

LAW ENFORCEMENT MANAGEMENT INSTITUTE

A REPORT WITH A PHONE SURVEY CONCERNING  
MANAGING CRIMINAL INVESTIGATIONS

A LEARNING CONTRACT  
SUBMITTED IN PARTIAL FULFILLMENT  
OF THE REQUIREMENTS FOR  
MODULE I

BY  
E.M. / NICKS

MIDLAND POLICE DEPARTMENT  
MIDLAND, TEXAS  
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#155

Historically, police detectives have enjoyed greater freedom and status than have their patrol counterparts. The popular media image pictures criminal investigators as combining dogged determination with brilliant, inductive reasoning to successfully track down unknown culprits. Within police agencies this popular image has merged with a largely outdated folklore about the ability of detectives to elicit information from informants and underworld contacts with the result that a privileged, and often envied, position has been created for the Detective. Status differences between investigators and others are often reinforced by higher pay, personal use of a police vehicle, and relatively unrestricted coming and going for the Detective. Investigative work is believed by many to be an art form capable of being accomplished only by individuals with unique skills and abilities. The aura or mystique that surrounds the position has often permitted investigative activities to be cloaked in secrecy. Detectives themselves often resent departmental attempts at oversight and, in most departments, their performance receives little real scrutiny. Rarely have detectives been held accountable for their time. (#1)

Experimentation with alternative work arrangements are needed to demystify the role of the investigator. In particular, there is a distinct movement away from the catch-all in the literature (citation) designation of investigative work. The first approach recommended would attempt to improve the accomplishment of the task with which investigative units are now commonly charged, thereby changing the nature of investigative activity.

The primary themes of the "Rand Study" (#2) that emphasizes the task simplification approach are:

1. "Increased emphasis on the quality of preliminary investigation," in an effort to recognize the crucial role of patrol officers in securing the information needed for the successful solution of crimes.
2. "Increased decentralization of criminal investigation personnel," in order to improve the relationship between follow-up investigators and patrol personnel.
3. "Articulation of priorities for investigative follow-up and establishment of intake screening criteria" (e.g. solvability factors) to reduce greatly the number of cases receiving such follow-up.
4. "Closer supervision and quality control of work performance of criminal investigators," including the installation of case management system that routinely checks investigative progress and requires justification for prolonging open cases.
5. "Establishment of case processing and case control elements," to ensure the quality of all necessary files submitted to the prosecutor for charging.
6. "Establishment of more effective police liaison with the prosecutor and judicial system," to facilitate the preparation of case files, to establish accepted standards for submission, and to provide evaluative feedback to a department above its performance.
7. "Greater attention to witnesses of crimes," so as to minimize inconvenience for witnesses, to keep them abreast of case progress, and establish procedures that

One of the most important steps in case assignment is the Solvability Factors System. In October of 1987 the Midland Police Department went to this system. The solvability factors used by this Department are as follows:

- A. Any crime against person or property loss greater than \$10,000
- B. Suspect arrested
- C. Complainant does not wish to prosecute
- D. A suspect can be named
- E. Suspect can be identified
- F. Suspect's location is known
- G. Witness to the offense
- H. Significant evidence

- I. Traceable property taken
- J. Suspect vehicle can be described
- K. None of the above apply
- L. Class "C" misdemeanor

The Rand Corporation also reported upon a system that was designed and implemented by the Rochester, New York Police Department. A sample of 500 solved criminal cases were analyzed to determine what factors had lead to their solution. From this analysis twelve factors were identified, one or more of which were present in every case cleared through investigation. These solvability factors were as follows:

- 1. The suspect could be named
- 2. The suspect could be visually identified
- 3. The address of the suspect was known
- 4. The suspect could be located
- 5. The vehicle plate number used in the crime was known
- 6. The vehicle could be identified
- 7. There was traceable property
- 8. There were identifiable latent fingerprints
- 9. A significant modus operandi could be developed
- 10. It was reasonably suspected that there was a limited opportunity to commit the crime
- 11. There was reason to believe that the crime would arouse such public interest that the public assistance would lead to crime solution
- 12. There were reasons to believe that further investigative effort would lead to the solving of the crime

Rochester redefined its preliminary investigation objectives in light of these twelve points on the basis of data gathered for crime reports. The aim of this redefinition activity was to make the search for and identification of "solvability factors" more effective. If none of the above solvability factors were found in the crimes previously listed, the case was not further investigated. If one or more were found, a follow-up investigation would be conducted.

In the Rochester system, cases not expected to be resolved through arrest were not assigned to follow-up investigators,

thereby yielding a plan for early case closure. The evaluation of the Rochester system has shown an increase in case clearance rates and serves as an example of improvement in the investigative process according to the findings of the Rand analysis (#3). The Rochester example is of special value to police administrators as they review the effectiveness of their investigative organization.

Criminal investigations can be classified into three broad cases: preliminary investigations, follow-up investigation, and special subject investigations.

Preliminary Investigations The preliminary investigation is that initial action by the police agency in response to a report that a crime has occurred. It is aimed at determining who the offender is, what happened, who witnessed it, and what physical evidence is present.

Follow-up Investigation The follow-up investigation continues much of the work begun during the preliminary investigation. The overall objectives are the same--identification and apprehension of the offender.

Special Subject Investigations Special subject investigations are efforts concentrated on particularly sensitive areas of criminal activity, such as vice, narcotics, and organized crime.

In the framework for the preliminary investigation there are three major tasks:

1. Verification that an offense has actually occurred, and identification of the victim, the place of the crime, and when the crime occurred.
2. Identification of solvability factors (or leads)
3. Communication of the circumstances of the crime, and identification of completed investigative tasks and of those yet to be done.

While there is no definite order of priority in which these actions must be completed, generally, the best investigative strategy dictates that the officer should initially determine whether a crime had occurred, since this will affect all other actions. (#4)

Once the solvability factors have been thoroughly searched, the preliminary investigator must communicate his findings to the follow-up investigator, whether or not a continuation of the investigation is proposed under an early case closure system. This communication should be based on a report form that covers solvability factors and includes identifying information on the victim, the suspect, witnesses, stolen property, the modus operandi, and physical evidence, together with a brief narrative report. Such a report forces the officer to systematically categorize information for every reported crime on a prenumbered form which is then transmitted to the follow-up investigator. However complete the preliminary investigation, if the report on activities does not reflect the actual effort undertaken, follow-up investigators will repeat much of the preliminary work.

Since crimes have little chance of solution unless solvability factors have been identified, it should be clear why the initial investigator's work is so important. If the initial work is competently done and reported, a police agency can assign follow-up investigators only to those cases where

success is considered possible (or probable, depending on case circumstances). The initial investigator must convince the follow-up investigator that all potential solvability factors have been explored. If the follow-up investigator is not convinced, again there will be duplication of much of the preliminary work.

Finally, the preliminary investigation must communicate case status to the victim at very least and to important witnesses if possible. The victim should receive a copy of the preliminary investigation report (perhaps even at the conclusion of the preliminary investigation) for two reasons. First, it provides a good statement of the police action that has been taken. Second, it places some responsibility on the victim to consider, over the follow-up days, what additional information may exist that would be useful to the police. This placement of responsibility can be helpful in getting citizens to accept early case closure. (#5) This is something our Department does not do.

It is all too common for police administrators to focus on the day-to-day operations of the investigative function while ignoring the management aspects upon which so much of investigation success is based. There are four areas of management upon which the investigative process is built: coordination and communication; supervision of the investigative process; selection and training of investigators; and assessment of investigative results. (#6)

Coordination and Communication      A generation ago detectives

typically kept investigative information to themselves. (Some departments today, 1990, are still doing this.) The spiraling crime rate of today and the trend toward a small number of professional criminals committing a large number of crimes has mandated open and rapid communication between patrol and investigative personnel.

