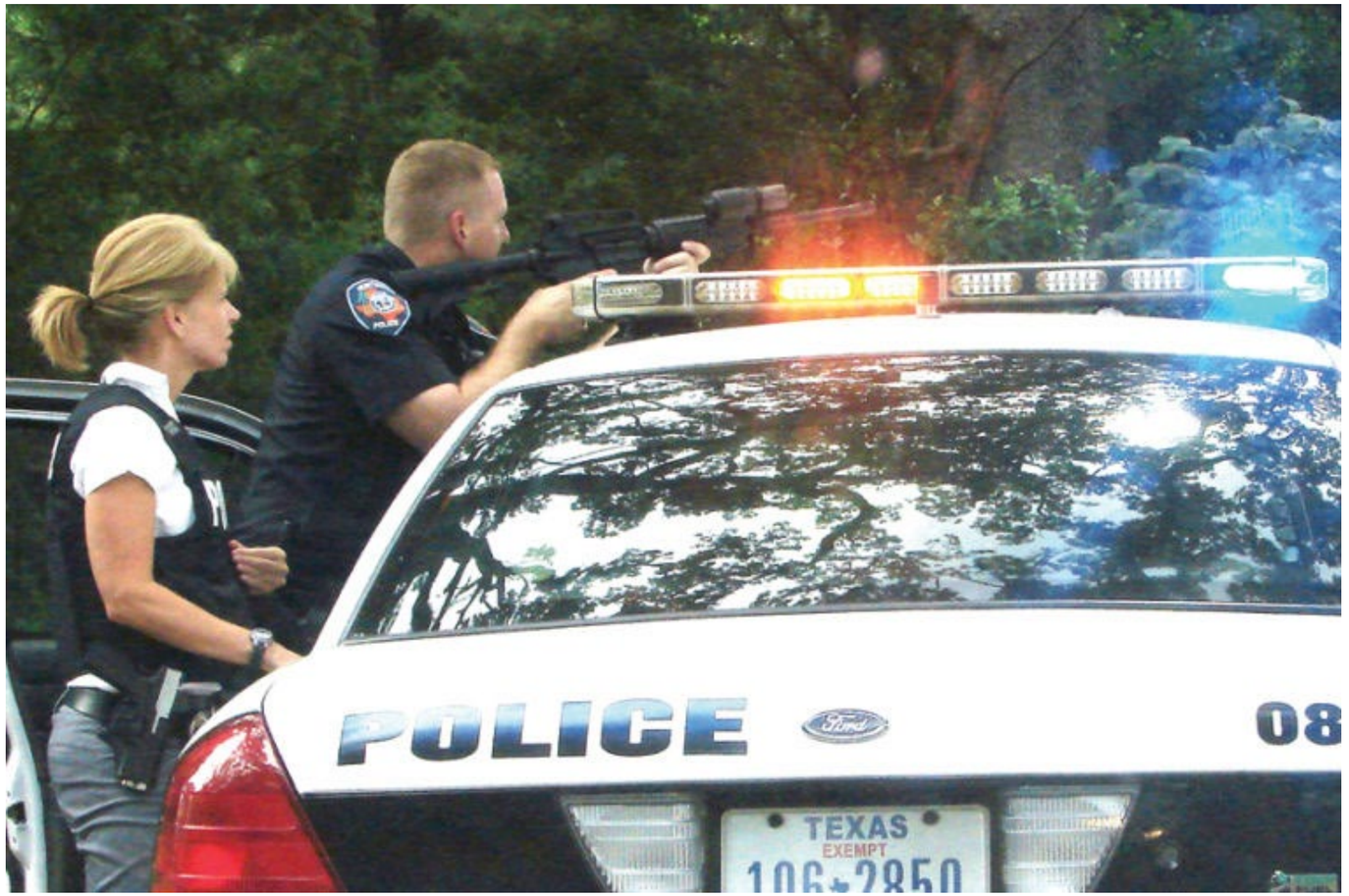
Personnel Issues

Morale-Boosting Suggestions

Warrant roundups
Sex offender checkups
CID-only range day
Surveillance
Proactive enforcement
Saturation patrols
SWAT perimeter
Any others?



