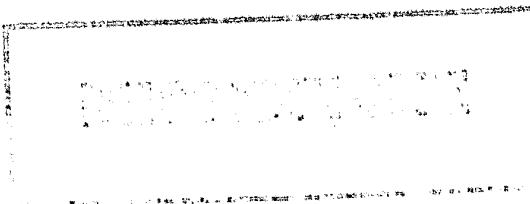


Office of Technology Transfer  
National Institute of Law Enforcement  
and Criminal Justice  
Law Enforcement Assistance Administration  
United States Department of Justice



## MANAGING CRIMINAL INVESTIGATIONS

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EXECUTIVE TRAINING PROGRAM  
IN ADVANCED CRIMINAL JUSTICE PRACTICES

46294

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# MANAGING CRIMINAL INVESTIGATIONS

## DAY I

Opening Session	Welcome and Introduction	1:00--1:20 p.m.
Session 1	Orientation	1:20--1:35 p.m.
Session 2	Overview	1:35--2:05 p.m.
Session 3	Problem Oriented Planning	2:05--3:35 p.m.
Session 4	Initial Investigation	4:00--6:00 p.m.
Session 5	Summary of DAY I	6:00--6:05 p.m.

## DAY II

Session 6	Case Screening	8:45--10:45 a.m.
Session 7	Managing the Continuing Investigation	11:00-- 1:00 p.m.
Session 8	Police/Prosecutor	2:30-- 4:15 p.m.
Session 9	Summary of DAY II	4:15-- 4:30 p.m.
Session 10	Peer Group Information Exchange	4:20-- 6:00 p.m.

## DAY III

Session 11	Monitoring	8:45--10:45 p.m.
Session 12	Field Test Feedback/ Change Opportunities	11:00--11:45 a.m.
Session 13	Implementation Strategies	11:50--12:45 p.m.
Session 14	Evaluation	12:45--1:00 p.m.
Session 15	Certificates/Closing	1:00-- 1:15 p.m.

# THE EXECUTIVE TRAINING PROGRAM IN ADVANCED CRIMINAL JUSTICE PRACTICES

## Introduction

The Executive Training Program in Advanced Criminal Justice Practices is sponsored by the National Institute of Law Enforcement and Criminal Justice (NILECJ), the research center of the Justice Department's Law Enforcement Assistance Administration (LEAA). The program offers state and local jurisdictions the opportunity to learn about improved criminal justice procedures and to put them into operation.

The Executive Training Program is designed, conducted, and managed by University Research Corporation (URC), a national training organization based in Washington, D.C.

URC curriculum designers, trainers, and logistics staff are working with the National Institute, selected criminal justice experts, and local projects that have successfully carried out advanced practices. Some portions of the training are conducted under URC's supervision by consulting firms experienced in criminal justice training--including the Center for Community Justice and Bird Engineering-Research Associates.

## Goals

The primary goal of the Executive Training Program is to enable criminal justice executives and policy-shapers to bring about adoption of improved court, corrections, and police practices identified or developed by the National Institute. As LEAA's research, evaluation, and technology transfer arm, the Institute works to devise improved methods to control crime and strengthen the criminal justice system and to train law enforcement and criminal justice personnel to use these promising approaches.

To introduce the new practices throughout the nation, the Institute's Executive Training Program:

- Informs influential policy-makers about new practices and their potential for improving the criminal justice system, and
- Gives them the knowledge and skills needed to apply these methods in their jurisdictions.

#### Program Activities

Four types of activities are being carried out during the two-year program to facilitate the transfer of advanced practices to local jurisdictions.

##### 1. Training Workshops

Eight Workshops are held in each Federal Region. Each Workshop runs for about three days. It is devoted to one topic and is presented to up to 60 top criminal justice policy-makers from throughout the Region. Participants in the Workshops are learning new techniques related to:

- Managing Criminal Investigations
- Juror Usage and Management
- Prison Grievance Mechanisms
- Rape and Its Victims
- Victim/Witness Services
- Managing Patrol Operations
- Developing Sentencing Guidelines
- Health Care in Correctional Institutions

These training topics have been selected from among the most promising models developed under NILECJ auspices, including models derived from:

- Exemplary Projects--Projects that show documented success in controlling specific crimes or that have produced measurable improvement in criminal justice service.
- Prescriptive Packages--Syntheses of the most advanced techniques, including operational guidelines, that can be followed in locales throughout the country.
- Research Results---Improved criminal justice practices derived from research findings.

## 2. Field Test Training

Each year, workshop topics are selected for field testing in up to ten jurisdictions. During 1976, "field tests" were selected to implement projects in Managing Criminal Investigations and Juror Usage and Management.

The field tests focus national attention on the new procedures and evaluate their effectiveness and transferability to other jurisdictions throughout the country. The communities selected are those considered most likely to be able to carry out model projects:

- Prepare the test site staff to operate or implement their projects,
- Identify needs for follow-on training, and
- Determine the most effective format for Training Workshops.

## 3. Research and Development Seminars

National seminars are being held for criminal justice policy-makers on significant topics selected by the National Institute. Seminars have been held thus far on the Argersinger v. Hamlin case, Update '77, and Determinate Sentencing.

Recommendations for problem-solving are provided by criminal justice experts and others who have already dealt with these problems or whose theoretical and analytical contributions can be helpful in the implementation effort.

#### About URC

For more than a decade, URC has managed federally sponsored national training programs to encourage local development and implementation of human service delivery techniques that have been developed nationally or in outstanding local programs.

URC training programs are process-oriented, designed by nationally recognized experts who have already used new approaches to service. University Research Corporation has provided national training programs for LEAA as well as other federal agencies, including the U.S. Departments of Health, Education, and Welfare; Housing and Urban Development; and Labor. All of these efforts have resulted in application of new concepts at the local and regional levels.

MANAGING CRIMINAL INVESTIGATIONS:  
TRAINING GOALS AND OBJECTIVES

Introduction

The major purpose of the criminal investigation process is to increase arrests for serious crimes that are prosecutable, ultimately leading to an increased number of convictions. Criminal investigation policies and procedures in a police agency should be directed to the accomplishment of this outcome.

Goal

The overall training goal of the Managing Criminal Investigations program is to improve the efficiency and effectiveness of the management of the criminal investigation process by providing to police managers sufficient knowledge to apply recent advances in six key components of this process:

- 1) Patrol role in the initial investigation
- 2) Case screening
- 3) Management of continuing investigations
- 4) Police-prosecutor relationships
- 5) Monitoring of the investigation system
- 6) Police agency organization and allocation decisions.

Each of these elements must produce a result that will contribute to the accomplishment of the major outcome of the criminal investigation process described above. The outcomes of each element are described as follows:

- 1) The initial investigation of a reported crime, assuming the report is "founded," should result in one of the following possible outcomes:
  - a) An on-scene arrest is made.



- b) The investigation is continued because solvability factors are present or because there are exceptional reasons for continuing even though solvability factors are not present.
  - c) The investigation is discontinued because solvability factors are not present and there are no exceptional reasons for continuing.
- 2) The screening of cases should result in a supervisory review, verification, and approval of the continuation or non-continuation of the investigation.
  - 3) The management of the continuing investigation should result in one of the following outcomes:
    - a) An arrest;
    - b) Continuation of the investigation, based on sufficient information;
    - c) Case closure after a determined number of days without additional promising informational leads.
  - 4) The working relationship between the police executive and the prosecutor should result in an improvement of the ratio of prosecutions to arrests.
  - 5) The continuous monitoring of the components of the system should facilitate an evaluation of the extent to which the initial investigation, case screening, case management, police/prosecutor relationships, organizational relationships, and the allocation of resources are meeting their individual objectives and contributing to the overall outcome of the criminal investigation process.
  - 6) The examination of existing organizational arrangements and the allocation of police resources should lead to the formulation of policies

and procedures that promote the successful performance of the initial investigation, establish a meaningful case screening, expedite the continuing investigation, and encourage a working relationship between the police executive and the prosecutor.

Our thesis is that each of the above component outcomes must contribute to the fulfillment of the overall outcome of the criminal investigation process--an increased number of arrests for serious crimes that are prosecutable, ultimately leading to a greater number of convictions.

A necessary corollary to this thesis is that improvements in the management of the criminal investigation process will require that police managers have sufficient knowledge and skill to adapt the program elements to their local agency. This will necessitate the establishment of appropriate policy guidelines and procedures to achieve the overall objective.

#### Objectives

The Workshop is designed to increase the knowledge and skills of participants vis-a-vis managing the criminal investigation system in their local jurisdictions; to heighten participants' awareness of recent advances in alternative management policies and procedures; and in using a team process for analyzing and solving problems and to produce local agency action plans.

By the end of the training program, participants will understand:

- A systems approach to the management of the criminal investigation process
- New policies and procedures for improving the initial investigation process; the implications of the policy changes within the agency;

and the driving and restraining forces associated with achieving these changes

- The rationale, essential factors, and methodologies for case screening systems, as well as the strategies for successfully implementing a case screening system
- New policies and procedures for managing the continuing investigation by the detectives; the implications of policy changes within the detective force; the driving and restraining forces associated with achieving these changes; and the value and benefits of a case management system
- The methods of developing an active, mutually beneficial working relationship between police management and the prosecutor's office
- The objectives of a criminal investigation monitoring system and strategies for establishing and managing it
- The rationale and strategy for changing a typical police agency's structure, policies, and procedures to effectuate a new MCI program.

#### Target Population

This program is directed toward the principal executive managers of the participating police agencies.

# MANAGING CRIMINAL INVESTIGATIONS

## DAY I

Opening Session	Welcome and Introduction	1:00--1:20 p.m.
Session 1	Orientation	1:20--1:35 p.m.
Session 2	Overview	1:35--2:05 p.m.
Session 3	Problem Oriented Planning	2:05--3:35 p.m.
Session 4	Initial Investigation	4:00--6:00 p.m.
Session 5	Summary of DAY I	6:00--6:05 p.m.

## OPENING SESSION

### DAY I

---

#### WELCOME AND INTRODUCTION OF NILECJ AND URC STAFFS

---

##### Summary

The purpose of this session will be to welcome participants to the Seminar and introduce NILECJ staff, Regional representatives, and URC staff. Brief presentations will be made by NILECJ staff outlining the purpose and rationale for the selection by the Institute of the training topic Managing Criminal Investigations and the relationship of this topic to LEAA's national goals and priorities.

Training staff will be introduced to participants, and this opening session will flow immediately into Session 1 and 2, Orientation and Overview of Managing Criminal Investigations.

SESSION 1

DAY I

1:20 - 1:35 p.m.

---

ORIENTATION

---

This session will address the following concerns:

- Expenses and related logistical matters
- Training schedule
- Training materials, groundrules, and methodology
- Evaluation of total program
- Participant profile analysis results
- Goals of workshop

### OVERALL WORKSHOP GOAL

TO IMPROVE THE EFFECTIVENESS AND  
EFFICIENCY OF THE MANAGEMENT OF THE  
CRIMINAL INVESTIGATION PROCESS.

### PRINCIPAL OBJECTIVE

TO ASSIST IN THE DEVELOPMENT OF  
ACTION PLANS TO MAKE CHANGES IN  
THE MANAGING CRIMINAL INVESTIGATION  
PROCESS.

### SCOPE OF WORKSHOP

TO PROMOTE A BETTER

- Understanding of a systems approach to managing the criminal investigation process.
- Working knowledge of new methods and procedures in the key components of the MCI system that have been used successfully.
- Awareness of the problems involved in implementing an effective system.
- Knowledge of methods that have been useful in resolving problems.

## SESSION 2

### DAY I

1:35 - 2:05 p.m.

---

#### OVERVIEW OF MCI PROGRAM

---

This session will address the following areas of concern:

- Performance data
- Need to upgrade the MCI system
- Program sources
- Systems approach
- Major outcome



PROGRAM BASED ON THESE SOURCE  
MATERIALS:

- Managing Criminal Investigation NILECJ prescriptive package
- Stanford Research Institute Study: Felony Investigation Decision Model
- Rand Corporation Study: Criminal Investigation Process
- Police Foundation Study: Managing Criminal Investigations: The Rochester System
- National Advisory Commission on Criminal Justice Standards and Goals
- Contacts with police administrators throughout the nation
- Dallas Police Legal Liaison Division--a NILECJ Exemplary Project
- Neighborhood Team Policing--NILECJ Prescriptive Package
- Police Crime Analysis Unit NILECJ Prescriptive Package