Regardless of how the investigative function is organized, it is critical that there be strong coordination of all investigative activities in the police agency. Information dissemination to and among patrol units is one essential part of meeting the need for coordination. A second and equally important requirement is coordination of actual investigative and patrol activities among patrol officers within units, among investigative personnel within a unit, and between patrol and investigative units. The objective of these two pillars of coordinated activity is to make all concerned personnel knowledgeable of crime patterns and the status of criminal investigations, especially as to who might be a suspected or wanted criminal.

Supervision of the Investigative Process Much of the success of the investigative process depends on first-line supervision. While the responsibilities of the first-line supervisor of patrol officers are substantially the same as those of the investigative supervisor in many instances, some responsibilities differ significantly if the department uses an early case closure system. It is important that these responsibilities be clearly defined, regulated and evaluated by police management. One of the primary



responsibilities of first-line supervisors in investigation is certification of preliminary investigative reports by patrol officers as complete and accurate. The supervision of the preliminary investigation process will be strengthened if supervisors are thoroughly trained in their responsibilities and have an understanding of investigative procedures and requirements, especially at the follow-up investigative level. Special training in investigative procedure is particularly important because many supervisors have never served as investigators. Departments should consider assignment of newly-promoted supervisors to an investigative unit as part of their promotional training. Also, investigative supervisors have a primary responsibility to coordinate follow-up investigations and to achieve maximum productivity. As a result, they should not use their time for conducting individual investigations. They are supervisors first and investigators second.

Selection and Training of Investigators Supervising effectiveness will be limited unless investigative personnel are properly selected and adequately trained--few issues in the investigative process are more important. Not all police employees have the natural ability to be effective investigators, and those officers who have the required ability must have their skills developed through effective training programs. It has been the practice in many police agencies to assign investigators on the basis of external or internal department politics. Once selected, investigators must be provided with training which will include both classroom and field experience. As part of the training process, investigators should be closely supervised and should

be provided with regular feedback so that they may work toward self-improvement. Training should also include material on case preparation, courtroom procedure, and effective courtroom prosecution. The ability of the investigator to successfully conclude a case through prosecution is as important as the success of the investigation.

Assessment of Investigative Results Two kinds of performance analysis must be considered. The first is comparison of the level individual investigator's efforts at the lowest unit level. The police administrator must be careful not to place primary emphasis on a comparison with the number of arrests involved. To develop an effective evaluation system, a comprehensive analysis must be made of the total number of cases assigned to an individual investigator. A comparison must be made of cases eventually cleared by arrest in which the investigator develop "solvability factors" over and above those initially listed by the preliminary investigation.

The second kind of performance analysis involves the quality of final case preparation. For example, in those instances where the preliminary investigator has named a suspect or has described thoroughly the identity of a suspect, the assessment should determine whether the follow-up investigation obtained stolen property, obtained an admission of guilt, obtained the name of additional accomplices, or obtained additional witnesses and supporting affidavits. Factors such as these indicate the competence of an investigator who has enlarged the case beyond the preliminary investigation.

In addition, it is important to analyze how many cases were developed by the investigator from the original information. The importance of these multiple factors, beyond the arrest itself as an indicator of performance, is supported by studies which have indicated that if a crime is not cleared at the original contact or if evidence is not obtained at the time, the crime probably will never be solved.

Adherence to sound organizational principles is just as important in the proper structure of the investigative function as it is in any other area of the department. In fact, part of the reason for the relative ineffectiveness of investigative management is the tendency for investigative supervisors to de-emphasize management principles, while stressing the importance of operational skills and experiences. (#7)

In most departments the detective function is organized according to the kind of offenses to be investigated. In the past, the organization of a detective bureau in many departments was extremely detailed, with separate squads or details for each of the various crime categories and activities, such as homicide, burglary, robbery and fugitive. In recent years, however, there has been a tendency toward grouping the functional specialists--partly on the grounds that the criminals tend to be less specialized themselves. A substantial percentage of crime today is committed by narcotics addicts to sustain their habits or by youths. For both these groups, there is less tendency to follow an established pattern of criminal behavior.

Some functional specialization, of course, is still necessary; specialists ought to exercise their expertise while interrogating

suspects, by the review of cases to establish common characteristics and ensuring that all leads have been covered, and during the presentation of the cases in court.

Staffing The number of detectives or investigators actually assigned to the division is largely a matter of adjustment to workload. Some standards can be adopted, however, to facilitate this kind of decision. Many experienced detective supervisors believe that the number of new cases (i.e. they are routine or average felony cases, such as burglary or armed robber without complications such as the injury of a victim) should not exceed a given amount per day and that the number of active cases of this sort kept in pending status should be restricted. Finally, a specific period of time should be established as an automatic limitation on case load -- beyond which permission should be required for conducting with the assignment. Each of these determinants should be established by the division commander. The number of detectives can be ascertained by the application of the kind of information. (#8)

Criminal investigation duties require a close and continuous supervision of detectives, if satisfactory results are to be obtained. This is made possible by continuous review of the daily work of each investigator and appraisal of his accomplishments in terms of clearances, recoveries, arrests, and convictions. One supervisor will usually be adequate when the supervisor knows from one hour to the next the whereabouts and activities of each subordinate.

The span of control of the head of the criminal investigation division is influenced by so many variable factors that it is

impossible to establish categorically a maximum number of subordinates that he or a subordinate supervisor can satisfactorily supervise. While experienced and capable detectives require little advice in the investigation of their cases and refer only important matters to their commanding officers for decision or information, each detective should be able to confer with his immediate supervisor on important matters without unreasonable delay. Consequently, it seems desirable that the number of detectives reporting to a supervisor should not exceed five (5). When two or more are assigned to the same class of crime investigation, there is some justification for designating one as the head to direct the investigations of all, thus creating a section within the division. (#9)

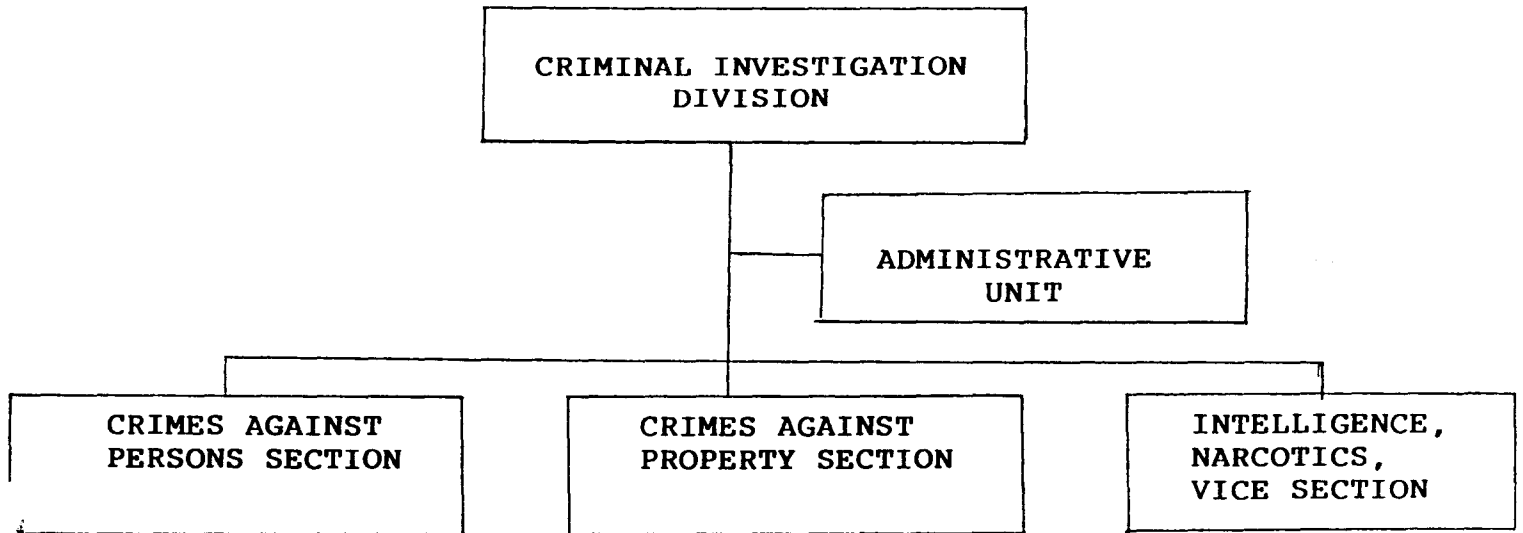
To sum up this report reflects the Rand study that shows the need for the use of the solvability factors for case assignment.