SWAT Perimeter



Personnel Issues

Detective Burnout

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

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

Case study



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 the easy way out

Resistance to management

Personnel Issues

Detective Stress Indicators

Alcohol / Drug use

Insomnia

Hyper vigilance

Marital Problems

Case Histories – difficult cases

Psychological Reviews

CISD – Critical Incident Stress Debriefing

Officer Stress Resources



TEXAS LAW ENFORCEMENT PEER NETWORK
UNT DALLAS

The Texas Law Enforcement Peer Network (TLEPN) connects Texas law enforcement with trained peers who understand the job — the stress, the calls, and everything that comes with it.

AN OFFICER'S LIFELINE
COP LINE®
1-800-COPLINE
www.copline.org

BILLY GRAHAM
NATIONAL LAW ENFORCEMENT MINISTRY

Texas Police Chiefs Association

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!

Remember, “People will forget what you said and did but will never forget how you made them feel.”

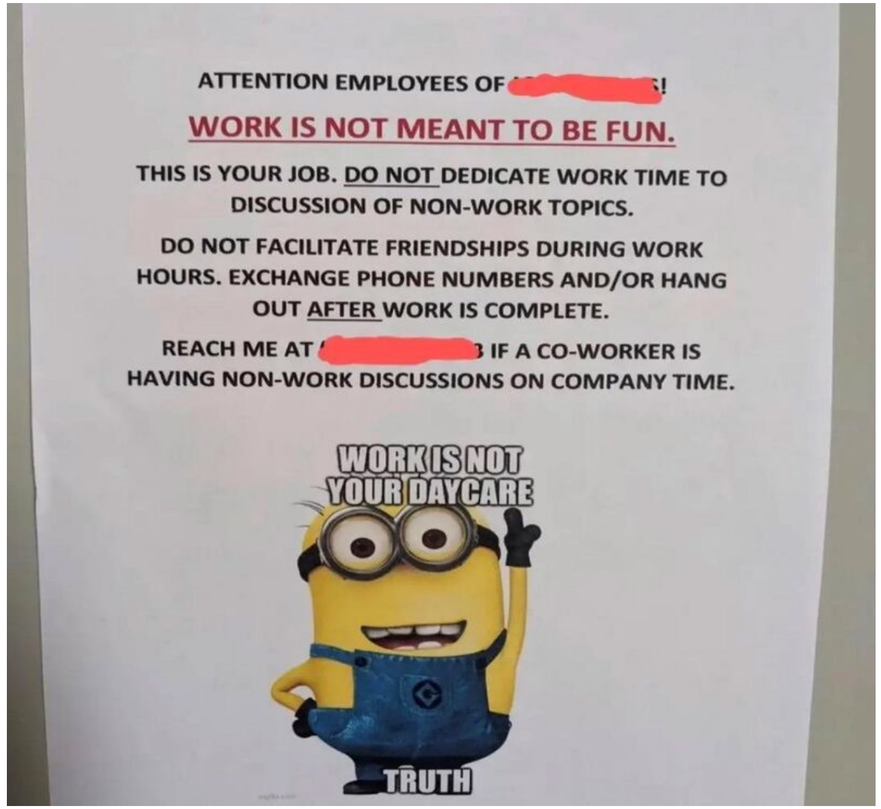
Personnel Issues

Number one cause of stress and number one reason people leave their jobs:

Bad Boss

People join great organizations…

People quit bad bosses



Personnel Issues

Things you can do to reduce stress:

First, attempt to figure out the cause – ask them

If a major case, two full days off after 7-10 days

Change in work schedule, responsibilities, special assignment, rotation to other specialties