# CRIMINAL INVESTIGATIONS UNIVERSE

MANAGING

CASE SCREENING

PRELIMINARY  
INVESTIGATIONS

POLITICS

TECHNOLOGY

ORGANIZATIONAL  
CHANGE

CRIME  
ANALYSIS

UNION  
RESOURCES

MONITORING  
PERFORMANCE

ALLOCATION  
ALTERNATIVES

MANAGING  
CONTINUING  
INVESTIGATIONS

RESEARCH

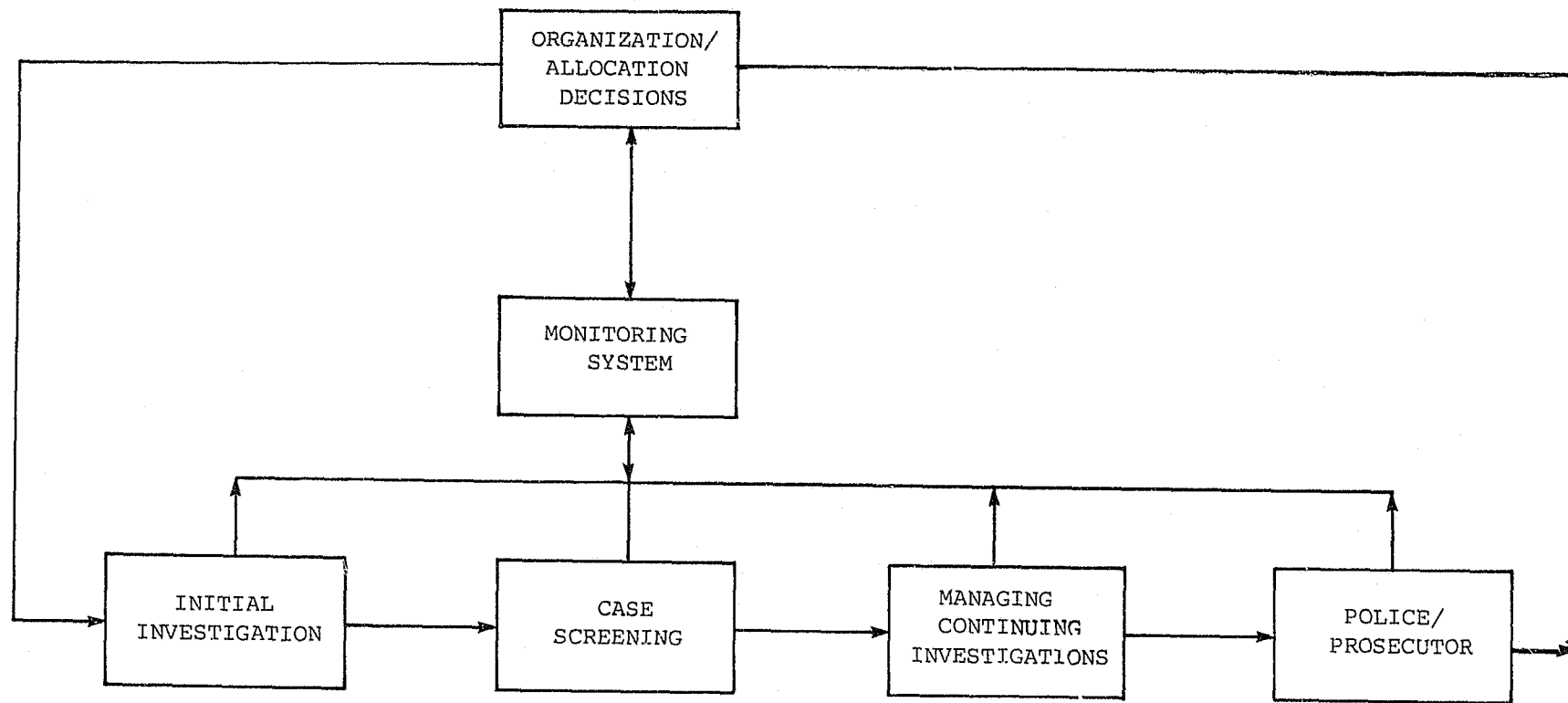
COURTS

POLICE/  
PROSECUTOR  
RELATIONS

CORRECTIONS

LAWS

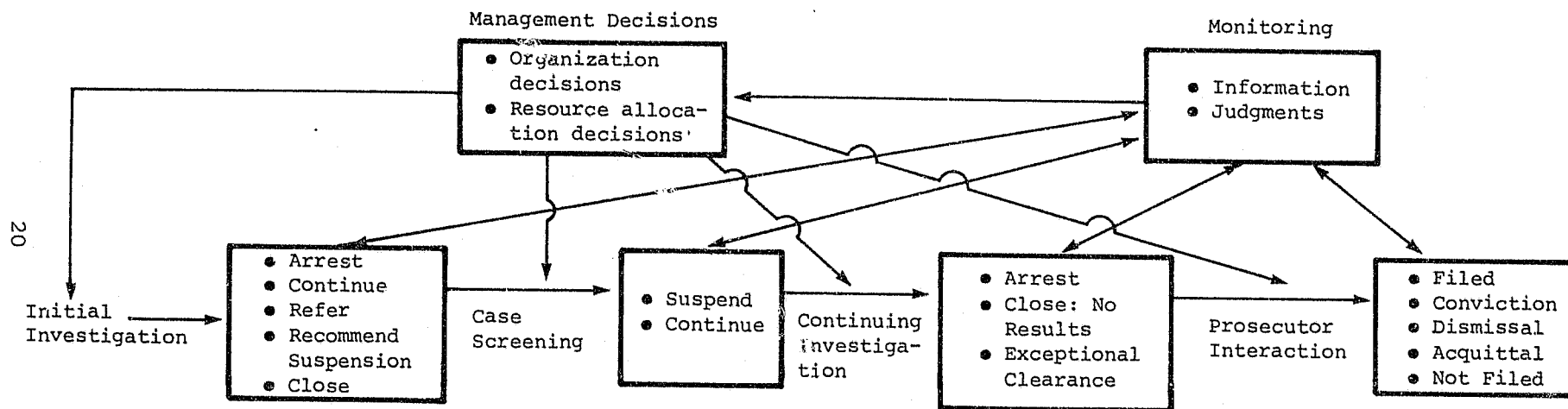
# SYSTEMS APPROACH TO MCI



CLOSE EXAMINATION OF KEY COMPONENTS  
CAN LEAD TO:

- (1) Increasing uniformed personnel participation in a comprehensive initial investigation when crime is reported.
- (2) Establishing case-screening system to cut out nonsolvable cases early in the process.
- (3) Developing police/prosecutor relationship that results in better case investigation and preparation and greater chance of successful prosecution.
- (4) Establishing a management process for the continuing investigation which will maximize successful outcomes and use of resources.
- (5) Establishing Management Information System to provide agency administrators with appropriate information for managing the investigation process and alert them to emerging problems.
- (6) Encouraging re-examination of agency structure to maximize use of personnel.

# THE CRIMINAL INVESTIGATION SYSTEM AND OUTCOMES



ONE MAJOR OUTCOME OF IMPROVED MANAGEMENT  
OF THE CRIMINAL INVESTIGATIONS SYSTEM

To increase arrests for serious  
crimes that are prosecutable,  
ultimately leading to an  
increased number of convictions.

OTHERS--

- To achieve higher levels of investigative efficiency.
- 
- 
- 
- 
- 
- 
-

## SESSION 3

### DAY I

2:05 - 3:35 p.m.

---

#### A PROBLEM ORIENTED GROUP PLANNING PROCESS

---

This session will introduce all participants to a problem solving planning process. The purpose of this session is:

- To introduce participants to a process which will be used in task assignments for color groups during the training program
- To practice the process so that all participants can be familiar with the same concepts in order to facilitate group learning
- To enable participants to produce a strategy outline describing solutions to problems associated with changes in the management of the criminal investigation system.

There will be six parts to this session:

1. Planning Group Task Statement
2. Problem Identification
3. Problem Diagnosis
4. Problem Solution
5. Problem Solution Worksheet
6. Some principles for managing planned changes in the Criminal Investigation System

## PART I

### PLANNING GROUP TASK STATEMENT

*(As part of this training program, color coded work groups will be assigned specific tasks to complete. The work groups will act as a typical police agency Planning Task Force. An example of such a task assignment is listed below; this session will use this example as a means to explain the problem solving planning process which work groups will be requested to utilize in the accomplishment of certain tasks during the remainder of the training program.)*

### BACKGROUND TO TASK

The Research and Planning Division in your agency has conducted a study which reveals that a regular investigator's time is preponderantly spent ---65%--- in reviewing reports, documenting files, and attempting to locate and interview victims and witnesses on cases that experience shows will probably not be solved. Their study also shows that most cases ---73%--- are solved, i.e., cleared by arrest or by exception, by means of the information provided in the early stages of the initial investigation and not by sources developed by the investigator.

The Division recommends that a significant reduction in "follow-up" investigative efforts would be appropriate for all but the most serious offenses for which public confidence demands some type of response. The Division also recommends that a more thorough initial investigation be developed so that if, after such an initial investigation is implemented, a suspect's identity is not established, then the victim or complainant should be notified that an active continuing investigation is being suspended until new leads appear.

### TASK

If your agency were to implement these two recommendations, then

- What would be the problems you would need to identify?
- What solutions could you offer to meet these identified problems?
- What management strategies would you develop to implement selected solutions?



## PART II

### PROBLEM IDENTIFICATION

*(As a member of the agency planning task force, a first step in the planning process would be to identify and list those organizational problems which would have to be overcome in order to implement the task described in Part 1. The following questions can act as a guide for your work in identifying problems.)*

1. LIST THE ORGANIZATIONAL UNITS WHICH WOULD BE AFFECTED BY THE CHANGES IN POLICY AND PROCEDURES?
  
  
  
  
  
  
  
  
  
  
2. LIST THE INDIVIDUALS WHO WOULD BE AFFECTED BY THE CHANGES IN POLICY AND PROCEDURES?
  
  
  
  
  
  
  
  
  
  
3. LIST THOSE FACTORS, EXTERNAL TO THE AGENCY, WHICH WOULD BE AFFECTED BY THE CHANGE IN POLICY AND PROCEDURES?

*(Many organizational problems require further analysis and diagnosis since the solution to a problem may be contained in the problem itself. The following discussion outline presents some ideas and techniques for diagnosing organizational problems.)*

- FORCE FIELD ANALYSIS

Force field analysis is a technique utilized in management studies for diagnosing organizational problems. It is also used to identify and isolate the many variables which need to be considered in order to develop a management plan for resolving organizational problems and for the effective planning of policy and procedural changes.

Force field assumes that in any organization for which change is being planned, there are both *driving forces* and *restraining forces* that will influence the change that is being considered.

- DRIVING AND RESTRAINING FORCES

*Driving forces are those which affect the present situation and which push the present situation in a particular direction; these forces tend to initiate change and keep it going.*

EXAMPLE: In the task given in Part I, some of the *driving forces* are: (1) agency decision to initiate changes in policies; (2) management need to establish quality control guidelines for investigators; (3) improvements in recruiting and training resulting in a better cadre of patrol officers.

Restraining forces are those which affect the present situation and which act to restrain or decrease the driving forces.

EXAMPLE: In the task given in Part I, some of the restraining forces are: (1) management concern about public reaction to early suspension of case investigations; (2) lack of training for supervisors who are to review and check on the quality of the continuing investigation; (3) resistance of investigators to expanding the role of the patrol officer in the initial investigation; (4) absence of formal communications between detectives and patrol.

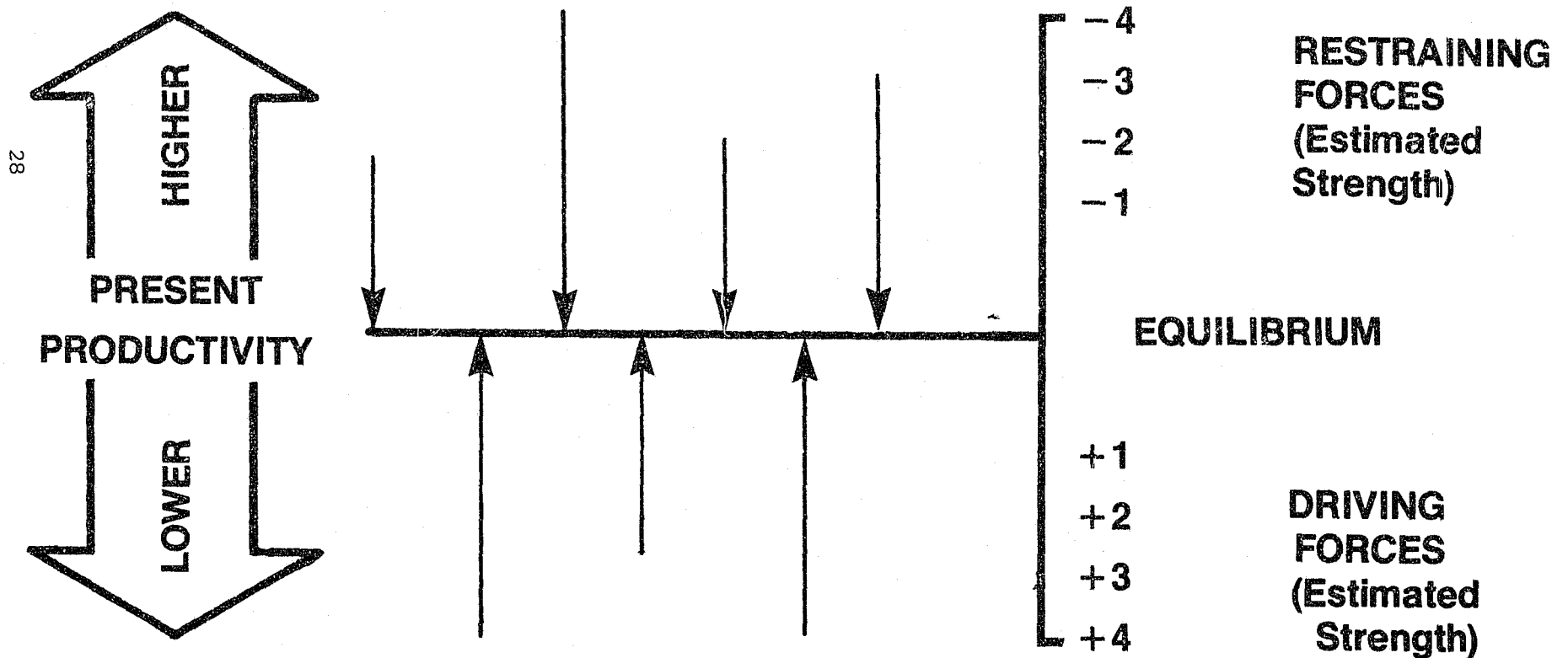
• EQUILIBRIUM

According to this way of looking at the nature of problems in an organization which is planning to change policies and procedures, *change will not take place so long as the sum of the driving forces are equal to the sum of the restraining forces.*

If the driving and restraining forces balance each other, the inference is that the organization will remain as is--i.e., in equilibrium and in a status quo situation.

The graph listed on the next page is a representation of this state of equilibrium or balance.

**FIGURE: DRIVING AND RESTRAINING FORCES  
IN EQUILIBRIUM.**



• CHANGE IS THE "UNFREEZING" OF THE EQUILIBRIUM

Change will take place when an imbalance occurs between the sum of the driving forces and the sum of the restraining forces. Such an imbalance "unfreezes" the present state of equilibrium or "status quo". Thus, in examining the problems listed for the agency in planning for changes in policies and procedures, the planning task force will have to diagnose the nature of the present situation, identify the driving and restraining forces, and seek to alter these forces so that they are no longer in balance.

• HOW "UNFREEZING" CAN OCCUR

There are three options available for the planning task force in choosing what could be done to alter the present status-quo situation.

1. Change the magnitude of any one force, e.g.,  
increase the strength of a driving force or  
decrease the resistance of a restraining force.
2. Change the direction of any one force, e.g., alter  
the resistance of a restraining force by  
transferring the force into a driving force.
3. Add a new force, either driving or restraining.

- OVERALL STRATEGY FOR CHANGE: COMBINE #1 and #2

In planning specific changes in a given situation one should be aware that increasing the driving forces only to change the current status quo may also produce increased tension. One should also be aware that whatever change in the status quo has been accomplished will be lost in the future if the driving force is reduced.

A relatively permanent change in the current status quo may be planned more effectively if one were to:

- reduce the influence of the restraining forces  
while at the same time maintaining the strength of  
the driving forces.

## PART V

PROBLEM SOLUTION WORKSHEET

(After the planning task force has completed its work by (1) identifying problems, (2) diagnosing the nature of the organizational situation and the organizational problems, and (3) developing a change strategy which decreases the influence of the restraining forces while maintaining the level of influence of the driving forces, the task force should list its results on the following form. An example is given for each heading on the form.)