This is a must for a department of this size. Also reflected in the report, is a need for closer supervision of Detectives and a closer follow-up by supervisors on cases that are assigned to their subordinates. Attachment "A" shows the averages of the Departments surveyed compared to the Midland Police Department. There was a split of 50% who favor general assignment and 50% specialized assignment and 80% of the Departments work on the solvability factors.

Of the supervisors polled, 90% keep management reports on their subordinates by the number of cases assigned, 80% on their clearance rate, 80% on the number of arrests made by a detective and 80% on the property recovered by them.

A detective supervisor should have patrol experience and be trained in police management and should keep actively abreast of his subordinates' comings and goings, and keep accurate reports for each detective on the items covered above.

**ORGANIZATION STRUCTURE FOR A  
CRIMINAL INVESTIGATION DIVISION  
FOR A DEPARTMENT WITH A  
CITY POPULATION OF 100,000 AND OVER**



1. Local Government Police Management Published for the Institute for Training in Municipal Administration. (International City Management Association, 1977), p.508.

2. See: National Advisory Commission on Criminal Justice Standards and Goals, Police; and Peter B. Bloch and Donald Weidman, Managing Criminal Investigations (Washington, D.C.: National Institute of Law Enforcement and Criminal Justice, 1975).

3. Originally published in 1975 as a three volume Rand Corporation report, the latest version is Peter W. Greenwood, Jon M. Chaiken, and Joan Petersilia, The Criminal Investigation Process (Lexington, MA: D.C. Health and Company, 1977).

4. Bernard Greenberg, Oliver S. Yu, and Karen I. Lang, Enhancement of the Investigation Function Vol. 4 (Menlo Park, CA: Stanford Research Institute, 1972).

5. Peter W. Greenwood, Jan M. Chaiken, and Joan Petersilia, The Criminal Investigation Process (Lexington, MA: D.C. Health and Company, 1977).

6. Ibid, of #1 Chapter 10.

7. Charles G. Vanderbosh, Criminal Investigation, International Association of Chiefs of Police, (Washington, D.C., 1968) pp. 13-16.

8. Managing Criminal Investigations, U.S. Department of Justice Law Enforcement Assistance Administration; (Atlanta, GA: Atlanta Police Department, 1982) p. 141P

9. Criminal Investigation (From Local Government Police Management - Second Edition, 1982, Bernard L. Garmire, Ed- See NCJ-88224, pp. 160-180) p. 21P



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The attached is a telephone survey of ten departments in the state of Texas with the average population of 122,500 people that was conducted the third week of February 1990.

Attachment A is a comparison of the Midland Police Department to the averages of the phone survey.

Attachments B are the phone surveys.

**ATTACHMENT "A"**

MANAGING CRIMINAL INVESTIGATIONS  
TELEPHONE SURVEY

NAME OF DEPARTMENT: Midland Police Department Compared to Averages

NAME OF OFFICER: Lt. Norton

POPULATION OF CITY: 100,000/122,500

SIZE OF DEPARTMENT: 206/230

SWORN OFFICERS: 156/178

CIVILIAN PERSONNEL: 50/58

DETECTIVES: 32/34

DETECTIVE 9/8  
SUPERVISORS: \_\_\_\_\_

DEPUTY CHIEF: 1/.5

CAPTAIN: 0/1

LIEUTENANT: 3/2

SERGEANT: 5/5

DO YOU HAVE INDIVIDUAL DETECTIVES ASSIGNED TO WORK:

HOMICIDE: No 40%

COURT LIAISON: Yes 20%

ROBBERY: NO 20%

NARCOTICS: Yes 100%

BURGLARY: NO 50%

INTELLIGENCE: Yes 50%

AUTO THEFT: No 60%

CRIME ANALYSIS: No 90%

JUVENILE: Yes 100%

FORGERY: Yes 70%

PAWN SHOPS: Yes 70%

THEREFORE YOUR DIVISION WORKS ON:

GENERAL  
ASSIGNMENT: Yes 50%

SPECIALIZED: \_\_\_\_\_

DO YOUR INDIVIDUAL DETECTIVES FILE THEIR OWN CASES? Yes 100%

WHO FILES PATROL'S CASES? Det. D.U./Patrol 60% - Det 30% - Legal  
Advisor 10%

HOW ARE CASES ASSIGNED:

SOLVABILITY

FACTOR: Yes 80%

ALL CASES: \_\_\_\_\_

OTHER: \_\_\_\_\_

IF BY SOLVABILITY FACTOR, WHAT DO YOU DO WITH THE CASES THAT  
DO NOT MEET SOLVABILITY FACTOR:

GIVEN OUT FOR INFORMATION: \_\_\_\_\_

CLERK CALLS VICTIM: \_\_\_\_\_

LETTER MAILED: \_\_\_\_\_

OTHER: Not worked/40%

NUMBER OF CASES CARRIED BY EACH DETECTIVE PER MONTH: 12/38.5

HOW OFTEN DOES A SUPERVISOR REVIEW ASSIGNED CASES:

WEEKLY: 40%

MONTHLY: Yes/30%

OTHER: 15 days 10%/10 days 10%/Not checked 10%

HOW DOES A CASE COME INTO THE ISB SYSTEM: Data Entry on Computer Form 50

WHO GETS IT FIRST:

DETECTIVE: \_\_\_\_\_

SERGEANT: Yes 80%

LIEUTENANT: Yes 10%

DEPUTY CHIEF: \_\_\_\_\_

WHO PUTS THE CASE TOGETHER:

ASSIGNED DETECTIVE: Yes 80%

DETECTIVE SERGEANT: \_\_\_\_\_

RECORDS DIVISION: \_\_\_\_\_

HOW DOES DETECTIVE CREATE HIS REPORTS:

DICTAPHONE: Yes 50%

COMPUTER: Yes 40%

TYPEWRITER: 20%

WHAT TYPE OF MANAGEMENT REPORTS ARE MADE ON THE DETECTIVE:

NUMBER OF CASES: No 90%

NUMBER OF ARREST: No 80%

CLEARANCE RATE: No 80%

PROPERTY RECOVERED: No 80%

DO YOU KEEP A WORK LOAD STUDY ON:

EACH DETECTIVE: Yes 60%

FOR DIVISION: Yes 40%

DO YOU HAVE A BREAK DOWN ON NUMBER OF HOURS A DETECTIVE SPENDS  
ON EACH CASE: No/90% No

HOMICIDES: \_\_\_\_\_

ROBBERIES: \_\_\_\_\_

AUTO THEFT: \_\_\_\_\_

BURGLARY: \_\_\_\_\_

JUVENILE: \_\_\_\_\_

THEFTS: \_\_\_\_\_

SEXUAL ASSAULTS: \_\_\_\_\_

ASSAULTS: \_\_\_\_\_

THEFTS: \_\_\_\_\_

FORGERY: \_\_\_\_\_

ATTACHMENT "B"