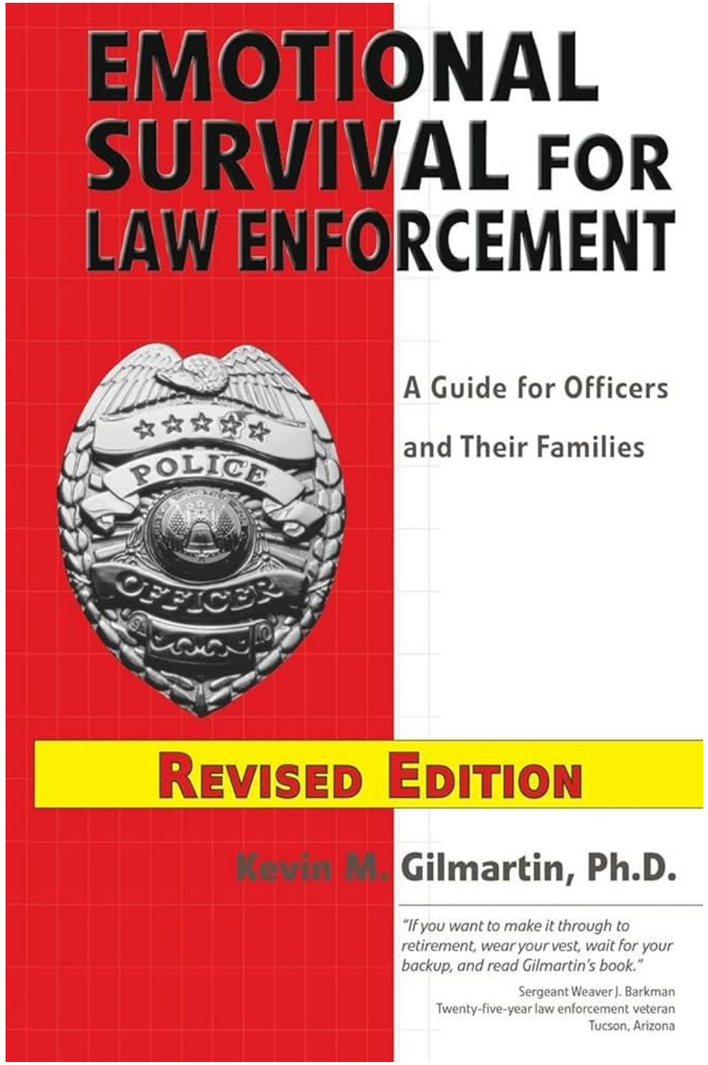
Positive leadership, recognition, and thanks

Challenge with new responsibility (project)

Partners, Training, Conferences

Have them develop Training for others

Great resource (Mandated reading in some academies)



Personnel Issues

Things you can do to reduce stress:

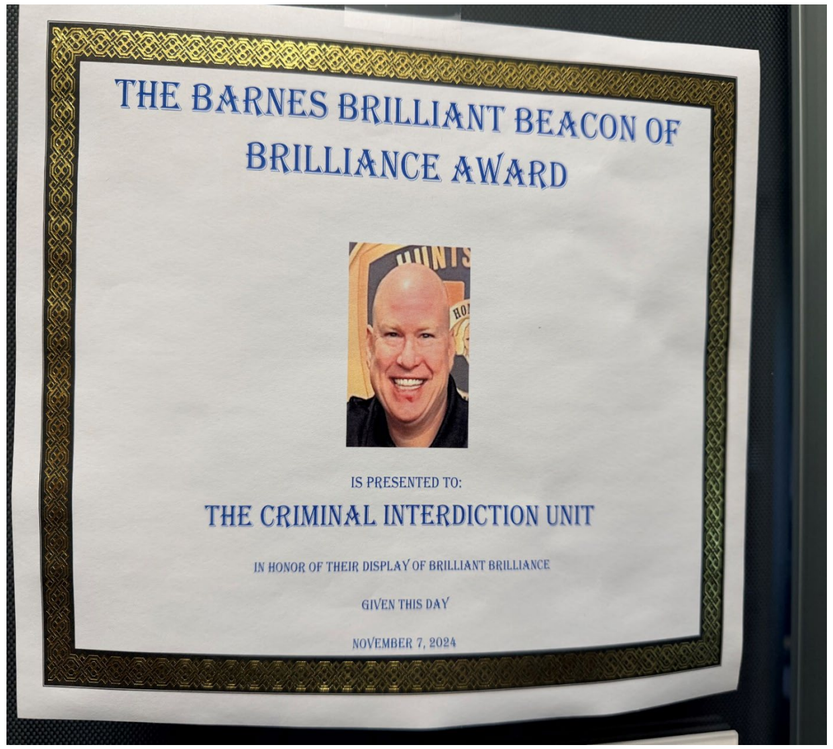
Agency Visits

Regional Detective Meetings

Limit Open Cases

Allow Flexible Work Hours

Recognition – the best motivator…



Legal Issues

Interviewing and Interrogation

Texas Law requires all in-custody interrogations to be recorded unless “Good Cause” is shown.

Texas Code of Criminal Procedure - Art. 38.22

Legal Issues

2025 Texas Statutes
Code of Criminal Procedure
Title 1 - Code of Criminal Procedure
Chapter 38 - Evidence in Criminal Actions
Article 38.22. When Statements May Be Used
Section 3.