<u>TASK</u>	<u>PROBLEM</u>	<u>SOLUTION</u>	<u>STRATEGY</u>
(Increase patrol role in initial investigation)	(Inadequate crime report form for use by patrol)	(Modify current form and use RPD form as model)	(Task force composed of detectives, patrol and supervisors in order to overcome resistance of detectives by working together to develop new form)

A few principles for strategy development in planning for the management of organizational change may be formulated.

- Planning changes in one part of a system will eventually involve consideration of changes in overlapping parts of the system

*Example: changing a crime report form will involve changes in roles of patrol, detectives, data collection, etc.*

- To change behavior on any one level of a hierarchical organization, it is necessary often to achieve complementary and reinforcing changes in organization levels above and below that level.

*Example: assigning a new responsibility to a desk officer to review a crime report form for accuracy in reporting by the patrol officer on solvability factors may require clear statements of policy for both the patrol officer, and the supervisor of the desk officer.*

- A place where one may begin introducing change may be at those points in the system where some stress and strain may exist. Stress may give rise to dissatisfaction with the status quo and thus may become a motivating factor (a driving force) for change in the system.

*Example: an overload of non-solvable cases assigned to detectives may prevent detectives from having sufficient time to spend on solvable cases. This may cause stress to the detective. Introducing a case screening and case management system may enable management to eject or suspend "non-solvable" cases earlier in the system, reduce the detective case load and free up more time for the detective to spend on "solvable" cases. The case management system may enable management to direct the time and resources of the agency more efficiently in support of the detective's new efforts.*

- If thorough going changes in a hierarchically structured organization are desirable or necessary, change must ordinarily start with the chief policy making officials.

*Example: Most if not all changes introduced into police agencies occur where the chief of the agency first agreed to the change. Subsequent policy statements supporting the change and subsequent refusal to panic at opposition have been crucial factors in acceptance of the change throughout the system and organization.*



- Both the formal and informal organizations in a system should be considered in planning most processes of change.

*Example: Every system has a network of cliques and informal groupings which often exert strong restraining forces and influences which will affect changes initiated by formal authority.*

*The use of Task Forces composed of staff and line personnel (formal organization) as well as other individuals representing non-formal organizations which could affect the system change (e.g. union representatives) may have the effect of harnessing support for the change and guaranteeing some level of "buy-in" to the change which is being planned by the organization.*

- The ultimate effectiveness of a planned change is often directly related to the degree to which members of all levels of an institutional hierarchy take part in the fact-finding and diagnosing of the planned change as well as in the formulating and reality-testing of the planned program which is to be introduced as a change in "the way things once were."

*Example: The effectiveness of a monitoring system depends on both the users of the data which is to be collected from the system AS WELL AS the providers of the data. Thus, if a monitoring system is to be planned in order to collect information about how management will allocate resources be sure that those who are to supply the data (e.g., patrol officer reports) are knowledgeable about the why, how and what of the system prior to installing the system. The use of a planning Task Force composed of monitoring system potential users and providers may enable management to lessen some of the restraining forces which could, after the system is in place, inhibit the effectiveness of the system.*

SESSION 4

DAY I

4:00 - 6:00 p.m.

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THE PATROL ROLE IN THE INITIAL INVESTIGATION

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Summary

The management of the criminal investigation process is a complex and multidimensional undertaking. Though there is no commonly accepted definition of the criminal investigation process, it may be operationally described as the total police effort to collect facts that lead to the identification, apprehension, and arrest of an offender, and the organization of these facts in a way that presents evidence of guilt so that successful prosecution of the case may occur.

The deductive nature of this process--a probing from the known to the unknown backward in time--identifies it as one that essentially depends on others, apart from the police--victims, witnesses, suspects, and arrestees--for its successful outcome.

Guiding and supporting the process are a variety of local policies, and procedures, many of which are derived from custom and experience, and all of which vary greatly from agency to agency in their use and application.

It has only been in the past few years that police administrators have seriously begun to examine the components of the criminal investigation process. Because a substantial amount of police time and personnel resources are allocated to the investigation of reported crimes, increased attention has been directed to the many activities of the process in order to assess which parts work best and why.

Findings from a variety of empirical research studies conclude that police administrators should re-evaluate their traditional thinking concerning the role of the patrol officer in the investigative process. By carefully reviewing existing procedures governing the crime information collection function of the patrol investigation, administrators may improve the timely collection of information that has been shown to be most useful in the solution of crimes.

How well the patrol officers develop and report on a case in the initial investigation will greatly affect all subsequent events as the apprehended individual is processed through the criminal justice system.

Thus, management of the investigation process might quickly improve if police decision-makers were to outline a greater role for the patrol officer. However one evaluates the patrol officer's role in the investigation of crimes, one fact is clear: the patrol officer is already involved to some degree in almost all investigations.

Unless all specialized crime investigators are placed on street patrol and are available to respond to every reported crime, the first contact with the victim of a crime will continue to be made by a patrol officer. Consequently, the local policies and procedures that govern the role of the patrol officer have a direct impact on the effectiveness of the investigation as well as the ultimate outcome of the process.

#### Outline of Topic

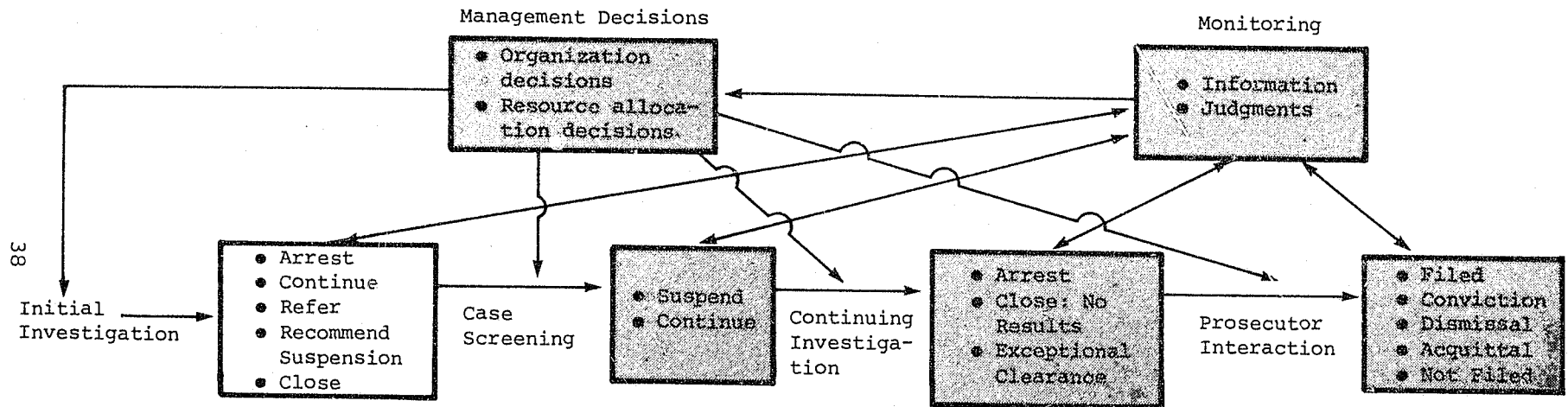
This session will:

- Discuss the typical role of the patrol officer in the preliminary investigation.

- Review and analyze a new crime investigation report form.
- Discuss alternative models of various expanded roles of the patrol officer.
- Discuss the implications of different roles of the patrol officer for the meaning and definition of the preliminary investigation.

Charts and visuals used in this presentation are included in this Handbook. For a more detailed discussion of this topic consult the MCI Manual, Chapter 1.

# THE CRIMINAL INVESTIGATION SYSTEM AND OUTCOMES



rochester police department crime investigation report

1. OFFENSE OR CHARGE (INCLUDE DEGREE)				2. CLASSIFICATION OF OFFENSE (SUPERVISORY REVIEW)				3. C.R. NO. (ORIGINAL ONLY)			
4. TIME OF OCCURRENCE		5. WHEN AND WHERE REPORTED		6. LOCATION OF OFFENSE (HOUSE NO. STREET NAME)							
7. VICTIMS NAME (LAST, FIRST, MIDDLE OR FIRM NAME IF BUSINESS)				8. VICTIMS ADDRESS (HOUSE NUMBER, STREET NAME)				9. RESIDENCE PHONE		DAY NIGHT	
10. VICTIMS PLACE OF EMPLOY, OR SCHOOL NAME				11. BUSINESS PHONE		12. SEX / RACE / AGE		13. PERSON REPORTING - SIGNATURE - DATE			
14. IF ARREST IS MADE, NAME ARRESTEES IN NARRATIVE. PLACE THE NUMBER OF ARRESTEES IN BOX A. IF NONE PLACE AN X IN BOX A.											
15. INDICATE WITH PROPER CODE IN BOXES PROVIDED PERSONS REPORTED BY: INVESTIGATOR (I), WITNESS (W), REPORTING PERSON (R), PERSON WITH KNOWLEDGE (INCLUDING REPORTING PERSON'S NAME IF DIFFERENT FROM VICTIM'S) (V), OR OTHER (O). INDICATE WITH ANY OF THESE PERSONS INDICATE BY CIRCLED PERSONAL SIGNATURE.											
ADDRESS CHECKED		APT. #		PERSON INTERVIEWED			INFORMATION PROVIDED - USE NARRATIVE IF NEEDED				
ADDRESS CHECKED				PERSON INTERVIEWED							
ADDRESS CHECKED				PERSON INTERVIEWED							
ADDRESS CHECKED				PERSON INTERVIEWED							
ADDRESS CHECKED				PERSON INTERVIEWED							
ADDRESS CHECKED				PERSON INTERVIEWED							
16. WAS THERE A WITNESS TO THE CRIME?											
17. CAN A SUSPECT BE NAMED?											
SUSPECT #1 (NAME INCLUDE ANY A-K-A INFO)				SUSPECT #2 (NAME INCLUDE ANY A-K-A INFO)				SUSPECT #3 (NAME INCLUDE ANY A-K-A INFO)			
18. CAN A SUSPECT BE LOCATED?											
SUSPECT #1 MAY BE LOCATED AT				SUSPECT #2 MAY BE LOCATED AT				SUSPECT #3 MAY BE LOCATED AT			
19. CAN A SUSPECT BE DESCRIBED?											
SUSPECT #1 DESCRIPTION				SUSPECT #2 DESCRIPTION				SUSPECT #3 DESCRIPTION			
DESCRIBE EACH SUSPECT USING AGE, SEX, RACE, HEIGHT, WEIGHT, ANY IDENTIFYING SCARS, MARKS AND CLOTHING DESCRIPTION											
20. CAN A SUSPECT BE IDENTIFIED?											
21. IF SUSPECT INFORMATION HAS BEEN GIVEN OUT VIA RADIO COMM. PLACE AN X IN BOX 21.				22. FILL IN LICENSE PLATE INFORMATION IF IT IS AVAILABLE.							
				MODEL MAKE		YEAR		TYPE		COLOR TOP, BOTTOM	
				23. CAN THE SUSPECT VEHICLE BE IDENTIFIED?							
				24. IF SUSPECT VEHICLE INFORMATION WAS GIVEN VIA RADIO COMMUNICATION PLACE AN X IN BOX 24.							
25. IF THE STOLEN PROPERTY IS TRACEABLE INDICATE IN THE SPACE PROVIDED BELOW											
26. DESCRIBE PROPERTY TAKEN, DAMAGED				27. WHERE PROPERTY WAS REMOVED FROM				28. PROPERTY IDENTIFICATION INFORMATION		29. PROP. VAL.	
30. WHERE HOSPITALIZED				31. ATTENDING PHYSICIAN		32. DATE TIME PROHOUNCED		33. PROHOUNCING PHYSICIAN - WHERE		34. MEDICAL EXAMINER NOTIFIED	
										TOTAL VALUE	
35. IS THERE A SIGNIFICANT M.O. PRESENT? IF YES DESCRIBE IN NARRATIVE											
36. PROPERTY INV. NO.				37. NATURE OF INJURY				38. POINT OF CRIME			
								39. TYPE OF WEAPON, INSTRUMENT OR FORCE USED			
40. IS THERE SIGNIFICANT PHYSICAL EVIDENCE PRESENT? IF YES DESCRIBE IN NARRATIVE											
41. TECH WORK DONE BY				HAS AN EVIDENCE TECHNICIAN BEEN CALLED?				IS EVIDENCE TECHNICIAN REPORT POSITIVE?			
42. IS THERE A SIGNIFICANT REASON TO BELIEVE THAT THE CRIME MAY BE SOLVED WITH A REASONABLE AMOUNT OF INVESTIGATIVE EFFORT?											
43. WAS THERE A DEFINITE LIMITED OPPORTUNITY FOR ANYONE EXCEPT THE SUSPECT TO COMMIT THE CRIME? IF NO PLACE AN X IN BOX M											
44. NARRATIVE - SUMMARIZE DETAILS OF CRIME INCLUDING A DESCRIPTION OF EVENTS, ANY ADDITIONAL INFORMATION WHICH IS AN EXTENSION OF ANY OF THE ABOVE BOXES, NAMES OF ARRESTED, NAMES OF OTHER OFFICERS OR UNITS ASSISTING											
45. IS ONE OR MORE OF THE SOLVABILITY FACTORS PRESENT IN THIS REPORT?											
46. REPORTING OFFICERS											
47. FIELD SUPERVISORS REVIEW											
48. C.I.D. SECTION COMMAND REVIEW											
49. STATUS FOR REVIEW CENTER											
50. STATUS FOR REVIEW CENTER											
51. ASSIGNED BEAT #											