MANAGING CRIMINAL INVESTIGATIONS  
TELEPHONE SURVEY

NAME OF DEPARTMENT: Averages

NAME OF OFFICER: \_\_\_\_\_

POPULATION OF CITY: 122,500

SIZE OF DEPARTMENT: 230

SWORN OFFICERS: 178

CIVILIAN PERSONNEL: 58

DETECTIVES: 34

DETECTIVE  
SUPERVISORS: 8

DEPUTY CHIEF: .5

CAPTAIN: 1

LIEUTENANT: 2

SERGEANT: 5

DO YOU HAVE INDIVIDUAL DETECTIVES ASSIGNED TO WORK:

HOMICIDE: 40%

COURT LIAISON: 20%

ROBBERY: 20%

NARCOTICS: 100%

BURGLARY: 50%

INTELLIGENCE: 50%

AUTO THEFT: 60%

CRIME ANALYSIS: 90%

JUVENILE: 100%

FORGERY: 70%

PAWN SHOPS: 70%

THEREFORE YOUR DIVISION WORKS ON:

GENERAL  
ASSIGNMENT: 50%

SPECIALIZED: 50%

DO YOUR INDIVIDUAL DETECTIVES FILE THEIR OWN CASES? \_\_\_\_\_

WHO FILES PATROL'S CASES? Patrol 60%; Detectives 30%; Legal Advisor 10%

HOW ARE CASES ASSIGNED:

SOLVABILITY  
FACTOR: 80%

ALL CASES: \_\_\_\_\_

OTHER: 20%



IF BY SOLVABILITY FACTOR, WHAT DO YOU DO WITH THE CASES THAT  
DO NOT MEET SOLVABILITY FACTOR:

GIVEN OUT FOR INFORMATION: \_\_\_\_\_

CLERK CALLS VICTIM: \_\_\_\_\_

LETTER MAILED: 40%

OTHER: 40% not given out/20% handled by  
civilian investigator

NUMBER OF CASES CARRIED BY EACH DETECTIVE PER MONTH: 38.5

HOW OFTEN DOES A SUPERVISOR REVIEW ASSIGNED CASES:

WEEKLY: 40%

MONTHLY: 30%

OTHER: 15 days-10%/10 days-10%/not checked-10%

HOW DOES A CASE COME INTO THE ISB SYSTEM: Records Division 50%

WHO GETS IT FIRST:

ID 10%  
Crime Analysis 10%  
Patrol 30%

DETECTIVE: \_\_\_\_\_

SERGEANT: 80%

LIEUTENANT: 10%

DEPUTY CHIEF: 10%

WHO PUTS THE CASE TOGETHER:

ASSIGNED DETECTIVE: 80%

DETECTIVE SERGEANT: \_\_\_\_\_

RECORDS DIVISION: 10% Detective Secretaries 10%

HOW DOES DETECTIVE CREATE HIS REPORTS:

DICTAPHONE: 50%

COMPUTER: 40%

TYPEWRITER: 20%

WHAT TYPE OF MANAGEMENT REPORTS ARE MADE ON THE DETECTIVE:

NUMBER OF CASES: 90%

NUMBER OF ARREST: 80%

CLEARANCE RATE: 80%

PROPERTY RECOVERED: 80%

DO YOU KEEP A WORK LOAD STUDY ON:

EACH DETECTIVE: 60%

FOR DIVISION: 40%, 10% did neither one

DO YOU HAVE A BREAK DOWN ON NUMBER OF HOURS A DETECTIVE SPENDS  
ON EACH CASE: 90% No/ The one department that did have a breakdown  
is as follows:

HOMICIDES: 4hrs - 45 min

ROBBERIES: 3hrs - 30 min

AUTO THEFT: 2hrs - 45 min

BURGLARY: 1 hr - 45 min

JUVENILE: 1 hr

THEFTS: 1 hr

SEXUAL ASSAULTS: 4hrs - 30 min

ASSAULTS: 1 hr - 30 min

THEFTS: 1 hr

FORGERY: --- - 10 min



IF BY SOLVABILITY FACTOR, WHAT DO YOU DO WITH THE CASES THAT  
DO NOT MEET SOLVABILITY FACTOR:

GIVEN OUT FOR INFORMATION: \_\_\_\_\_

CLERK CALLS VICTIM: \_\_\_\_\_

LETTER MAILED: \_\_\_\_\_

OTHER: Nothing (Detective does not see them)

NUMBER OF CASES CARRIED BY EACH DETECTIVE PER MONTH: 55

HOW OFTEN DOES A SUPERVISOR REVIEW ASSIGNED CASES:

WEEKLY: \_\_\_\_\_

MONTHLY: \_\_\_\_\_

OTHER: 10 days

HOW DOES A CASE COME INTO THE ISB SYSTEM: From computer in Records

WHO GETS IT FIRST:

DETECTIVE: \_\_\_\_\_

SERGEANT: X

LIEUTENANT: \_\_\_\_\_

DEPUTY CHIEF: \_\_\_\_\_

WHO PUTS THE CASE TOGETHER:

ASSIGNED DETECTIVE: X

DETECTIVE SERGEANT: \_\_\_\_\_

RECORDS DIVISION: \_\_\_\_\_

HOW DOES DETECTIVE CREATE HIS REPORTS:

DICTAPHONE: X

COMPUTER: X

TYPEWRITER: \_\_\_\_\_

WHAT TYPE OF MANAGEMENT REPORTS ARE MADE ON THE DETECTIVE:

NUMBER OF CASES: X

NUMBER OF ARREST: X

CLEARANCE RATE: X

PROPERTY RECOVERED: X

DO YOU KEEP A WORK LOAD STUDY ON:

EACH DETECTIVE: \_\_\_\_\_

FOR DIVISION:   X  

DO YOU HAVE A BREAK DOWN ON NUMBER OF HOURS A DETECTIVE SPENDS  
ON EACH CASE:   Yes  

HOMICIDES:   4 hrs - 45 min  

ROBBERIES:   3 hrs - 30 min  

AUTO THEFT:   2 hrs - 45 min  

BURGLARY:   1 hr - 45 min  

JUVENILE:   1 hr  

THEFTS:   1 hr  

SEXUAL ASSAULTS:   4 hrs - 30 min  

ASSAULTS:   1 hr - 30 min  

THEFTS:   1 hr  

FORGERY:   10 min

MANAGING CRIMINAL INVESTIGATIONS  
TELEPHONE SURVEY

NAME OF DEPARTMENT: Amarillo Police Department

NAME OF OFFICER: Captain Prather

POPULATION OF CITY: 160,000

SIZE OF DEPARTMENT: 319

SWORN OFFICERS: 242

CIVILIAN PERSONNEL: 77

DETECTIVES: 48

DETECTIVE  
SUPERVISORS: All Detectives are Sergeants

DEPUTY CHIEF: 1

CAPTAIN: 1

LIEUTENANT: 4

SERGEANT: 48

DO YOU HAVE INDIVIDUAL DETECTIVES ASSIGNED TO WORK:

HOMICIDE: Yes

COURT LIAISON: Yes

ROBBERY: No

NARCOTICS: Yes

BURGLARY: Yes

INTELLIGENCE: No

AUTO THEFT: Yes

CRIME ANALYSIS: Yes

JUVENILE: Yes

FORGERY: Yes

PAWN SHOPS: Yes

THEREFORE YOUR DIVISION WORKS ON:

GENERAL  
ASSIGNMENT: \_\_\_\_\_

SPECIALIZED: X

DO YOUR INDIVIDUAL DETECTIVES FILE THEIR OWN CASES? Yes

WHO FILES PATROL'S CASES? Follow-up unit to Patrol

HOW ARE CASES ASSIGNED:

SOLVABILITY X  
FACTOR: \_\_\_\_\_

ALL CASES: \_\_\_\_\_ OTHER: \_\_\_\_\_

IF BY SOLVABILITY FACTOR, WHAT DO YOU DO WITH THE CASES THAT  
DO NOT MEET SOLVABILITY FACTOR:

GIVEN OUT FOR INFORMATION: \_\_\_\_\_

CLERK CALLS VICTIM: \_\_\_\_\_

LETTER MAILED: \_\_\_\_\_

OTHER: Assigned to civilian investigators

NUMBER OF CASES CARRIED BY EACH DETECTIVE PER MONTH: \_\_\_\_\_

HOW OFTEN DOES A SUPERVISOR REVIEW ASSIGNED CASES:

WEEKLY: X

MONTHLY: \_\_\_\_\_

OTHER: \_\_\_\_\_

HOW DOES A CASE COME INTO THE ISB SYSTEM: Patrol activities sent to ISB

WHO GETS IT FIRST:

DETECTIVE: \_\_\_\_\_

SERGEANT: \_\_\_\_\_

LIEUTENANT: X

DEPUTY CHIEF: \_\_\_\_\_

WHO PUTS THE CASE TOGETHER:

ASSIGNED DETECTIVE: X (Review by Lt.)

DETECTIVE SERGEANT: \_\_\_\_\_

RECORDS DIVISION: \_\_\_\_\_

HOW DOES DETECTIVE CREATE HIS REPORTS:

DICTAPHONE: X

COMPUTER: \_\_\_\_\_

TYPEWRITER: \_\_\_\_\_

WHAT TYPE OF MANAGEMENT REPORTS ARE MADE ON THE DETECTIVE:

NUMBER OF CASES: X

NUMBER OF ARREST: X

CLEARANCE RATE: X

PROPERTY RECOVERED: X

DO YOU KEEP A WORK LOAD STUDY ON:

EACH DETECTIVE: No

FOR DIVISION: No

DO YOU HAVE A BREAK DOWN ON NUMBER OF HOURS A DETECTIVE SPENDS  
ON EACH CASE: No

HOMICIDES: \_\_\_\_\_

ROBBERIES: \_\_\_\_\_

AUTO THEFT: \_\_\_\_\_

BURGLARY: \_\_\_\_\_

JUVENILE: \_\_\_\_\_

THEFTS: \_\_\_\_\_

SEXUAL ASSAULTS: \_\_\_\_\_

ASSAULTS: \_\_\_\_\_

THEFTS: \_\_\_\_\_

FORGERY: \_\_\_\_\_



MANAGING CRIMINAL INVESTIGATIONS  
TELEPHONE SURVEY

NAME OF DEPARTMENT: Killeen Police Department

NAME OF OFFICER: Lt. Donn

POPULATION OF CITY: 130,000

SIZE OF DEPARTMENT: 180

SWORN OFFICERS: 130

CIVILIAN PERSONNEL: 50

DETECTIVES: 34

DETECTIVE  
SUPERVISORS: 6

DEPUTY CHIEF: 0

CAPTAIN: 2

LIEUTENANT: 3

SERGEANT: 5

DO YOU HAVE INDIVIDUAL DETECTIVES ASSIGNED TO WORK:

HOMICIDE: No

COURT LIAISON: No

ROBBERY: No

NARCOTICS: Yes

BURGLARY: No

INTELLIGENCE: Yes

AUTO THEFT: Yes

CRIME ANALYSIS: Civilian

JUVENILE: Yes

FORGERY: No

PAWN SHOPS: Yes

THEREFORE YOUR DIVISION WORKS ON:

GENERAL  
ASSIGNMENT: \_\_\_\_\_

SPECIALIZED: \_\_\_\_\_

DO YOUR INDIVIDUAL DETECTIVES FILE THEIR OWN CASES? Yes

WHO FILES PATROL'S CASES? patrol

HOW ARE CASES ASSIGNED:

SOLVABILITY  
FACTOR: \_\_\_\_\_

ALL CASES: \_\_\_\_\_

OTHER: All cases  
with workable

IF BY SOLVABILITY FACTOR, WHAT DO YOU DO WITH THE CASES THAT  
DO NOT MEET SOLVABILITY FACTOR:

GIVEN OUT FOR INFORMATION: \_\_\_\_\_

CLERK CALLS VICTIM: \_\_\_\_\_

LETTER MAILED: \_\_\_\_\_

OTHER: Nothing

NUMBER OF CASES CARRIED BY EACH DETECTIVE PER MONTH: 30

HOW OFTEN DOES A SUPERVISOR REVIEW ASSIGNED CASES:

WEEKLY: \_\_\_\_\_

MONTHLY: \_\_\_\_\_

OTHER: None

HOW DOES A CASE COME INTO THE ISB SYSTEM: Crime Analyst to Detective

WHO GETS IT FIRST:

DETECTIVE: \_\_\_\_\_

SERGEANT: 2nd

LIEUTENANT: \_\_\_\_\_

DEPUTY CHIEF: 1st

WHO PUTS THE CASE TOGETHER:

ASSIGNED DETECTIVE: X

DETECTIVE SERGEANT: \_\_\_\_\_

RECORDS DIVISION: \_\_\_\_\_

HOW DOES DETECTIVE CREATE HIS REPORTS:

DICTAPHONE: \_\_\_\_\_

COMPUTER: X

TYPEWRITER: X

WHAT TYPE OF MANAGEMENT REPORTS ARE MADE ON THE DETECTIVE:

NUMBER OF CASES: X

NUMBER OF ARREST: X

CLEARANCE RATE: X

PROPERTY RECOVERED: X

DO YOU KEEP A WORK LOAD STUDY ON:

EACH DETECTIVE: \_\_\_\_\_

FOR DIVISION: \_\_\_\_\_ X \_\_\_\_\_

DO YOU HAVE A BREAK DOWN ON NUMBER OF HOURS A DETECTIVE SPENDS  
ON EACH CASE: \_\_\_\_\_ No \_\_\_\_\_

HOMICIDES: \_\_\_\_\_

ROBBERIES: \_\_\_\_\_

AUTO THEFT: \_\_\_\_\_

BURGLARY: \_\_\_\_\_

JUVENILE: \_\_\_\_\_

THEFTS: \_\_\_\_\_

SEXUAL ASSAULTS: \_\_\_\_\_

ASSAULTS: \_\_\_\_\_

THEFTS: \_\_\_\_\_

FORGERY: \_\_\_\_\_

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IF BY SOLVABILITY FACTOR, WHAT DO YOU DO WITH THE CASES THAT  
DO NOT MEET SOLVABILITY FACTOR:

GIVEN OUT FOR INFORMATION: \_\_\_\_\_

CLERK CALLS VICTIM: \_\_\_\_\_

LETTER MAILED: Letter given to victim explaining the  
the solvability factors

OTHER: \_\_\_\_\_

NUMBER OF CASES CARRIED BY EACH DETECTIVE PER MONTH: 35

HOW OFTEN DOES A SUPERVISOR REVIEW ASSIGNED CASES:

WEEKLY: X

MONTHLY: \_\_\_\_\_

OTHER: \_\_\_\_\_

HOW DOES A CASE COME INTO THE ISB SYSTEM: Solvability factors from  
patrol

WHO GETS IT FIRST:

DETECTIVE: \_\_\_\_\_

SERGEANT: X

LIEUTENANT: \_\_\_\_\_

DEPUTY CHIEF: \_\_\_\_\_

WHO PUTS THE CASE TOGETHER:

ASSIGNED DETECTIVE: \_\_\_\_\_

DETECTIVE SERGEANT: X (Detective Secretary then to Sgt.)