Universal Citation: TX Code Crim Pro § 3 (2025)

< Previous Next >

Sec. 3. (a) No oral or sign language statement of an accused made as a result of custodial interrogation shall be admissible against the accused in a criminal proceeding unless:

(1) an electronic recording, which may include motion picture, video tape, or other visual recording, is made of the statement;

(2) prior to the statement but during the recording the accused is given the warning in Subsection (a) of Section 2 above and the accused knowingly, intelligently, and voluntarily waives any rights set out in the warning;

(3) the recording device was capable of making an accurate recording, the operator was competent, and the recording is accurate and has not been altered;

(4) all voices on the recording are identified; and

(5) not later than the 20th day before the date of the proceeding, the attorney representing the defendant is provided with a true, complete, and accurate copy of all recordings of the defendant made under this article.

(b) Every electronic recording of any statement made by an accused during a custodial interrogation must be preserved until such time as the defendant's conviction for any offense relating thereto is final, all direct appeals therefrom are exhausted, or the prosecution of such offenses is barred by law.

Legal Issues

Interviewing and Interrogation

Good Cause Examples

Suspect refuses

Spontaneous statement not during interrogation

Incompetent operator or unknown malfunction

Exigent Circumstances

Not in Custody or not being questioned regarding the above

Must document reason not done!!!

Reactive Investigations Organization

- Things to Do When I Get Home:
- Twenty-six: *Review how we document interrogations in major cases. Do we need a pre-designed interrogation log?*
- *Develop a recording policy*



Legal Issues

Confidentiality / Open Records

Major crimes: The case detective needs to quickly decide on holdback details and ensure they are not released or placed on the front page of the offense.

News Media Access (Open Records) to the first page of the offense report. (Houston Chronicle)

Legal Issues

- **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.


SUNDAY

DRIVING UP COSTS

LIFTING CURTAIN

HOUSTON CHRONICLE

Facility fees driving up health costs

Pontiff is

Legal Issues

HUNTSVILLE POLICE DEPARTMENT

Offense / Incident Report

GENERAL OFFENSE INFORMATION **Report Type:** Initial Report

Agency	HUNTSVILLE POLICE DEPARTMENT	**Location**	200 N SH 75 HUNTSVILLE TEXAS 77340
Case #	25016405		
File #			
Description	KODJO SODJI WAS ARRESTED FOR EVADING IN A VEHICLE		
Incident Status	CLEARED BY ARREST	**From Date/Time**	04/26/2025 02:33
		To Date/Time	04/26/2025 02:33
		Report Date	04/26/2025 02:33
Reporting Officer	GONZALEZ, D	**Initial Rep. Date**	04/26/2025 02:33

GENERAL ADDITIONAL DATA

Label	Data	System	Required	From
MAKE SURE TO CHECK CASE STATUS	Yes	N	Y	Incident General

OFFENSE(S)

Offense	EVADING ARREST DETENTION W/ VEH OR WATERCRAFT (SJF)- DPS: 48010016 (SJF)				
Statute	38.04(b)1(B)				
Attempt Status	COMPLETED				
Offense Status	ACTIVE				
Location	HIGHWAY/ROAD/ALLEY				
Computer	N	**Alcohol**	N	**Drug**	N
Weapons					
Criminal Activity					
Bias Type					
Bias Motivation					

SUBJECT(S)

Name	SODJI, KODJO FIRMIN						
Address	196 IH 45 APARTMENT 706 HUNTSVILLE, TX 77340					**Phone**	931-896-6714
Race	B	**Ethnic**	N	**Sex**	M	**DOB**	**/**/** (***)
Height	5'10"	**Weight**	212	**Hair**	BLK	**Eyes**	BRO
S.S.N.	***-**-****	**DL & St.**	********	**JRN#**	30636		
Sub. Type	ARRESTEE	**Arrest ID**	25016405	**Citation #**			
Notes							

Legal Issues

- Confidentiality / Open Records

- In open investigations, the key in open records law is that the department is **only** able to withhold information that will hinder prosecution.

- Must get open records requests to legal staff as soon as possible for sending to the Texas Attorney General for a ruling.

Legal Issues

Confidentiality / Open Records

The department should ensure that only a summary of the crime is 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.

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; therefore, sustained findings of untruthfulness must be revealed.**

Legal Issues

Brady v Maryland

Officers being “Blacklisted” by District Attorneys based on Internal Affairs sustained complaints…

Police Departments are being **required** to notify DA of certain IA complaints…

Required to “**Certify**” that all information is submitted.