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ADDRESS CHECKED				APT. #		PERSON INTERVIEWED				INFORMATION PROVIDED - USE NARRATIVE IF NEEDED					
ADDRESS CHECKED						PERSON INTERVIEWED									
ADDRESS CHECKED						PERSON INTERVIEWED									
ADDRESS CHECKED						PERSON INTERVIEWED									
ADDRESS CHECKED						PERSON INTERVIEWED									
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16. WAS THERE A WITNESS TO THE CRIME?												IF NO PLACE AN X IN BOX B		16.	
17. CAN A SUSPECT BE NAMED?												IF NO PLACE AN X IN BOX C			
SUSPECT #1 (NAME INCLUDE ANY A-K-A INFO)				SUSPECT #2 (NAME INCLUDE ANY A-K-A INFO)				SUSPECT #3 (NAME INCLUDE ANY A-K-A INFO)				17.			
18. CAN A SUSPECT BE LOCATED?												IF NO PLACE AN X IN BOX D		18.	
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19. CAN A SUSPECT BE DESCRIBED?												IF NO PLACE AN X IN BOX E		19.	
SUSPECT #1 DESCRIPTION				SUSPECT #2 DESCRIPTION				SUSPECT #3 DESCRIPTION							
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20. CAN A SUSPECT BE IDENTIFIED?												IF NO PLACE AN X IN BOX F		20.	
21. IF SUSPECT INFORMATION HAS BEEN GIVEN OUT VIA RADIO COMM. PLACE AN X IN BOX 21. USING APPROPRIATE CODE IN THE BOXES PROVIDED - INDICATE WHO CAN IDENTIFY SUSPECT															
22. FILL IN LICENSE PLATE INFORMATION IF IT IS AVAILABLE.				MODEL MAKE		YEAR		TYPE		COLOR TOP BOTTOM		IDENTIFYING CHARACTERISTICS			
23. CAN THE SUSPECT VEHICLE BE IDENTIFIED?												IF NO PLACE AN X IN BOX G		23.	
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25. IF THE STOLEN PROPERTY IS TRACEABLE INDICATE IN THE SPACE PROVIDED BELOW												IF NO PLACE AN X IN BOX H		25.	
26. DESCRIBE PROPERTY TAKEN/DAMAGED				27. WHERE PROPERTY WAS REMOVED FROM				28. PROPERTY IDENTIFICATION INFORMATION				29. PROP. VAL.			
30. WHERE HOSPITALIZED				31. ATTENDING PHYSICIAN		32. DATE/TIME PRONOUNCED		33. PRONOUNCING PHYSICIAN - WHERE		34. MEDICAL EXAMINER NOTIFIED		TOTAL VALUE			
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36. PROPERTY INV. NO.				37. NATURE OF INJURY				38. POINT OF CRIME				39. TYPE OF WEAPON, INSTRUMENT OR FORCE USED			
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41. TECH WORK DONE BY												IF NO PLACE AN X IN BOX K		41.	
42. IS THERE A SIGNIFICANT REASON TO BELIEVE THAT THE CRIME MAY BE SOLVED WITH A REASONABLE AMOUNT OF INVESTIGATIVE EFFORT?												IF NO PLACE AN X IN BOX L		42.	
43. WAS THERE A DEFINITE LIMITED OPPORTUNITY FOR ANYONE EXCEPT THE SUSPECT TO COMMIT THE CRIME? IF NO PLACE AN X IN BOX M														43.	
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47. FIELD SUPERVISORS REVIEW												49. OPEN		50. STATUS FOR REVIEW CENTER	
48. C.I.D. / SECTION COMMAND REVIEW												ARREST		UNFOUNDED	
49. CONCUR / RECOMMEND												NO ARREST		NO PROSECUTION	
												WARRANT ADVISED			





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ADDRESS CHECKED						PERSON INTERVIEWED						17.	
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ADDRESS CHECKED						PERSON INTERVIEWED						19.	
ADDRESS CHECKED						PERSON INTERVIEWED						20.	
ADDRESS CHECKED						PERSON INTERVIEWED						21.	
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25. IF THE STOLEN PROPERTY IS TRACEABLE INDICATE IN THE SPACE PROVIDED BELOW												IF NO PLACE AN X IN BOX H	25.
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												ASSIST	
												ASSIST	
												ASSIST	
												ASSIST	
												ASSIST	
												ASSIST	
45. IS ONE OR MORE OF THE SOLVABILITY FACTORS PRESENT IN THIS REPORT?												46.	
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47. COMPLETE CONCUR RECOMMEND												49.	
C.I.D. SECTION COMMAND REVIEW												50.	
48. CONCUR RECOMMEND REVIEWER												50.	
49. OPEN ARREST NO ARREST												50.	
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ADDRESS CHECKED				APT. #		PERSON INTERVIEWED		INFORMATION PROVIDED - USE NARRATIVE IF NEEDED					
ADDRESS CHECKED						PERSON INTERVIEWED							
ADDRESS CHECKED						PERSON INTERVIEWED							
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<div style="background-color: black; width: 100%; height: 150px;"></div>											
19. CAN A SUSPECT BE DESCRIBED?											
SUSPECT #1 DESCRIPTION				SUSPECT #2 DESCRIPTION				SUSPECT #3 DESCRIPTION			
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51.											
49. <input type="checkbox"/> OPEN <input type="checkbox"/> ARREST <input type="checkbox"/> NO ARREST											
50. STATUS FOR REVIEW CENTER <input type="checkbox"/> UNFOUNDED <input type="checkbox"/> NO PROSECUTION <input type="checkbox"/> WARRANT ADVISED											

SOLVABILITY FACTORS (ROCHESTER FORM)

1. ARREST
2. WITNESS
3. SUSPECT NAME
4. SUSPECT LOCATION
5. SUSPECT DESCRIPTION
6. SUSPECT IDENTIFICATION
7. SUSPECT VEHICLE
8. TRACEABLE STOLEN PROPERTY
9. SIGNIFICANT M.O.
10. PHYSICAL EVIDENCE
11. EVIDENCE TECHNICIAN
12. JUDGMENT ABOUT SOLVABILITY
13. LIMITED OPPORTUNITY JUDGMENT

---

SOLVABILITY FACTORS

CATEGORIES OF INVESTIGATIVE INFORMATION

WHICH PREDICTABLY LEAD TO

CASE SOLUTION

## MATRIX OF MODEL ROLES OF PATROL OFFICERS IN CONDUCTING CRIMINAL INVESTIGATIONS

(Each Model Builds Upon and Includes Activities Outlined in Preceding Model)

MODELS	PATROL RESPONSIBILITY	CASE REFERRAL PROCEDURE	CONSEQUENCES	MANAGEMENT POLICIES
A. TYPICAL	<ul style="list-style-type: none"> <li>• Prepare and complete basic report form.</li> </ul>	<ul style="list-style-type: none"> <li>• Refer all cases, including preliminary investigations, to detectives.</li> </ul>	<ul style="list-style-type: none"> <li>• Redundancy</li> <li>• Insufficient data collected</li> <li>• Low level of productivity</li> <li>• Low morale in patrol</li> </ul>	X
B. BETTER INFORMATION COLLECTION	<ul style="list-style-type: none"> <li>• Conduct a complete initial investigation and fill out revised initial investigation report for selected categories of crime.</li> </ul>	<ul style="list-style-type: none"> <li>• Refer the reports of the initial investigations for selected categories of crime to detectives for follow-up investigation. (In these types of cases, detectives do not conduct preliminary investigations.)</li> </ul>	<ul style="list-style-type: none"> <li>• Elimination of redundancy.</li> <li>• More complete data collected.</li> <li>• Productivity increased.</li> <li>• Improved case load for detectives.</li> <li>• Better morale.</li> </ul>	<ul style="list-style-type: none"> <li>• Define crime categories to be investigated by patrol.</li> <li>• Define exceptions.</li> <li>• Design new initial investigation form.</li> <li>• Train patrol and detectives in use of new forms.</li> <li>• Train supervisors.</li> </ul>
C. PATROL REC- OMMENDATION	<ul style="list-style-type: none"> <li>• Conduct initial investigation and complete detailed investigation report.</li> <li>• Decide whether to call for forensic or evidence specialists.</li> <li>• Recommend closing or continuing case based on presence or absence of solvability factors.</li> </ul>	<ul style="list-style-type: none"> <li>• Supervisor reviews patrol recommendation.</li> <li>• Case screening criteria are used to close cases when initial investigation reveals lack of solvability factors.</li> </ul> <p style="text-align: center;">OR</p> <ul style="list-style-type: none"> <li>• Case screening criteria are used to refer cases for follow-up investigation by detectives.</li> </ul>	<ul style="list-style-type: none"> <li>• Recommendation and screening, after initial investigation by patrol, focuses resources only on probably solvable cases.</li> <li>• Increases productivity.</li> <li>• Promotes interdependency between detectives and patrol.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish policy and procedures for case screening.</li> <li>• Establish policy and procedures detailing the role of patrol and follow-up role of detectives.</li> <li>• Provide additional training for patrol and supervisors.</li> </ul>

## MATRIX OF MODEL ROLES OF PATROL OFFICERS IN CONDUCTING CRIMINAL INVESTIGATIONS (Cont'd.)

(Each Model Builds Upon and Includes Activities Outlined in Preceding Model)

MODELS	PATROL RESPONSIBILITY	CASE REFERRAL PROCEDURE	CONSEQUENCES	MANAGEMENT POLICIES
<b>D. LIMITED INVESTIGATIVE ROLE OF PATROL</b>	<ul style="list-style-type: none"> <li>Investigate crimes in selected categories beyond initial investigation phase.</li> <li>Patrol continues and completes investigation of certain categories of crime which do not require the service of detective specialists.</li> </ul>	<ul style="list-style-type: none"> <li>Crime cases in selected categories are not referred.</li> <li>Other cases are referred to detectives for follow-up investigation.</li> </ul>	<ul style="list-style-type: none"> <li>Reduces detective workload.</li> <li>Permits detective to increase specialty or to adopt new roles.</li> </ul>	<ul style="list-style-type: none"> <li>Establish policy and procedures delineating investigative roles of patrol in selected categories of criminal investigation and of detectives in other categories of crime.</li> <li>Provide additional training for patrol.</li> </ul>
<b>E. ENHANCED INVESTIGATIVE ROLE OF PATROL</b>	<ul style="list-style-type: none"> <li>Investigate crimes in increased number of categories.</li> <li>Closure can occur on scene after initial investigation.</li> </ul>	<ul style="list-style-type: none"> <li>Refer only those cases which require high level of skill or which are of an exceptional nature.</li> </ul>	<ul style="list-style-type: none"> <li>Maximal use of detectives by assigning them to follow up only those cases with high probability of solution and/or those which require specialized skills.</li> <li>Maximal use of patrol resources in all investigations.</li> <li>Improved relationships between public and police.</li> <li>New roles and opportunities available for detectives.</li> </ul>	<ul style="list-style-type: none"> <li>Establish policies detailing the differing authority and relationships between patrol and detectives.</li> <li>Adopt case screening system which incorporates early, on-scene, case-closure criteria.</li> </ul>

P Proceed to the scene promptly and safely.  
R Render assistance to the injured.  
E Effect the arrest of the criminal.  
L Locate and identify witnesses.  
I Interview the complainant and the witnesses.  
M Maintain the crime scene and protect the evidence.  
I Interrogate the suspect.  
N Note conditions, events, and remarks.  
A Arrange for collection of evidence (or collect it).  
R Report the incident fully and accurately.  
I Investigation handled by patrol officers.

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PRELIMINARI

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INITIAL INVESTIGATION

INITIAL FACT-FINDING PHASE OF THE INVESTIGATION OF

A REPORTED CRIME BY WHICH PATROL:

- Decides whether case is founded or unfounded
- Makes arrest on scene
- Seeks justifiable continuation
- Seeks justifiable discontinuation

## T A S K      S T A T E M E N T

TOPIC: INITIAL INVESTIGATION

### BACKGROUND:

YOUR AGENCY HAS DECIDED TO ENHANCE THE ROLE OF THE UNIFORMED OFFICER IN THE CONDUCT OF CRIMINAL INVESTIGATIONS. IT HAS BEEN DECIDED THAT THE PRESENT INITIAL INVESTIGATION CONDUCTED BY THE UNIFORMED OFFICER WOULD BE IMPROVED BY INTRODUCING A MORE COMPREHENSIVE CRIME REPORT FORM SIMILAR TO THE ONE LISTED ON PAGES 39-50 OF THIS HANDBOOK.

### GROUP TASK:

YOUR GROUP HAS BEEN REQUESTED TO SUBMIT A REPORT TO YOUR AGENCY WHICH REFLECTS YOUR GROUP'S DISCUSSION ABOUT

- PROBLEMS WHICH WOULD BE ENCOUNTERED IN THE AGENCY BY SUCH A NEW FORM
- SOLUTIONS TO THESE PROBLEMS
- OUTLINE OF A STRATEGY FOR IMPLEMENTING AGREED UPON SOLUTIONS

YOUR GROUP MAY WANT TO USE THE FORMS LISTED ON THE NEXT PAGES AS AN AID IN YOUR DISCUSSIONS.

AT THE COMPLETION OF YOUR GROUP WORK, YOU SHOULD BE ABLE TO COMPLETE, IN WRITING, THE WORKSHEET FORM LISTED ON PAGES 56-57 OF THIS HANDBOOK.



PROBLEM SOLVING WORKSHEET: FOR USE BY INDIVIDUAL PARTICIPANTS

P R O B L E M S	S O L U T I O N S

S T R A T E G Y   O U T L I N E

MCI COMPONENT: \_\_\_\_\_

DATE: \_\_\_\_\_

AGENCY: \_\_\_\_\_

O U T L I N E   O F   S T R A T E G Y:

## DAY I

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### CLOSURE/LINKAGE TO DAY II

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#### Summary

A brief summary of the matters discussed in DAY I and an overview of the scheduled matters for DAY II will be presented.

Today we discussed:

- The systems approach to managing criminal investigations
- A problem oriented planning process
- An enhanced role of the patrol officer in the  
initial investigation

Evaluation feedback forms for this day will be completed by participants and collected by the training staff.

## MANAGING CRIMINAL INVESTIGATIONS

### DAY II

Session 6	Case Screening	8:45--10:45 p.m.
Session 7	Managing the Continuing Investigation	11:00-- 1:00 p.m.
Session 8	Police/Prosecutor	2:30-- 4:15 p.m.
Session 9	Summary of DAY II	4:15-- 4:20 p.m.
Session 10	Peer Group Information Exchange	4:20-- 6:00 p.m.

## SESSION 6

### DAY II

8:00 - 10:45 p.m.

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#### CASE SCREENING

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The purpose of this session is to provide participants with an understanding of the rationale, essential factors, and methodologies for a case screening system, as well as the strategies for implementing a case screening system.

One of the latest tools to be introduced into the management of criminal investigations is case screening. Based on experience and research efforts, an increasing number of police executives are looking at case screening as a way of maximizing the effectiveness of their investigative and uniformed personnel, a critical need in the light of the fiscal constraints most municipalities face.

What is case screening? Simply stated, it is a mechanism for making a decision on whether or not to continue an investigation based on the existence of sufficient solvability factors obtained in the initial investigation.