RECORDS DIVISION: \_\_\_\_\_

HOW DOES DETECTIVE CREATE HIS REPORTS:

DICTAPHONE: \_\_\_\_\_

COMPUTER: \_\_\_\_\_

TYPEWRITER: X

WHAT TYPE OF MANAGEMENT REPORTS ARE MADE ON THE DETECTIVE:

NUMBER OF CASES: X

NUMBER OF ARREST: X

CLEARANCE RATE: X

PROPERTY RECOVERED: x

DISPOSITION OF CASE X

DO YOU KEEP A WORK LOAD STUDY ON:

EACH DETECTIVE: No

FOR DIVISION: Yes

DO YOU HAVE A BREAK DOWN ON NUMBER OF HOURS A DETECTIVE SPENDS  
ON EACH CASE: No

HOMICIDES: \_\_\_\_\_

ROBBERIES: \_\_\_\_\_

AUTO THEFT: \_\_\_\_\_

BURGLARY: \_\_\_\_\_

JUVENILE: \_\_\_\_\_

THEFTS: \_\_\_\_\_

SEXUAL ASSAULTS: \_\_\_\_\_

ASSAULTS: \_\_\_\_\_

THEFTS: \_\_\_\_\_

FORGERY: \_\_\_\_\_

MANAGING CRIMINAL INVESTIGATIONS  
TELEPHONE SURVEY

NAME OF DEPARTMENT: San Angelo Police Department

NAME OF OFFICER: Sgt. Martinez

POPULATION OF CITY: 85,000

SIZE OF DEPARTMENT: 160

SWORN OFFICERS: 130

CIVILIAN PERSONNEL: 30

DETECTIVES: 16

DETECTIVE  
SUPERVISORS: 10

DEPUTY CHIEF: 0

CAPTAIN: 2

LIEUTENANT: 2

SERGEANT: 6

DO YOU HAVE INDIVIDUAL DETECTIVES ASSIGNED TO WORK:

HOMICIDE: No

COURT LIAISON: No

ROBBERY: No

NARCOTICS: Yes

BURGLARY: No

INTELLIGENCE: No

AUTO THEFT: No

CRIME ANALYSIS: No

JUVENILE: Yes

FORGERY: No

PAWN SHOPS: Yes

THEREFORE YOUR DIVISION WORKS ON:

GENERAL  
ASSIGNMENT: X

SPECIALIZED: \_\_\_\_\_

DO YOUR INDIVIDUAL DETECTIVES FILE THEIR OWN CASES? Yes

WHO FILES PATROL'S CASES? Patrol/Detective Sergeant

HOW ARE CASES ASSIGNED:

SOLVABILITY

FACTOR: \_\_\_\_\_

ALL CASES: \_\_\_\_\_

OTHER: X

1. All Major Crimes

2. Have witness or

IF BY SOLVABILITY FACTOR, WHAT DO YOU DO WITH THE CASES THAT  
DO NOT MEET SOLVABILITY FACTOR:

GIVEN OUT FOR INFORMATION: \_\_\_\_\_

CLERK CALLS VICTIM: \_\_\_\_\_

LETTER MAILED: \_\_\_\_\_

OTHER: Given to secretary to make list to post

NUMBER OF CASES CARRIED BY EACH DETECTIVE PER MONTH: 35

HOW OFTEN DOES A SUPERVISOR REVIEW ASSIGNED CASES:

WEEKLY: X

MONTHLY: \_\_\_\_\_

OTHER: \_\_\_\_\_

HOW DOES A CASE COME INTO THE ISB SYSTEM: \_\_\_\_\_

WHO GETS IT FIRST:

DETECTIVE: \_\_\_\_\_

SERGEANT: X

LIEUTENANT: \_\_\_\_\_

DEPUTY CHIEF: \_\_\_\_\_

WHO PUTS THE CASE TOGETHER:

ASSIGNED DETECTIVE: X

DETECTIVE SERGEANT: \_\_\_\_\_

RECORDS DIVISION: \_\_\_\_\_

HOW DOES DETECTIVE CREATE HIS REPORTS:

DICTAPHONE: \_\_\_\_\_

COMPUTER: \_\_\_\_\_

TYPEWRITER: X

WHAT TYPE OF MANAGEMENT REPORTS ARE MADE ON THE DETECTIVE:

NUMBER OF CASES: No

NUMBER OF ARREST: No

CLEARANCE RATE: No

PROPERTY RECOVERED: No



DO YOU KEEP A WORK LOAD STUDY ON:

EACH DETECTIVE:   X  

FOR DIVISION:   X  

DO YOU HAVE A BREAK DOWN ON NUMBER OF HOURS A DETECTIVE SPENDS  
ON EACH CASE:   No  

HOMICIDES:                     

ROBBERIES:                     

AUTO THEFT:                     

BURGLARY:                     

JUVENILE:                     

THEFTS:                     

SEXUAL ASSAULTS:                     

ASSAULTS:                     

THEFTS:                     

FORGERY:

MANAGING CRIMINAL INVESTIGATIONS  
TELEPHONE SURVEY

NAME OF DEPARTMENT: Hurst Police Department

NAME OF OFFICER: Sgt. West

POPULATION OF CITY: 50,000

SIZE OF DEPARTMENT: 100

SWORN OFFICERS: 60

CIVILIAN PERSONNEL: 40

DETECTIVES: 11

DETECTIVE  
SUPERVISORS: 1

DEPUTY CHIEF: 0

CAPTAIN: 0

LIEUTENANT: 0

SERGEANT: 1

DO YOU HAVE INDIVIDUAL DETECTIVES ASSIGNED TO WORK:

HOMICIDE: No

COURT LIAISON: No

ROBBERY: No

NARCOTICS: Yes

BURGLARY: No

INTELLIGENCE: No

AUTO THEFT: No

CRIME ANALYSIS: Yes

JUVENILE: Yes

FORGERY: No

PAWN SHOPS: No

THEREFORE YOUR DIVISION WORKS ON:

GENERAL  
ASSIGNMENT: X

SPECIALIZED: \_\_\_\_\_

DO YOUR INDIVIDUAL DETECTIVES FILE THEIR OWN CASES? Yes

WHO FILES PATROL'S CASES? Detective Division

HOW ARE CASES ASSIGNED:

SOLVABILITY  
FACTOR: X

ALL CASES: \_\_\_\_\_ OTHER: \_\_\_\_\_

IF BY SOLVABILITY FACTOR, WHAT DO YOU DO WITH THE CASES THAT  
DO NOT MEET SOLVABILITY FACTOR:

GIVEN OUT FOR INFORMATION: \_\_\_\_\_

CLERK CALLS VICTIM: \_\_\_\_\_

LETTER MAILED:       X      

OTHER: \_\_\_\_\_

NUMBER OF CASES CARRIED BY EACH DETECTIVE PER MONTH:       49      

HOW OFTEN DOES A SUPERVISOR REVIEW ASSIGNED CASES:

WEEKLY: \_\_\_\_\_

MONTHLY:       X      

OTHER: \_\_\_\_\_

HOW DOES A CASE COME INTO THE ISB SYSTEM: Computer generated from Record

WHO GETS IT FIRST:

DETECTIVE: \_\_\_\_\_

SERGEANT:       X      

LIEUTENANT: \_\_\_\_\_

DEPUTY CHIEF: \_\_\_\_\_

WHO PUTS THE CASE TOGETHER:

ASSIGNED DETECTIVE:       X      

DETECTIVE SERGEANT: \_\_\_\_\_

RECORDS DIVISION: \_\_\_\_\_

HOW DOES DETECTIVE CREATE HIS REPORTS:

DICTAPHONE: \_\_\_\_\_

COMPUTER:       X      

TYPEWRITER: \_\_\_\_\_

WHAT TYPE OF MANAGEMENT REPORTS ARE MADE ON THE DETECTIVE:

NUMBER OF CASES:       X      

NUMBER OF ARREST:       X      

CLEARANCE RATE:       X      

PROPERTY RECOVERED:       X

DO YOU KEEP A WORK LOAD STUDY ON:

EACH DETECTIVE:   X  

FOR DIVISION:                     

DO YOU HAVE A BREAK DOWN ON NUMBER OF HOURS A DETECTIVE SPENDS  
ON EACH CASE:   No  

HOMICIDES:                     

ROBBERIES:                     

AUTO THEFT:                     

BURGLARY:                     

JUVENILE:                     

THEFTS:                     

SEXUAL ASSAULTS:                     

ASSAULTS:                     

THEFTS:                     

FORGERY:

MANAGING CRIMINAL INVESTIGATIONS  
TELEPHONE SURVEY

NAME OF DEPARTMENT: Wichita Falls Police Department

NAME OF OFFICER: Sgt. Ulrich

POPULATION OF CITY: 100,000

SIZE OF DEPARTMENT: 180

SWORN OFFICERS: 130

CIVILIAN PERSONNEL: 50

DETECTIVES: 25

DETECTIVE  
SUPERVISORS: 5

DEPUTY CHIEF: 0

CAPTAIN: 0

LIEUTENANT: 1

SERGEANT: 4

DO YOU HAVE INDIVIDUAL DETECTIVES ASSIGNED TO WORK:

HOMICIDE: Yes

COURT LIAISON: No

ROBBERY: Yes

NARCOTICS: Yes

BURGLARY: Yes

INTELLIGENCE: Yes

AUTO THEFT: Yes

CRIME ANALYSIS: Yes

JUVENILE: Yes

FORGERY: Yes

PAWN SHOPS: Yes

THEREFORE YOUR DIVISION WORKS ON:

GENERAL  
ASSIGNMENT: \_\_\_\_\_

SPECIALIZED: X

DO YOUR INDIVIDUAL DETECTIVES FILE THEIR OWN CASES? Yes

WHO FILES PATROL'S CASES? Detective Division

HOW ARE CASES ASSIGNED:

SOLVABILITY

FACTOR: X

ALL CASES: \_\_\_\_\_

OTHER: \_\_\_\_\_

IF BY SOLVABILITY FACTOR, WHAT DO YOU DO WITH THE CASES THAT  
DO NOT MEET SOLVABILITY FACTOR:

GIVEN OUT FOR INFORMATION: \_\_\_\_\_

CLERK CALLS VICTIM: \_\_\_\_\_

LETTER MAILED:     X    

OTHER:     Files    

NUMBER OF CASES CARRIED BY EACH DETECTIVE PER MONTH:     40    

HOW OFTEN DOES A SUPERVISOR REVIEW ASSIGNED CASES:

WEEKLY: \_\_\_\_\_

MONTHLY: \_\_\_\_\_

OTHER:     15 Days    

HOW DOES A CASE COME INTO THE ISB SYSTEM:     Records on Computer System    

WHO GETS IT FIRST:

DETECTIVE: \_\_\_\_\_

SERGEANT:     X    

LIEUTENANT: \_\_\_\_\_

DEPUTY CHIEF: \_\_\_\_\_

WHO PUTS THE CASE TOGETHER:

ASSIGNED DETECTIVE:     X    

DETECTIVE SERGEANT: \_\_\_\_\_

RECORDS DIVISION: \_\_\_\_\_

HOW DOES DETECTIVE CREATE HIS REPORTS:

DICTAPHONE: \_\_\_\_\_

COMPUTER:     X    

TYPEWRITER: \_\_\_\_\_

WHAT TYPE OF MANAGEMENT REPORTS ARE MADE ON THE DETECTIVE:

NUMBER OF CASES:     X    

NUMBER OF ARREST:     X    

CLEARANCE RATE:     X    

PROPERTY RECOVERED:     X

DO YOU KEEP A WORK LOAD STUDY ON:

EACH DETECTIVE:   X  

FOR DIVISION:                   

DO YOU HAVE A BREAK DOWN ON NUMBER OF HOURS A DETECTIVE SPENDS  
ON EACH CASE:   No  

HOMICIDES:                   

ROBBERIES:                   

AUTO THEFT:                   

BURGLARY:                   

JUVENILE:                   

THEFTS:                   

SEXUAL ASSAULTS:                   

ASSAULTS:                   

THEFTS:                   

FORGERY:

MANAGING CRIMINAL INVESTIGATIONS  
TELEPHONE SURVEY

NAME OF DEPARTMENT: Waco Police Department

NAME OF OFFICER: Lt. Limmer

POPULATION OF CITY: 100,000

SIZE OF DEPARTMENT: 230

SWORN OFFICERS: 180

CIVILIAN PERSONNEL: 50

DETECTIVES: 40

DETECTIVE  
SUPERVISORS: 9

DEPUTY CHIEF: 1

CAPTAIN: 1

LIEUTENANT: 2

SERGEANT: 5

DO YOU HAVE INDIVIDUAL DETECTIVES ASSIGNED TO WORK:

HOMICIDE: Yes

COURT LIAISON: No

ROBBERY: Yes

NARCOTICS: Separate

BURGLARY: Yes

INTELLIGENCE: Yes

AUTO THEFT: No

CRIME ANALYSIS: Yes

JUVENILE: Yes

FORGERY: Yes

PAWN SHOPS: No

THEREFORE YOUR DIVISION WORKS ON:

GENERAL  
ASSIGNMENT: \_\_\_\_\_

SPECIALIZED: X

DO YOUR INDIVIDUAL DETECTIVES FILE THEIR OWN CASES? Yes

WHO FILES PATROL'S CASES? No, Detectives do it all

HOW ARE CASES ASSIGNED:

SOLVABILITY

FACTOR: X

ALL CASES: \_\_\_\_\_

OTHER: \_\_\_\_\_



IF BY SOLVABILITY FACTOR, WHAT DO YOU DO WITH THE CASES THAT  
DO NOT MEET SOLVABILITY FACTOR:

GIVEN OUT FOR INFORMATION: \_\_\_\_\_

CLERK CALLS VICTIM: \_\_\_\_\_

LETTER MAILED: \_\_\_\_\_

OTHER: Not given out

NUMBER OF CASES CARRIED BY EACH DETECTIVE PER MONTH: 46

HOW OFTEN DOES A SUPERVISOR REVIEW ASSIGNED CASES:

WEEKLY: \_\_\_\_\_

MONTHLY: X

OTHER: \_\_\_\_\_

HOW DOES A CASE COME INTO THE ISB SYSTEM: Records

WHO GETS IT FIRST:

DETECTIVE: \_\_\_\_\_

SERGEANT: X

LIEUTENANT: \_\_\_\_\_

DEPUTY CHIEF: \_\_\_\_\_

WHO PUTS THE CASE TOGETHER:

ASSIGNED DETECTIVE: X

DETECTIVE SERGEANT: \_\_\_\_\_

RECORDS DIVISION: \_\_\_\_\_

HOW DOES DETECTIVE CREATE HIS REPORTS:

DICTAPHONE: X

COMPUTER: \_\_\_\_\_

TYPEWRITER: \_\_\_\_\_

WHAT TYPE OF MANAGEMENT REPORTS ARE MADE ON THE DETECTIVE:

NUMBER OF CASES: X

NUMBER OF ARREST: X

CLEARANCE RATE: X

PROPERTY RECOVERED: X

DO YOU KEEP A WORK LOAD STUDY ON:

EACH DETECTIVE:     X Monthly    

FOR DIVISION:                     