Discovery Compliance Example

CRIMINAL DISTRICT ATTORNEY
WALKER COUNTY, TEXAS

Will Durham

OFFICER:
AGENCY:
CASE NO.:
DEFENDANT:

DISCOVERY COMPLIANCE CERTIFICATION

I, the undersigned law enforcement agent, hereby certify that attached to this submission is a **COMPLETE COPY** of this agency's file and its contents generated during the investigation of this case. I certify that the contents attached include all offense reports, supplement reports, photographic and video evidence, documentary evidence, medical records, witness statements, field notes and any other information related to this investigation that exist as of this date. I further certify that I understand pursuant to the Code of Criminal Procedure I have a continuing duty to forward any new information to the Walker County District Attorney's Office **IMMEDIATELY** upon receipt of the information. I understand that failure to comply with these requirements could result in criminal penalties and an inability to prosecute this case.

_____
Officer's Signature

_____
Printed name

_____
Date

Subscribed and sworn before me on this ____ day of _____, 20__.

_____
Notary Public

Brady Compliance Certification

CRIMINAL DISTRICT ATTORNEY
WALKER COUNTY, TEXAS

Will Durham

BRADY COMPLIANCE CERTIFICATION

Brady v. Maryland requires prosecutors and other law enforcement personnel to disclose any and all evidence favorable to a defendant that is either exculpatory or impeaching, and is material to either guilt or punishment. Evidence considered to be exculpatory is that evidence which will clear the Defendant from fault or guilt. Evidence considered to be mitigating is evidence that **may** reduce a defendant's culpability or limit his/her punishment.

It is the responsibility of each and every law enforcement officer to:

1. Investigate for the existence of Brady material;
2. Collect and maintain Brady material;
3. Make prosecuting attorneys and attorneys for the defense aware of the existence of potential Brady material;
4. Make potential Brady material available for the prosecuting and defense attorneys to review; and
5. When in doubt, consider the evidence is Brady.

Potential impeachment or exculpatory material in the possession of law enforcement includes:

1. Statements made by the defendant or potential defense witnesses that contradict statements made by a material law enforcement employee or witness;
2. Statements made by the defendant or potential defense witness that a law enforcement witness or employee used excessive force;
3. Statements made by the defendant or potential defense witness that allege racial, religious or other biased statements by a law enforcement officer.

Mitigation is often determined at the time of trial so other evidence not listed above could be considered Brady material. Therefore, all evidence included in a file should be submitted.

Compliance with disclosure requirements continues until final disposition of each and every criminal case. Any and all potential Brady material discovered after submission of the file to the District Attorney's Office will be incorporated with the criminal file and disclosed immediately to the District Attorney's Office by supplement. It is the responsibility of the investigating officer to inform the District Attorney's Office of any and all exculpatory and mitigating material discovered at any time during the investigation.

By signing below, I am certifying that this file submission contains all of the Brady information relating to this case. **I understand that I have a continuing duty to notify the District Attorney's Office immediately upon the discovery of any further potential Brady information.**

_____
Officer's Signature

_____
Printed name

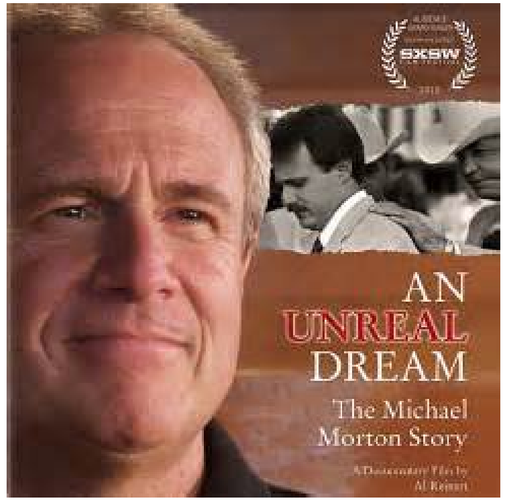
Legal Issues

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 the officer's statements
- Field notes??



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.

Legal Issues

Investigation of Alibis

Department policy and DA Preference will usually determine the extent to which alibis are investigated.

As a matter of integrity, the department should investigate alibis only to the extent necessary to determine validity and to prevent filing charges against an innocent person.

Alibi Definition

Alibi

An alibi (Latin meaning ‘somewhere else’) is a form of defense used in criminal procedure wherein the accused attempts to prove that he or she was in some other place at the time the alleged offense was committed. It is different from all of the other defenses and is based upon the premise that the defendant cannot be in two places at the same time so he is truly innocent.

Reactive Investigations Organization

- Things to Do When I Get Home:

- Twenty-seven: *Ensure detectives know of "duty to disclose" and document all reports and evidence turned over to the DA.*



Reactive Investigations Organization

- Things to Do When I Get Home:

- Twenty-eight: *Ensure detectives are aware of the need to investigate alibis to the extent necessary to determine validity*.

- “Have your detectives be so prepared that all they have to do is show up”



CID Audits and Inspections

Trust – but Verify

Don’t expect what you don’t inspect.

Greatest failure of Managers and Chiefs!

“What gets rewarded gets repeated, what gets punished is avoided”

CID Audits and Inspections

Cash Accounts
Confidential Informant Files
Case Management
Clearances
Evidence Processing
Property and Evidence
Firearms, Vehicles, and Equipment
Money (deposits), Drugs, Jewelry coming into evidence



CID Audits and Inspections Negative Findings

“This is what happened”

“This is why it happened”

“This is why it will never happen again”

CID Audits and Inspections

Cash Accounts

- Read the policy in detail. Is the policy being followed in managing the cash account?
- Are funds maintained securely?
- 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?

CID Audits and Inspections

Cash Accounts

- 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?

CID Audits and Inspections

Cash Accounts

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

CID Audits and Inspections

Confidential Informant Files

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

CID Audits and Inspections

Confidential Informant Files

- 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:
  a. Informant's name;
  b. Informant Payment Record, kept on top of the file. This record provides a summary of informant payments.
  c. Receipts for purchase of Information
  d. Copies of statements made by informant;
  e. Name of officer initiating use of the informant;
  f. Informant's photograph, fingerprints, and criminal history record;
  g. 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.
  h. Signed informant agreement(s); and
  i. Update on the active or inactive status of the informant

CID Audits and Inspections

Confidential Informant Files

- If the CI has been inactive for 6 months, has the CI been moved to the inactive file?
- If the 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 the 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? Credible and reliable standard.

CID Audits and Inspections

Case Management

- Read and understand the policy and procedure for the correct case assignment process, proper supplement reporting periods, approval process, and case closure process.

- Randomly select a day and ask the 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, and when sent to CID for Assignment.

CID Audits and Inspections

Case Management

- Also, review the case report supplements pending supervisor approval. 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.

CID Audits and Inspections

Case Management

- Have the supervisor prepare a printout of each detective's open cases. Determine whether the detectives have an unusually high number of cases open or active beyond 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.

- Build the team culture of “if you mess up, fess up, move on”

CID Audits and Inspections

Case Closure/ Clearances

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. This audit should be done at least annually.

CID Audits and Inspections

ASTROS: The 'next big thing' is here. Slugging first baseman Jon Singleton makes his major league debut tonight.

Texas, Houston advance to super regional showdown.



HOUSTON CHRONICLE

CITY | STATE

Houston joins fight against human trafficking

20,000 HPD cases went unworked

City study of 2013 crimes indicates many probes had viable leads but were hurt by personnel shortages

By James Pinkerton and Mike Morris

Time on crime

CID Audits and Inspections

Case Closure/ Clearances

For a selected month, pull all (or a 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.

CID Audits and Inspections

Case Closure/ Clearances

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.

CID Audits and Inspections

Crime Scene Evidence Processing Audit

Read and understand the department policy on the collection and processing of crime scene evidence.

Policies should have some time frames for when processing should be completed, if possible.

Make a surprise visit to the crime scene lab at a random time during the year. Upon arrival, ask about all the evidence currently in the facility for examination and processing. List the evidence along with the date collected and the actions still needed.

CID Audits and Inspections

Crime Scene Evidence Processing Audit

Request a list of all items out to regional or state labs for examination or to detectives, the date sent, and any comments about the items or cases.

Evaluate the operation in comparison with the previous audit, and in light of the statute of limitations.

Consider alternatives and make plans for any needed operational changes.

CID Audits and Inspections

Property and Evidence

Property and Evidence Inspections should be done at least twice a year (6 Months apart) to ensure operations are running smoothly.

Inventories should be done every year, and anytime there is a change in the property and evidence staff.

These should be done by someone outside the property and evidence chain of command, if possible, with assistance from the evidence custodian.

CID Audits and Inspections

Property and Evidence

Read and understand the department policy on processing and storing property and evidence.

Is the property and evidence facility maintained securely?

Are alarms and locks working appropriately?

Is there evidence of who physically enters the property processing and storage area other than the custodians?

CID Audits and Inspections

Property and Evidence

Is the intake process being accomplished properly?

What is the date of 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?

CID Audits and Inspections

Property and Evidence

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? Buyback?

Is there a file of items checked out to detectives, the lab, the court, or other locations?

Is there a process to check on the status of the items checked out, and is it being used?

EVIDENCE RETENTION SCHEDULE

STATUTE OF LIMITATIONS

(selected offenses – go to: CCP Chapter 12 for complete listing)

A None	B 10 Years	C 5 Years	D 7 Years	E 10 yr. From 18th Birthday
Murder	Forgery	Felony Theft	Credit Card Abuse	Indecency w/ Child
Manslaughter	Indecency W/ Child (PC Sec. 21.11 (a)(2)	Felony Burglary	False Statement to obtain property or credit	Sexual Assault (where A or B do not apply)
FSRA (Fatality)	F-1 Injury to Child	Robbery	Fraudulent use or possession of indentifying information	
Sexual Assault where DNA evidence is present but does not match the victim or any known individual.	F-1 Injury to Disabled	Kidnapping	Misapplication of fiduciary property	
	F-1 Injury to Elderly	Injury to Child (less than F1)	Money Laundering	
	Sexual Assault (where table A or E do not apply)	Injury to Elderly (less than F1)		
	Arson	Injury to Disabled (less than F1)		
	Theft by a public servant of government property	Abandon/Endangering child		

ALL OTHER FELONIES = 3 YEARS

ALL MISDEMEANORS = 2 YEARS

CID Audits and Inspections

Property and Evidence

Are there any items of property or evidence visible (or known to the custodian) that do not have attached offense identification?

Is there a storage location indication for each piece of property?

Select at random from files from the last 6 months, 5 weapon items, 5 money items, 5 narcotics items, and 5 general property items, and have the custodian locate items.

Any biological cross contamination issues?

Prepare a report to the Chief on Inspection results.

CID Audits and Inspections

Property and Evidence

- Inventories
  - Full Inventory
  - Sampling Inventory



CID Audits and Inspections

Firearms, Vehicles, and Equipment

- It is easy to assume that detectives all know how to take care of their equipment and firearms, but as 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.

CID Vehicle Inspection example

Vehicle Inspection Report

Unit # _____ Officer(s) _____ _____

Date_____ Completed by _____

Overall exterior: cleanliness, condition of body, graphics, etc.	E G F P
Comments:	
Overall interior: cleanliness, loose articles on seats, floor, dash	E G F P
Comments:	
Prisoner transport area: beneath seats, floorboard	E G F P
Comments:	
Operation of light bar and siren	E G F P
Comments:	
Does the PA work?	Y N
Comments:	
Operation of standard vehicle equipment and lighting	E G F P
Comments:	
Operation of police radio equipment	E G F P
Comments:	
Operation of ICVS	E G F P
Comments:	
Oil level	E G F P
Comments:	
Condition of tires	E G F P
Comments:	
Spare tire/jack	Y N
Comments:	

ICVS /MDT Operational	Y N
Comments:	
Traffic cones (4)	Y N
Comments:	
Fire extinguisher	Y N
Current?	Y N
Comments:	
Flashlight/charger	Y N
Comments:	
Radar unit	Y N
Comments:	
Tuning forks (2)	Y N
Comments:	
Registration current	Y N
Comments:	
Front LP	Y N
Comments:	
Spot light functional	Y N
Comments:	
Reflective vest	Y N
Comments:	
Current insurance card in glove box?	Y N
Comments:	

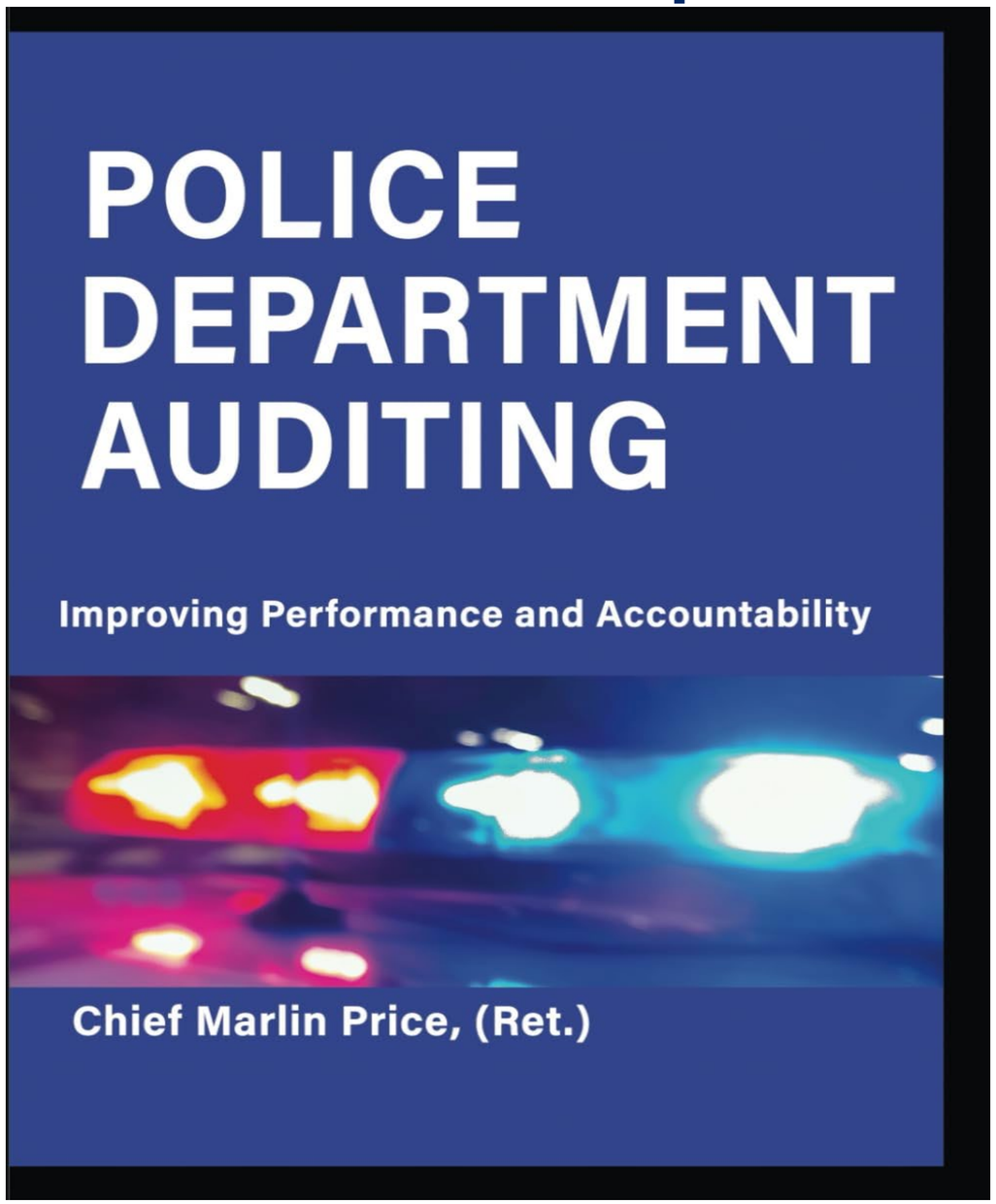
E = Excellent condition, **G** = Good condition, **F** = Fair condition, **P** = Poor condition

Reactive Investigations Organization

- Things to Do When I get Home:
- Twenty-nine: *Conduct audits of all high-risk activities within CID. Resolve the problems identified. Establish plans for continued audits.*
- *Remember when you uncover deficiencies: “Own it, overcome it, don't look back”*



CID Audits and Inspections



Reactive Investigations Organization

- Things to Do When I get Home:
- Thirty: Take care of yourselves and each other!
- *“Depart to Serve!”*



SUMMARY

- *What did we not cover that you wanted to know???*

- *Resources*
  - *www.policetraining.net*
  - *http://www.patc.com/*
  - *TPCA-Accreditation process*

- *“The things that you do for others will be your legacy”*

And so, it ends....



Thanks for your attendance!

Please complete the Course Evaluation

kfoulch@texaspolicechiefs.org
281-635-5933

Have a Safe Trip Home!!