Solvability factors are elements of information concerning a crime that have in the past proven to be important in determining the likelihood of solving a case. Case screening is designed to provide sufficient information about a case at the earliest possible point in the investigative process to permit a decision on the desirability of investing investigative resources. The outcome will either be early closure of unpromising cases or follow-up investigation of the reported crime. The proper use

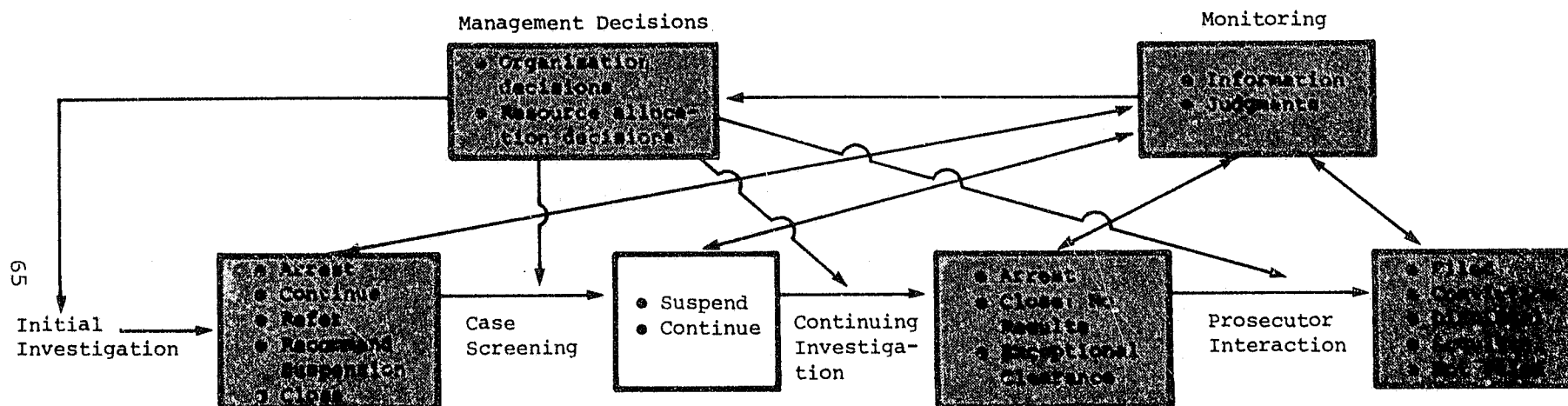
of the screening procedure enables the police executive to exercise control over the extent and kind of investigative effort to be made.

This session will present information concerning:

- The need to improve upon investigative productivity.
- Several models of a case screening system.
- Identification of common elements.
- The steps to develop a case screening system.

(A detailed analysis of this topic is contained in Chapter 2, of the MCI Manual.)

# THE CRIMINAL INVESTIGATION SYSTEM AND OUTCOMES



DEFINITION:

Case Screening is more than case review, it is a formal mechanism for making a decision on whether or not to continue an investigation.

PROCESS/OUTCOME:

Case Screening should result in a supervisory review, verification, and approval of the continuation or non-continuation of an investigation.

BENEFIT:

Screening will lead to a reduction in the number of unproductive cases that are followed-up, with a concomitant savings of effort and organizational energy.

MOST PROMISING TO LEAST PROMISING CASE SITUATIONS:

1. Sufficient leads exist and additional things have to be done.
2. Insufficient leads exist but with effort they can be developed - more searching is required.
3. No leads exist, nothing else to be done.

Typically, police departments follow-up a case automatically regardless of how promising it is.



# SCREENING MODEL

STANFORD RESEARCH INSTITUTE  
OAKLAND POLICE DEPARTMENT

## Robbery Investigation Decision Model

INFORMATION ELEMENT	WEIGHTING FACTOR
Suspect named. . . . .	10*
Suspect known. . . . .	10*
Suspect previously seen. . . . .	10*
Evidence technician used . . . . .	10*
Places suspect frequented named. . . . .	10*
Physical evidence:	
Each item matched . . . . .	6.1*
Vehicle registration:	
Query information available . . . . .	1.5*
Vehicle stolen . . . . .	3.0*
Useful information returned . . . . .	4.5*
Vehicle registered to suspect . . . . .	6.0*
Offender movement description:	
On foot . . . . .	0
Vehicle (not car) . . . . .	0.6
Car . . . . .	1.2
Car color given . . . . .	1.8
Car description given . . . . .	2.4
Car license given . . . . .	3.0
Weapon used. . . . .	<u>1.6</u>
TOTAL SCORE. . . . .	

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\*These values as calculated actually exceed the threshold of 10. The values provided here are conceptually simpler and make no difference in the classification of groups.

SCREENING MODEL

STANFORD RESEARCH INSTITUTE

OAKLAND POLICE DEPARTMENT

Burglary Case Disposition Decision Rule

<u>INFORMATION ELEMENT</u>	<u>WEIGHTING FACTOR</u>
Estimated time lapse:	
Less than 1 hour. . . . .	5
1-12 hours. . . . .	1
12-24 hours. . . . .	0.3
More than 24 hours. . . . .	0
Witness' report of offense. . . . .	7
On-view report of offense. . . . .	1
Usable fingerprints. . . . .	7
Suspect information developed	
Description or name. . . . .	9
Vehicle description. . . . .	0.1
Other. . . . .	0
<hr/>	
TOTAL SCORE . . . . .	

SCREENING MODEL  
MULTNOMAH COUNTY POLICE DEPARTMENT

ORIGINAL INVESTIGATING OFFICERS PRIORITIES

1. GRAVITY OF OFFENSE
  - a. Felony = 4 points
  - b. Misdemeanor = 3 points
  - c. Victimless crime = 2 points
  - d. Violations/status offense = 1 point
2. PROBABILITY OF SOLUTION  
Whether there are:
  - a. Suspects
  - b. Witnesses
  - c. Physical evidence
  - d. Undeveloped leads

(Score one point for each factor present.)
3. URGENCY FOR ACTION
  - a. Danger to others = 4 points
  - b. Immediate action required = 3 points
  - c. Impact on victim = 2 points
  - d. Pattern/frequency of crime = 1 point

SUPERVISORY PRIORITY

4. SUPERVISORY JUDGMENT
  - a. Department policy
  - b. Totality of circumstances
  - c. Investigator's case load
  - d. Personal background and experience

(Total possible: 4 points)

Scoring and Application of Priority System

Priority	Points	Report Investigative Process Within:
A	16-22	1-5 days
B	10-16	15 days
C	4-10	30 days
D	Less than 4	Suspend (form letter to victim).

SCREENING MODEL  
ROCHESTER POLICE DEPARTMENT

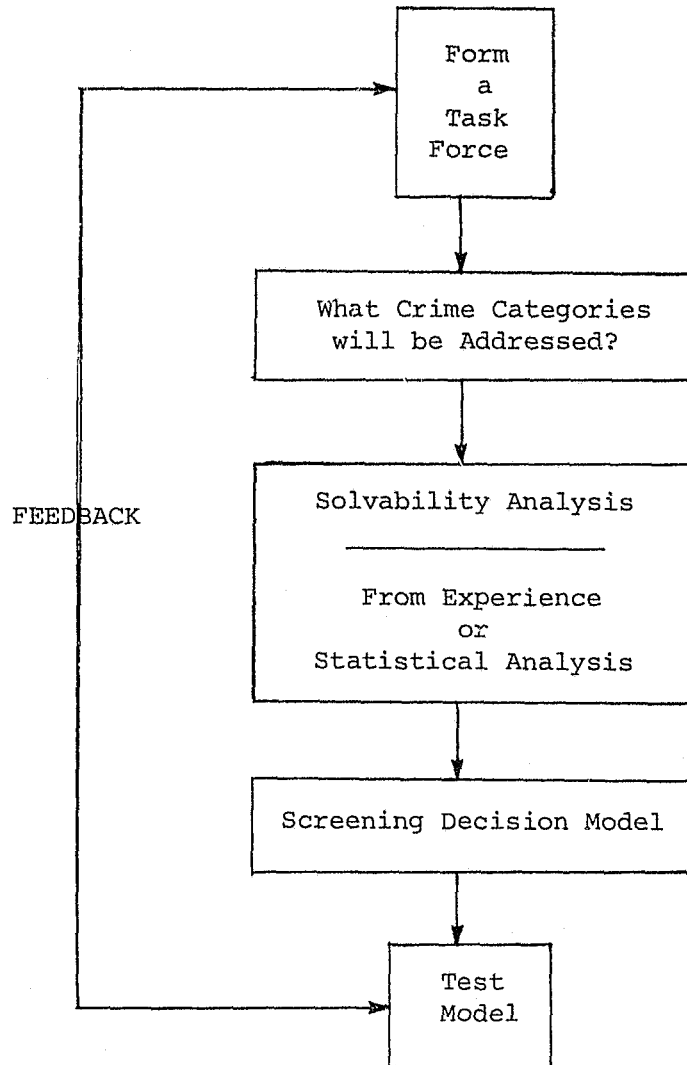
The new form developed by Rochester asks the field officer to answer the following solvability questions:

1. Was there a witness to the crime?
2. Can a suspect be named?
3. Can a suspect be located?
4. Can a suspect be described?
5. Can a suspect be identified?
6. Can the suspect vehicle be identified?
7. Is the stolen property traceable?
8. Is there a significant M.O. present?
9. Is there significant physical evidence present?
10. Has an evidence technician been called? Is the evidence technician's report positive?
11. Is there a significant reason to believe that the crime may be solved with a reasonable amount of investigative effort?
12. Was there a definite limited opportunity for anyone except the suspect to commit the crime?

COMMON ELEMENTS

1. Witness to the crime.
2. Suspect named.
3. Suspect known.
4. Suspect described.
5. Suspect identified.
6. Suspect previously seen.
7. Vehicle identified.
8. Traceable property.
9. Significant M.O.
10. Limited opportunity.
11. Significant evidence.
12. Time lapse after occurrence.
13. Supervisory judgments and other considerations

THE PLANNING PROCESS:  
DEVELOPING A CASE SCREENING SYSTEM



CASE SCREENING IS TOTALLY DEPENDENT UPON WHAT WAS DONE  
IN THE PRELIMINARY INVESTIGATION AND IMPACTS WHAT  
IS TO BE DONE AFTER/DURING THE CONTINUING  
INVESTIGATION.

THERE MUST BE EFFECTIVE MANAGEMENT CONTROL OVER BOTH  
ENDS IN ORDER FOR CASE SCREENING TO HAVE IMPACT.

TOPIC: CASE SCREENING

TASK STATEMENT FOR PLANNING WORK GROUPS

YOUR AGENCY HAS DECIDED TO ESTABLISH A CASE SCREENING SYSTEM  
TO SUSPEND FOLLOW UP INVESTIGATIONS OF THE "NON-SOLVABLE"  
RESIDENTIAL BURGLARIES WHICH ARE REPORTED TO THE AGENCY.



GROUP TASK PROCESS:

YOUR GROUP HAS BEEN REQUESTED TO SUBMIT A REPORT  
WHICH REFLECTS YOUR GROUP'S DECISIONS ABOUT:

- PROBLEMS WHICH WOULD BE ENCOUNTERED  
BY ADOPTING SUCH A CASE SCREENING  
SYSTEM
- SOLUTIONS TO THESE PROBLEMS
- THE OUTLINE OF A STRATEGY FOR IMPLEMENTING  
YOUR GROUP'S SOLUTIONS

USE THE FORMS CONTAINED ON PAGES 76-77.

AT THE COMPLETION OF YOUR GROUP WORK, YOU SHOULD  
COMPLETE, IN WRITING, THE FORM CONTAINED ON PAGE 77.

PROBLEM SOLVING WORKSHEET: FOR USE BY INDIVIDUAL PARTICIPANTS

P R O B L E M S	S O L U T I O N S

S T R A T E G Y O U T L I N E

MCI COMPONENT: \_\_\_\_\_

DATE: \_\_\_\_\_

AGENCY: \_\_\_\_\_

O U T L I N E O F S T R A T E G Y:

SESSION 7

DAY II

11:00 a.m. - 1:00 p.m.

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MANAGING THE CONTINUING INVESTIGATION

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The purpose of this session is to make participants aware of the need to develop well structured management practices which govern the continuing investigation.

Police administrators have increasingly recognized the necessity for establishing such an approach for the continuing investigation process. In 1973, the National Advisory Commission on Criminal Justice Standards and Goals recommended that:

"Every police agency should establish quality control procedures to insure that every reported crime receives the investigation it warrants.

These procedures should include:

- a) A follow-up report of each open investigation every ten days and command approval of every continuance of an investigation past thirty days;
- b) Constant inspection and review of individual team and unit criminal investigation reports and investigator activity summaries; and
- c) Individual team and unit performance measures based at least on arrests and dispositions, crimes cleared, property recovered and caseload."

This session will present information concerning:

- The need to improve upon current levels of investigative performance.
- The components of the continuing investigation which must be controlled by management.
- The benefits of a managed process.
- The steps to be taken to achieve management control.
- The records needed to assure sufficient information for decision making.

The Participant Handbook contains suggested forms which might be developed. For a detailed discussion of Managing the Continuing Investigation please refer to the MCI Manual, Chapter 3.

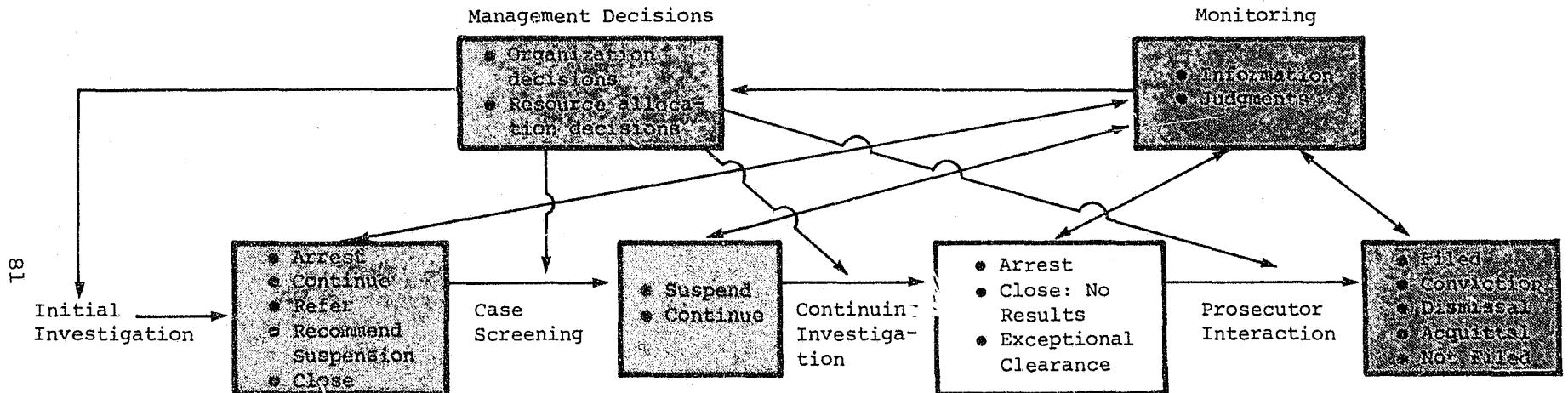
IF MANAGEMENT DOES NOT  
EXERCISE CONTROL,  
THE RESULTS CAN BE:

- Inequitable or inappropriate case assignments
- Incorrect priority decisions
- Delay in investigative responses
- Lack of investigative continuity
- Continuation of investigation beyond point of diminishing returns

WHAT IS NEEDED?

To Develop a Well-Structured  
Management Process that Governs  
the Continuing Investigations.

# THE CRIMINAL INVESTIGATION SYSTEM AND OUTCOMES



HOW TO ACHIEVE  
MANAGERIAL CONTROL

- Conduct organizational Analysis
- Establish assignment and deployment policies
- Determine investigative priorities
- Coordinate and direct unit activities
- Install appropriate records
- Evaluate performance
- Develop rapport--internal and external

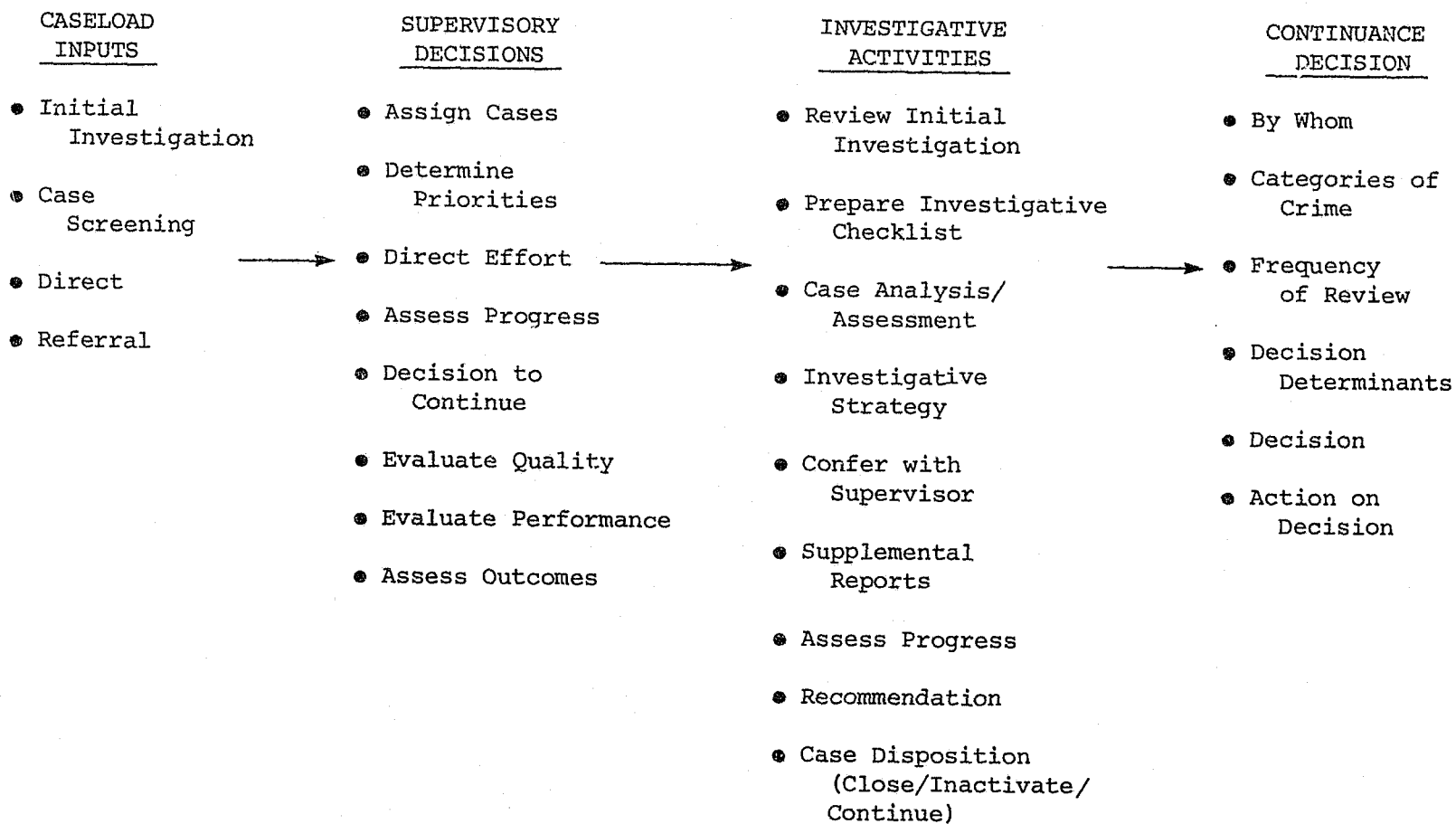
WHY IS IT NEEDED?

Need Management Control of:

- Assignment of Cases
- Investigative Priorities
- Investigative approaches (Game Plans)
- Review of Continuation Decision Points



# MANAGING CONTINUING INVESTIGATION--FLOW CHART



## ESTABLISH A CASE FOLDER

### WHICH CONTAINS:

- COPY OF THE INITIAL INVESTIGATION
- CASE ANALYSIS
- COPY OF INVESTIGATIVE PLAN
- INVESTIGATORS CHECKLIST
- REVIEW DATES FOR CONTINUANCE DECISION
- SUPPLEMENTARY REPORTS

### VITAL RECORDS

- CASE ASSIGNMENT AND DECISION REVIEW
- DAILY ACTIVITY PLAN
- INVESTIGATOR'S CHECKLIST
- INVESTIGATOR'S MONTHLY WORKLOAD REPORT
- UNIT ARREST/CLEARANCE PERFORMANCE - MONTHLY CASE REPORT
- UNIT ARREST PERFORMANCE - PROSECUTOR ACCEPTANCES

## OUTCOME

Improve the Quality of Case

Investigations to Increase the  
Number of Cases Cleared by Arrests  
That are Prosecutable.

## BENEFITS OF A MANAGED PROCESS:

- Better case assignments
- Improved quality of  
investigative effort
- Supervision of case progress
- More intelligent use of resources
- Review of decisions to continue
- Evaluation of results

## NAME OF INVESTIGATOR

[illegible]

DAILY ACTIVITY PLAN/RESULTS REPORT

DAY OF WEEK \_\_\_\_\_  
DATE \_\_\_\_\_

NAME \_\_\_\_\_  
AUTO \_\_\_\_\_  
COMM FREQ. \_\_\_\_\_

Time of day: From _____ to _____	Nature of Activity	Location	Case #	Category of Crime	Compl. Activity Yes-No	Time Spent (in Mins.)	Results of Activity

**CONTINUED**

**1 OF 2**

## INVESTIGATOR'S MONTHLY WORKLOAD REPORT

Last Name	1 First Name	Rank	#	Month	Signature	Date
				→ Days Worked This Month _____		

→ Days Worked This Month

INSTRUCTIONS: Each investigator must submit this report within three working days following the last day of each month. Complete all applicable portions but leave % columns blank. Sign and date completed report and submit to Division Commander.

[illegible]

\* ON REVERSE SIDE, LIST EXCEPTIONAL CLEARANCES ON A CASE-BY-CASE BASIS.

TPD-005

ARREST/CLEARANCE PERFORMANCE--MONTHLY  
CASE LOAD

## DISPOSITIONS

## RESTS

[illegible]

## UNIT ARREST PERFORMANCE--PROSECUTOR ACCEPTANCES--MONTHLY

Category	# Rec'd for Investi- gation	# Investi- gated	# Cleared by Arrest	%	# of Arrests Acceptable for Prosecution	%	# of Arrests Rejected	%	# of Arrests Accepted/Not Prosecuted	%	# of Arrests	# Accepted and Prosecuted
Murder/ Manslaughter												
Forcible Rape												
Aggravated Assault												
Robbery												
Burglary												
Larceny/ Theft												
Motor Vehicle Theft												

TOPIC: MANAGING THE CONTINUING INVESTIGATIONTASK ASSIGNMENT FOR PLANNING WORK GROUPS

YOUR AGENCY HAS DECIDED TO ESTABLISH STRICTER MANAGEMENT SUPERVISION OF THE CONTINUING INVESTIGATION. THE PLANNING TASK FORCE HAS BEEN ASKED TO SUBMIT A REPORT WHICH WILL IMPLEMENT A REVIEW PROCESS OF THE CONTINUING INVESTIGATION BY SUPERVISORS. SPECIFICALLY, THIS REPORT SHOULD ADDRESS THE FOLLOWING QUESTIONS:

- WHO WILL CONDUCT THE REVIEW?
- FOR WHAT CATEGORIES OF CRIMES WILL THE REVIEW BE CONDUCTED?
- HOW FREQUENTLY WILL THE REVIEW BE CONDUCTED?
- WHAT ARE THE DETERMINANTS WHICH SHOULD BE CONSIDERED BY THE SUPERVISOR IN MAKING DECISIONS TO CONTINUE OR DISCONTINUE THE INVESTIGATION?



DRAFT DEPARTMENTAL ORDER

SUBJECT: PROCEDURES FOR REVIEW OF THE CONTINUING INVESTIGATION

1. Who will review?

2. Category of crimes?

3. Frequency?

4. Determinants.

SESSION 8

DAY II

2:30 - 4:15 p.m.

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POLICE/PROSECUTOR RELATIONS

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Summary

Since 1967 various national studies and standards have identified the need for closer cooperation between police management and the office of the prosecutor. While cooperation has improved through informal relationships, increasing attention has been given to the importance of formal agency-to-agency structural arrangements.

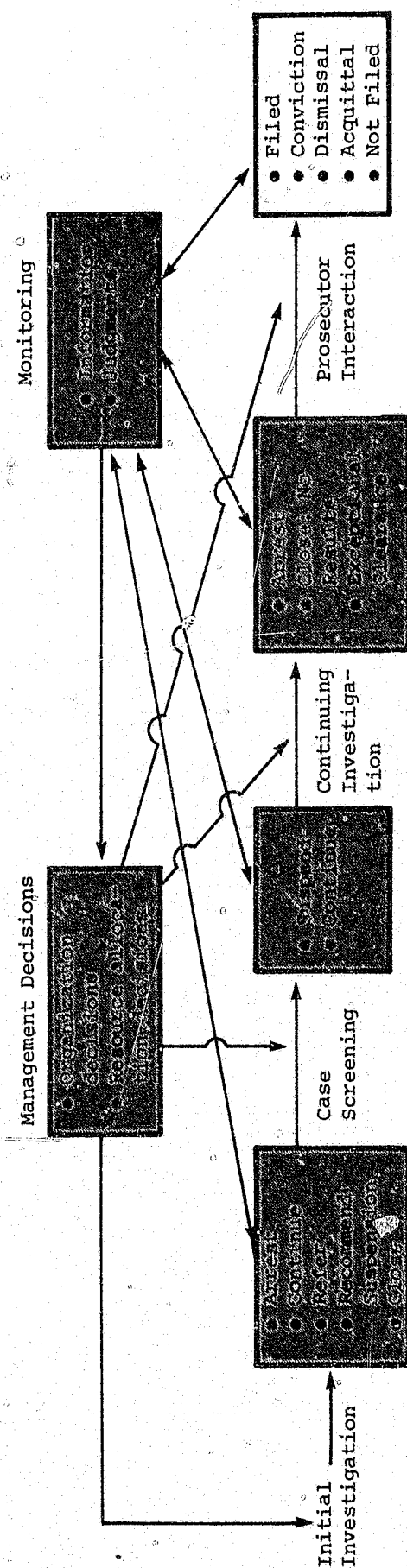
Various police agencies have developed such formal arrangements and, in so doing, have developed ways by which:

- Prosecutors provide formal feedback to police managers on case dispositions.
- Prosecutors have worked with police managers in developing investigation guidelines for use by patrol officers and detectives in developing crime reports and preparing cases for prosecution.
- Police managers and prosecutors have developed agreements by which a formal police/prosecutor liaison office has been established.

This session will review and discuss some of the problems and suggested remedies regarding development of effective police/prosecutor relationships.

A more detailed analysis of this issue is contained in the MCI Manual in Chapter 4, Police/Prosecutor Relations.

# THE CRIMINAL INVESTIGATION SYSTEM AND OUTCOMES



## POLICE/PROSECUTOR RELATIONSHIP

### OUTCOME

Improvement in the ratio of successful prosecutions to arrests.

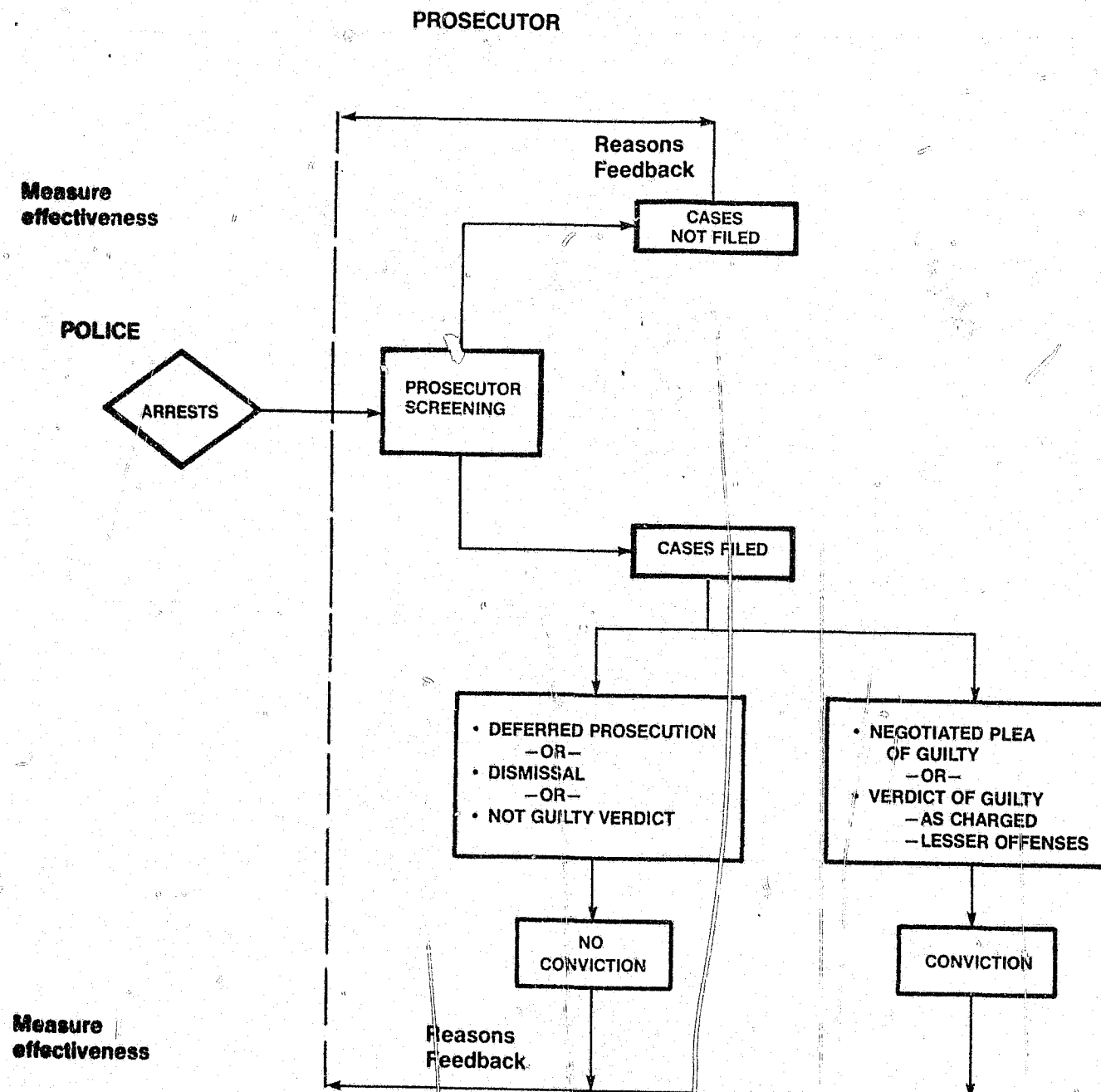
### PROBLEMS

- Wrong People
- Wrong Methods
- Wrong Attitudes

### WAYS TO IMPROVE RELATIONSHIPS

- Jointly prepared investigative guidelines
- Reciprocal feedback system
- Assigned responsibility for relationship

# POLICE/PROSECUTOR RELATIONS: A TWO-WAY STREET



## RECIPROCAL FEEDBACK

### DISPOSITION OF CASES

- Reasons for Prosecutor Rejection
- Reasons for Court Dismissals
- Factors in Plea Negotiations
- Commendations for Winners

## JOINT INVESTIGATIVE GUIDELINES

The list of following questions were developed jointly between a police agency and a prosecutor---each serving the same jurisdiction. It is but one example of the type of joint efforts which can produce for both police and the office of the prosecutor a checklist for use by police in developing and preparing criminal cases.

### Case Information Desirable for Prosecution

1. What INTERVIEWS were conducted?

### OFFENSE

2. Is there a verbatim report of the instant OFFENSE?
3. Is there a verbatim report of the FORCE USED?
4. What was the PHYSICAL HARM to the victim?
5. Is there a detailed description of the PROPERTY taken?
6. What was the method of SUSPECT'S ESCAPE?
7. What type of VEHICLE was used by S?
8. What type of WEAPON was used by S?
9. If a gun was used, was it LOADED?
10. If a gun was used, when was it ACQUIRED?
11. Where is the LOCATION of the weapon now?

### SUSPECT

12. Was S UNDER THE INFLUENCE of alcohol or drugs?
13. What are the details of S's DEFENSE?
14. What is S's ECONOMIC STATUS?
15. Was S advised of CONSTITUTIONAL RIGHTS?
16. If multiple suspects, what is their RELATIONSHIP?
17. Is there evidence of PRIOR OFFENSES BY S?
18. Is there evidence of S's MOTIVES?
19. Is there evidence of past PSYCHIATRIC TREATMENT of S?
20. What is S's PAROLE OR PROBATION status?
21. Does S have an alcohol or drug ABUSE HISTORY?
22. Where is S EMPLOYED?

## Continued

### VICTIM/WITNESS

23. What is the RELATIONSHIP between S and V?
24. What is the CREDIBILITY of the W?
25. Can the W make a CONTRIBUTION to the case prosecution?
26. Have or will MUG SHOTS be shown to V or W?
27. If shown, are the PROCEDURES and RESULTS adequately described?
28. Was a LINE-UP conducted?
29. If conducted, are the PROCEDURES and RESULTS adequately described?
30. Was an effort made to LIFT FINGERPRINTS at the scene?
31. If made, were USABLE FINGERPRINTS OBTAINED?
32. Were PHOTOS TAKEN at the crime scene?
33. Is the EXACT LOCATION where the photos and prints were taken given?
34. Did V VERIFY his statements in the crime report?
35. Did V have IMPROPER MOTIVES in reporting the offense?

### ARREST

36. What was the legal BASIS FOR SEARCH AND SEIZURE?
37. How was the LOCATION OF EVIDENCE learned?
38. How was the LOCATION OF S learned?
39. How was the ARREST OF S made?

#### LIAISON MODELS

- Prosecutor Office
- Police Office
- Joint Office

#### BENEFITS

- Problem Identification
- Evaluate
- Training
- Improve Practices
- Improve Case Preparation

#### SUMMARY OF WAYS TO IMPROVE RELATIONSHIPS

- Reciprocal feedback system
- Jointly prepared investigative guidelines
- Assigned responsibility for relationship
- Benefits

#### TOPIC: POLICE-PROSECUTOR RELATIONS

BACKGROUND: YOUR AGENCY HAS DECIDED THAT A FORMAL WORKING RELATIONSHIP SHOULD BE ESTABLISHED BETWEEN YOUR AGENCY AND THE OFFICE OF THE PROSECUTOR.

TASK: YOUR GROUP SHOULD PROVIDE A WRITTEN STATEMENT LISTING THE:

1. BENEFITS TO BE DERIVED FROM SUCH A FORMAL RELATIONSHIP;
2. INFORMATION WHICH SHOULD BE EXCHANGED BETWEEN THE PROSECUTOR AND THE POLICE CHIEF THROUGH THIS FORMAL RELATIONSHIP;
3. ORGANIZATIONAL PLACEMENT OF THE RESPONSIBILITY FOR THIS FORMAL RELATIONSHIP.

1. Benefits:

2. Information:

3. Organizational Placement:

SESSION 9

DAY II

4:15 - 4:20 p.m.

CLOSURE/LINKAGE TO DAY III

Summary

A brief summary of the matters discussed in DAY II and an overview of the scheduled matters for DAY III will be presented.

Today we discussed:

- The establishment of a formal case screening system for making a decision on whether or not to continue an investigation
- A structured management procedure for the continuing investigation
- The development of an effective police prosecutor relationship

Evaluation feedback forms for this day will be completed by participants and collected by the training staff.

SESSION 10

DAY II

4:20 - 6:00 p.m.

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PEER GROUP INFORMATION EXCHANGE

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This session provides a structured opportunity to discuss various issues related to the investigative process from a common perspective.

Participants will meet with their counterparts in other agencies within the region and have the opportunity to:

- Discuss common problems about the several aspects of the criminal investigation process.
- Exchange program ideas and solutions to common problems.
- Learn about new programs and the current state of developing new approaches within the individual agencies within the region.

At this session please provide the following information to your colleagues: population of jurisdiction, number of personnel in agency, telephone number, MCI programs currently underway, other major programs, and your major problems.



MANAGING CRIMINAL INVESTIGATIONS

DAY III

Session 11	Monitoring	8:45--10:45 a.m.
Session 12	Field Test Feedback/ Change Opportunities	11:00--11:45 a.m.
Session 13	Implementation Strategies	11:50--12:45 p.m.
Session 14	Evaluation	12:45-- 1:00 p.m.
Session 15	Certificates/Closing	1:00-- 1:15 p.m.

SESSION 11

DAY III

8:45 - 10:45 a.m.

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MONITORING SYSTEMS

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The purpose of this session is to explain how and why a system of monitoring criminal investigation activities ought to be designed and implemented.

A monitoring system is essentially a Management Information System which provides police administrators and managers with timely and pertinent data concerning the effectiveness of the several key components of the total investigative system. It is aimed at evaluating a broad range of indicators which are critical to effective management within a police organization.

The monitoring system must generate outputs that clearly reflect the police administrator's expectations. Unless the data provided are meaningful and useful to the system's users, there is no point in developing such a system.

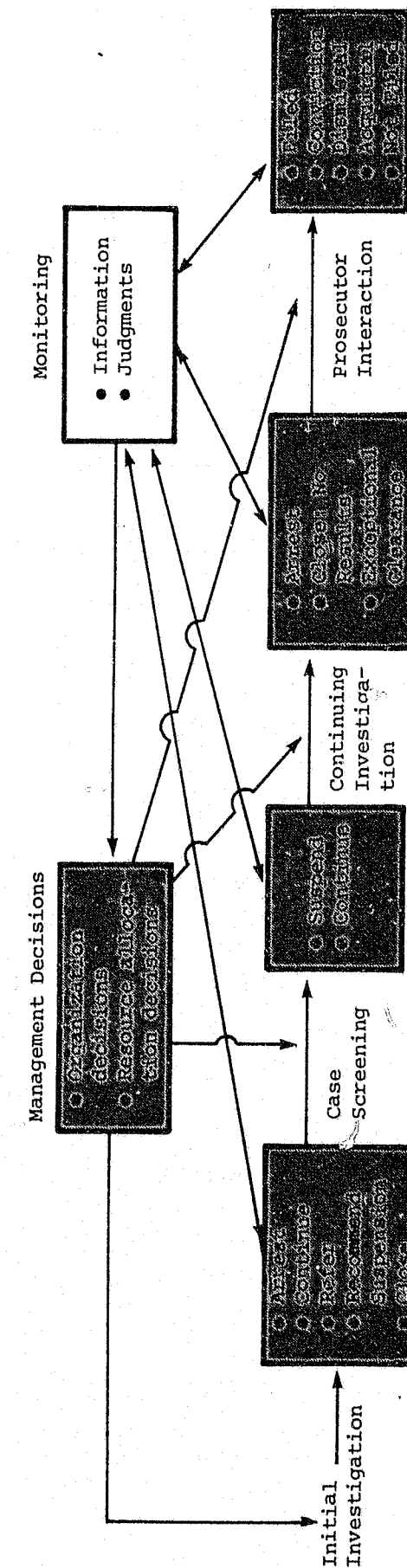
The session will describe a representative system which monitors criminal investigation activities in a typical police agency. Our presentation, however, will center on the importance of management's inputs in the design of a monitoring system and its relationship to organizational, productivity, and procedural issues.

First, why a monitoring system is an important part of any effort to improve the effectiveness of investigations is explained. Second, a description of the components of a monitoring system are provided. And finally how a monitoring should be developed and implemented is described.

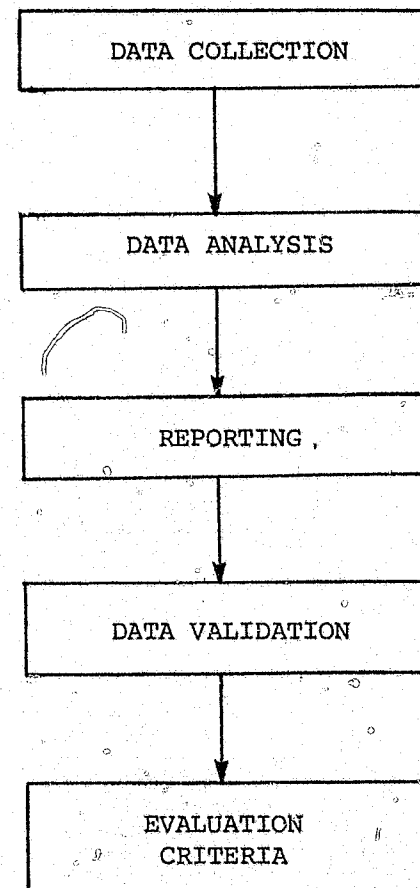
The session is designed to help the administrator apply the concepts of monitoring systems to his own police agency. There is no absolute format for all monitoring systems. The police administrator must establish his own criteria upon which he can base judgments about the effectiveness of criminal investigations.

For a more detailed discussion of this topic, consult Chapter 5 of the MCI Manual, The Monitoring System.

THE CRIMINAL INVESTIGATION SYSTEM AND OUTCOMES



### SYSTEM COMPONENTS



A MONITORING SYSTEM IS A MANAGEMENT INFORMATION SYSTEM

### ISSUES

Organizational Issues: Structural alterations which can affect the efficiency and effectiveness of criminal investigations.

Productivity Issues: Workload factors, investigative outcomes, and evaluation of investigative personnel performance.

Procedural Issues: The methods and procedures of criminal investigation which can affect outcomes and productivity.

# SELF-ANALYSIS FORM

## Investigative Operations Data

### Part I Index

This form provides the user with an opportunity to assess his/her level of substantive knowledge about the opportunity of investigations in a police agency.

For each statement below, check whether the statement is true or false or the information is not available.

	T	F	DON'T KNOW
1. Investigative workloads in the police department are equal.	_____	_____	_____
2. Clearances vary according to time spent on follow-up investigations.	_____	_____	_____
3. Reclassification of crimes occurs equally throughout the city.	_____	_____	_____
4. Investigators clear more cases than uniformed police officers.	_____	_____	_____
5. Each patrol district is equally effective in clearing cases.	_____	_____	_____

Fill in the spaces at the end of each question below.

6. Percent of cases cleared after preliminary investigation	_____
7. Percent of cases cleared by an on-scene arrest	_____
8. Percent of cases cleared after a followup investigation	_____
9. Average length of follow-up investigations	_____
10. Percentage of cases still active after 30 days	_____
11. Number of cases per investigator assigned each day	_____

# SELF-ANALYSIS FORM

## Investigative Performance Criteria

This self-analysis form is intended to provide the user with an opportunity to develop his/her own sense of what "good performance" means when referring to parts of the investigative process.

For each part of the investigative process listed below, the user should 1) identify the objectives of the process and 2) describe how success can be measured (such as what types of statistics or data would know "good performance").

### INITIAL INVESTIGATIONS

- Objectives:
- Measures of success:
- Evaluative criteria:

### CASE SCREENING

- Objectives:
- Measures of success:
- Evaluative criteria:

### POLICE/PROSECUTOR RELATIONS

- Objectives:
- Measures of success:
- Evaluative criteria:

# SELF-ANALYSIS FORM

## Identifying System User Benefits

This self-analysis form is designed to provide the user with the opportunity to determine the benefits specific members of a police agency could receive from a system to monitor criminal investigations.

List below the major benefits each of the following people would receive from a monitoring system. Be sure to identify by name the position incumbent's name.

### CHIEF OF POLICE

Name:

### CHIEF OF PATROL DIVISION

Name:

### CHIEF OF DETECTIVES

Name:

### PRECINCT COMMANDERS

Names:

### INDIVIDUAL INVESTIGATORS

Names:

### OTHER

Names and Positions:

# SELF-ANALYSIS FORM

## Implementation Responsibilities

This self-analysis form is to assist the user in identifying who in a police agency should have responsibility for the steps involved in implementing a monitoring system. This form also can assist in developing a preliminary time schedule for design and implementation activities.

Under each of the design and implementation activities listed below, identify the member of the police agency who should have responsibility for that activity. Then, on the right side of the page, estimate the number of weeks it will take to complete the activity.

	Member	Weeks of Work
<u>Defining System Users</u>	_____	_____
<u>Defining System Requirements</u>	_____	_____
<u>Developing Evaluative Criteria</u>	_____	_____
<u>Defining Expected Outputs</u>	_____	_____
<u>Defining Required Inputs</u>	_____	_____
<u>Preparing Mock Reports</u>	_____	_____
<u>Testing the System</u>	_____	_____

In the space below, identify members of your command staff who you feel should be members of the Task Force overseeing the development of the monitoring system.

Name _____	Assignment _____
Name _____	Assignment _____
Name _____	Assignment _____
Name _____	Assignment _____
Name _____	Assignment _____

SYSTEM USERS

- CHIEF OF POLICE
- CHIEF OF PATROL
- CHIEF OF DETECTIVES
- PRECINCT COMMANDERS
- INVESTIGATIVE SUPERVISORS
- INDIVIDUAL INVESTIGATORS

SYSTEM DESIGN COMPONENTS

- DEFINE SYSTEM REQUIREMENTS
- DEFINE SYSTEM USERS
- DEVELOP EVALUATION CRITERIA
- DEFINE EXPECTED OUTPUTS
- DEFINE REQUIRED INPUTS
- PREPARE MOCK REPORTS
- TEST SYSTEM
- REFINE SYSTEM

SUPPORT REQUIREMENTS

- ADMINISTRATIVE COMMITMENT
- TASK FORCE PROCESS
- DATA PROCESSING SYSTEM
- SUPERVISION
- TRAINING

INVESTIGATIVE OUTCOME ASSESSMENT  
FROM 01/76 TO 09/76  
FOR BURGLARY

*OTHER CLEARANCES													
SECTION	EX CLEARANCE		NO PROSECUTE		WARRANT ADV		UNFOUNDED		RECLASSIFIED		OPEN CASES		
	#	%	#	%	#	%	#	%	#	%	#	%	
LAKE.....	2	0	20	3	4	1	11	2	8	1	512	75	
MAPLE .....	4	1	20	3	3	0	18	3	26	4	517	76	
GENESEE .....	3	0	20	2	2	0	10	1	10	1	393	46	
HIGHLAND .....	4	1	16	2	3	0	15	2	10	1	565	78	
ATLANTIC .....	12	2	10	1	0	0	7	1	6	1	597	84	
GOODMAN .....	7	1	28	3	7	1	25	3	7	1	604	64	
CLINTON.....	8	1	25	2	4	0	13	1	0	0	916	71	
UNKNOWN .....	0	0	0	0	0	0	0	0	0	0	1	100	
CITY .....	40	1	139	2	23	0	99	2	67	1	4105	70	

## 124

**BURGLARY IS 16% OF THE CITY TOTAL**

## INVESTIGATIVE OUTCOME ASSESSMENT II

REPORT NO: 103A

PAGE NO: 1

FROM 01/76 THRU 9/76  
FOR ROBBERY

## 125

## MAPLE SECTION

[illegible]



3

2

1

INVESTIGATIVE OUTCOME ASSESSMENT  
FROM 01/76 TO 07/76  
FOR LARCENY

SECTION	TOTAL OFFENSES #	ON SCENE ARREST #	PULL UP #	ARREST #	MULTI CLEARANCE #	OTHER CLEARANCE #	TOTAL CLEARANCE #
LAKE	1418	17	38	3	214	134	420
MAPLE	1001	12	83	8	23	121	244
GENESEE	831	10	31	4	31	150	227
HIGHLAND	1505	18	164	11	20	176	386
ATLANTIC	1685	20	252	18	3	212	485
GOODMAN	1043	12	36	3	74	169	313
CLINTON	1050	12	35	3	45	168	259
UNKNOWN	15	0	0	0	0	0	0
CITY	8548	109	639	7	418	1130	2334

LARCENY IS 31 % OF THE CITY TOTAL

INVESTIGATIVE OUTCOME ASSESSMENT  
FROM 01/76 TO 07/76  
FOR LARCENY

SECTION	EX CLEARANCE #	OTHER CLEARANCES #	WARRANT ADV #	UNFOLLOWED #	RECLASSIFIED #	FIELD #	OPEN #	OFFICE #	OPEN #
LAKE	7	0	65	10	1	5	45	5	918
MAPLE	10	1	34	16	2	7	84	8	650
GENESEE	3	0	31	4	0	1	45	5	554
HIGHLAND	8	1	78	17	1	8	106	7	988
ATLANTIC	25	1	89	10	1	5	145	9	1040
GOODMAN	14	1	44	11	2	6	82	8	672
CLINTON	6	1	52	14	1	4	63	6	710
UNKNOWN	0	0	0	0	0	0	0	0	15
CITY	73	1	303	91	1	36	590	7	5497

4

5

6

7

8

Data Piece  
Number

1,2

In Maple Section, 3% of larcenies are cleared by on-scene arrest; in Atlantic Section, 15% of larcenies are cleared by on-scene arrest. What factors might account for the difference in performance?

0

In Lake Section, 15% of all larceny clearances are multiple clearances. This is far more than in any other Section. What factors might account for the difference in performance?

4,5

In Lake Section, 4% of larceny cases are closed by advising the complainant to get a warrant against the suspected offender; in Genesee Section, 14% of all larcenies are closed this way. What factors might account for the differences in performance.

6,7

For the department as a whole, 7% of all larcenies were not cleared and remained assigned to follow-up investigators; 64% of all larcenies were not cleared and administratively closed (Office). What factors might account for differences in performance?

8

2% of all larcenies were cleared by follow-up investigative effort. What factors might account for differences in performance?

TOPIC: THE MONITORING PROGRAM

BACKGROUND

Your agency has decided to establish a monitoring program to provide regular reports about the performance of the several components of the criminal investigation system your agency has recently installed.

One major objective of this new system is to reduce the investigative case load of detectives; a success indicator for achieving this objective is to clear more of those cases assigned to the specialized investigative units.

TASK

YOUR TEAM IS TO DESIGN A MONITORING PROGRAM WHICH WILL PROVIDE FEEDBACK TO MANAGEMENT ON THE ACTUAL PERFORMANCE OF THE CASE SCREENING SYSTEM. SINCE THE OBJECTIVE OF THIS SYSTEM AS WELL AS THE SUCCESS INDICATOR OF THIS OBJECTIVE IS GIVEN, YOUR PRINCIPAL TASKS ARE:

1. IDENTIFY THE INFORMATION WHICH YOUR AGENCY WILL NEED TO COLLECT IN ORDER TO KNOW WHETHER THE CASE SCREENING SYSTEM IS WORKING.
2. IDENTIFY THE INFORMATION WHICH THE HEAD OF THE AGENCY WILL REQUIRE.
3. DESCRIBE HOW THIS COLLECTED INFORMATION IS TO BE DISPLAYED FOR USE BY MANAGEMENT.
4. DESCRIBE HOW THESE TWO TYPES OF REPORTS WILL BE TESTED THROUGHOUT THE AGENCY SO THAT ADEQUATE INFORMATION WILL BE (A) COLLECTED AND (B) USED BY MANAGEMENT.

REPORT OF TASK FORCE: DESIGN OF MONITORING PROGRAM

1. IDENTIFY THE INFORMATION WHICH YOUR AGENCY WILL NEED TO COLLECT IN ORDER TO KNOW WHETHER THE CASE SCREENING SYSTEM IS WORKING.

2. IDENTIFY THE INFORMATION WHICH THE HEAD OF THE AGENCY WILL REQUIRE.

3. DESCRIBE HOW THIS COLLECTED INFORMATION IS TO BE DISPLAYED FOR USE BY MANAGEMENT.

4. DESCRIBE HOW THESE TWO TYPES OF REPORTS WILL BE TESTED THROUGHOUT THE AGENCY SO THAT ADEQUATE INFORMATION WILL BE (A) COLLECTED AND (B) USED BY MANAGEMENT.

SESSION 12

DAY III

11:00 - 12:00 noon

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FIELD SITE FEEDBACK/OPPORTUNITIES FOR CHANGE

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This session will present first hand information concerning the MCI system as it is operating in at least one of the field test agencies. The experiences of the other field test participating agencies will be presented.

Successes and failures will be shared with you.

In those agencies where the MCI system has, or component parts have, been upgraded, opportunities for alternative use of resources have been found.

Several examples of innovative approaches which have been instituted include: major offender units, anti-fencing operation, investigators at the patrol level, rape analysis units, etc.

The sharing of ideas and program information should be mutually beneficial to participants.

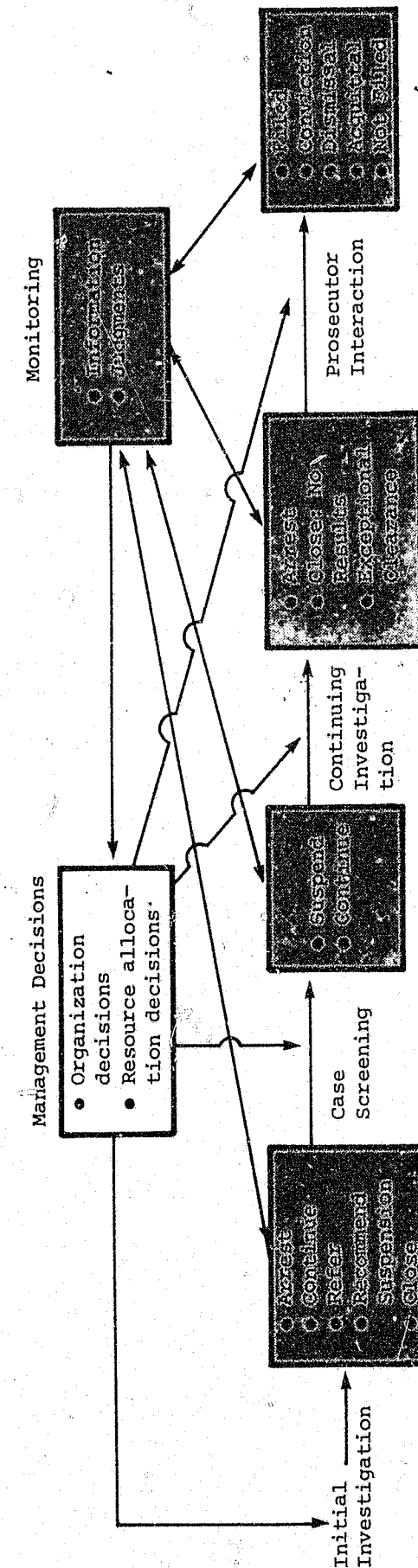
(For Manual reference, see Chapter 6.)

# MANAGING CRIMIAL INVESTIGATIONS

## FIELD TEST AGENCIES

DEPARTMENT	ADDRESS
<u>Rochester, New York</u>	
Chief Tom Hastings (Thomas F.) phone (716) 428-7033(4)	Chief of Police Police Department Civic Center Plaza Rochester, NY 14614
Project Director Lt. Terrence Rickard (716) 428-7141	
<u>Montgomery Co., Maryland</u>	
Chief Robert J. diGrazia (301) 279-1536	Office of the Superintendent Department of Police 60 Courthouse Square Rockville, MD 20850
Project Director Lt. Tom Rufty (301) 279-1587	
<u>Birmingham, Alabama</u>	
Chief Jim Parsons (205) 254-2000	Birmingham Police Department City Hall Building 710 N. 20th Street Birmingham, AL 35203
Project Director Lee Hitchcock (205) 254-2414	
<u>St. Paul, Minnesota</u>	
Chief Richard Rowan (612) 291-1111	St. Paul Police Department 101 E. 10th Street St. Paul, MN 55101
Project Director Sgt. Ronald Ryan (612) 291-1111	
<u>Santa Monica, California</u>	
Chief George Tielsch (213) 395-9931	Santa Monica Police Department 1685 Main Street Santa Monica, CA 90401
Project Director Lt. Bill T. King (213) 395-7135	

## THE CRIMINAL INVESTIGATION SYSTEM AND OUTCOMES



SESSION 13

DAY III

12:00 - 12:45 pm

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STRATEGIES FOR IMPLEMENTATION OF SYSTEM

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SUMMARY:

During this session, participants working together as a local agency team, will outline a strategy for implementing at least one of the components of the MCI system .

There will be four steps followed for the development of the strategy outline.

At the end of the session, participants will be able to review their outline by comparing it to the summary of the overall MCI system which will be presented in the final session of this training.

STRATEGY DEVELOPMENT OUTLINE

STEP 1: COMPONENT SELECTION

(Of all the components of the MCI system that you have analyzed thus far in the training, list the one component which your agency team agrees is the most feasible that you want to implement in your agency.)

COMPONENT: \_\_\_\_\_  
\_\_\_\_\_

STEP 2: COMPONENT PROBLEM-IDENTIFICATION

(As a team, agree on the MAJOR problems your agency would have in implementing the component you have selected. List these problems.)

COMPONENT PROBLEMS:

STEP 3: SOLUTION STATEMENTS

(As a team, agree on the solutions which your agency could adopt in order to overcome the problems which you have identified. List the solutions.)

PROBLEM SOLUTIONS:

STEP 4:

STRATEGY OUTLINE

Use the form contained on the next page. Write your agency's strategy for implementing the MCI component you have selected. Retain the original for your use; please give the copy to the trainer.

SUMMARY OF STRATEGY OUTLINE

MCI COMPONENT SELECTED FOR IMPLEMENTATION: \_\_\_\_\_

AGENCY: \_\_\_\_\_ DATE: \_\_\_\_\_

OUTLINE OF STRATEGY:

SESSION 14

DAY III

12:45 - 1:00 p.m.

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EVALUATION OF TRAINING

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Summary

Participants will evaluate the MCI Training Program by completing the evaluation forms attached.



SESSION 15

DAY III

1:00 - 1:15 p.m.

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CERTIFICATE PRESENTATION

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At the conclusion of the evaluation session, certificates will be presented to each participant in recognition of your participation in the MCI training program.

**END**