DO YOU HAVE A BREAK DOWN ON NUMBER OF HOURS A DETECTIVE SPENDS  
ON EACH CASE:     No    

HOMICIDES:                     

ROBBERIES:                     

AUTO THEFT:                     

BURGLARY:                     

JUVENILE:                     

THEFTS:                     

SEXUAL ASSAULTS:                     

ASSAULTS:                     

THEFTS:                     

FORGERY:

MANAGING CRIMINAL INVESTIGATIONS  
TELEPHONE SURVEY

NAME OF DEPARTMENT: Abilene Police Department  
NAME OF OFFICER: Sgt. Spohn  
POPULATION OF CITY: 110,000  
SIZE OF DEPARTMENT: 203  
SWORN OFFICERS: 158  
CIVILIAN PERSONNEL: 45  
DETECTIVES: 70  
DETECTIVE  
SUPERVISORS: 8  
DEPUTY CHIEF: 1  
CAPTAIN: 1  
LIEUTENANT: 1  
SERGEANT: 5

DO YOU HAVE INDIVIDUAL DETECTIVES ASSIGNED TO WORK:

HOMICIDE: <u>No</u>	COURT LIAISON: <u>No</u>
ROBBERY: <u>No</u>	NARCOTICS: <u>Yes</u>
BURGLARY: <u>No</u>	INTELLIGENCE: <u>No</u>
AUTO THEFT: <u>No</u>	CRIME ANALYSIS: <u>Yes</u>
JUVENILE: <u>Yes</u>	FORGERY: <u>Yes</u>
PAWN SHOPS: <u>Yes</u>	

THEREFORE YOUR DIVISION WORKS ON:

GENERAL ASSIGNMENT: <u>X</u>	SPECIALIZED: <u>X</u>
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DO YOUR INDIVIDUAL DETECTIVES FILE THEIR OWN CASES? Yes

WHO FILES PATROL'S CASES? Supervisors

HOW ARE CASES ASSIGNED:

SOLVABILITY FACTOR: <u>X</u>	ALL CASES: _____	OTHER: _____
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IF BY SOLVABILITY FACTOR, WHAT DO YOU DO WITH THE CASES THAT  
DO NOT MEET SOLVABILITY FACTOR:

GIVEN OUT FOR INFORMATION:       X      

CLERK CALLS VICTIM:                     

LETTER MAILED:                     

OTHER:                     

NUMBER OF CASES CARRIED BY EACH DETECTIVE PER MONTH:       30      

HOW OFTEN DOES A SUPERVISOR REVIEW ASSIGNED CASES:

WEEKLY:       X      

MONTHLY:                     

OTHER:                     

HOW DOES A CASE COME INTO THE ISB SYSTEM: All cases go to ISB box to  
the supervisors

WHO GETS IT FIRST:

DETECTIVE:                     

SERGEANT:       X      

LIEUTENANT:                     

DEPUTY CHIEF:                     

WHO PUTS THE CASE TOGETHER:

ASSIGNED DETECTIVE:       X      

DETECTIVE SERGEANT:                     

RECORDS DIVISION:                     

HOW DOES DETECTIVE CREATE HIS REPORTS:

DICTAPHONE:       X      

COMPUTER:                     

TYPEWRITER:                     

WHAT TYPE OF MANAGEMENT REPORTS ARE MADE ON THE DETECTIVE:

NUMBER OF CASES:       X      

NUMBER OF ARREST:       X      

CLEARANCE RATE:       X      

PROPERTY RECOVERED:       X

DO YOU KEEP A WORK LOAD STUDY ON:

EACH DETECTIVE:     X    

FOR DIVISION:                     

DO YOU HAVE A BREAK DOWN ON NUMBER OF HOURS A DETECTIVE SPENDS  
ON EACH CASE:     No, tried but didn't work    

HOMICIDES:                     

ROBBERIES:                     

AUTO THEFT:                     

BURGLARY:                     

JUVENILE:                     

THEFTS:                     

SEXUAL ASSAULTS:                     

ASSAULTS:                     

THEFTS:                     

FORGERY:

MANAGING CRIMINAL INVESTIGATIONS  
TELEPHONE SURVEY

NAME OF DEPARTMENT: Plano Police Department  
NAME OF OFFICER: Lt. Mock  
POPULATION OF CITY: 125,000  
SIZE OF DEPARTMENT: 230  
SWORN OFFICERS: 156  
CIVILIAN PERSONNEL: 74  
DETECTIVES: 26  
DETECTIVE  
SUPERVISORS: 6  
DEPUTY CHIEF: 0  
CAPTAIN: 1  
LIEUTENANT: 1  
SERGEANT: 4

DO YOU HAVE INDIVIDUAL DETECTIVES ASSIGNED TO WORK:

HOMICIDE: <u>Yes</u>	COURT LIAISON: <u>No</u>
ROBBERY: <u>No</u>	NARCOTICS: <u>Yes</u>
BURGLARY: <u>Yes</u>	INTELLIGENCE: <u>No</u>
AUTO THEFT: <u>Yes</u>	CRIME ANALYSIS: <u>Civilian</u>
JUVENILE: <u>Yes</u>	FORGERY: <u>Yes</u>
PAWN SHOPS: <u>No</u>	

THEREFORE YOUR DIVISION WORKS ON:

GENERAL  
ASSIGNMENT: X SPECIALIZED: X

DO YOUR INDIVIDUAL DETECTIVES FILE THEIR OWN CASES? Yes, goes to legal advisor

WHO FILES PATROL'S CASES? Legal Advisor

HOW ARE CASES ASSIGNED:

SOLVABILITY  
FACTOR: X ALL CASES: \_\_\_\_\_ OTHER: \_\_\_\_\_

IF BY SOLVABILITY FACTOR, WHAT DO YOU DO WITH THE CASES THAT  
DO NOT MEET SOLVABILITY FACTOR:

GIVEN OUT FOR INFORMATION: \_\_\_\_\_

CLERK CALLS VICTIM: \_\_\_\_\_

LETTER MAILED: \_\_\_\_\_

OTHER: Civilian advisor handles all the reports

NUMBER OF CASES CARRIED BY EACH DETECTIVE PER MONTH: 30

HOW OFTEN DOES A SUPERVISOR REVIEW ASSIGNED CASES:

WEEKLY: \_\_\_\_\_

MONTHLY: X

OTHER: \_\_\_\_\_

HOW DOES A CASE COME INTO THE ISB SYSTEM: From Records Section

WHO GETS IT FIRST:

DETECTIVE: \_\_\_\_\_

SERGEANT: X

LIEUTENANT: \_\_\_\_\_

DEPUTY CHIEF: \_\_\_\_\_

WHO PUTS THE CASE TOGETHER:

ASSIGNED DETECTIVE: \_\_\_\_\_

DETECTIVE SERGEANT: \_\_\_\_\_

RECORDS DIVISION: X

HOW DOES DETECTIVE CREATE HIS REPORTS:

DICTAPHONE: X

COMPUTER: \_\_\_\_\_

TYPEWRITER: \_\_\_\_\_

WHAT TYPE OF MANAGEMENT REPORTS ARE MADE ON THE DETECTIVE:

NUMBER OF CASES: X

NUMBER OF ARREST: X

CLEARANCE RATE: X

PROPERTY RECOVERED: X

DO YOU KEEP A WORK LOAD STUDY ON:

EACH DETECTIVE:   X  

FOR DIVISION:                     

DO YOU HAVE A BREAK DOWN ON NUMBER OF HOURS A DETECTIVE SPENDS  
ON EACH CASE:   No  

HOMICIDES:                     

ROBBERIES:                     

AUTO THEFT:                     

BURGLARY:                     

JUVENILE:                     

THEFTS:                     

SEXUAL ASSAULTS:                     

ASSAULTS:                     

THEFTS:                     

FORGERY: