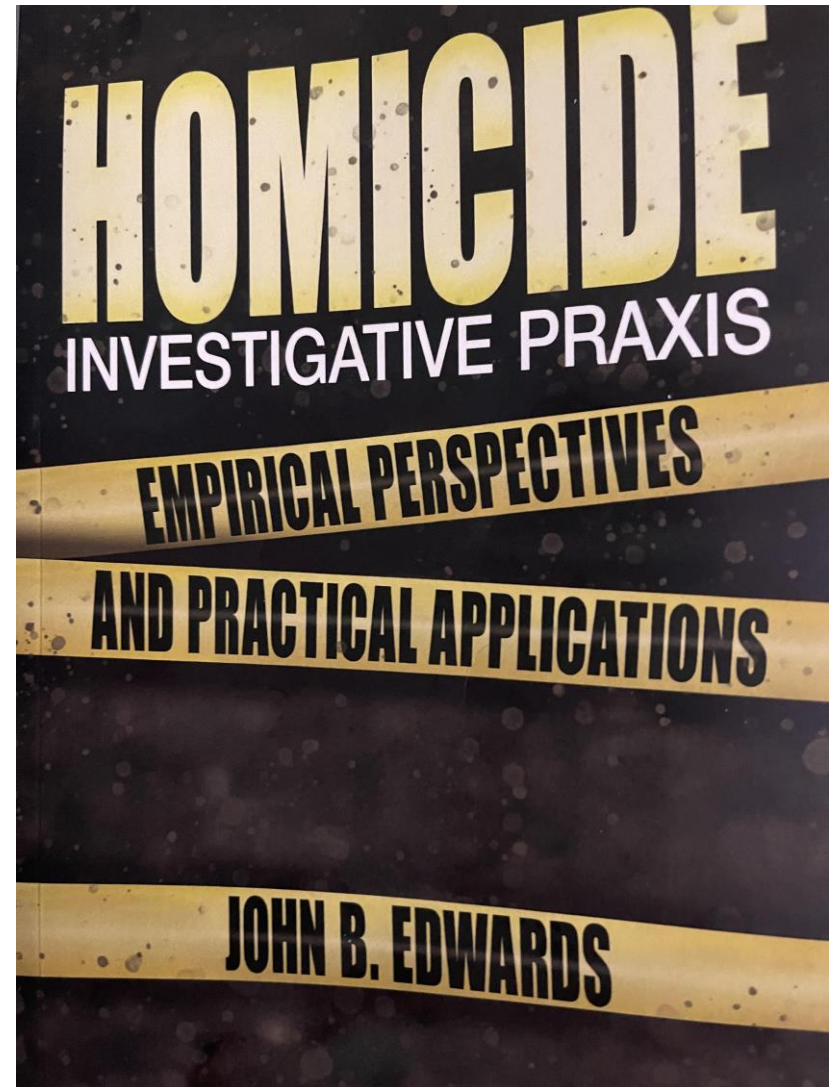




PEACE OFFICERS ASSOCIATION OF GEORGIA

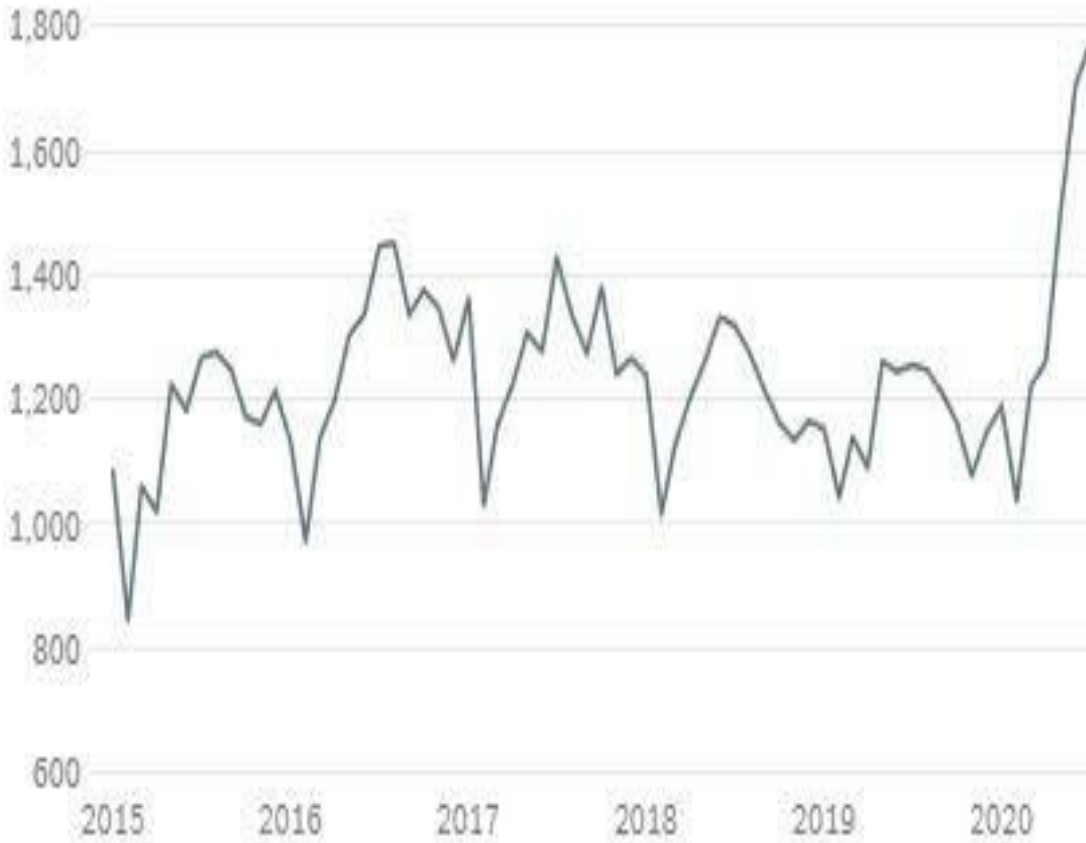
Proudly Representing Georgia's Peace Officers

***Best Practices
for Executives
that Lead to
Clearances of
Homicide
Cases***



A Big Rise in the Summer of 2020

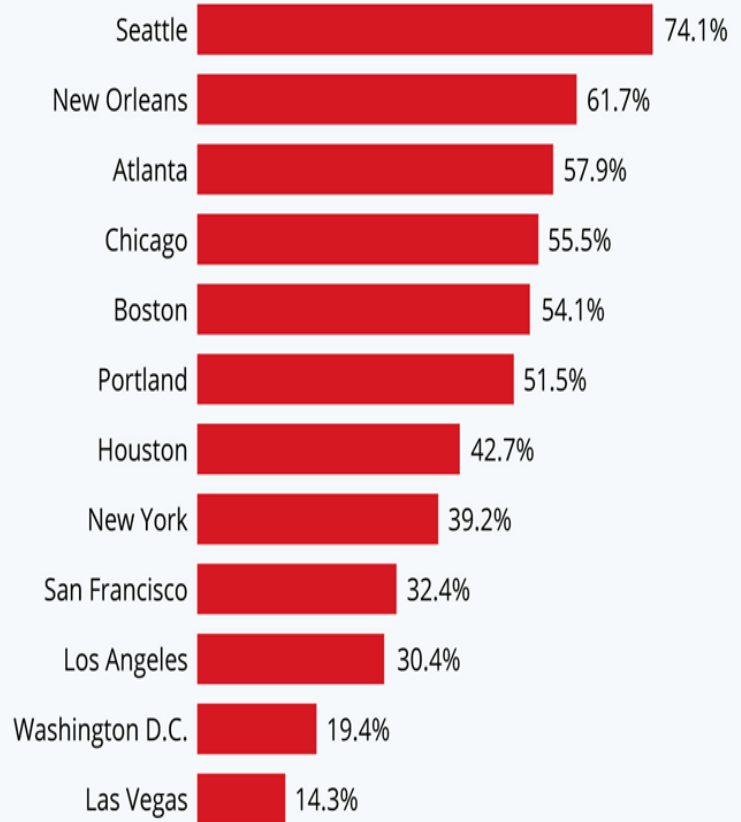
Murders per month from 2015 to 2020.



Supplementary homicide report
Source: F.B.I. • By The New York Times

2020 Saw Unprecedented Murder Spike In Major U.S. Cities

Percentage change in homicides in selected U.S. cities between 2019 and 2020



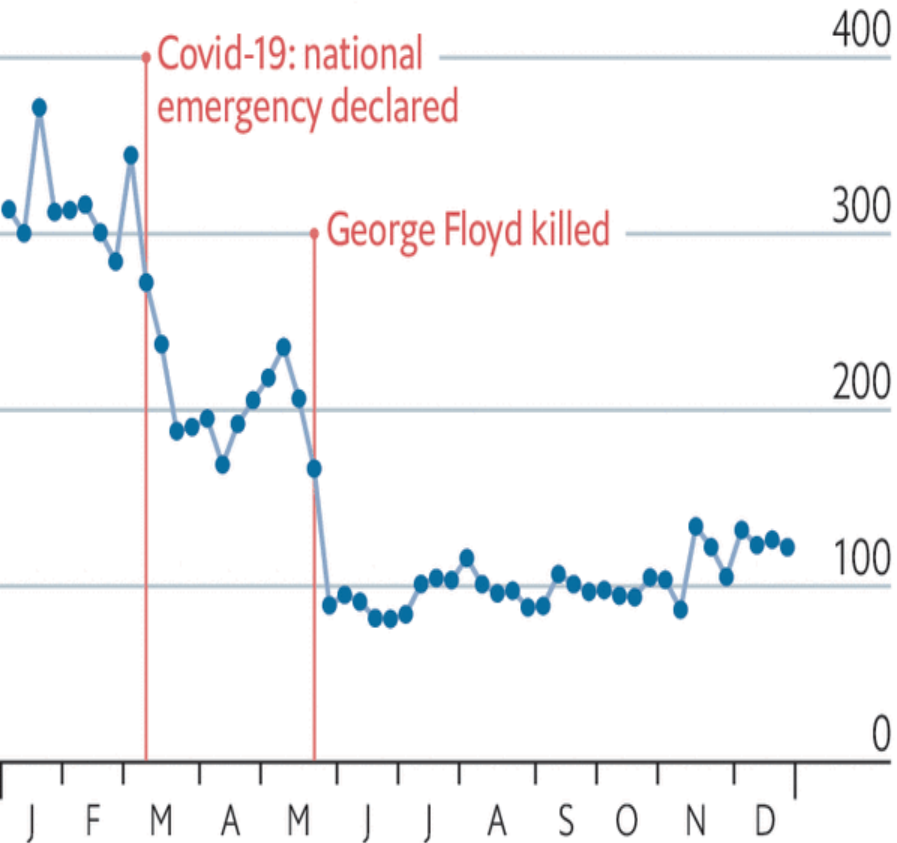
Source: Jeff Asher



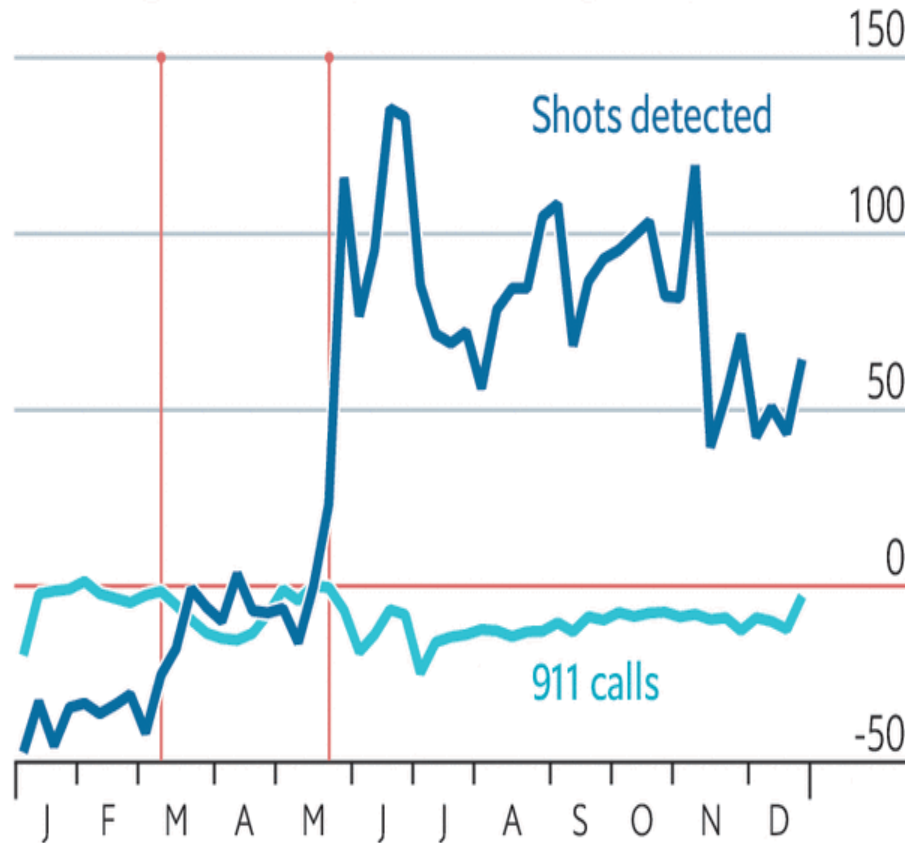
Trust fall

United States*, 2020

Number of 911 calls per shot detected



% change on week prior to George Floyd's death



*Baltimore, Cincinnati, Washington DC, Milwaukee, Minneapolis, New York, Richmond (California) and San Diego

Source: "Police violence reduces civilian cooperation and engagement with law enforcement", by D. Ang et al., September 2021



FACT SHEET: GEORGE FLOYD JUSTICE IN POLICING ACT OF 2020

The George Floyd Justice in Policing Act is the first-ever bold, comprehensive approach to hold police accountable, end racial profiling, change the culture of law enforcement, empower our communities, and build trust between law enforcement and our communities by addressing systemic racism and bias to help save lives. The Justice in Policing Act would: 1) establish a national standard for the operation of police departments; 2) mandate data collection on police encounters; 3) reprogram existing funds to invest in transformative community-based policing programs; and 4) streamline federal law to prosecute excessive force and establish independent prosecutors for police investigations.

U.S. Department of Justice
Office of Community-Oriented Policing Services

Crime Prevention Research Review

No. 2
Police Enforcement Strategies to Prevent Crime in Hot Spot Areas

Anthony A. Braga, Ph.D.
Program in Criminal Justice Policy and Management
John F. Kennedy School of Government, Harvard University

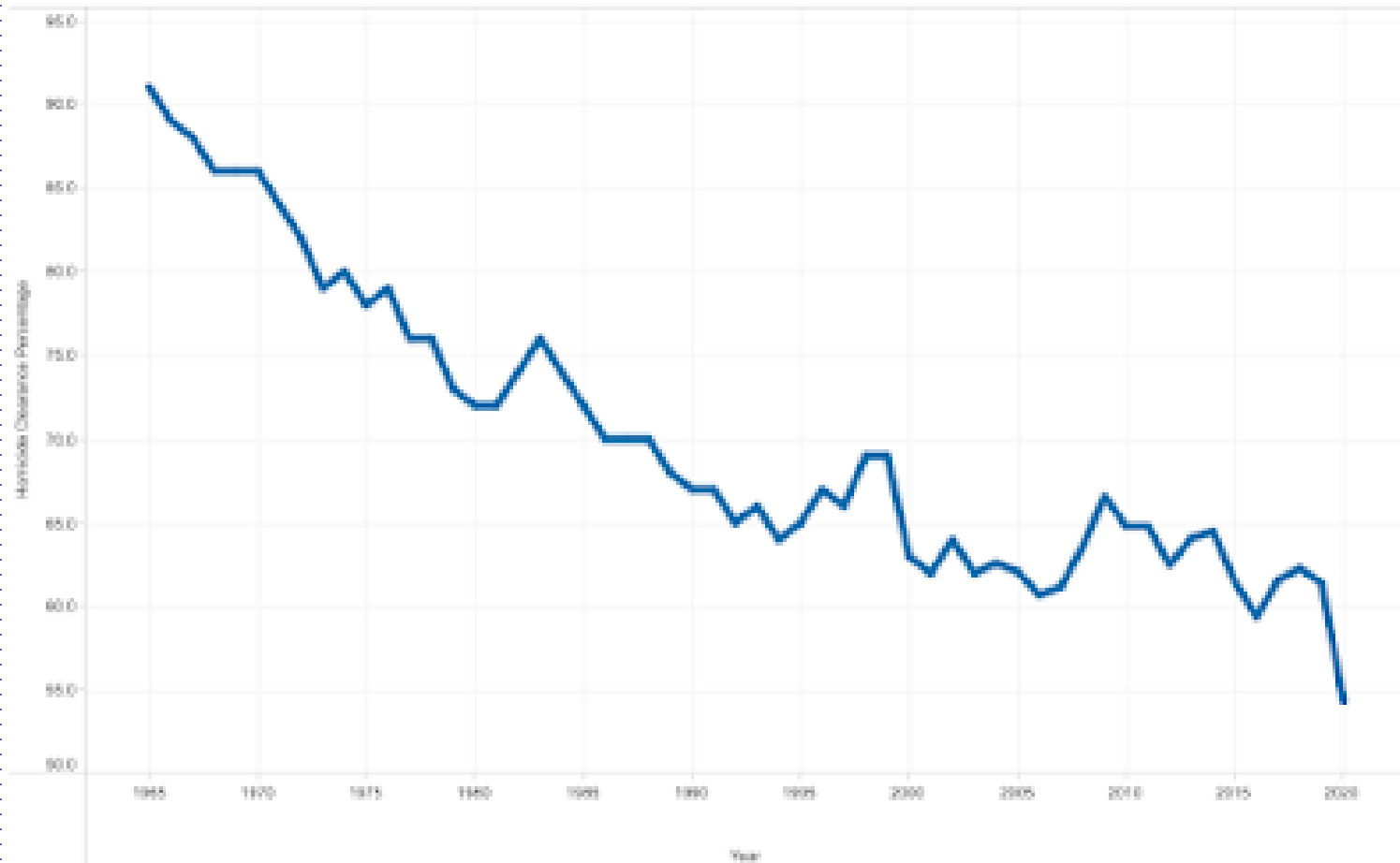
The Campbell Collaborative
The Campbell Collaborative
Crime and Justice Group

WHY THEY ARE LEAVING

Hordes Of Demoralized Police Officers Are Quitting Their Jobs. And America's Streets Are Less Safe As A Result

America's Declining Homicide Clearance Rates 1965-2020

Source: FBI's Criminal Justice Information Services (CJIS)



National Institute of Justice (N.I.J.) 2019

- An estimated 242,000 unresolved homicides occurred in the United States from 1980 to 2016
- Overall, roughly 40 percent of the homicides in the United States are unsolved
- The clearance rate for homicides plunged from 78.3 percent in 1975 to 59.4 percent in 2016
- From all indications, the decline will continue
- Counting all crimes of violence, the numbers are even more daunting: less than half of violent crimes are cleared by law enforcement each year

WHY?

Two Huge Cultural Components: The ongoing development of Work Ethic AND:

“ACUMEN”

- Keeness and depth of perception, discernment, or discrimination especially in practical matters
- The ability to make good judgments and quick decisions, typically in a particular domain.

❑ Developed by domain specific study and practical experience

Understands the concepts of risk, cost versus benefit, develops strategy, cast vision and implements tactics



“

We should be ready to accept whatever outcome we get, but not before we've shaken every last tree

”

Two Seminal Quotes to Reflect upon

First: *"Do it right the first time. You only get one chance."*

Second: *"Remember, we work for God."*

-- Vernon J. Geberth, 1980

-- Vernon J. Geberth, 1980

Optimum Organizational Performance in Homicide Investigation

The three-legged stool analogy

(Edwards, 2021)

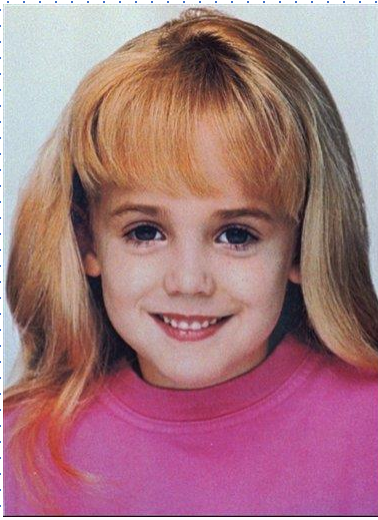
- **Culture** (Emergence of leadership by the investigator, shared understandings and behavior of investigators)
- **Stakeholder Management** (Relationships developed and managed by lead investigator and other investigators)
- **Proactively Managing the Operational Realities** (The investigators and others acumen regarding homicide cases)

Key Points

- Agency response (time and management)
- Investigators acumen
- Agency support and resources
- Case management (first 48hrs)
- On-going communication and coordination outreach
- Digging and networking in concert with the case context (leverage of technologies in the case)
- Stakeholder management (internal and external)
- Environment and demographics matter

Structures  Functions  Processes

Case Study



The Failure

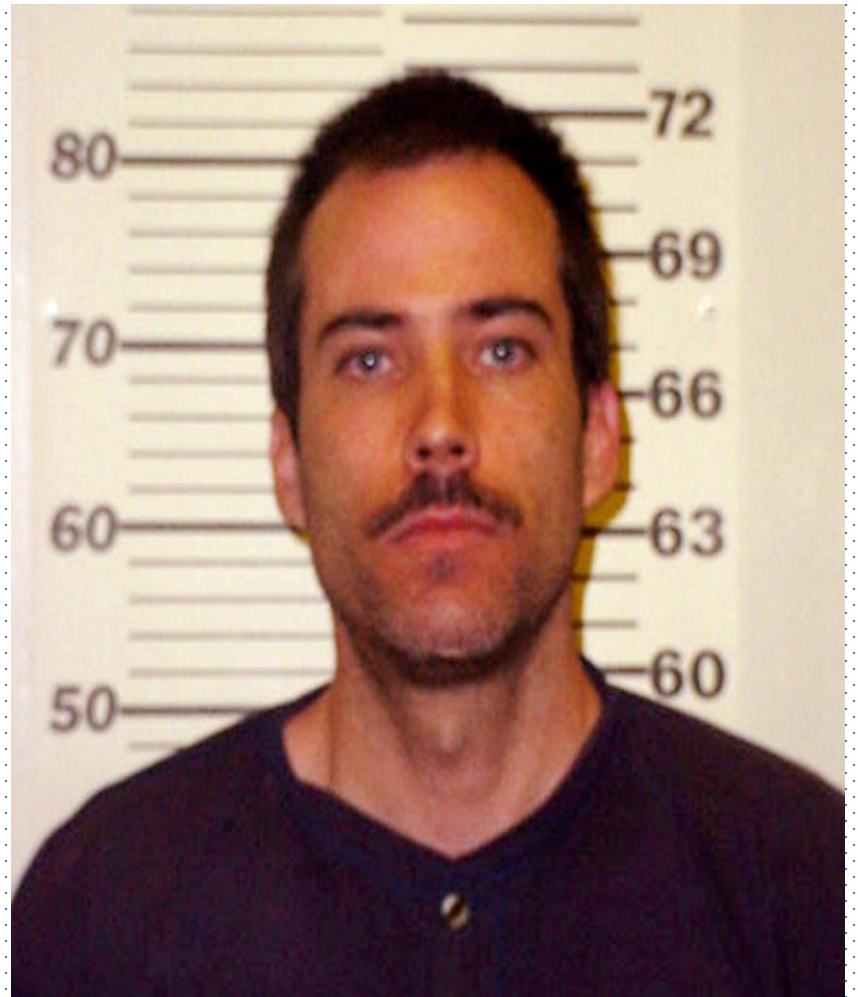
- Initial responders did not recognize issues afoot.
- Proper investigative measures not taken.
- Resources too little too late.
- Absolute failure in case management, stakeholders, and media management.

Both cases happened during the Christmas holidays with affluent families.



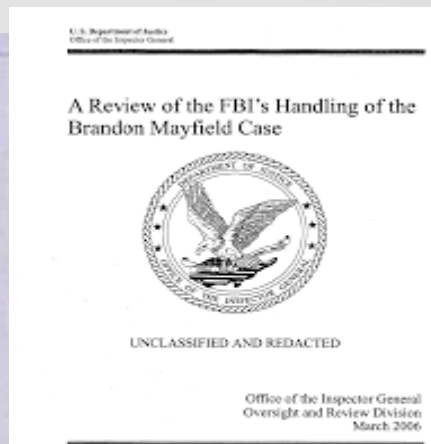
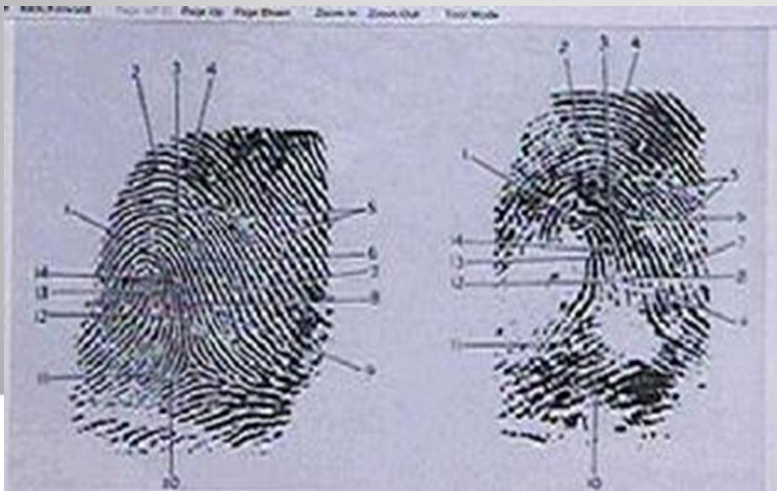
The Success

- Initial responders recognized issues afoot.
- Proper investigative measures taken and followed upon.
- Resources dedicated.
- Exemplary case, stakeholder, and media management.

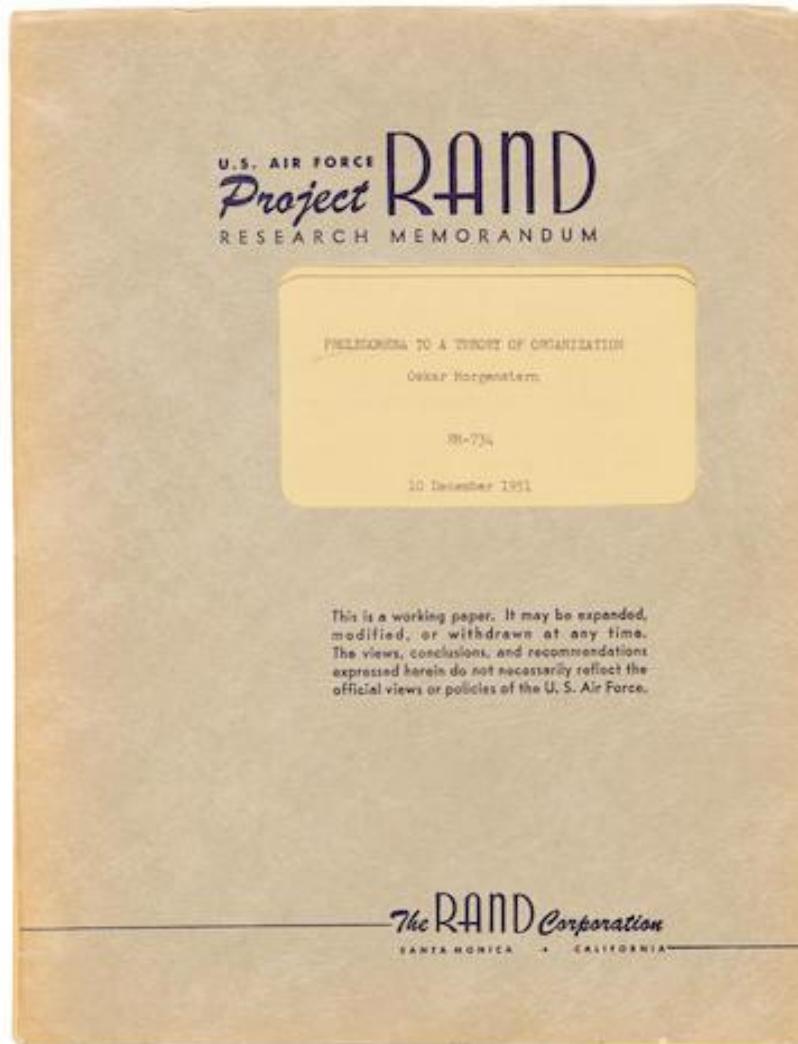


Brandon Mayfield Case

- Over confidence
- Knowledge of the case tainting analysis
- Pressure of high profile case
- Confirmatory bias: experts knowing of what the previous expert found; knowledge of details of the case; knowledge of Muslim religion of suspect



Late 70's Research



Contemporary Research

- Specific to the operational realities of homicide investigations.
- Focus on “what is done, how its done, the way its done, and finally, what was not done.”

In the following studies, look for the “common themes” that reoccur regarding investigative strategies, tactics, and operations

Recent Empirical Points

- Homicides committed with knives or cutting instruments are more likely to be solved, while the contrary holds for firearms and gunshots.
 - Detailed analyses on a sample of states revealed the negative relationship between Black victims and cleared homicides
 - Concerning the agency-level dimension, the concomitance of another homicide investigation by the same agency in the same jurisdiction in the same month decreases the likelihood of solved homicides, with some residual exceptions
 - This finding might reflect excessive burden and workload, especially for small agencies that do not investigate homicides frequently
- Campedelli, (2022)

PERF and COPS Research, 2007

Promoting effective homicide investigations

Found three (3) important categories regarding homicide case clearances:

▪ ***Initial response***

- The first officer on the scene immediately notifies the homicide unit, ME, and lab
- The area is secured, and attempts are made to identify primary witnesses
- The lead detective arrives within 30 minutes after being notified

▪ ***Actions of detectives***

- The assignment of three or four detectives instead one or two
- The detectives took detail notes
- The detectives followed up on all information supplied by witnesses
- At least one detective assigned to the case attended the autopsy

■ ***Other police responses***

- Computer checks were done using local CJ information on any suspect or gun found
- An initial witness interviewed at the crime scene provided valuable evidence about case circumstances, motive, identification of a suspect, or location of a suspect
- Witnesses, friends, acquaintances, or neighbors that were interviewed and provided important information
- ME provided important information
- The attending doctor and medical staff were interviewed and gave important information
- Confidential informant providing information

Agency Policy Issues

- Selection and training of investigative personnel
- Rotation policies
- Detectives overtime and schedules
- Take home cars
- Crime analysis staff

An Exploratory Analysis of Factors Affecting Homicide Investigations

Examining the Dynamics of Murder Clearance Rates
Keel, Jarvis, & Muirhead, (2009).

- **Five key dimensions of homicide investigative practices and policies examined:**
 - Management practices
 - Investigative procedures
 - Analytical methods
 - Demographics of the population served
 - Political influences

Management and Resources

- Successful case clearance is likely affected by the resources available to investigate such offenses
- Police response times and the number of detectives responding to the homicide are important police resource variables for understanding murder clearances
- Although these are both organizational and operational variables, they are also a function of the personnel and other resources a law enforcement agency may have available to respond to reported homicides.

Investigative Procedures

- The available literature and practice have long been devoted to the practical notion that investigative procedures matter most
- Although different aspects of investigative strategy have often been examined, perhaps the most paramount areas examined include, but are not limited to:
 - The availability of witnesses and effective investigation of the information they provide
 - Determination of any relationship between the victim and offender
 - Detective experience and volume of cases
 - Weapon use
 - Circumstances and motives

Analytical Processes

- Although somewhat related to investigative procedure, this area concerns the use of technology and analytical tools and methods for supporting investigative decision making
- Crime analytic technologies and methods are typical of this discussion
- Applications such as DNA collection and analysis, blood spatter analysis, polygraph, and other forensic tools but also the extent to which these are available and used to solve cases on a day-to-day basis
- Significant effects of relational database usage, computer checks, and the use of forensic tools on case clearance

Contextual and Demographic Factors

- Within the homicide clearance literature, chief among these examinations is policing strategies relative to victim demographics
- This notion that police devalue victims of certain demographics when investigating criminal complaints
- This is often expressed as victims from lower social strata receive less law (less clearances) than that of higher social strata (*literature goes both ways*)
- Other demographic influences sometimes thought to influence case clearance include the size of the department
- The number of officers in the department devoted to homicide investigations, and the region of the country

Political Influences

- In terms of case clearances, political influences include, but are not limited to:
- Coordination and collaboration with prosecutors, managing relationships with medical examiners or coroners, relationship dynamics with lab personnel examining forensic evidence
- Interaction and oversight by city or town councils or mayors, and organizational politics within the police agency itself
- Political dynamics emanating from “the media, local political figures, and prosecuting attorneys exercise significant impact on police practice and procedures, investigative decision-making, and even fluctuation in murder clearance rates”

Findings:

- Management of homicide detective units is a delicate balance of oversight and accountability that must provide adequate latitude for detectives to pursue their investigations
- Development and use of analytical methods are important and can increase homicide clearances
- Formal training of homicide detectives can substantially increase agency performance as gauged by homicide clearance rates
- Any investigation must rely on not only the cooperation of others in the criminal justice system but also, and perhaps more importantly, the willingness of the individuals to assist the police in protecting the community
- The findings in this research show significant effects of community demographics on homicide clearances that underscores this point
- Police supervisors, commanders, and detectives overwhelmingly point to public cooperation as a key element in successful homicide investigations

Effective Police Homicide Investigations: *Evidence from Seven Cities with High Clearance Rates*

Carter, D. L. & Carter, J. G. (2015).

- Identify best practices in homicide investigations that will result in an increase in quality homicide investigations and homicide clearances
- Identify investigative practices that were consistent across multiple agencies (this adds validity and reliability)
- Identify critical factors in the first 48 hours of the investigation that lead to a clearance

Agencies selected had a clearance rate of 80 percent or higher

- Baltimore County, Maryland Police Department
- Denver, Colorado, Police Department
- Houston, Texas, Police Department
- Jacksonville, Florida, Sheriff's Office
- Richmond, Virginia, Police Department
- Sacramento County, California, Sheriff's Department
- San Diego, California, Police Department

Roughly 90 specific tasks were identified to be performed in the first 48 hours—including many persons, not just homicide investigators

Keys are:

- Timeliness
- Documentation
- Communication
- Coordination of effort

The first 48 hours after the report of a homicide are critical to clearing the homicide because:

- Evidence is present and has experienced minimal degradation
- Witnesses are more easily identified
- Witness recollections are clearest and less likely to be distorted
- The suspect is likely to still be within a reasonable proximity

What can be done in the first 48 hours to maximize the impact of these factors?

- The study identified three distinct time intervals in the first 48 hours that have a somewhat different purpose
- Tasks in each time interval are directed toward each interval's purpose

Effective Police Homicide Investigations: Evidence from Seven Cities with High Clearance Rates

Carter, D. L. & Carter, J. G. (2015).

- Re-examine the role of the homicide investigator and the methodology of homicide investigations.
- Many proven investigation techniques will still apply but through a different paradigm to make them more effective with new insight about the application of the technique
- In addition, new techniques and a new organizational philosophy of homicide investigations may help increase the effectiveness of these inquiries – and thus is the focus of the present research

- Collective evidence lends support to the notion that police treat investigations of homicide equally – that is, overall police use comparable diligence in all homicide investigations
- However, the equitable application of due diligence by police to solve homicides does not inform how police actually clear such incidents
- Homicide is the offense type most likely to be influenced by available resources to investigate

Extant research has identified two sets of factors that influence the effectiveness of police to clear homicides

- The first set are physical attributes of the homicide incident such as the availability of physical evidence resulting from the incident and the method (i.e. firearm or knife) of committing the homicide
- More salient to the current study is the second set of factors that can be attributed to the community in which the homicide incident occurred
- Research has demonstrated that successful homicide investigations rely on information from witnesses to the crime as well as information from other witnesses and citizens who reside in the crime area that can inform detectives about victims and potential violators

- The second set of factors that can be attributed to the community in which the homicide incident occurred
- Research has demonstrated that successful homicide investigations rely on information from witnesses to the crime as well as information from other witnesses and citizens who reside in the crime area that can inform detectives about victims and potential violators
- However, witnesses may be less likely to cooperate with a police investigation for fear of retaliation or a lack of trust in the police
- Police can build trust with citizens, reinforce legitimacy, and reduce fear of crime generally, and retaliation specifically, through an effective community policing approach

- An intelligence and crime analytic capability, coupled with existing analytic methods commonly found within forensics (i.e., DNA testing and blood spatter patterns), has been found to improve homicide clearance rates

Strategic Issues

- Adequate staffing requires a sufficient number of investigators to rapidly respond to immediate callouts when a homicide is discovered and to adequately conduct the crime scene and follow-up investigations
- The lead investigator typically has a number of responsibilities on a case that other investigators do not
- These include managing the information flow and the case file, briefing supervisors and commanders on the status of cases, meetings with the District Attorney's office on the investigation, meetings with the medical examiner, meetings with forensic analysts, as well as a wide array of other case management responsibilities.

Staff scheduling

- Scheduling of investigators should be based on crime analysis to have investigators readily available at peak times for a faster start to the investigation
- Analytic-based scheduling can make the investigation more robust – particularly in those critical initial hours of the response

Training and professional development

- Optimum training and preparation for the position of homicide investigator is a minimum of three years as a patrol officer followed by at least two years as a detective with general investigative experience
- Upon selection as a homicide investigator the preferred process is to assign the new investigator to a seasoned detective for a field training process (or mentorship) of three months
- In addition, minimal training for the new investigator on death investigation, homicide crime scene investigation, and interviewing and interrogation is recommended

An effective foundation

- It is generally recognized that the critical time interval for identifying suspects, witnesses and evidence is the first 48 hours after a homicide is reported
- The findings suggest that the key issue was not “what” tasks were performed, but “how effectively” they were performed

The key elements of importance for a homicide investigation during the first 48 hours rests on four points:

- If the suspect has not been apprehended or killed at the scene, collect as much information as possible about the suspect's identity and behavior because of the likelihood that the suspect is still in a reasonable proximity and is moving away from the scene rather than hiding
- Identify and take statements from witnesses before they leave the area and cannot be located, while memories are more accurate and before witnesses can begin comparing observations or stories

- Identify and collect critical evidence for later analysis before the evidence is contaminated or lost
- Understand the motive and manner of death to provide direction for the investigation and interviews of suspects and witnesses
- These factors rely on a community who trusts and support the police and are therefore willing to talk with investigators and/or voluntarily provide information to the police
- If there is a barrier of distrust that precludes widespread substantive information gathering, the investigation will be limited
- This barrier even extends to anonymous tips.

Crime and intelligence analysis

- Use of an analyst can significantly support a successful homicide investigation
- The analyst tended to view the crime scene from a broader perspective, looking for causal elements – such as other offenders, known crime hot spot in the vicinity, environmental factors – that could provide more insight for both the investigator and for preventing future violence
- Analysis are also of utility for investigative support, ongoing threat definition, and/or pattern analysis of homicide trends

Equipment and resources

- Not surprisingly, successful investigations required the access to tools to facilitate the investigation
- According to the interviews, basic tools and resources include a cell phone, camera, digital recorder, rubber gloves, departmental take-home car (at least on days when the investigator is on call), laptop computer, interview room with audio and video recording, and access to computerized information systems (both governmental and commercial) that can aid in tracking suspects and witnesses
- Investigators consistently reported the value of not only having these basic resources but also having them readily available
- For example, if a homicide investigator was on call and did not have a take-home vehicle, the investigator would have to respond from home to the police station, pick up a car and then respond to the scene.

- Limited (or no) resources simply made the investigators' work more difficult, more time-consuming and less productive, particularly in those critical first hours after the response
- Beyond the productivity issues, the lack of equipment and resources also reduced morale and, in the eyes of investigators, de-valued their work
- The failure to provide investigators the minimal equipment and resources jeopardizes public safety and deprives victims of justice
- Beyond depriving investigators of the tools to perform their jobs effectively, this dysfunction sends a message, intended or not, to investigators from administrators that their work and responsibilities are not valued.

Tactical Issues

- Understanding the character of homicides
- An important analytic question is, “What is the nature of homicides in the jurisdiction?”
- The answer should indicate if there is a notable criminogenic trend of homicides within the community that is accounting for a disproportionate number of deaths
- The most common examples are gang-related homicides and drug-related homicides
- Understanding the unique characteristics of these homicide patterns can contribute to both an increase in homicide clearance rates and the prevention of future of homicides

- Investigative resources from gang and drug enforcement units can provide invaluable insight for narrowing the focus of suspects as well as to gain additional information from their criminal informants. Working as a team expedites a successful investigation

Patrol and uniformed officers

- In successful agencies the first responding uniformed officers were trained to identify, detain and conduct a preliminary interview of suspects and witnesses; they identified and protected forensic evidence and often performed a neighborhood canvass, often before the homicide investigators arrived
- The importance of first responders being proactive – their actions essentially created a platform of information from which the Investigators launched their investigation

- Recognizing the importance of witnesses, this agency had patrol officers immediately interview witness on their patrol car video cameras to ensure more accurate statements and have a video record in case witnesses later changed their stories
- In the same agency, homicide investigators had prepared a “homicide callout checklist” which patrol officers used to guide their preliminary investigation and record all essential information. Each responding patrol officer completed the checklist and was debriefed by the Patrol Sergeant to clarify any issues
- The patrol sergeant would then meet with the homicide team on their arrival to brief the investigators and give them the checklists.

Crime Scene Investigators

- The need for both an effective and responsive forensic evidence capability has shown to be critical for successful homicide investigations and prosecutions
- The most successful homicide investigations have CSI personnel who are staffed on peak call shifts and have 25 homicide calls as their top response priority. Moreover, the relationship (and confidence in competence) between crime scene investigators and homicide investigators are also important ingredients for success
- When the same team of CSI's and homicide investigators were scheduled for the same days and shifts to ensure they worked together on every case. The investigators stated this significantly enhanced coordination and efficiency of the investigations.

Forensics laboratory

- The second element of successful forensic support for homicide investigations was to have an effective and responsive crime laboratory
- The lesson learned is that a competent well-equipped and well-staffed crime laboratory that is not responsive to investigators will have a limiting effect on homicide clearances
- Conversely, a crime laboratory that is “customer driven” and views itself as part of the investigation team – rather than an independent agency – can be an important factor for both the investigation and the trial.

Team approach

- Evidence-based approach to investigations requires diverse sources of information and expertise
- Investigators realized that homicides which were linked to other types of criminal activity – most notably drug trafficking and gangs – could be more effectively investigated by using the knowledge and informants of other units
- As such, these agencies tended to use a team approach to investigations
- The most successful homicide investigators realized the value provided in a team approach to investigations and practiced it regularly

Working with external agencies

- Much like the traditional reluctance to work with other units within the law enforcement agency, historically homicide investigators resisted working with outside agencies – the investigators seemed to view it as a matter of professional pride that they were able to solve the crimes
- While there is a role for pride in one's work, the greater good is served by utilizing all resources necessary to clear a homicide for both justice and public safety
- The critical factor learned was that when working with specialized law enforcement agencies, (State and federal) corrections organizations (Probation and Parole) and contiguous law enforcement agencies, the probability of clearing a homicide notably increased.

Fugitive squads

- These units conducted extensive surveillance, worked criminal informants, monitored social media, searched a wide array of commercial and law enforcement data bases and networked with other agencies to locate people
- These units, which would search for both suspects and reluctant witnesses, were surprisingly successful and were relied on heavily by homicide investigators
- This left investigators more time for case development and case management

District or prosecuting attorney

- Prosecuting attorneys view the investigation process somewhat differently than investigators. While investigators seek information to identify and apprehend the offender, prosecutors seek information that can identify, apprehend, and convict the offender
- Prosecutors as well as investigators, both consistently complained about the competence of the other
- When the investigators and prosecutors have an open, functional relationship. The consequence is not only an increase in clearances but also increased successful prosecutions

Medical examiner

- Understanding the causes and circumstances of death is a key component in the investigation process. The greatest successes show that this is enhanced when there is close direct communications between homicide investigators and the medical examiner's office
- The lead homicide investigator always present during the victim's autopsy and able to not only discuss the autopsy results but ask specific questions during the autopsy helped direct certain aspects of the examination
- Investigators agreed that this was a critical component in the investigation.

- Without a close and cooperative information sharing relationship with the medical examiner's office, the investigators can miss important clues to direct the investigation

Victim-witness advocate

- Historically, homicide investigators have had limited interaction with victim witness advocates, often limited to a referral
- Investigators worked closely with members of the victim's family to not only collect information for the investigation but to also help the family recover from the trauma of victimization. This increased the amount of information that was obtained from the family, often leading to faster arrest – families often had more information about offenders than they originally told police -- many times not knowing the information would be of value to the investigation
- An offshoot of this program was that there were fewer complaints from the victim's family about investigative and prosecutorial actions. One of the challenges to overcome was the re-socializing of investigators to have a community orientation – this was a different role for Investigators which did not evolve easily

Crime Stoppers and citizen tips

- All homicide investigators interviewed from all agencies agreed on the importance of tips from citizens to aid the investigation
- While the enthusiasm for Crime Stoppers varied among the agencies, all agreed that it was a positive resource for homicide investigations
- Once again, these agencies also tended to have generally strong community support which is an important factor in the value of Crime Stoppers.

Technology investigations and analysis

- Several agencies reported that when a homicide was reported, lead investigators routinely requested “data dumps” from the cell phone towers that overlap the crime scene while responding to the scene
- Investigators interviewed from these agencies consistently pointed to the value of digital evidence – and in particular information in cell phone towers – as an important part of many investigations

This research focuses on the capabilities of seven agencies with high homicide clearance rates to document their successful attributes

- At the outset of this research, intuition would suggest that large agencies would have higher clearance rates because they have more resources and experience investigating homicides
- While resources and experience are part of the equation in explaining homicide clearance rates, their substantive role is limited
- Why are some agencies more successful at clearing homicides than others?
- Based on the collective findings, the successful agencies had laid a solid foundation of community relationships and partnerships with other law enforcement agencies

- It was repeatedly emphasized by homicide investigators the importance of having solid community relationships, particularly through the use of community policing, to develop community-based trust during an investigation
- Similarly, they relied on contemporary developments in policing – such as the use of crime analysis and intelligence analysis – and developed an organizational ethos of working cooperatively
- The successfully agencies were more competent and had better capabilities
- Competence includes staffing, training and the development of contemporary expertise, such as collecting digital evidence
- Similarly, the agencies provided investigators with the resources and equipment needed to perform successful investigations

- One of the interesting facets of police culture found in the successful agencies was the reliance on patrol officers to perform a wide range of tasks associated with the investigation
- Importantly, in these agencies patrol officers were viewed as partners in the investigation
- Can effective investigative practices prevent homicides? The evidence suggests “yes” in some cases
- Effective investigations can eliminate repeat offenders and reduce the numbers of retaliation homicides
- While not the direct goal of homicide investigators, prevention can be an important artifact of a substantively strong investigation.

- For the homicide clearance rate to increase, the homicide unit needs to be adequately staffed with competent, qualifications-based investigators who are equipped with the tools to conduct an effective investigation
- it is important to have strong support and an open relationship with the community, throughout the law enforcement agency and with other law enforcement agencies in the region
- While these are easy principles to state, they are difficult to achieve because they require organizational and individual change for which there will always be some resistance to overcome

- Further findings indicated that the role of the homicide investigator has also changed. The investigator is no longer simply “digging for information”
- **Rather, the homicide investigator is increasingly becoming an information manager**
- Investigators reaching out to a wide range of people in the department, in the community and in the region as well as a wide range of data bases in order to link them together to identify and apprehend the suspect were successful
- A former homicide unit commander stated, to observe that, “It’s like the homicide unit is stuck in a time warp trying to solve a homicide only by ‘beating the pavement’ rather than networking. It’s a different world.”

NOTEWORTHY

- Departments examined for their high clearance rates demonstrated exceptional cooperation and collaboration with community members via the victim-witness advocate and crime tips initiatives

BJA and PERF Study 2018

- **Finding:** It is critical that police agencies implement a consistent, formal process for selecting patrol officers to become detectives, for assigning detectives to a homicide unit, and for selecting homicide supervisors
- An effective selection process will utilize standard, objective criteria for determining which candidates are the most qualified and committed.
- **Finding:** It is also critical that investigators — particularly those in a homicide unit — receive consistent, formal, and comprehensive investigations training. Training should be offered both to new and veteran investigators

BJA and PERF Study 2018

- **Finding:** In many police agencies, staffing and scheduling challenges can contribute to heavy caseloads for homicide detectives
- PERF has found that an increase in detective caseloads can be associated with a decline in individual clearance rates, as detectives find it difficult to thoroughly investigate, document, and follow up on open cases
- **Finding:** It is important to have mechanisms in place to ensure that detectives have the guidance and oversight they need to thoroughly and effectively investigate homicide cases
- This includes ensuring there is strong leadership within the homicide unit, establishing formal case planning and review processes, and implementing a system for objectively assessing and addressing detective performance.

Five Domains of a Homicide Case

Hawk & Dabney,(2019)

Our analysis of the clearance literature suggests the factors that predict homicide case closures operate within five substantive domains:

- Involved subjects
- Incident circumstances
- Case dynamics
- Ecological characteristics
- Investigator factors

Involved subjects

- Measures in the involved subject domain tap personal difference in victims and offenders and how their manifestation in the violent episode may drive case leads
- Victimology
- Suspectology

Incident circumstances

- Relational, spatiotemporal, and physical conditions that change how people interact
- Victim/offender relationship
- Motive

Case dynamics

- The case dynamics domain includes factors that police encounter once they become aware of a murder
- This line of inquiry has mostly considered the effects that evidence and crime scene location have on investigation outcomes
- Officer familiarity of an area can lead to better street-level connections that facilitate the generation of case leads
- Indeed, the importance of case dynamics may vary by neighborhood and investigator

Ecological characteristics

- There are varied structural geographies at the micro-place level (e.g., neighborhood)
- Differences in culture, resident demographics, collective efficacy, perceptions of the police, and crime rates shape policing efforts
- Despite the fact that the domain has been sparsely included in predictive models, variations in social disorganization (i.e., racial heterogeneity, poverty, mobility) and collective efficacy have been shown to significantly change homicide case outcomes

Investigator factors

- The skills, resources, and work routines of lead detectives that potentially affect case outcomes. Investigator-specific variations in workload, effort, experience, and techniques likely affect a detective's abilities to effectively complete tasks and thus change the odds of homicide case clearance

Police investigation procedures and tactics should be viewed as an important perspective in the homicide clearance literature

- Clearance was also due primarily to the work of patrol officers during the preliminary investigation, information provided by the public, and routine clerical processing
- The preliminary investigation is also a critical factor in clearance as this is the most important time for officers to locate and secure witnesses and collect key material evidence

What Factors Influence Whether Homicide Cases Are Solved?

Brookman, Maguire, & Maguire, (2019)

- The quality of homicide detectives can play a central role in whether homicides are investigated effectively
- These qualities included a robust work ethic alongside relevant experience, knowledge, and skills
- It was further emphasized that the quality of the work of patrol or uniformed officers—who often are the first to attend the scene of a homicide—is also potentially important to the outcome of an investigation

- The availability and effective use of resources is important, especially on “whodunit” or long-running enquiries
- Findings revealed that difficulties were sometimes encountered in assembling an appropriate team of officers to run the investigation effectively and that there were often difficulties in retaining detectives on a case for long enough
- Making best use of science and technology was also highlighted as a significant factor
- Despite major advances in science and technology, it was apparent that there were frequently challenges in using it to best effect

- The culture and attitudes of detectives (and other officers) could have an impact on case outcomes
- In particular, shared opinions about particular kinds of victims, suspects, and communities could influence not only levels of investigative commitment to particular cases
- Also, how detectives interacted with members of the community in question

- The most significant aspect of this is recognition of the importance to homicide investigations of good police–community relations — a theme familiar from broader debates about the vital part played by legitimacy in police effectiveness

Appreciating the importance of these “organizational” factors opens the door to more informed discussion of potential strategies to improve homicide investigation outcomes

High-performing agencies seem to have such characteristics

Wellford, Charles F., et al., (2019)

- Structured and active leadership that convey specific clearance goals and performance targets
- Investigative units that are held accountable by all levels of management
- Regular information sharing across all units including patrol
- Investigative units that are adequately resourced and operate with a team approach
- Specific training and required experience for all investigators and first-line investigative supervisors
- Detailed investigative policies
- A case management system for investigations

- Mandatory and regular formal case reviews
- Checklists for various aspects of the investigation
- Training for first-responders
- The use of a complete crime scene log system
- Strong support from intelligence, crime analysis, and digital support
- Effective victim witness program
- Strong community interactions generally for specific investigations

- One of the most important predictors of investigation success is the cooperation of witnesses to the crime
- The speed with which homicide detectives, evidence technicians, and medical examiners are notified and the time it takes them to arrive to the scene are also associated with clearance of the case

Pizarro, Terrill, & LoFaso, (2020)

Gang Homicide

- Gang homicide exhibited specific characteristics (violent nature, large potential scene and pool of suspects) and investigative challenges which made it different from other types of homicide
- Case complexity; requires the need for more resources; managing unwilling witnesses; managing media interest; and specific evidence challenges

Two characteristics of gang-related violence make these types of incidents amenable to spatial analysis:

- Gangs have a strong geographic/turf-based orientation
- There is a retaliatory structure to gang violence

- Gang related homicide is a consequential action that shapes intergroup relations, the product of dominance disputes that perpetuate murderous interactions over time
- In short, there is an order to gang murder evident in the social networks created through individual transactions that manifest themselves in the relations among and between actors

- Gangs sustain violent and criminal interactions, such as drug markets, smuggling rings, and terrorist activities, as well as other types of nonviolent interactions more generally, especially competition, conflict, and reciprocal exchange

Papachristos, (2009)

- Gang members have a higher tendency to commit drug crimes leading up to the homicide event

Adams & Pizarro, (2014)

Important differences between gang related and non-gang related homicides

- Difficulty in gang related homicides is establishing a link between the specific offender and the victim that will assist in clearing the homicide
- The level of cooperation provided by witnesses is typically less in gang related homicides, leaving investigators with few options in identifying a suspect
- Commonly, gang related homicides provide investigators with less to work with, which results in the need for more resources and time to gather the necessary evidence to recommend charges

- In gang related homicides, evidence is neither as readily available nor as easily accessible
- There are a variety of reasons for this, but chief among them are that a firearm is more commonly used as a method in gang related homicides and the nature of relationship between suspect and victim (Trussler, 2010; Roberts, 2007; Addington, 2006; Litwin, 2004; Puckett and Lundman, 2003; Regoeczi et al., 2000; Wellford and Cronin, 1999).
- There is simply less evidence and information available in gang related homicide cases
- This results in the need for additional resources to adequately investigate these cases.

Impact on Gangs after peer fatalities

Urbanik & Roks, (2021)

- Grief was a personal *and* communal experience which produced individualized *and* collective effects, including trauma
- Had immense collateral consequences that extended beyond victims, perpetrators, and other gang members, deeply impacting families, loved ones, and communities
- How gang members made sense of, experienced, and responded to peer fatality was intimately shaped by the specific street, social, economic, and political contexts in which they were situated
- **Social media was central to how participants processed and responded to peer fatality**

A Decade of Homicide Debriefs: What has been learned?

Brookman & Lloyd-Evans, (2015)

- The factors that contribute to successful or unsuccessful homicide investigations are multi-layered and a combination of individual, cultural and organizational factors
- **While some homicides are much more challenging to investigation than others, it is equally clear that there remains considerable scope to improve investigative practice and harness best practice and innovation**

Three (3) important and connected factors regarding homicide cases

Wellford, et al. (2019)

- Information about the case
- Investigative effort
- Organizational context

Most of the proposals made for improving police investigations can be grouped into four categories:

Eck & Rossmo,(2019)

- Model procedures
- Additional resources (personnel, forensics, information management)
- Improved relationships (internal and external)
- Better training

Organizational Context

Motive

- Motive for a homicide can be conceptualized in different disciplines from the psychological state, prosecutors' argument in law, and the police investigation
- Often, motive explains the suspects reasons for killing the victim involved
- Investigators establish motive as part of the theory of the crime
- It is used in the assessment of suspect identity and provides the context for the homicide

Homicide Event Motive Concept

Parker & McKinley, (2018)

- Given the complexity that is homicide, this conceptualization proposes that it is useful to think of motive in terms of a framework that involves not only the sole perspective of the offender, but also the victim and situational elements involved
- A homicide case may be described as a situation where “the quintessential convergence of offender, victim, and offense characteristics that define the situational context of homicide.”
- It takes a holistic view of the event to understand the way in which the different elements have all influenced and affected the motive for the homicide

Motive and Law

Motive is *“the moving course, the impulse, the desire that induces criminal action on the part of the accused.”*

State v. Willis (Missouri) 632 S.W.2d 63 (1982)

- A motive can be useful in combination with other evidence to prove that a person committed a crime, especially if the suspected perpetrator denies committing the crime
- **Proof of motive is not required** in a criminal prosecution. In determining the guilt of a criminal defendant, courts are generally not concerned with why the defendant committed the alleged crime, but whether the defendant committed the crime.

Victim Offender Relationships in Homicide

Decker, (1993)

- An important dimension of homicides is the relationship between victims and offenders
- Understanding variation in this relationship may help to explain the context and dynamics of homicide
- The motive in homicide interacts with the victim-offender relationship in important and unexpected ways

Key Points

- The interaction at the homicide of victims and suspects
- Previous interactions between victims and suspects
- Understanding the role of all actors present at the homicide
- Evaluating the finer distinctions in the victim-offender relationship
- Evaluate the important within-category (of victims and offenders) differences
- Understand the importance of disentangling the nature and the effect of the victim-offender relationship
- Place a priority on the need for ever-increasing specificity in defining this relationship

The Important Synthesis

Brookman, Jones, Williams, & Fraser, (2022)

Frank, (2015)

- Investigative homicide narratives are polyphonic and merge many “voices”
- Their construction is highly selective to enable a coherent and compelling story to be told
- Some of these voices come from witnesses or suspects
- Others come through the narrating of findings from Forensic Science and Technologies

Mosaicking

Innes, Brookman, & Jones, (2021)

- Mosaicking (a British term) describes how investigators blend and combine information, fact-finding, and evidence generated via different techniques and methods, to make sense of ‘who did what to whom and why?’
- Through processes of convergent and divergent mosaicking, detectives ‘lean’ on difference kinds of material to reinforce or connect key points of evidence

- **Convergent mosaicking:** occurs where different sources are used to make the same point, reinforcing each other
- **Divergent mosaicking:** by contrast, occurs where varied sources illuminate separate but linked claims that together help to fill out the case narrative
- A more complex and nuanced understanding of the interpretative work conducted by contemporary detectives given the array of forensics and technologies available

Concept of Mosaicking

To combine (distinct or disparate elements) to form a picture or pattern

- The ways different types of information interact with each other, and their use to support each other, and the frictions arising between them, are significant and intriguing issues in terms of comprehending detectives' knowledge work
- The concept of 'mosaicking' articulates the process regarding how different types of information, intelligence and evidence are blended together to form the case narrative that is constructed
- Officers engaged in especially complex forms of investigation, involving the evaluation of a multiplicity of physical, digital and informational artifacts

Mosaicking results in sense-making to support...

Three key moments in the investigative process:

- Developing the case theory(s)
- The incrimination and elimination of the suspect(s)
- Decisions to charge the suspect(s)

Investigators use framing in their sense-making of case fact patterns

Salet, (2017), Golman, (1975)

- **Frame:** practical principles for organization that foster “sense-making.” Defining a situation is built with frames to develop a “storyline”
- **Mis-frames:** errors from situations open to interpretations (ambiguity) *Often a result from vague, incomplete, or incorrect preliminary information*
- **De-framing:** breaking a frame that is found to be incorrect
- **Re-framing:** taking another perspective after de-framing to re-evaluate and find the correct point of view or interpretation in the context of the situation

The Emergent Process

Brookman, Jones, Williams, & Fraserd, (2022)

Frank, 2015

- [Early] narratives of homicides are co-constructed by a variety of actors, including detectives, scientists, and prosecutors
- They are told and re-told within the early investigation phase, as they are assembled, arranged, re-arranged, and shaped into one coherent, plausible narrative
- Actors' impressions, experiences, and expectations of what kind of homicide has been committed frame how they construct these emerging narratives

- Homicide investigators, forensics, ME, and others produce narratives that are combined through many voices in the interpretations of fact patterns specific to the case
- **Whose voices** are heard and how they are represented is a critical element of the narrative construction process
- To abandon one theory to reformulate another is an emerging process in the homicide case narrative

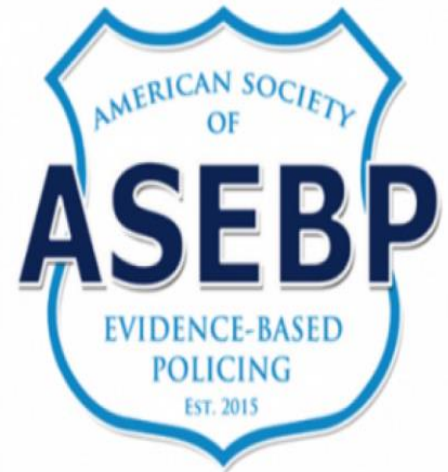
The broader empirical literature indicates that a combination of organizational policies, investigative effort and certain technologies can be promising in improving investigative outcomes even in cases deemed less solvable

Prince, Lum, & Koper, (2021)

Reflect upon what has been replicated in these studies. Investigative effort and organizational best practices do matter to clearing individual homicide cases

Progress happens when theories are tested, supported, and corrected by empirical evidence, especially when a theory proves to be useful.

---Dr. Rene Mitchell



“Develop multiple hypotheses — which will inevitably have varying levels of confidence or probability.

Hold these multiple coherent theories in your head at the same time.

Do not commit to any single possibility too early.

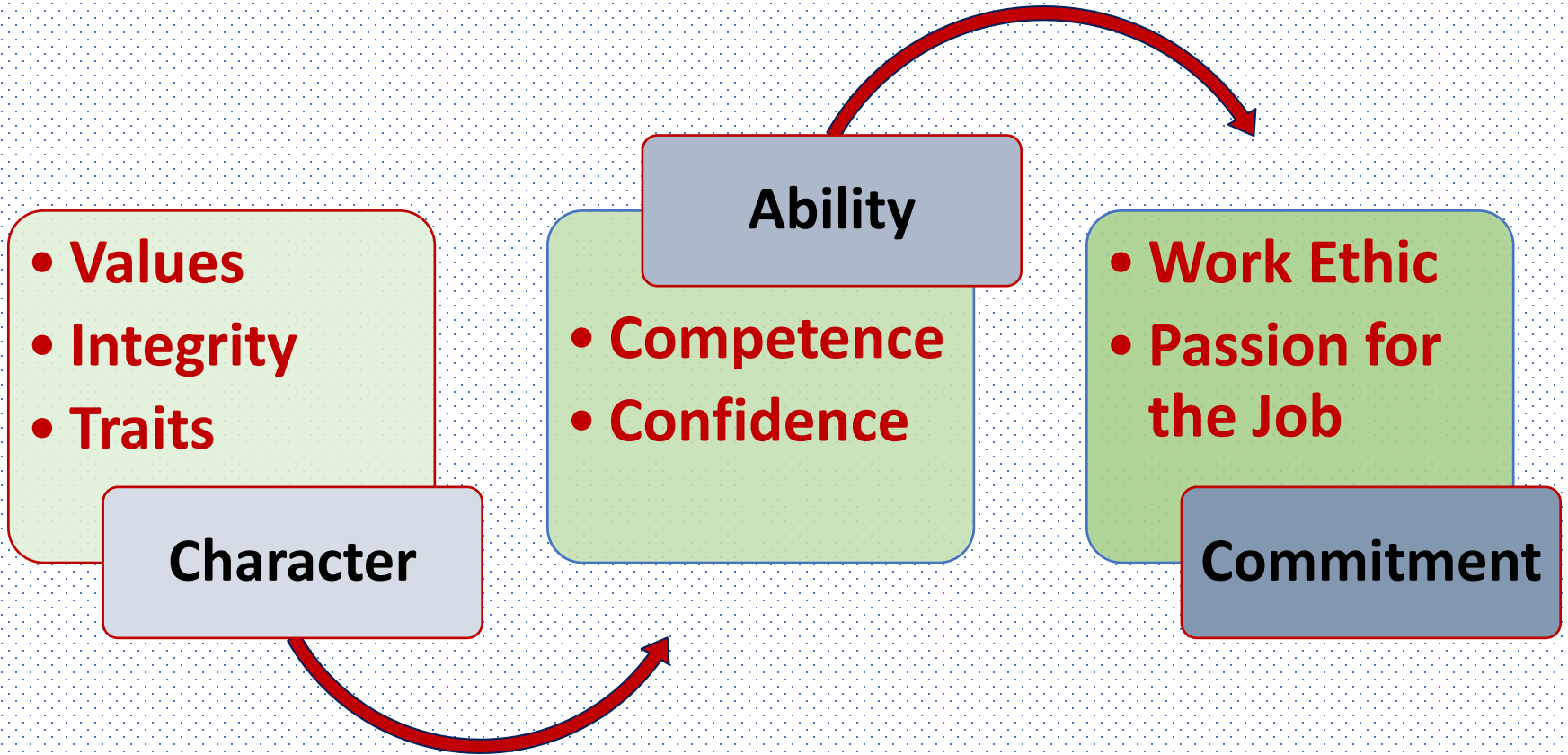
Seek truth and facts — which will inevitably support or conflict with previously held assumptions or beliefs.

As you process feedback — create new, adapt old, or discard possibilities.”



Detective Andrew Sipowicz Sr. NYPD Blue.

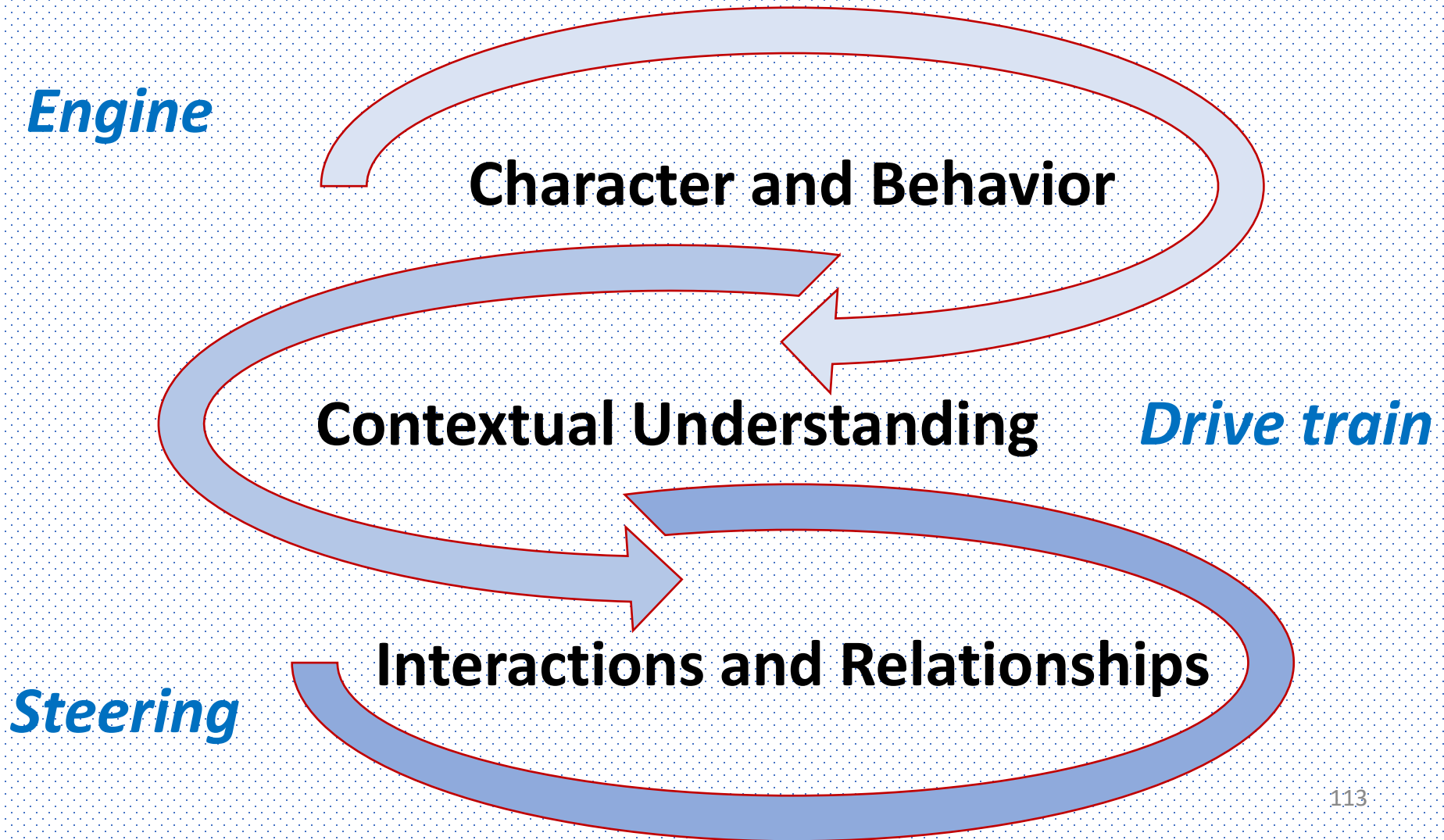
The three (3) qualities of the investigator



Three (3) Interrelated Dimensions


The Automobile Metaphor: *the essence of contemporary police leadership and management.*

Edwards, (2018)



The Importance of **Acumen** (*Competence*) to **Action** (*Confidence*) in homicide investigation

Feedback loop

- 
- **Vision:** The lead investigator must be able to create a mental picture that can be easily communicated to others
 - **Strategy:** Provides the logic for how the vision can be achieved
 - **Operations:** Orchestrating, sequencing and resourcing the tactical actions the strategies designed to promote the vision
 - **Tactics:** Consist of very detailed actions, driven by specific timetables and operational plans

Big Seven (7) Skill Sets for Managers and Executives

- **Mindset:** active open-mindedness
- **Work ethic:** *Role Modeling* run toward work, being proactive
- **Acumen:** in-depth understanding of these cases (competence and confidence) to provide maneuvering space to investigators
- **Resource inventory:** what is available to the investigators (coordination with crime scene specialist, digital investigation, medical examiner, and investigative teams)
- **Case management:** operational *awareness* with organization and investigative strategies and tactics
- **Stakeholder management:** dealing with internal and external stakeholders (vetting down through chief Inv.)
- **People skills:** interpersonal communication skills, framing communications, and responding instead of reacting

Understanding the roles of the lead Investigator

- The chief investigator assigned i.e., chief or lead detective, case agent or case manager will be the “central clearing house for information.”
- They are responsible for all lead's generation, assignment, briefings, and consultation.
- The assigned lead investigator is the maestro of the orchestra; thus, the case organization and operation must reflect this dynamic

The case agent should be someone who understands the phrase, “What’s Important Now.” (Sullenger, 2020)

Lead Investigator role

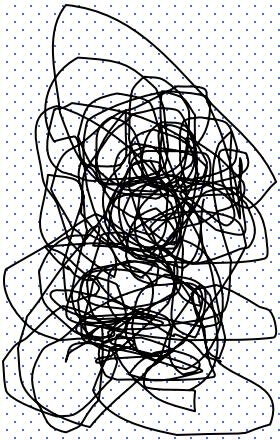
- The homicide investigator(s) follows up on the information prepared by responding officers
- Ensures the crime scene is protected, preserved, and documented
- This includes canvassing the incident area, locating and contacting witnesses, conducting interviews, and examining evidence retrieved by responding officers
- The investigation process is both structured and complex
- Most of the work is cognitive in nature as it involves collection of information, followed by evaluation, interpretation, and deciding what action to take

The Lead Investigator role

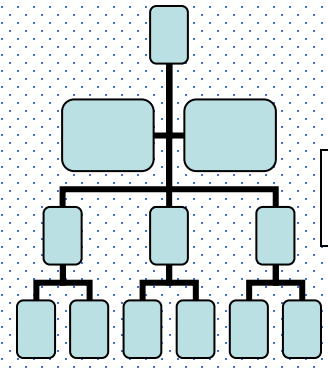
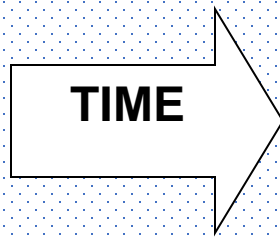
- Must think flexibly and see things from multiple angles, to deal with the full range of issues we inevitably encounter.
- Things are both complicated and ambiguous
- Active open mindedness helps you see all the angles in situations and issues by looking through different perspectives
- You see the possibilities you did not think about before
- Objectivity helps you see, read situations, identify influences, understand nuances and weight different options or alternatives
- **Reflection synthesizes information and data in a way that drives new insights to understand context and work through complexity**

- Carter (2013) summarized a key point made about homicide investigators that has been made by others regarding detectives overall: “. . . **the homicide investigator is increasingly becoming an information manager**

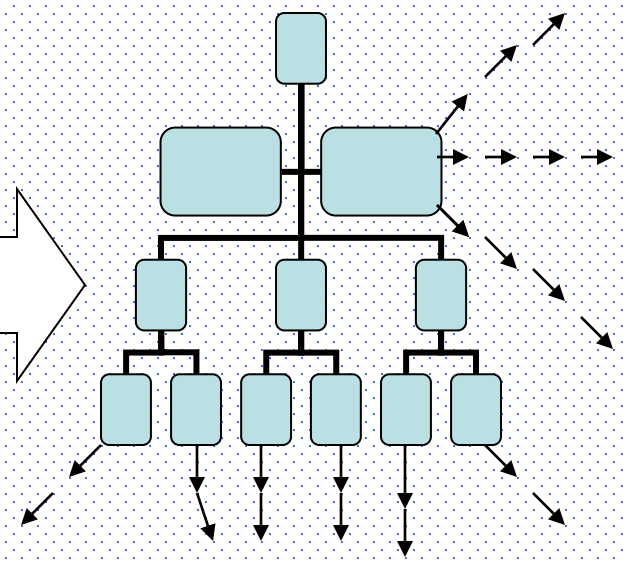
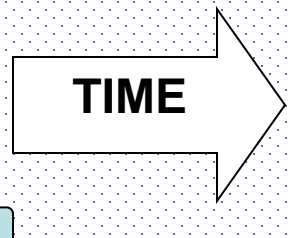




CHAOS



ORGANIZATION



IMPLEMENTATION

“Make Order from Chaos”

*Establish framework and
implement strategy and tactics*

TIME IS OF THE ESSENCE

Major Incident Quadrahedral

Edwards, (2009). Major-Incident Quadrahedral: One Method of Managing Investigations. FBI Law Enforcement Bulletin, 78(8). 21-23

Fact-Finding

- **Leads Management**
- **Interview**
 - Specific focus
 - General canvas
- **Forensics**
 - Crime Scene
 - Digital Information Technologies

Resource Management

- **Personnel**
- **Logistics**
- **Communication**
- **Equipment**

Stakeholder Management

- **Victims**
- **Witnesses**
- **Officials**
- **Citizens**

Media Management

- **Structured area**
- **Insulation/Security**
- **Tailored messages**
- **Ongoing communications**
- **Social Media monitoring**

Organization for the Initiation and Management of the Homicide Investigation

Crime Scene Inventory Nexus to Command Support

- Perimeter security
- **Scene security** (from manpower to adverse weather issues)
- **The Politics of Holding the scene until after autopsy**
- Continuing access to crime scene photography for reference instead of entry
- Aviation photography assets beyond drone's capability

Insulate The Integrity Of Sensitive Case Information

- Internal access to scene and briefings
- DA coordination
- PIO vet all releases through lead investigator/detective
- Resources for preservation orders
- Protected briefings (limited participates)
- Secure Or Encrypted Communications
- Covert Assembly
- Ensure all equipment, documents, and data are secure
- Prophylactic guidance and advise to victims and witnesses regarding divulging information
- Sealing of affidavits for search warrants and court orders
- Sound Leak Policy with Consequences

Assumption “Killin”

- Preliminary information is Almost Always inaccurate
- “Establish a basis of knowledge in witnesses” (ask the question...”How do you know this?”)
- “Develop the specifics in all information”
*SPECIFICITY in the content for credibility
in the context.*

“CORROBORATE ALL INFORMATION”

Develop Situational Awareness

1. Observe in detail
2. Actively listen
3. Use all senses
4. Objectively evaluate all facts and circumstances
5. Prevent tunnel vision or remaining boxed into paradigms. Be open minded, look from the outside in.
6. Factor into the overall equation history, culture, political issues, and environment.

Define and Describe the Situation

1. What do the facts support?
2. What does the scene require?
3. List priorities
4. Forecast issues
5. Facts versus fiction issue. Stress verification through basis of knowledge establishment
6. Assess all safety issues
7. Ensure command is briefed

IMPORTANT COMMENTARY

“What we don’t know may be just as important as what we do know.”

List of Evidence that can Deteriorate or be lost with the passage of time

- Cell phone records (locations, towers and calls)
- Social media sites
- List all first responders (document shoes, paths, and vehicle locations)
- Neighborhood Canvass witness recollections
- Line Ups, Show Ups And Other Witness Identifications
- Digital technologies (Cell phones, text, photographs, e-mail, social media communications)
- Video (from security cameras and cell phones)
- Timeline Establishment On Suspects And Witnesses.
- Road Checks Interviews For “Time Window Witnesses”
- Crime scenes, environment and geography
- Pre- Environmental documentation through photography¹³⁰

“The neighborhood canvass constitutes one of the most productive investigative tools. Even the most calculated of crimes cannot overcome the free will of humans. When crimes occur, somebody usually saw something, and, often, those witnesses only tell their stories if asked.”

---- Dr. Gary Rothwell

And in the 21st century cameras are EVERYWHERE ALL THE TIME...

It Is Critically Important For Investigative Teams To Locate And Interview People Quickly -

- Lock Them Into Statements

Note: *Consider Position Sealing Statement applications when case circumstances and dynamics require*

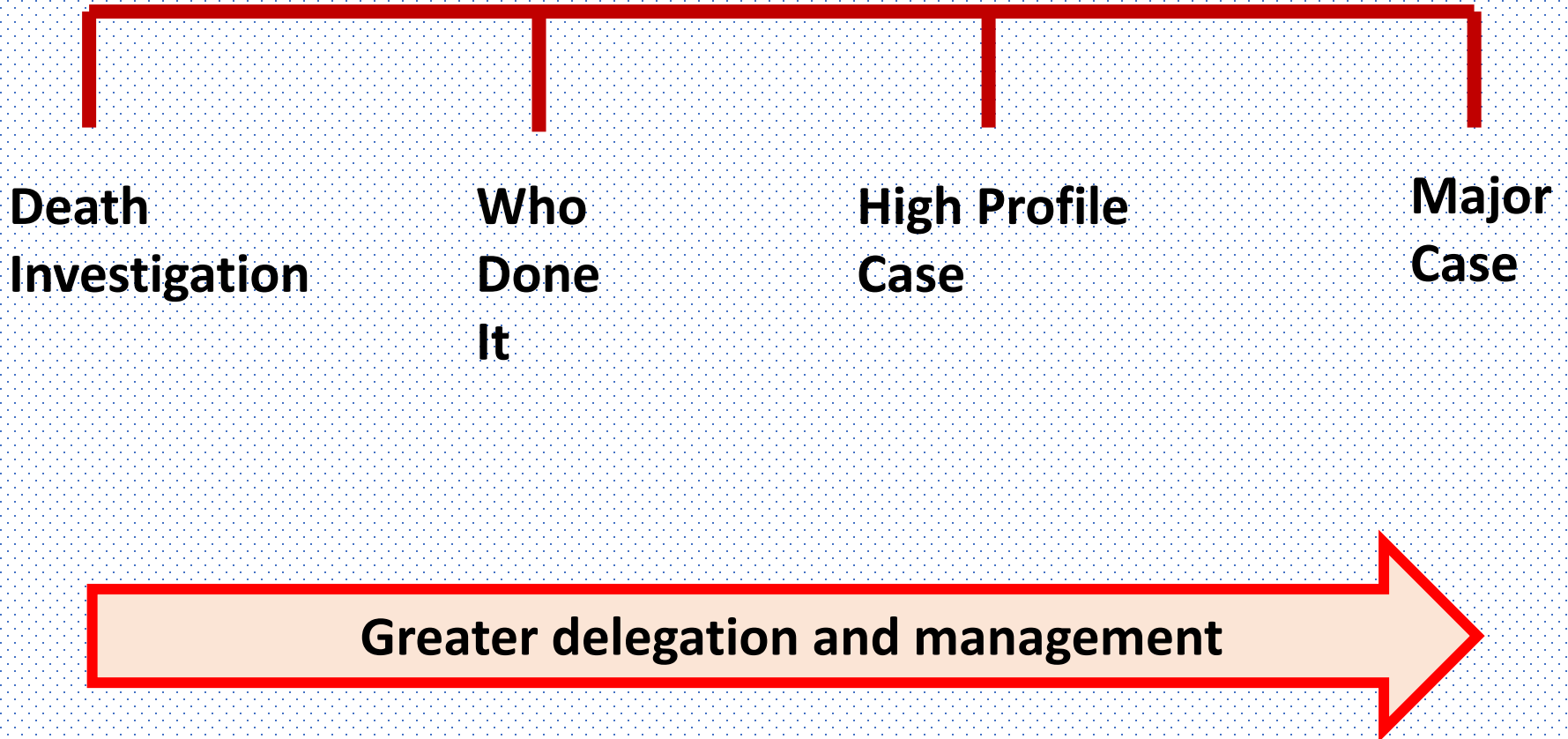
- Locate And Preserve Evidence
- Obtain The Most Accurate Accounts And Timelines
- Preserve Reference Windows
- Seek Independent Corroboration
- Tie Down or Follow-Up
- ***Eliminate OR Focus Further***

The lead investigator must be appointed or assigned then:

- Set up operations location for briefings and lead investigators workspace
- Set briefing schedule (time and location)
- Set communication protocol for all investigators to have contact with lead investigator
- Establish resource pools (prosecutors, other local, state, federal agencies, intelligence analyst, lab, ME, Coroner etc.)

CASE TYPE

Spectrum of Lead Investigators Responsibilities



Organization by lead investigator

- The lead investigator should have the responsibility for the homicide case management
- The lead investigator should act as the clearing house for all information
- The lead investigator should determine leads and their importance, priority and suspense time
- The lead investigator must develop strategy with other investigators, direct, delegate and move the investigation forward
- The lead investigator should direct and moderate the two investigative briefings each day, receive and assign follow-up leads with direction

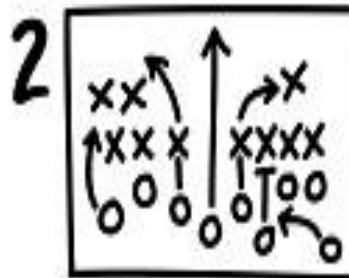
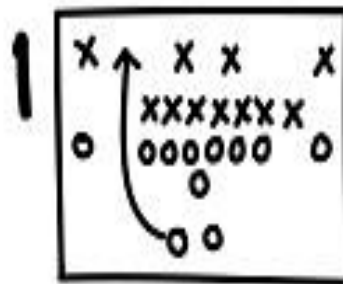
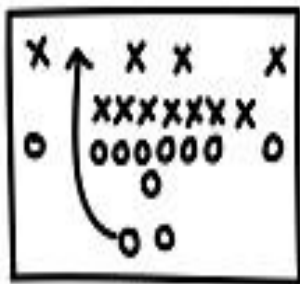
- The lead detective must be an integral part and voice in all decisions
- The lead investigator has the responsibility for the primary suspect or custodial interviews
- The lead investigator has the ultimate responsibility for all case issues from investigative report documentation, digital recordings, evidence documentation, and the case file
- The lead investigator has responsibility to ensure all court orders are filed and search warrants returned
- Interactions and briefings for the prosecutors

The Lead Investigator Must Sustain Investigative Discipline in the Case

- Case strategy
- Proper fact-finding roles and responsibilities
- Organizational progress
- Team coordination with the lead investigator before investigative actions
- Leads management protocols in place
- Investigation does not out run follow-up responsibilities
- Fact/evidence directed structured strategy for subject/suspect interview order selection and sequencing
- Actions do not fail to be documented and vetted

Roles + Plays + Game Plan = Playbook

X, O



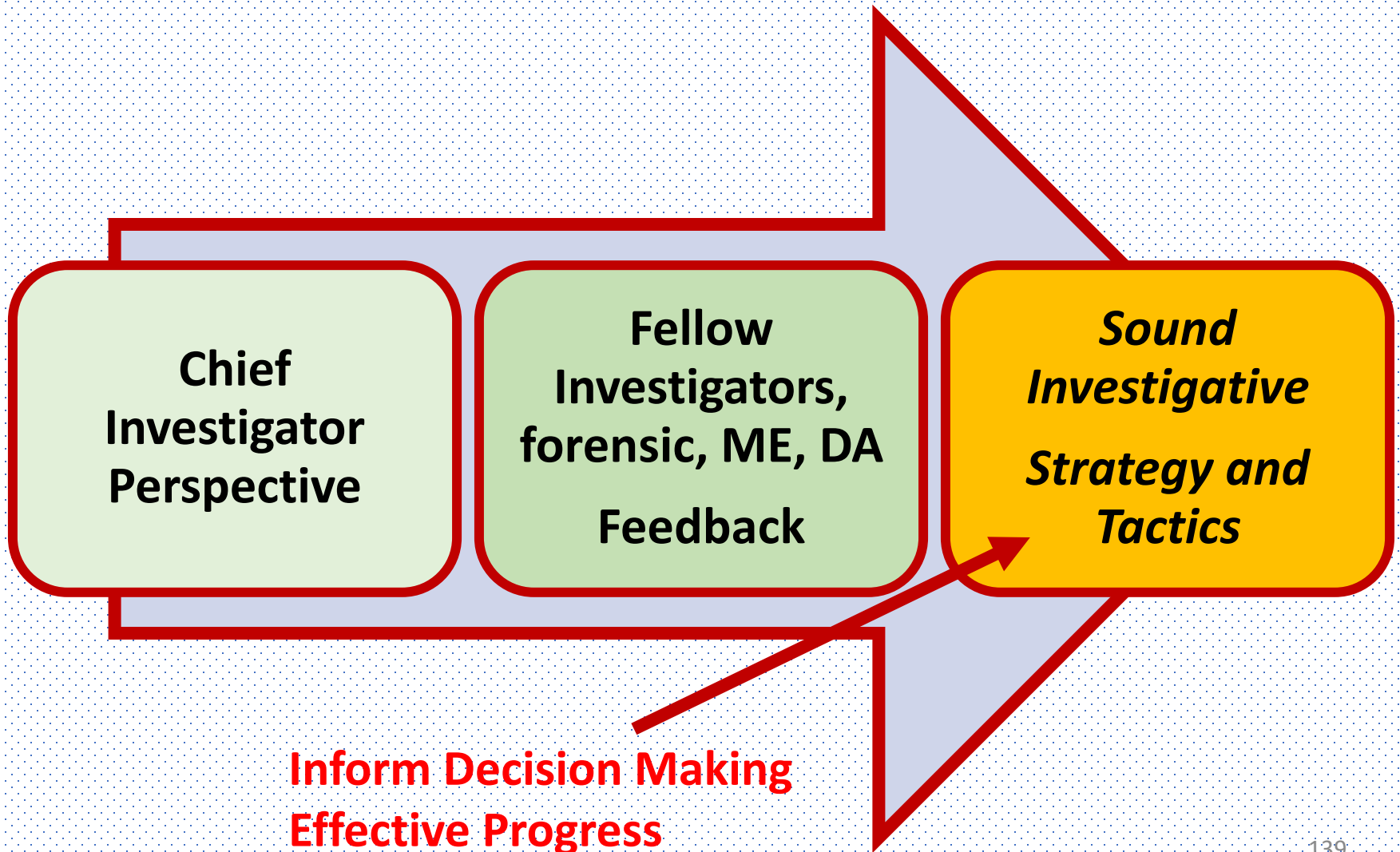
BASIC

COMPLEX

*Constantly respond and adapt to change and
investigative products*

The Process to one mind

In strategic homicide investigation



Organization and Timing

- Investigators often work backward from the event to gain an understanding of the precipitating circumstances and create a timeline of the lethal act
- The victim's lifestyle is important in this process as it gives the investigator a glimpse of potential motives and offenders
- The approaches and tactics investigators implement within their investigative teams are very important
- The investigation that takes place during the first 48 hours is pivotal to successful case outcomes
- Agencies that secure witnesses and material evidence and narrow potential motives and offenders within this period have higher clearance rates

- Management oversight, providing optimal training to investigators, and the availability of resources such as DNA analysis and other forensic tools are also important in clearing cases

While many factors contributed to successful homicide investigations, including some creative practices, there was one overarching factor:

- Agencies that had laid a strong foundation of trust with the community and a strong foundation of cooperation and information sharing with other law enforcement agencies
- Without this foundation, success will be limited

Investigation is a process that fits into a context of determination of fact for decision-making purposes

Myren & Garcia, (1989)

- The investigation has an end-oriented goal
- The end is the determination of fact
- A fact is an element of reality
- The goal must be specified, and the investigation defined before it can be planned
- As the investigation progresses, its work product-the information gathered-must be organized and analyzed

Two Step Process

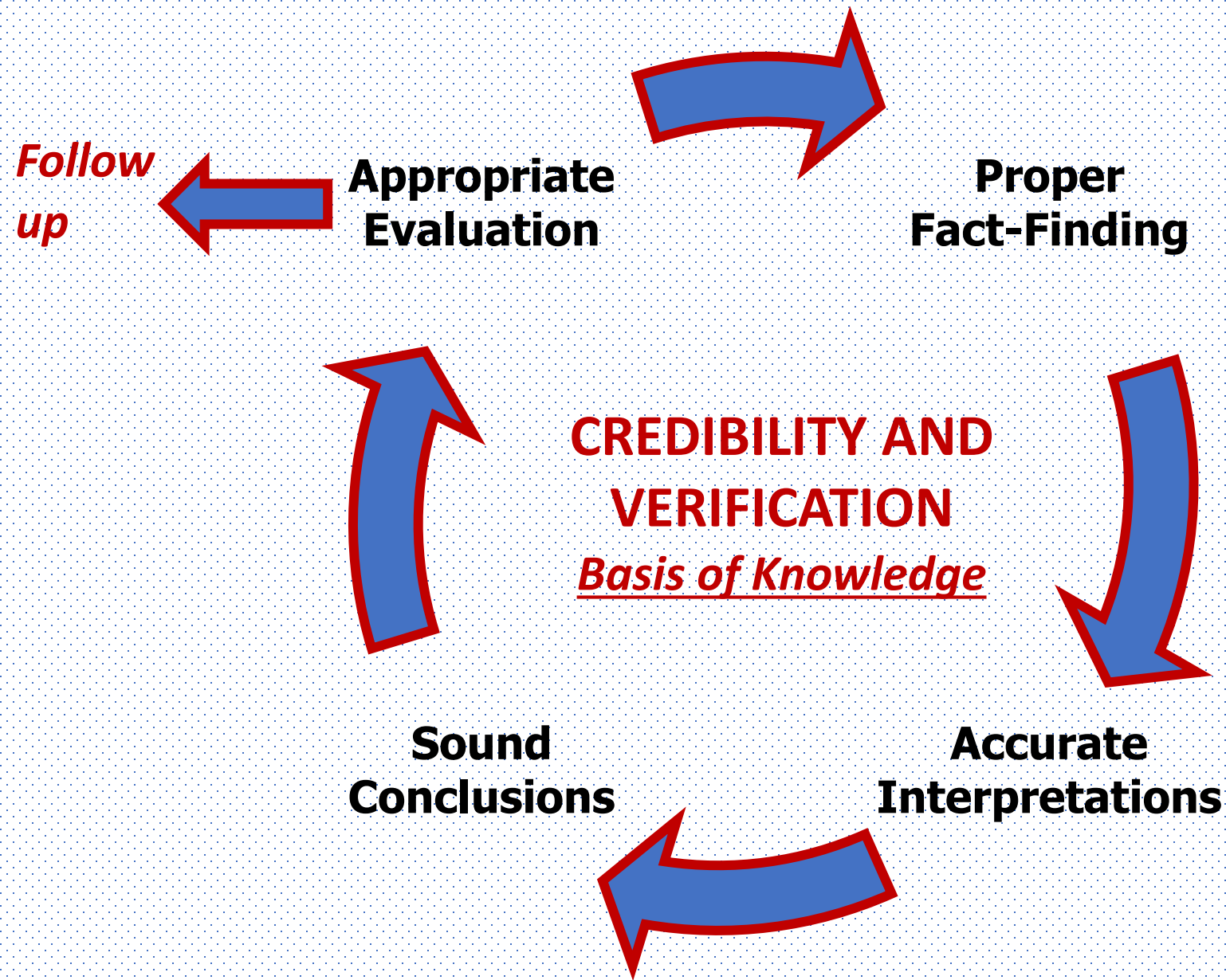
- **Findings of fact**
- **Coming to a determination** (drawing conclusions through a process of reasoning, establishing credibility and basis of knowledge)
 - **Standards of proof** (from mere suspicion to beyond a reasonable doubt)
 - **Weight given to evidence** (direct or circumstantial, witness credibility, etc.)
 - **Contradictory evidence, advocacy, and argument**
 - **The substantive impression the case makes on an objective, legal, impartial, and detached mind**

Fact-Finding

- Fact finding should be a deliberately skeptical inquiry that evolves from general to specific in scope.
- The object is to excavate the contextual features of one's perspectives of a given observation or experience that reflects reality.
- Questions should be used to drill down into the *specificity* of the issue and measure the credibility of responses.
- Central to testing the validity of any proposition, account or statement is the opportunity to challenge all sources
- An evaluation of all facts gathered should be vetted in independent corroboration and other evidence

- Investigators must be constantly reminded to ensure bias, interpretations or conclusions do not prevent complete and thorough examination of all facts, circumstances.
- ***There must be a zero tolerance for “short cutting”.*** All bases must be covered. All areas addressed. All avenues explored.
- The right people interviewed at the right time.
- Determine up front whether they can testify under oath that they have personal knowledge
- Determine the witness's opportunity to know what they say they know.
- **Are they impeachable?**(character, convicted felon, given a prior inconsistent statement etc.)
- Is the witness settled or nomadic?

Know the importance and utility of being able to form the next question



“Central to testing the validity of any proposition, account or statement is the opportunity to challenge all sources.”

“Fact finding should be a deliberately suspicious inquiry that evolves from general to specific in scope.”

Probing question and thorough examination leaving “no stone unturned” are required.

The most important question in Fact-finding...

How do you know that?

The most important skill in Fact-finding...

The ability to form the next question

The most important rule in Fact-finding...

SPECIFICITY

The number of investigators assigned will be dictated by the facts and circumstances of each case

A general rule is the smaller the better due to the sensitive information in combination with the span of control issue.

However, the facts of each case are different. Multiple lead requirements for time sensitive issues will require multiple investigative teams.

Edwards, (2009). *Inside the Minds: Successful Strategies in Criminal Investigations*. Recognized Leaders in Law Enforcement on Responding to Community Needs, Utilizing New Technology and Developing Investigative Plans. Eagan, MN: Aspatore publishing.

❑ Protocols must be in place for organized, efficient, and thorough fact finding, specific information evaluation, and assessment - then accurate and complete case documentation

➤ **The utility of consent is huge and so is the Constitutional responsibility that attaches**

○ Voluntariness

○ Scope

○ Third party concerns

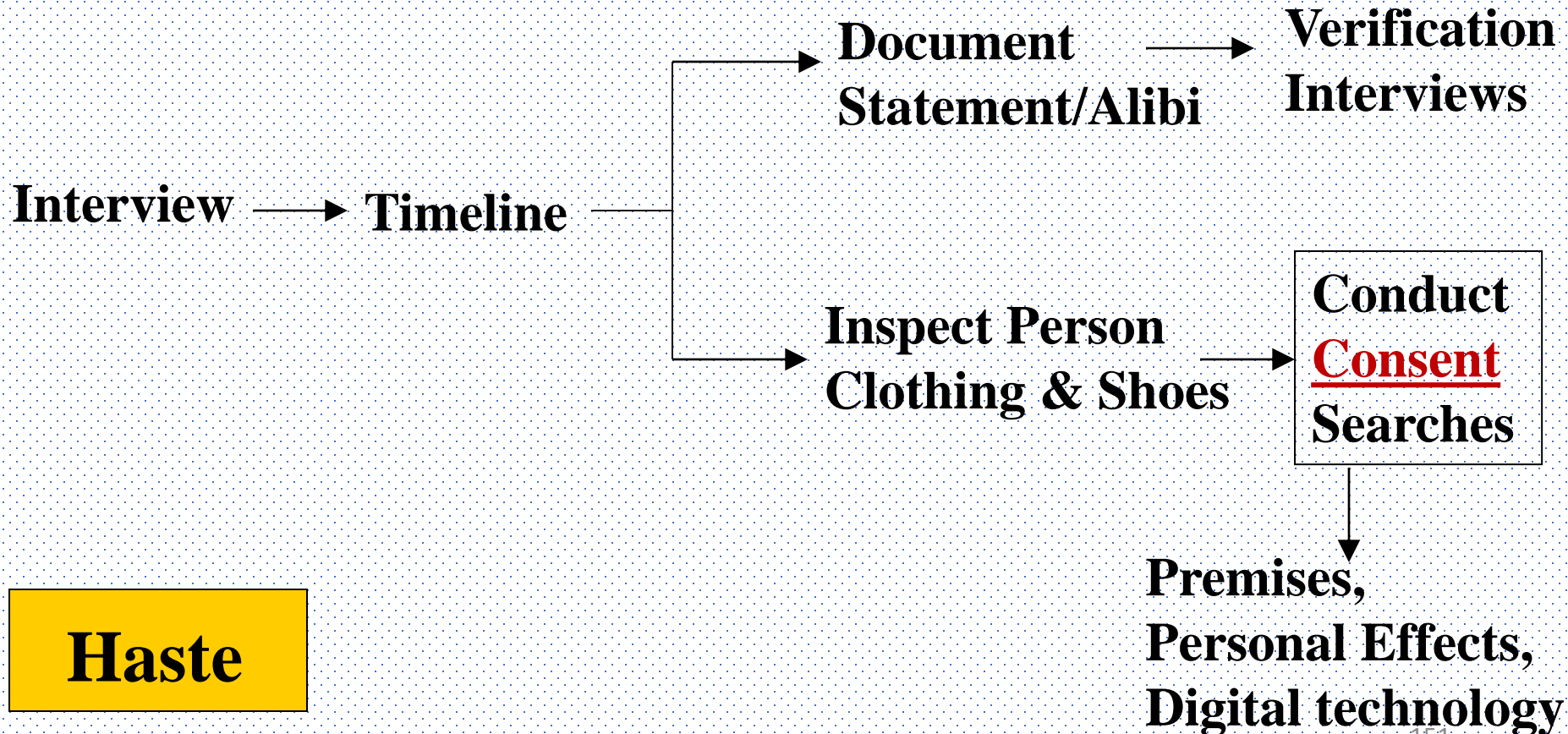
Edwards, (2009). *Successful Strategies in criminal investigations. Recognized Leaders in Law Enforcement on Responding to Community Needs, Utilizing New Technology and Developing Investigative Plans*. Eagan, MN: Aspatore publishing.

Fact-Finding Capsule

Edwards, (2005). Homicide investigative strategies: FBI Law Enforcement Bulletin. 74,(1). 11-13

Specificity

Element of Surprise



Haste

In the 21st Century, the investigation must progress with a “holistic approach” to gathering “all facts and circumstances.”

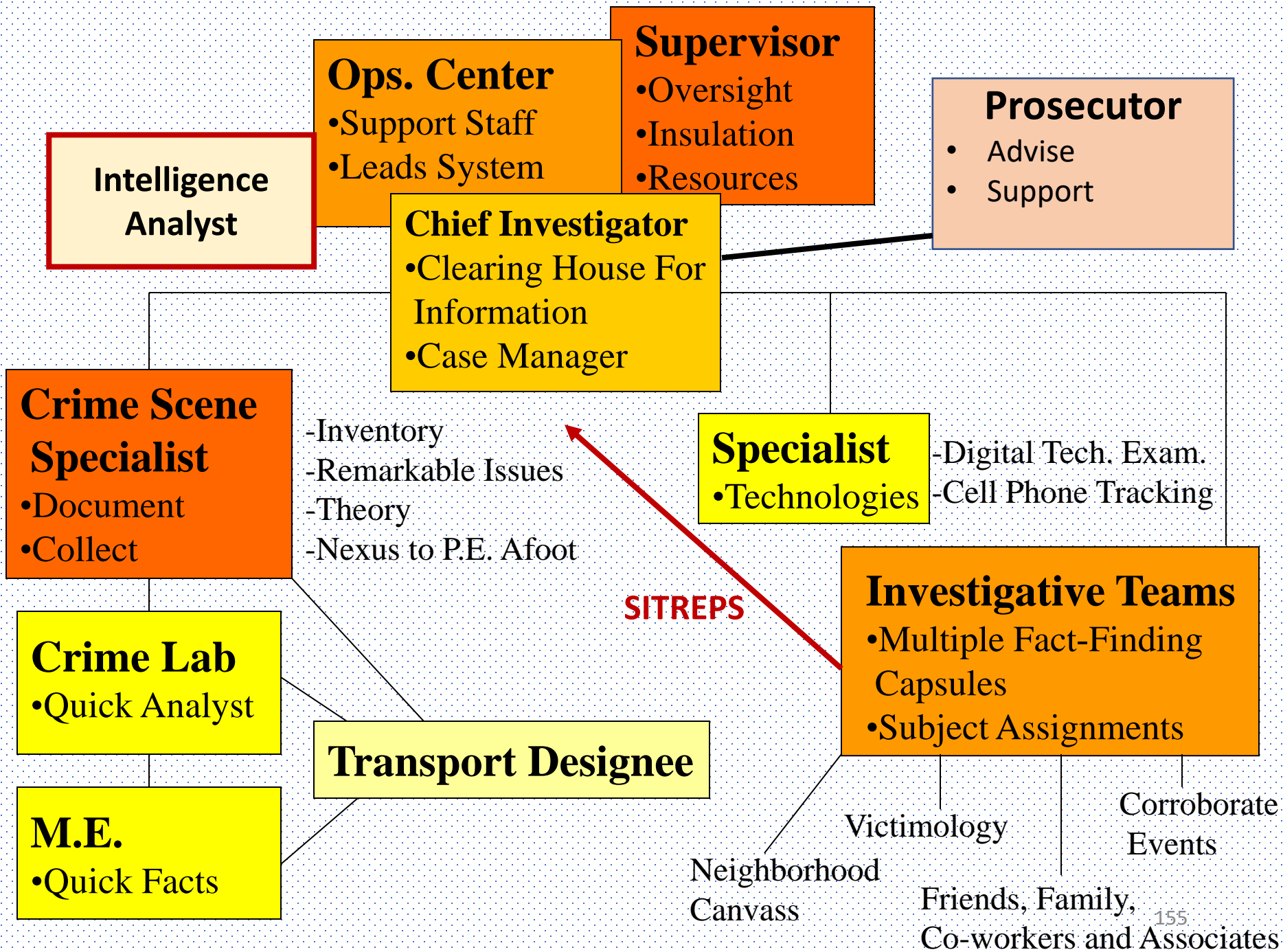
The analyzation of these facts must be specific, detailed, and enhanced by a comparison and contrast analysis.

In order to ensure systematic and thorough information collection, investigative teams must proceed into 3 distinct areas simultaneously.

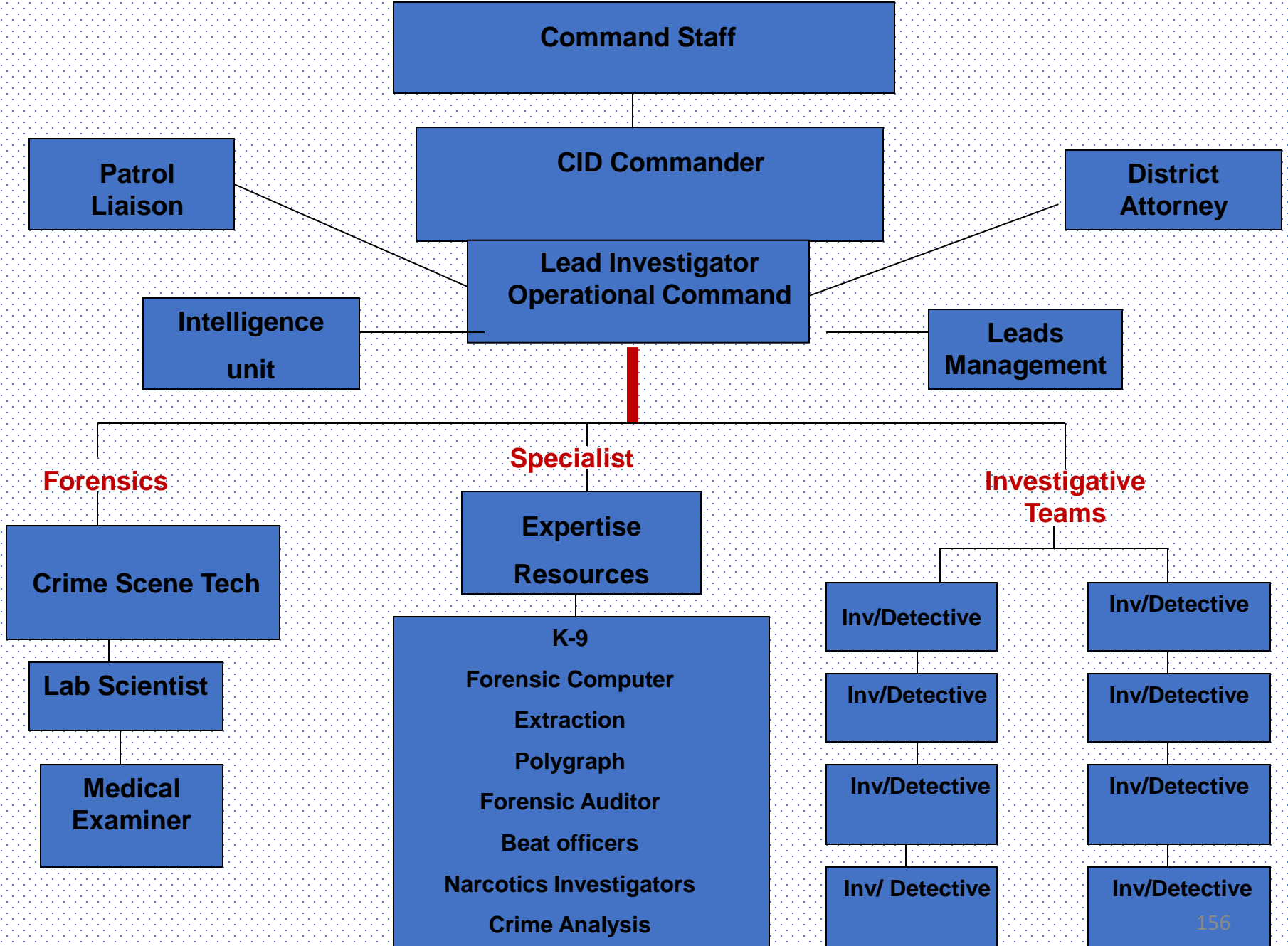
THE PROMPT INVESTIGATIVE TRILOGY

Updated to Edwards, (2005) Homicide Investigative Strategies: FBI LAW ENFORCEMENT
BULLETIN 74 (1), 11-13

IMMEDIATE SPECIFIC FOCUS	IMMEDIATE GENERAL COVERAGE	PENDING INFORMATIVE
Specific material witnesses identified from the scene	Neighborhood Canvas	Cell phone locations and records
Specific evidence at scene with nexus to the victim/suspect	Friends, Family, and Associates interviews	Computer hard drives, other digital and cloud storage technologies
Specific facts learned before, during, or after the incident that are time sensitive	Co-workers' interviews	CCTV, Geofencing, other location specific technologies
Motive specific to the suspect or victim	Specific timelines that capture behavior and activities	Social media content (past and present) Active monitoring ¹⁵⁴



MAJOR CASE PROTOCOL EXAMPLE



Managerial Oversight Focus

- Quality Assurance
- Staff Supervision
- Dealing with developing areas of concern in individual cases
- Risk
- Harm
- Vulnerability
- Facilitating improvements in practice

Thought Process

**DIVERGENT
THINKING**

**CONVERGENT
THINKING**

**Create
Choices**

**Make
Choices**

*Imagine
Research
Suspend Judgement*

**Evaluate
Test
Operational Reality**

Finding Out

Sorting Out

The Ideal Investigator

Facione, (1990)

The ideal critical thinker is:

“Habitually inquisitive, well-informed, trustful of reason, openminded, flexible, fair-minded in evaluation, honest in facing personal biases, prudent in making judgments, willing to reconsider, clear about issues, orderly in complex matters, diligent in seeking relevant information, reasonable in the selection of criteria, focused in inquiry, and persistent in seeking results which are as precise as the subject and the circumstances of inquiry permit.”

Framing Concerns or Interpreting Fact Patterns by Lead Investigator

- Promote objectivity and open mindedness
- Draw conclusions based on articulable facts
- **Say when “we know” and “when we don’t know”**
- Preach independent corroboration
- Verification over opinion
- Preach a general to specific “patient” observation of all things
- **Remind everyone the importance of nuance in what we see, hear, or don’t...**

Note on Equivocal Death Investigations

- Work them just like you would a homicide, proceed in the same methodical manner
- Follow the evidence and eliminate the “Monkeys”
- Document the “Key findings” at the scene or on the body in notes and photos
- Ensure process is followed (coroner inquest, DA review etc.)
- In justifiable homicide cases submit file to DA for letter of no intent to prosecute OR Grand Jury
- Be prepared for the dynamics with family/significant others regarding suicide

Note on Missing Person Cases

- Work these cases just like you would a homicide, proceed in the same methodical manner
- Bifurcate Investigative and search operations with close coordination and constant briefings
- Follow the evidence and eliminate the “Boogers”
- Have forensic searches and document what isn't there as well as what is there at ALL probable case connected locations
- Locate and collect MP DNA samples
- Document interviews with all possible witnesses and lock them into stories
- Conduct immediate physical and digital tracking and broad canvassing
- Enter in ALL missing person data bases

Lead Investigator must constantly manage stakeholders

- **Identify all internal and external stakeholders**
- Engage and establish open lines of communication
- **Sustain regular and ongoing contact**

➤ Examples

- Coroner
- ME and Lab Scientist
- DA
- Other agencies
- Especially with victim's family/friends
- Witnesses
- Media
- Others

Stakeholder Issues

- Investigators should always consider who and what the case impacts
- Upon identification of stakeholders, those needs associated need to be assessed and considered and the potential effect upon the mission
- **The perception of stakeholders depends upon the process they receive, organize, and interpret information**
- Trust and relationship is huge (*especially the benefits from preexisting good relationships*)

The ROCC of Trust

Mishra & Mishra, (2013)



Reliable: you can be counted on

Openness: honesty, integrity, and complete transparency

Competence: able to perform to meet or exceed the job expectations

Compassion: genuine interest in the needs of another and unselfishly working to fulfill those needs

Stakeholder Issues (Cont.)

- How stakeholders judge another person or event is influenced by their ability to retrieve relevant information, how easily they can retrieve the information, and the visibility of the event or behavior
- Case Managers must remain sensitive and conscientious of how others perceive their actions and comments
- By remembering that different individuals can perceive your organization and its mission in various ways, whether factual, or distorted you can become more effective in dealing with stakeholders
- The combination of sensitivity to their environment, culture, and sincere communication is critical

Stakeholder Issues (Cont.)

- Problems with stakeholders lead to many issues that adversely impact an investigation
- Stakeholders' problems create negative publicity that fuels media focus and exploitation
- Experts believe that even when individuals only perceive a situation as real, it often results in real consequences
- Management of and communication with stakeholders prevents problems

If they can't go to you...don't be surprised when they go to the media

Keys To Stakeholder Management

- Stakeholders require care, concern, sincerity, efforts, devotion, and dedication to solving the case
- Stakeholders need to see action and movement
- Stakeholders need attention
- Stakeholders need an audience; they want to be listened to and heard
- They require your outreach and ongoing open lines of communication

Homicide cases present three conflicting forces regarding the media

- The public's right to know
- The professional police responsibility to preserve case integrity, manage sensitive information, and maintain public safety
- The media's need to compete in a "time sensitive market."

Recommendations regarding media stakeholder management

- Manage the media, don't let them manage you
- Do not succumb to the media appeal (investigators must put the success of the case above their own interests)
- PIO's need to vet all news releases through the lead investigator BEFORE release to media
- Use a Public Information Officer (ALWAYS VET and provide the PIO with the information you want disseminated)
- Provide the media non-specific/general and generic operational information and footage (**Bone theory**)
- Insulate Individuals with knowledge of the case details or witnesses from the media and others (**prophylactic advice method for voluntary compliance**)
- The agency head can put a gag order in place and sanction any violations to prevent leaks in high profile cases

Releases that may be inappropriate

- Cause and/or manner of death
- Autopsy results
- Amount of money taken if robbery
- Results of test or examinations taken or refused
- Type of gun or weapon used
- Type of wounds sustained
- Witness accounts
- Statements or confessions
- Status of Investigation and nexus to certain people

Note: Never ID someone as a suspect without an arrest

6 rules for framing your communications of issues

Fairhurst, (2011)

- Remain sensitive to and manage context
- Define the situation in the most objective and specific terms
- **Apply ethics**
- Interpret and evaluate uncertainty
- Design a response from the deconstruction of the facts and evidence guided by a critical thinking process
- Control spontaneity in both thought and communication

Develop your Essential Elements of Information (EEI's)

Example:

1.) The case involving the missing of Jane Doe remains a mystery. 2.) The scope of the investigation has been very broad and all encompassing. 3.) All available resources are being utilized and our efforts are ongoing. 4.) Our objective is to quickly locate and safely secure Ms. Doe.

{4 Essential Elements}

Communicate With Prosecutors

- Don't surprise them notify them when a case occurs in their jurisdiction
- Involving them in the beginning benefits both the investigation and prosecution
- They may provide valuable advice and assistance
- Assistance In search warrants affidavit preparation and other court orders
- Devils advocate on case dynamics

Ownership Theory If they are part of the case up front they feel some ownership, thus it evolves from your case to our case {Common Interest}

Utility of a Preservation Letter

- A preservation letter should be sent to the provider via fax as soon as possible to preserve records before they are discarded and cannot be recovered
- This is particularly an issue with text message and voice mail content which are generally only retained for 72 hours
- **Hierarchy of Protection:**
 - Transactional Records (name, number, billing records, etc.)
 - Numbers dialed from or to a phone
 - Location information
 - Content of stored communication (e-mail, voice mail, text messages, etc)

Secure for time to obtain a search warrant

“We measure what is reasonable on the part of the Police by looking at what they know.”

---- Paula K. Smith, Georgia v. Randolph

547 US 2006

Organization

Form Investigative Teams

Note: Teams Will Be Formed Based On The Specific Demands And Particularities Of Each Case (In Multi-Agency Efforts Teams Should Be Mixed).

- Teams with two work best
- Extraordinary circumstances or extra resource demands, such as search warrants require combining teams
- Or special teams, if reserves are not available

Organization

Form Investigative Teams

- Teams Must Be well organized and well briefed with clear understandings of mission and lead investigators vision for case progression
- After full and complete briefings teams can receive leads
- Teams need the “people skills” and “*sleuth attitude*” to fact-find, charm, and understand
- Teams must be well trained and competent in investigative tactics (*or have structured oversight*)

Organization

Form Investigative Teams

- Teams must be equipped with the information, materials, and equipment necessary to do their job
- Teams must stay in constant communication with lead investigator and center for operations
- There must be enough teams to field the quantity and exigency of leads issued to track multiple theories
- Teams need someone or a contact with a geographical, demographical, cultural, historical, and political knowledge base and understanding (Local Scouts)

Organization

Form Investigative Teams

- Teams must remain in constant communication with the lead investigator for out-going S.I.T.R.E.P.S. and incoming follow-up on leads reports **AND/OR** progression authority to move to a newly discovered lead or angle

NOTE: The investigation must never “outrun” the case strategy, scope of the case, or prosecution

- Teams must be fielded, assigned, and managed to preserve the congruity of knowledge and work in the case interviews, theory, and fact patterns
- *the same officer's re-interview of the same persons have the benefit of consistent evaluations of demeanor, general observations, and information*

Organization

Form Investigative Teams

- One team member from each team should be a designated “Scribe” to be responsible for the completion of investigative summaries documenting acts, events and interviews

Beware of the creation of dual reports regarding the same interview or investigative event. Such can cause the development of “Boogers and Monkeys” or massive discovery issues if retained in a separate file and not disclosed

Organization

Form Investigative Teams

- Attend briefings to compare and contrast content and context of statements taken, evidence collected, and other fact patterns
- Further, to ensure teams are de-briefed regularly during the course of the investigation by the lead investigator for case continuity
- Finally, manage investigators work hours, shifts, or work periods to ensure alert, less stressful, and more mindful officers

Homicide Investigation Progression

- The lead investigator must not permit investigators to “jump” to conclusions
- Require them to follow the facts and evidence to credible and reasonable theories with probable forecast based in verified fact patterns
- Require them to coordinate with the lead investigator on each lead for operational continuity, lead documentation, and follow-up

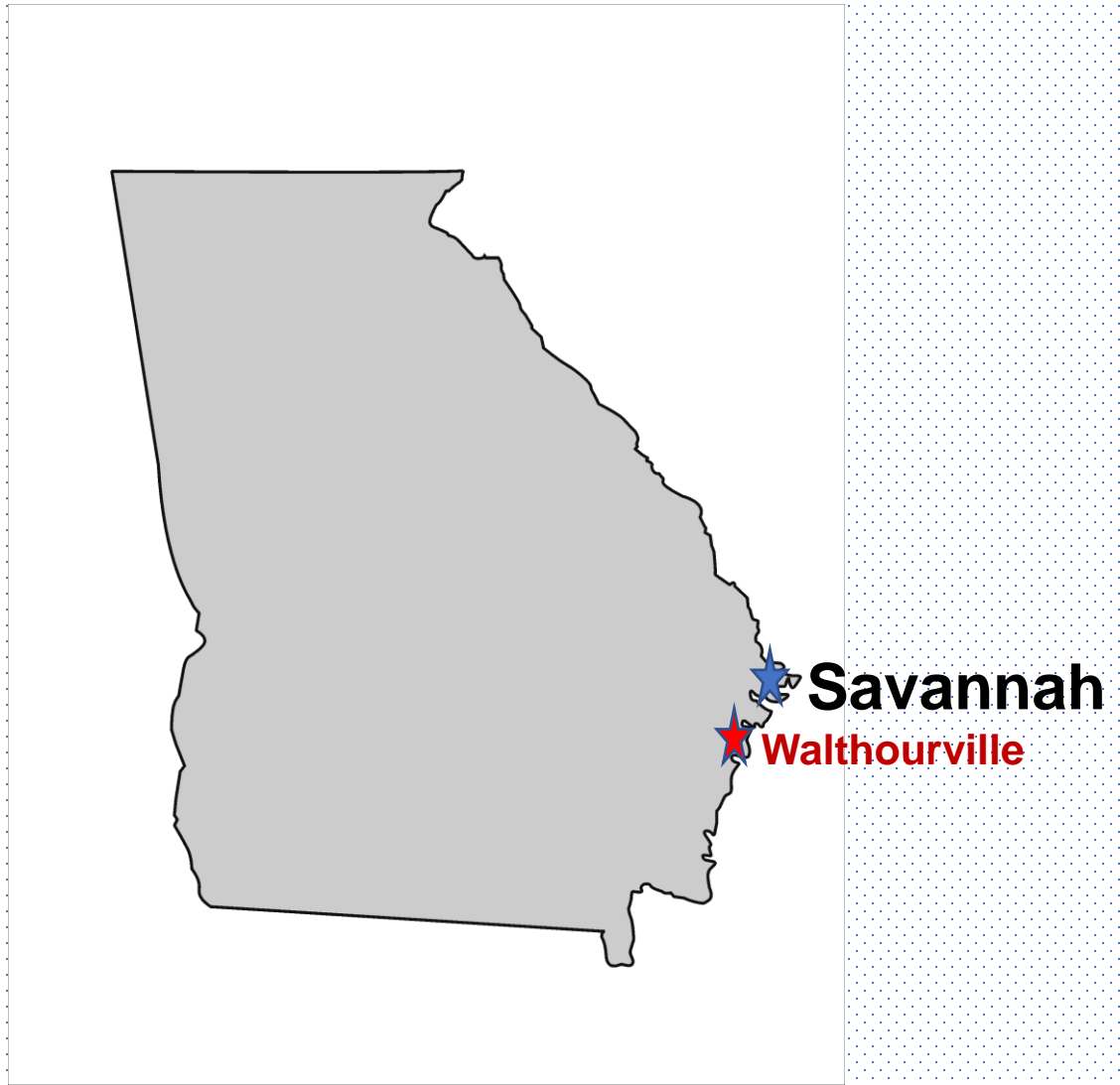
“Maintain and sustain “investigative discipline””

The Walthourville Georgia Mass Murder Case

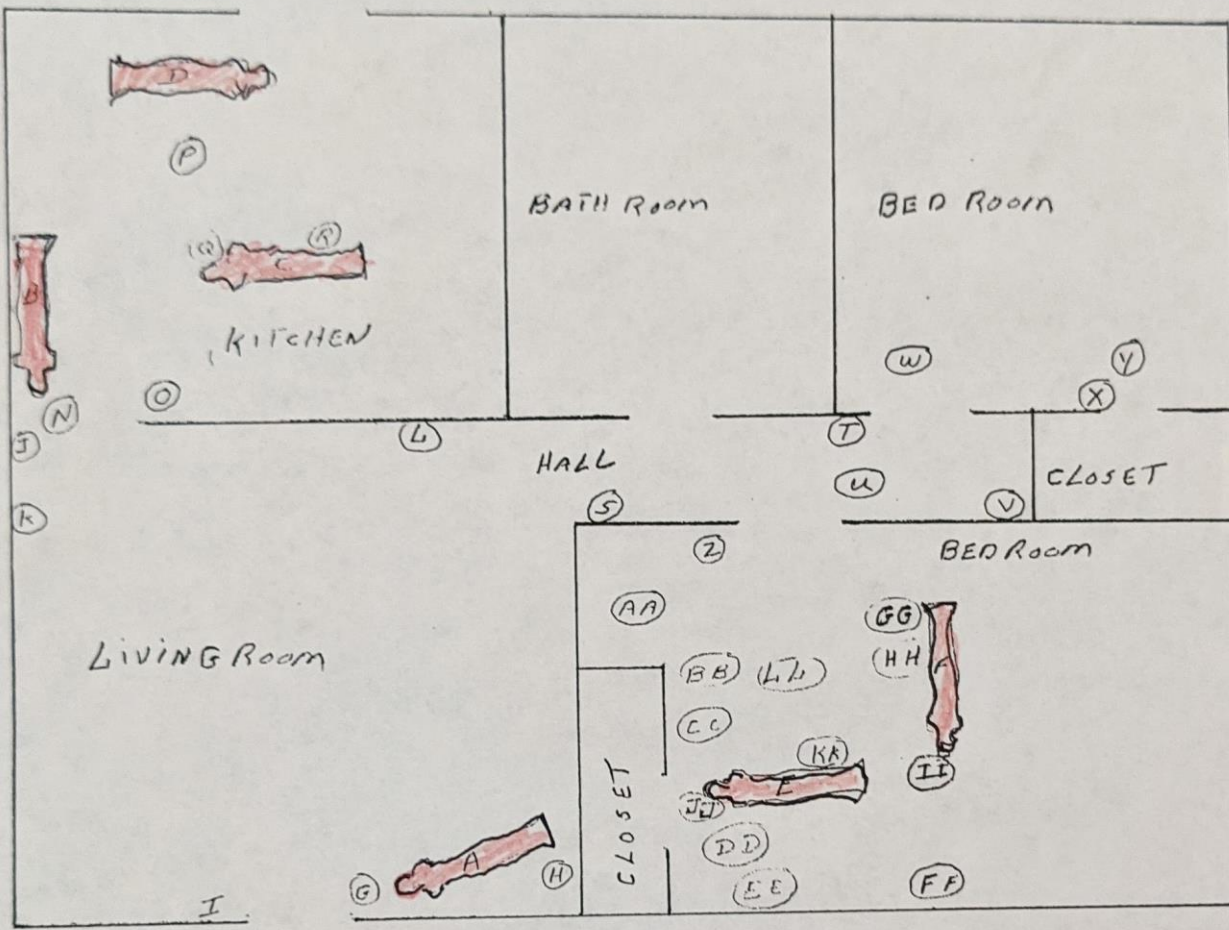
Liberty County

510 Square Miles

60,000 Population





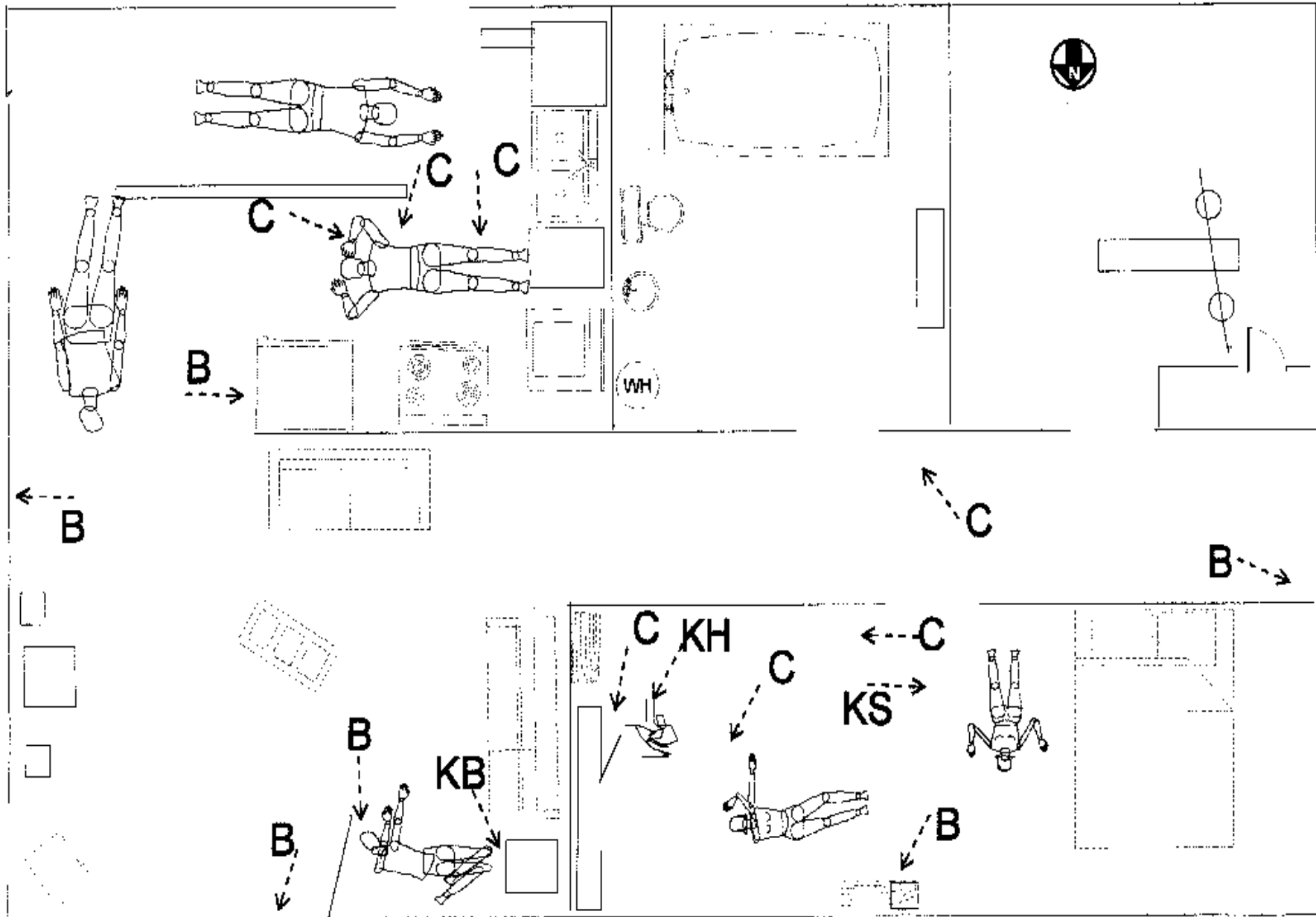


- LEGEND
- A- [REDACTED]
 - B- [REDACTED]
 - C- [REDACTED]
 - D- [REDACTED]
 - E- [REDACTED]
 - F- [REDACTED]
 - G- PROJECTILE
 - H- KNIFE BLADE
 - I- BAG OF COCAINE
 - J- PROJECTILE IN WALL
 - K- PAGER
 - L- PAGER
 - M- PROJECTILE IN EAVES
 - N- BLOODY SHOE PRINT
 - O- PROJECTILE
 - P- CASINS
 - Q- CASINS IN BROKEN BEAKER
 - R- CASINS UNDER LESS
 - S- FAKE FINGER NAIL
 - T- CASINS
 - U- PIECE OF SKIN
 - V- PROJECTILE
 - W- BLOODY SHOE PRINT
 - X- BLOOD ON CLOSET DOOR
 - Y- BLOOD ON BARBELL
 - Z- CASINS
 - AA- KNIFE HANDLE
 - BB- CASINS
 - CC- CASINS
 - DD- PAGER
 - EE- PISTOL AND COCAINE IN BOX

05-0199-01-98
 APT. #3 CATO LANE
 WALTHOURVILLE, GA.
 JANUARY 31, 1998
 DRAWN BY S/A RICHARD DEAS
 NOT TO SCALE

FF - PROJECTILE IN TELEVISION
 GG - KNIFE CASE
 HH - FAKE FINGER NAIL
 II - " "
 JJ - " "
 KK - " "
 LL - " "





























16 Points for the Command Staff Checklist to Support Effective Homicide Investigation

- In managing your homicide unit, supervisors, and investigators proceed from general to specific in nature
- Be thorough, accurate, and complete. Ensure proper organization, coordination, and oversight.

Adapted from Sullivan, M. J. (1998). Managing major case investigations: Suggestions for supervisors. FBI L. Enforcement Bull., 67, 1. Addition from: Edwards, J.B. (2005). Georgia law enforcement command college. Columbus State University. Major Case Management.

1. Slow Down The Pace

- Set The Example, When You Are Calm, They Become Calm.
- Make Everyone Think Objectively And Look Before They Leap.
- Preach being Deliberate To The Specifics In Everything
- Circumstances Will Demand And Force Investigators To Move Fast On Particular Leads But the Manager Must Control The Overall Pace Of The Investigation.

2. Use All Resources Available

- Utilize All Available Personnel Early. The Early Phases Of A Homicide Case Are Most Important And Personnel Intensive.
- Don't Hesitate To Call In More Help.
- Harness The Ability, Experience And Expertise Of Other Divisions Or Agencies.
- Use The Task Force Model If Needed.
- Ensure The Abilities, Expertise And Experience Match The Assignments And Task Given.

3. Plan, Organize And Develop Your Checklist.

- Develop A Standing List Of Task That Must Be Performed.
- Your Checklist Must Be Comprehensive
- Prioritize Issues And Steps To Be Addressed.
- Make Notes Of Pending Obligations And Responsibilities.
- Document Significant Communications.
- Document Significant Reports And Briefings

4. Focus On The Evidence

- Don't Let Events Sidetrack Or Prevent Attention To Probable Evidence Issues Or Identified Evidence.
- Test Articulate Suspicion And Probable Cause Issues Before Detention Or Arrest with Supervisors and DA
- Make your Supervisors focus on "Conviction Evidence Vs. Arrest Evidence".
- Ensure your staff have the resources to see that all Scenes Are Thoroughly Examined, inventoried and held As Long As Needed.
- Ensure Things Are Done Right The First Time. "Because You Don't Get Another Chance".

5. Crime Scenes

- Help keep high ranking people “Out” the Scene
- Ensure Scenes Have The Security Needed.
- Use Video To Re-Visit Scenes.
- Be Sensitive To Scene Contamination...If You Go In - The Rules Apply To You Also.

Important Commentary

“Everyone takes something in and something out at a crime scene”.

- ~ Contaminations issues cause big problems
- ~ Major cases attract high ranking visitors
- ~ Support your people in managing their scene, control your staff, protect the scene (utilize digital photos or video to let others see things)

6. Keep A Notebook

- Document your observations and questions.
- Keep Notes Documenting All Actions, Directives, Observations, Communications And Events.
- Ensure Times And Dates Are Accurate.
- Keep A Log Of Events For Later Use In Court.
- Ensure You Have Access To The Lead Assignments.

“You May Be Responsible At Court To Provide An Overview No One Else Can”.

7. Insulate Your Staff From Outside Issues And Arising Issues

- Ensure fact and investigator knowledge continuity as the case progresses in time
- Ensure Chain Of Command Is Followed Coming Down Within Your Appropriate Ability.
- Shield investigators From Media And Others That Sidetrack Them.
- Help coordinate proactively with Court Issues From Other Cases.

8. Attend Case Briefings When Possible

- Have A Location For An Early Briefing And Late Briefing For All Involved.
- Details, Facts And Information Shared And Compared with all investigators
- Lead Management
- Preach to stay focused
- Issues Tested Objectively
- Priorities Set
- Objectives Set
- Assignments Made (remember context and nuance)
- Ensure congruency with your investigators
- Follow Ups times Set
- Overlap Shifts
- Have resource inventories

9. Keep Command Staff Apprised.

- Ensure “SITREPS” And Regular Briefings.
- Invite Command Representatives To Attend Investigative Briefings.
- Keep your boss “Plugged in.”
- Communicate Problematic Issues Ahead Of Time When First Forecasted.
- Do not provide a problem without your recommendation for a solution.

(Remember: Bad news does not get better with age)

10. Communicate With Prosecutors.

- Don't Surprise Them Notify Them When A Major Case Occurs In Their Jurisdiction.
- Involving Them In The Beginning Benefits Both The Investigation And Prosecution.
- They Provide Advice And Assistance That Cause A More Efficient Investigative Effort.
- Assistance In Search Warrants And Ex-Parte Orders At The Start Of The Case.
- "Ownership Theory" In Case. If They Are Part Of The Case, They Feel Some Ownership.

11. Cooperate With Media

- Be Professional And Sensitive Toward Their Role.
- Control Them And Control Information But Cooperate By Giving Them Something In A Reasonable Time Period. (generic stuff and photo op's)
- Be Truthful.
- Get Back With Them.
- Use Them If They Can Be Of Benefit.
- **Cooperate But Protect The Specific's of the Investigation.**

12. Monitor And Provide For The Welfare of Investigators

- Are Safe And Secure.
- Have Access To Bathrooms.
- Have Food And Drinks.
- Breaks When Needed.
- The Ability To Be Comfortable With In The Climate Or Environment Working.
- Available communications

13. Manage The Ongoing Investigation

- Keep Investigations Objective, Open Minded And Focused.
- Praise And Commend Hard Work.
- Preach Vision, Demand Specificity And Stress The Importance Of Seizing The Initiative.
- Keep The Case Momentum Moving Forward.
- Weigh Consequences And Test Fact Patterns.
- Don't Micro-Manage.

14. Control Documents and Files

- Ensure Integrity Of The Case File And Leads Management System.
- Demand Documentation And Check Up With Specific Oversight.
- Ensure Leads Management System Is Documented Well And Completed.
- Watch Evidence And Property Issues Documentation.

“The Investigation Will Be As Good As The File Constructed”.

15. Cooperate With Other Agencies Stakeholders

- Share Information When Appropriate; They May Provide Leads.
- Use Resources When Needed.
- Provide support and care to victim's families and friends
- Communicate (keep them in the loop)
- Ask For Reserves And Dedicated Support Standby Resources If Another Incident Occurs During This One.
- Neighbors Inherit “A Right To Know” If A Big Bad Wolf Could Affect Their Community.

16. Insulate The Integrity Of Sensitive Case Information

- Secure Or Encrypted Communications
- Covert Assembly
- Document And Data Security
- Limited Access And Knowledge When Necessary.
- Precautionary Instruction And Consequence Notification.
- Secure Environment
- Logs, Documentation And Memoranda
- Prophylactic Guidance And Advise To Victims And Witnesses
- **Sealing Affidavits For Search Warrants And Court Orders**
- Sound Leak Policy

A tale of two cases

12 yoa female

- Lived in house with mother's sex offender boyfriend
- Reported missing
- Police report only
- Glasses on bed stand
- Antibiotic cream on table
- Sheets missing on bed
- Grandmother caused investigation by repeated complaints
- Found dead in marsh

24 yoa female

- Lived in apartment by herself
- Reported missing by phone by mother
- Police report only
- Two boyfriends
- Pregnancy vitamins on nightstand
- No clothes or packing
- Hamster dead
- Mother repeated calls
- Found dead in woods by hunters

CASE STUDY

Missing person persons cases liabilities:

- Initial responders' recognition and management
 - Resolved or unresolved issues
 - Deterioration of evidence with the evaporation of time (first 48hr. Rule)
- **Formula:** $24-48=24\dots48-48=0\dots72-48= (-24)$





The Story: a process of elimination



Timeline

- **Tuesday January 18th 9pm** (argument between husband and wife)
- **Wednesday January 19th 2pm** husband reports wife missing to local PD
- **Thursday January 20th 3pm** GBI notified and requested after family accusations to local police (Investigation begins – 48hrs later >or<)
- **Monday January 31st** body recovered and autopsy













AUSPICIOUS
SAVANNAH, GA

Chevron







350Z

VADEN
NISSAN

SAVANNAH, GA
SHELBA
VADEN NISSAN



SIGN IN AT
MARINA
OFFICE

BEFORE FUELING:
- ALL STOP ALL ENGINES AND REVERSIDERS
- ALL SHUT OFF ALL ELECTRICITY, OPEN FLAMES AND HEAT SOURCE.
- ALL CHECK ALL GAGES AND FUEL TANKS.
- ALL EXTENDERS ALL SPRINKLING MATERIALS.
- ALL CHECK TO CERTAIN APPROX AND OPERATING TIME CHECK ALLOW FUEL
- APPROX TO CERTAIN APPROX CHECKS OF THE GAGES.

DURING FUELING:
- ALL MAINTAIN GAGES CONTACT WITH FUEL PIPE.
- ALL Wipe UP SPILLS IMMEDIATELY.
- ALL STOP FUELING.
- ALL FUEL FILLING GAGES MUST BE ATTACHED AT ALL TIMES.

AFTER FUELING:
- ALL INSPECT GAGES FOR LEAKAGE AND FUEL TANKS.
- ALL VERIFY/SAFE UNTIL WORK LIFE RESUME.



















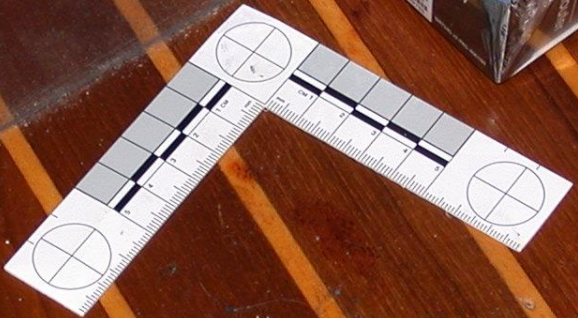




















C

500'



10'

DOCK

D

Wine Down 58' Yacht

A

26'

E

F

3' 6"

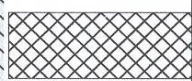


Gazebo

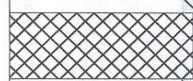
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Interior Dock



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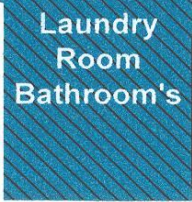


Interior Dock



Marina Office

G



Laundry Room
Bathroom's

H



Legend

- A = Wine Down Boat
- B = Gazebo
- C = Width of Dock
- D = Length of Dock
- E = Length of Ramp
- F = Width of ramp
- G = Marina Office
- H = Laundry Room, Bathrooms

05-0139-01-05

EXHIBIT #



05-0139-01-05
 Thunderbolt Marina
 3124 River Drive
 Thunderbolt, Chatham County, Georgia
 S/A John Barry
 January 20, 2005
 Not Drawn to Scale





THANKS
PLEASE
SLOW DOWN
SAFE
SPEED

CHESTER COUNTY
POLICE



NOTICE
NO SMOKING
BY ANY MEANS
IN THIS AREA

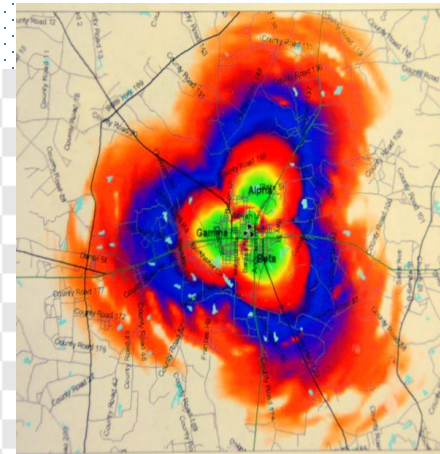


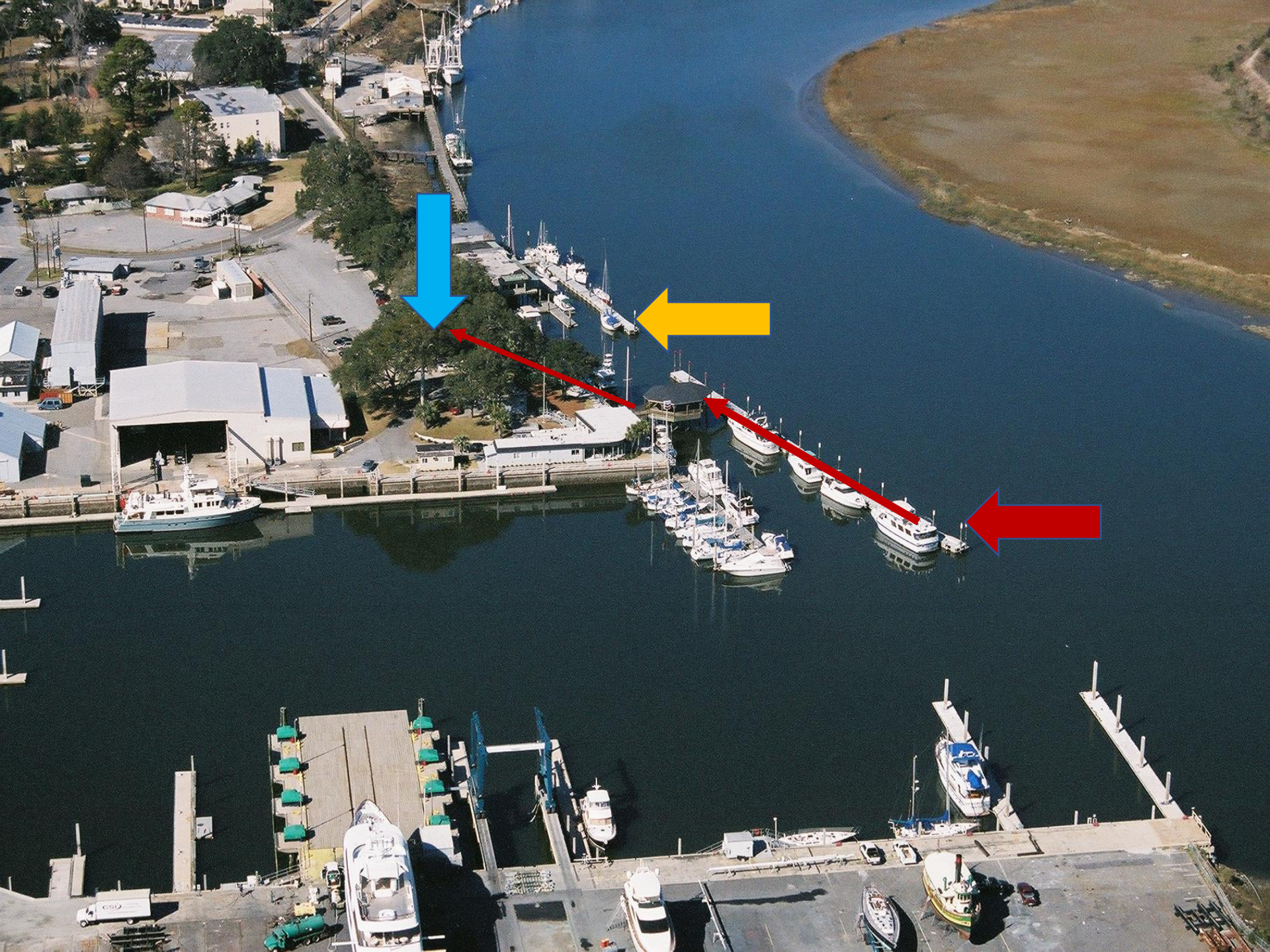
REAL GUSTO
MARBLEHEAD, MA
SR113677



My Three Sons II
CHARLOTTE, NC

Tuesday Jan. 18th
Victim Cell
Records just
before midnight





05-0139-01-05

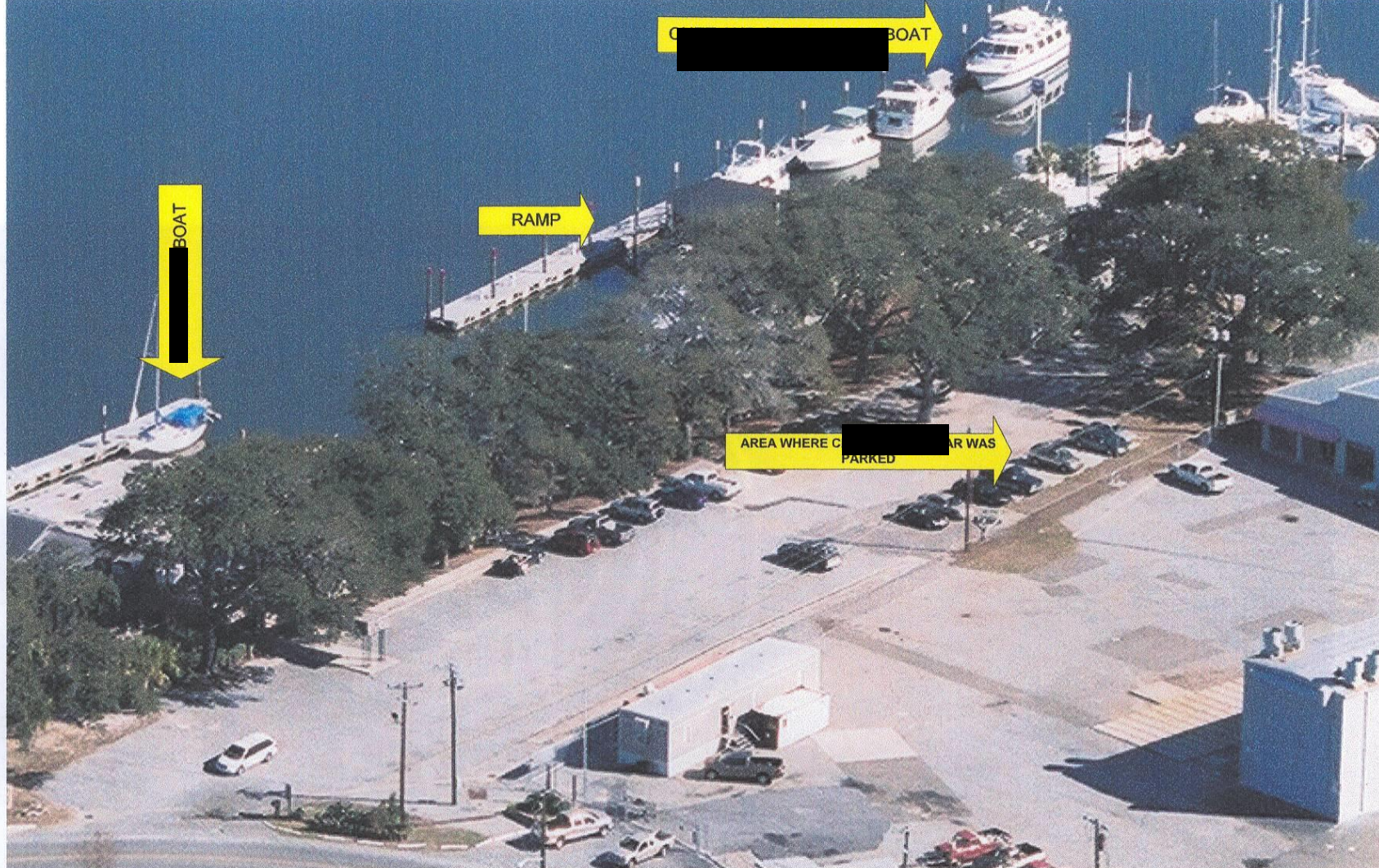


EXHIBIT #



05-0139-01-05
Thunderbolt Marina
3124 River Drive
Thunderbolt, Chatham County, Georgia
 S/A John Barry
 January 20, 2005
 Not Drawn to Scale

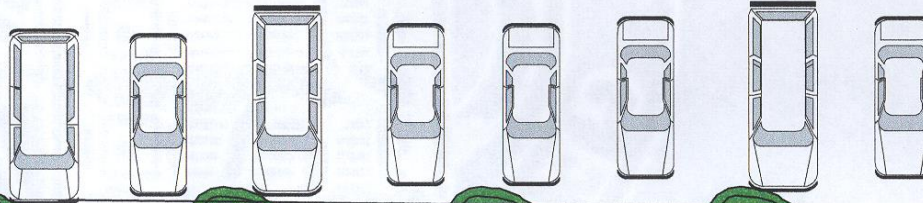
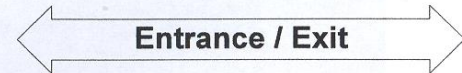


Cigarette Butts Recovered

Trailer



loaner
Lexus



05-0139-01-05

05-0139-01-05

Thunderbolt Marina

3124 River Drive

Thunderbolt, Chatham County, Georgia

S/A John Barry

January 20, 2005

Not Drawn to Scale

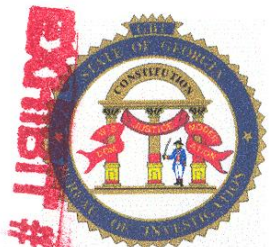


Exhibit #1







First responder (uniformed officer) photographs





SWISS HOUSE

FAMILY VINEYARD SELECTION







D

DOBSIS LOON
SHANNING GA

CHARLOTTE, N.C.

L2982 BN

NO WALKING
ON THE DOCK





THE
CROWN
TREASURY
OF
ELEVANT
COLATION
Edward E. Mordby



It's So Great On Shore,
You'll Just Never Get
Back On Your Boat.





A SAIL AND T
EMOTIONAL

THE HISTORY OF...
DISCOVERING...
A SAIL AND T
EMOTIONAL

Handwritten notes on a piece of paper.




King of the Road

Playmate
RVs















Shop Rite
 PHARMACY
 4137534
 DR. PAUL
 GREENWAY, ZAID
 TAKE ONE OR TWO
 EVERY 4 HOURS
 FOR PAIN.
 12 FLORICET TABLETS
 BUTALAMOL 500/07/04 NO REFILL
 02/26/04 NO REFILL

Shop Rite
 PHARMACY
 719505
 DR. PAUL
 BRANCH, CINDY
 TAKE 1 TABLET
 EVERY 4 TO 6
 HOURS AS NEEDED FOR PAIN.
 15 ULTRACET TABLETS
 07/04 NO REFILL

Shop Rite
 PHARMACY
 4112
 DR. PAUL
 BRAY, CINDY
 TAKE ONE TABLET EVERY
 4 HOURS AS NEEDED FOR PAIN.
 NAPROXEN DS
 04 01 REFILL

Shop Rite
 PHARMACY
 4713216
 DR. PAUL
 GREENWAY, ZAID
 TAKE 2 TABLETS
 3 TIMES A DAY.
 10 SKELAXIN TABLETS
 03/09/04 01 REFILL

Shop Rite
 PHARMACY
 4111
 DR. PAUL
 BRAY, CINDY
 TAKE 1 TABLET BY MOUTH
 EVERY 4 HOURS AS NEEDED FOR PAIN.
 HYCOXET 5/325MG TABLETS
 04 NO REFILL

Naproxen DS (naproxen) is a non-steroidal anti-inflammatory drug (NSAID) used to relieve pain and reduce inflammation. It is commonly used for conditions such as osteoarthritis, rheumatoid arthritis, and menstrual pain. It is important to follow the instructions on the label and consult your healthcare provider if you have any questions or concerns.

[Redacted]

... making
\$100,000 per year within
@ 12 months

[Redacted]

11-7-01

My Life Goal is to
be w
and

[Redacted]



MERLOT

FETA
Valmore
ALLENMORE
VALMORE
VALMORE

Thomas Fogarty

BLAIE
VALMORE
VALMORE





Nation
Guard

CAUTION





URBAN. UPSCALE. ULTIMATE.
HOUSE
REDKEN
5TH AVENUE NYC



Two black hair salon chairs are positioned in front of a counter. The counter is covered with various hair products, including bottles of shampoo, conditioner, and styling products. The chairs are black and have a modern, ergonomic design.

A tall black cabinet or storage unit is located on the right side of the salon. It has a small framed picture or poster on top. The cabinet is made of dark wood or a similar material.





VHS DIGITAL TRACKING

VIDEO AUDIO PAUSE VOLUME CHANNEL STORE/EJECT REW PLAY F.FWD RECORD EARRPHONE
ON SCREEN DISPLAY AUTO HEAD CLEANER HQ

HON

IDS

Macon Beauty Supply

IDS

Howes

Boys

Lifeline

Goody's

Out State

Lewis

Georgia

Disc

Danny Cumbee

Coupons

MTT

CITI Bank

Chase

Bellsouth

Bell South (unknown)

BellSouth (B)

Bank One 7365

AVIS

Allstate

Ace Hardware

LIVE



Victim's Husband



**FORT STEWART AND HUNTER ARMY AIRFIELD
TEMPORARY VEHICLE ACCESS PASS**

ISSUE DATE

JAN 19 2005

EXPIRATION DATE

(NEXT DUTY DAY)

JAN 20 2005

ISSUE/EXP TIME

1020

NAME:

Lynch Brandon

DESTINATION:

AKI/140

VEHICLE DESCRIPTION:

Chevy Silverado BK 03

8594 (MAKE)(MODEL)(COLOR)(YR)

NUMBER OF THE DAY

25

24 HOUR PASS

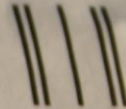
G1
Annou...

NAME _____

ADDRESS _____

CITY _____ STATE _____ ZIP _____

PARKING TICKET NUMBER _____

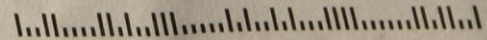


PLACE
STAMP
HERE

**BE SURE TO ENCLOSE THE PARKING
TICKET WITH YOUR REMITTANCE**

**CITY OF SAVANNAH
PARKING SERVICES DEPARTMENT**

P.O. Box 2101
Savannah, GA 31402-2101



PRICE
PAID
9/1
inco
2351010
te690

(seven calendar days) after the date of issue a ten dollar penalty is added to the fee. If not paid within 30 calendar days an additional fifteen dollar penalty is added. Failure to pay this citation will make you subject to court summons and/or immobilization of your vehicle.



Citation: 1978660

Date: 01/13/2005 Time: 16:15

Officer: MCMAHON ID: 4411

Beat: 1

Loc: 200 E ST JULIAN ST

Viol: 1

Desc: PARKING OVERTIME ON METER

Fine: \$ 10.00



MeterNo: 233

Lic: 8594ARM

State: GA

Exp: 07/05

Permit:

Make: CH

Style: TRUCK

Color: BLK

VIN:

PEN:PKS

NT00

Pay on line at www.ci.savannah.ga.us

OFFICE OF SAVANNAH
POLICE DEPARTMENT

DO NOT MAIL CASH
Pay your ticket online at: www.ci.savannah.ga.us

PLEASE READ VERY CAREFULLY
For your convenience, this self addressed envelope may be used for money order along with the parking citation received.
If using this envelope be sure to:

1. Print your name, address and Parking Ticket No.
2. Enclose



Recent Finds

All

- Augusta, GA NW 113m
- Thunderbolt, GA NW 0.7m
- Hinesville, GA W 34.9m
- Carmike Cinemas W 7.8m
- Fiddler's Crab House NW 4.7m

PAGE MARK

MENU ROUTE

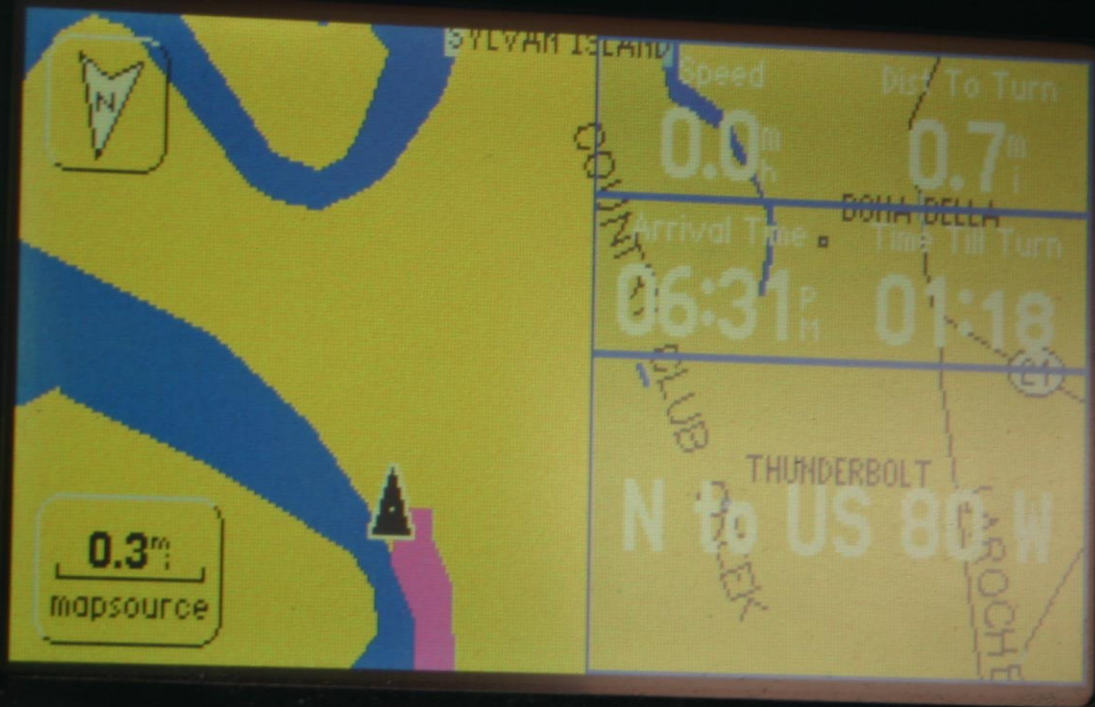
FIND RECENT

SPEAK VOLUME

GARMIN StreetPilot 2000

LOCK →

P



GARMIN StreetPilot 2610








PAGE MARK

MENU ROUTE

FIND RECENT

SPEAK VOLUME

LOCK →

	143 ^m Turn left on 15th St	02:29 06:29 ^P _M	
	143 ^m Turn right on Tutt Ave	02:30 06:30 ^P _M	
	144 ^m Turn left on Floyd St	02:30 06:31 ^P _M	
	144 ^m Arrive at Augusta on left	02:31 06:31 ^P _M	

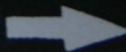
PAGE
MARK

MENU
ROUTE

FIND
RECENT

SPEAK
VOLUME

GARMIN StreetPilot 2610

LOCK 





GARMIN StreetPilot 2510

PAGE
MARK

MENU
ROUTE

FIND
RECENT

SPEAK
VOLUME

LOCK →

Navigation screen content:

- Map showing a route to Augusta.
- Instruction: Arrive at Augusta on left
- Distance: 144m
- ETA: 02:31
- Logo: 500: mapsource



8594 ARM
JUL. EMANUEL 2005

TRUE TEMPER[®]
SILVERBACK

Digging Shovel

15 YEAR WARRANTY

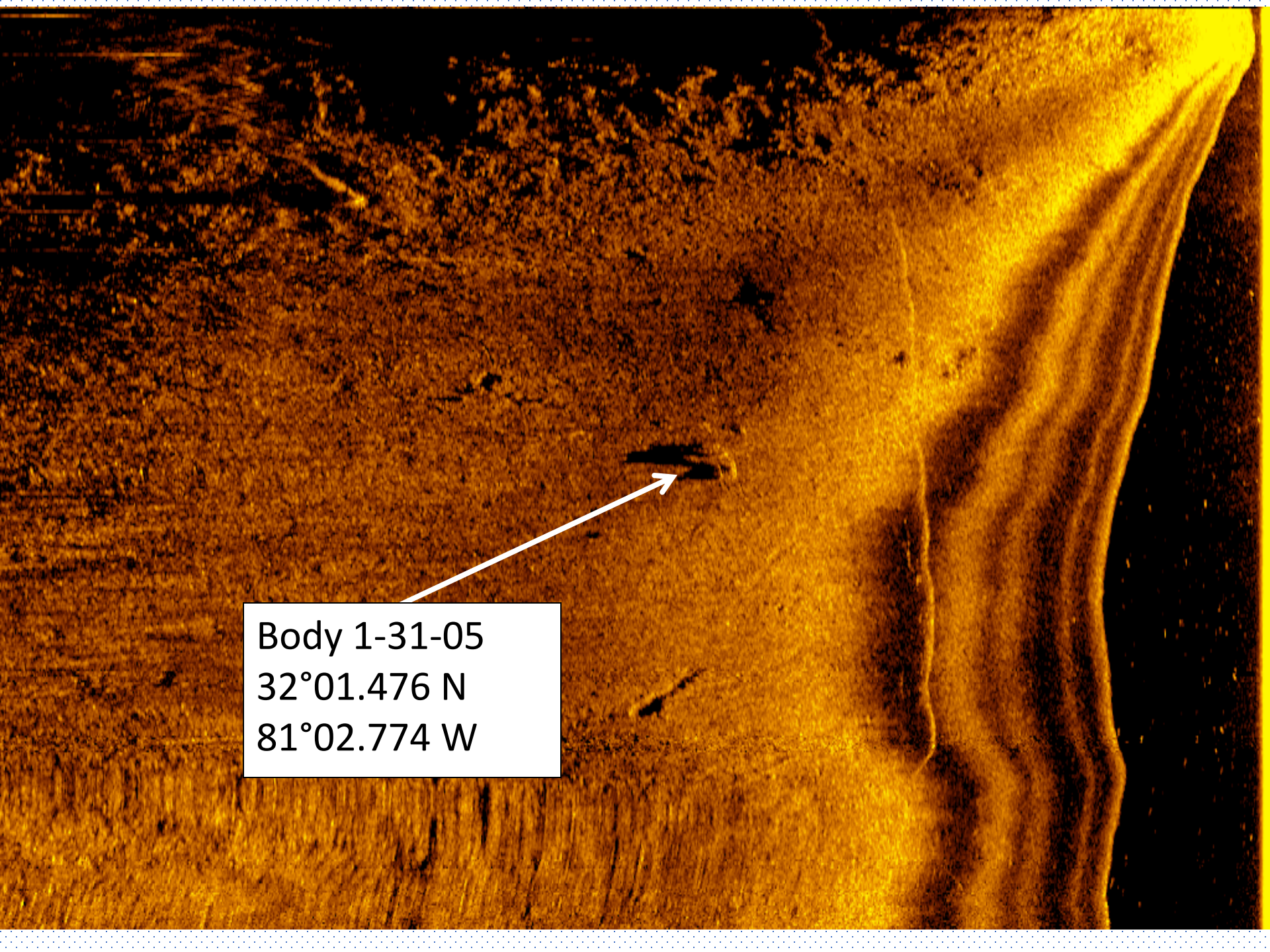
- Extended tapered steel socket for added strength
- Ergo D-top handle for added leverage
- Hardwood handle

©2011 True Temper Hardware Company, Inc. A 17070
19









Body 1-31-05
32°01.476 N
81°02.774 W

LIVE

FOX NEWS ALERT
FEMALE BODY FOUND
FOUND NEAR [REDACTED] BOAT



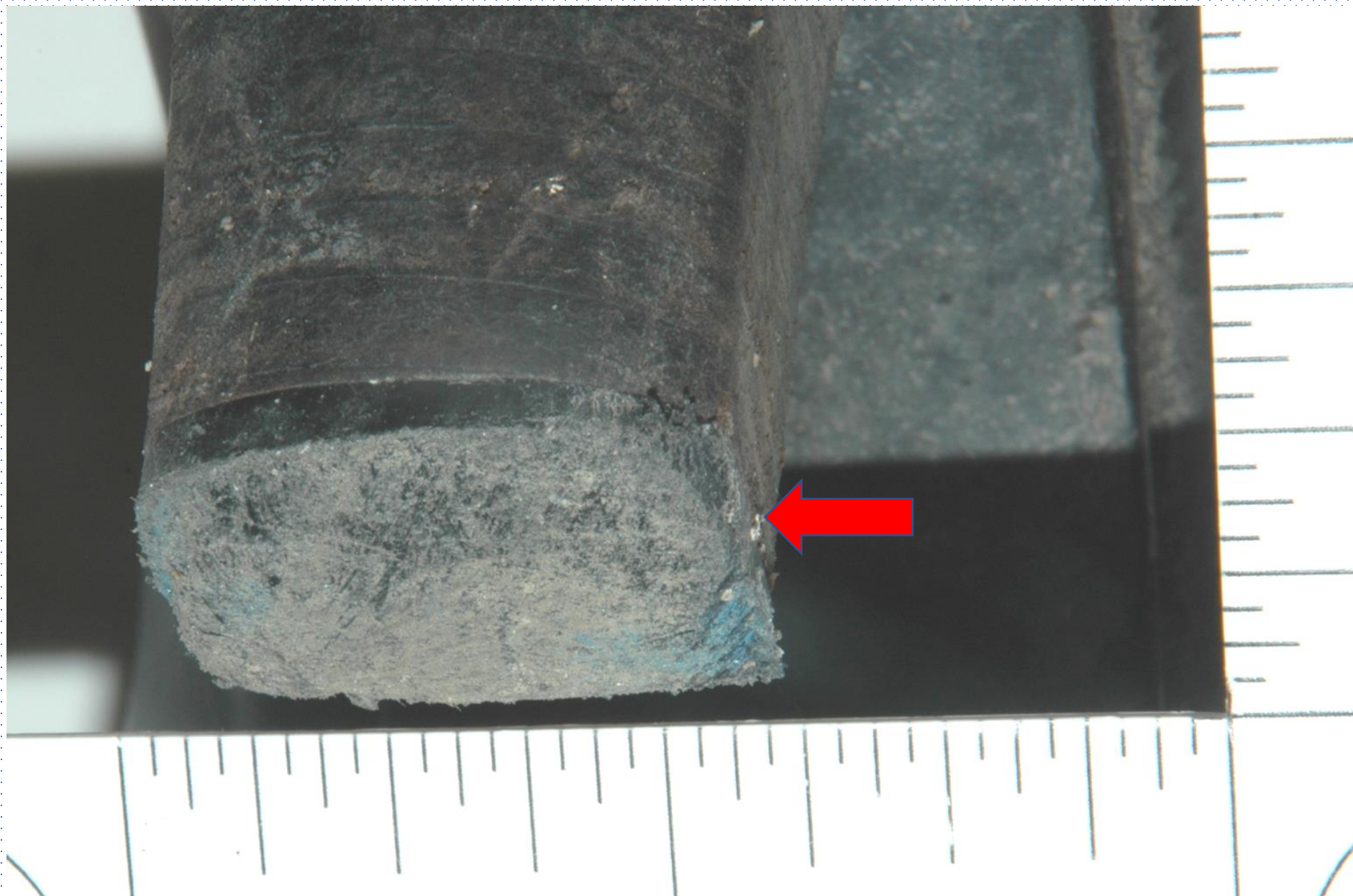


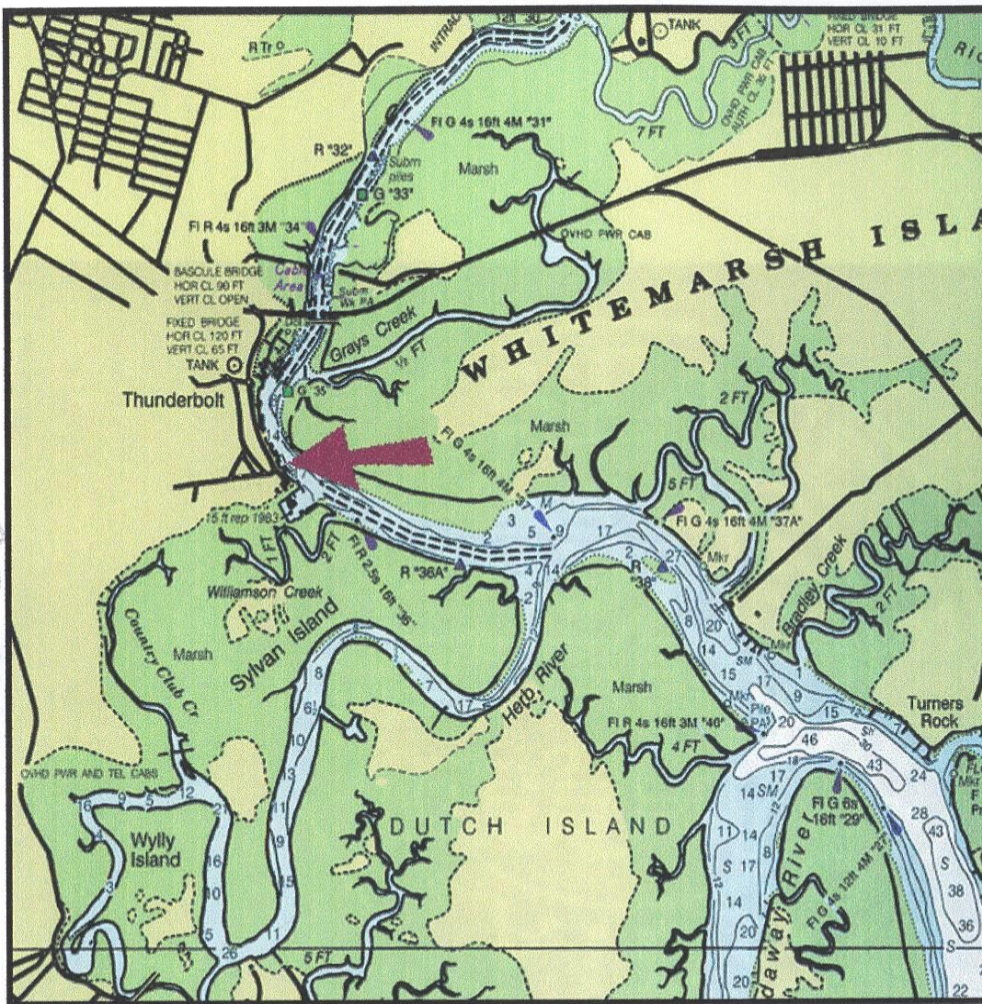












TIDE INFORMATION

Thunderbolt, Wilmington River, Georgia

January 18, 2005

32.0333° N, 81.0500° W

Thunderbolt Tide Adjustment High Tide Add 30 m

01-18-2005 07:25 EST Sunrise

01-18-2005 17:45 EST Sunset

01-18-2005 08:52 EST 0.9 feet Low Tide

01-18-2005 21:02 EST 0.3 feet Low Tide

01-18-2005 02:18 EST 6.7 feet High Tide

01-18-2005 14:44 EST 5.9 feet High Tide

Max Temperature 41 °F / 5 °C

Min Temperature 26 °F / -3 °C

Water Temperature Approx 42 degrees

05-0139-01-05

Thunderbolt Marina

3124 River Drive

Thunderbolt, Chatham County, Georgia

S/A John Barry

January 20, 2005

Not Drawn to Scale

EXHIBIT # 11



JANUARY 2005 TIDES

HIGH TIDE

LOW TIDE

		AM	HT	PM	HT	AM	HT	PM	HT
1	SA	11:31	6.5			5:26	0.8	5:52	0.6
2	SU	12:02	5.9	12:19	6.3	6:14	0.9	6:37	0.6
3	M	12:53	6.1	1:10	6.2	7:11	1.0	7:28	0.6
4	TU	1:47	6.3	2:05	6.1	8:15	1.0	8:27	0.4
5	W	2:45	6.6	3:03	6.1	9:23	0.8	9:29	0.2
6	TH	3:45	7.0	4:04	6.2	10:28	0.5	10:30	-0.1
7	F	4:48	7.4	5:06	6.3	11:29	0.1	11:30	-0.5
8	SA	5:49	7.8	6:06	6.6			12:27	-0.3
9	SU	6:48	8.2	7:02	6.9	12:29	-0.9	1:23	-0.7
10	M	7:43	8.4	7:57	7.1	1:26	-1.2	2:16	-0.9
11	TU	8:37	8.5	8:50	7.2	2:20	-1.4	3:06	-1.1
12	W	9:29	8.3	9:44	7.2	3:13	-1.4	3:55	-1.1
13	TH	10:22	8.0	10:39	7.1	4:05	-1.2	4:43	-1.0
14	F	11:15	7.6	11:35	7.0	4:56	-0.8	5:31	-0.8
15	SA			12:07	7.1	5:49	-0.3	6:20	-0.5
16	SU	12:31	6.9	12:59	6.6	6:46	0.3	7:12	-0.1
17	M	1:25	6.8	1:51	6.2	7:47	0.7	8:06	0.2
18	TU	2:18	6.7	2:44	5.9	8:52	0.9	9:02	0.3
19	W	3:12	6.6	3:38	5.7	9:55	1.0	9:57	0.4
20	TH	4:05	6.6	4:32	5.6	10:50	1.0	10:50	0.4
21	F	4:59	6.7	5:25	5.7	11:40	0.8	11:39	0.3
22	SA	5:50	6.8	6:15	5.8			12:26	0.7
23	SU	6:37	6.9	7:00	5.9	12:25	0.2	1:09	0.5
24	M	7:19	7.0	7:41	6.1	1:09	0.0	1:48	0.4
25	TU	7:59	7.1	8:19	6.1	1:51	-0.1	2:25	0.3
26	W	8:35	7.1	8:55	6.1	2:30	-0.1	3:00	0.2
27	TH	9:09	7.0	9:29	6.1	3:08	-0.1	3:34	0.1
28	F	9:43	6.9	10:03	6.1	3:45	0.0	4:08	0.1
29	SA	10:18	6.7	10:41	6.2	4:23	0.2	4:42	0.1
30	SU	10:58	6.5	11:24	6.3	5:04	0.3	5:19	0.1
31	M	11:43	6.3			5:49	0.5	6:01	0.2







Outcome

Toxicology: Femoral blood sample – BAL 300 mg/dL

Cause of Death:

Cold water immersion
and drowning with acute ethanol use

Manner of Death:

Accident

Utility of Technologies

- Geofencing software systems (location information that is being constantly collected and stored by various companies, primarily for research and marketing purposes)
- Cell locations, tracking, history, and records
- Data bases and data management systems
- Digital resources (cameras etc.)
- CODIS data base
- Genome sequencing (later with DNA sample)

CCTV Evidence

- The integrity and provenance of CCTV evidence can be compromised easily due to inadequate systems, processes and practices at each stage in the life cycle of CCTV traces (i.e., from its initial recovery through to presentation at court)

Brookman & Jones, (2021)

Review of Video Camera Footage in Cases

Seth Stoughton University of South Carolina Law School

Practical Limitations

- ❖ Off-camera events
 - ❖ Non-visual/non-auditory events
 - ❖ Ambiguity and interpretation
 - Perspective and bias
 - Cognitive Illiberalism
- “With very rare exceptions, we need more context than videos can always provide”**

In Gang Homicides

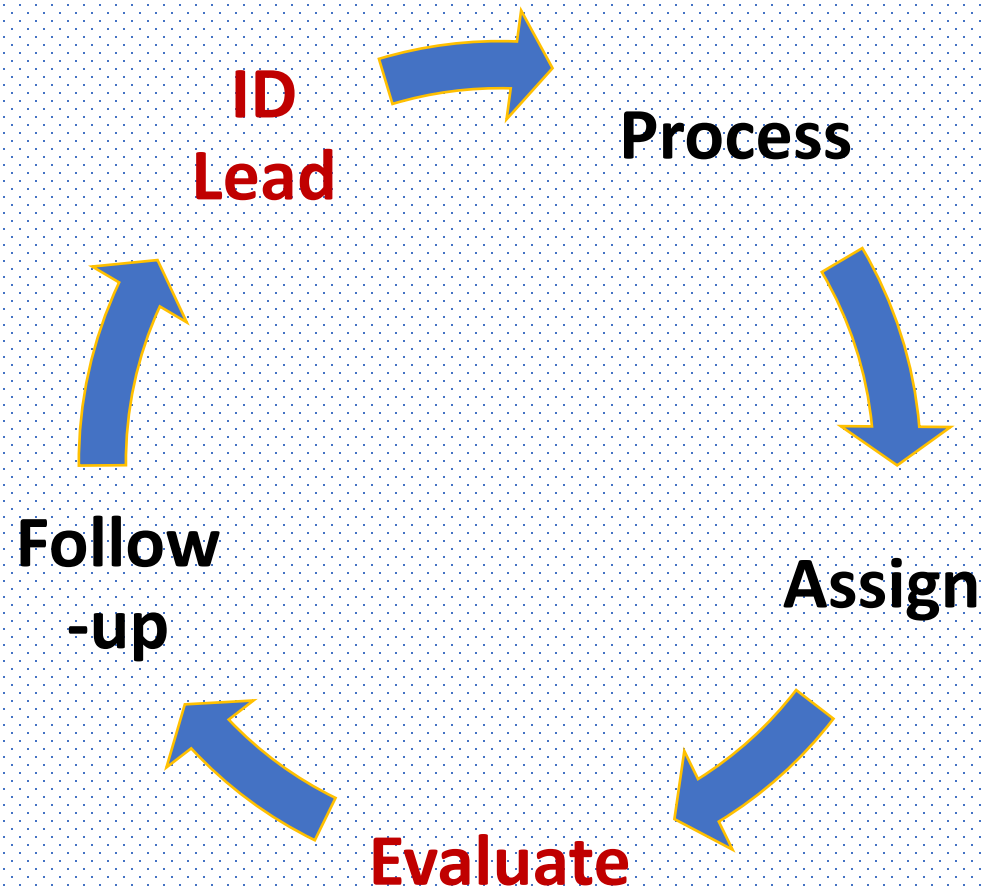
- The ATF National Integrated Ballistic Information Network (NIBIN)
- NIBIN is a program managed by ATF that automates the imaging of unique identifiers of cartridge cases fired from firearms and stores the digital images in a database
- NIBIN links crime scenes by these unique markings and thus, helps pinpoint repeated violent offenders

A Leads Management System will provide the “pictures” needed to enable the lead investigator to:

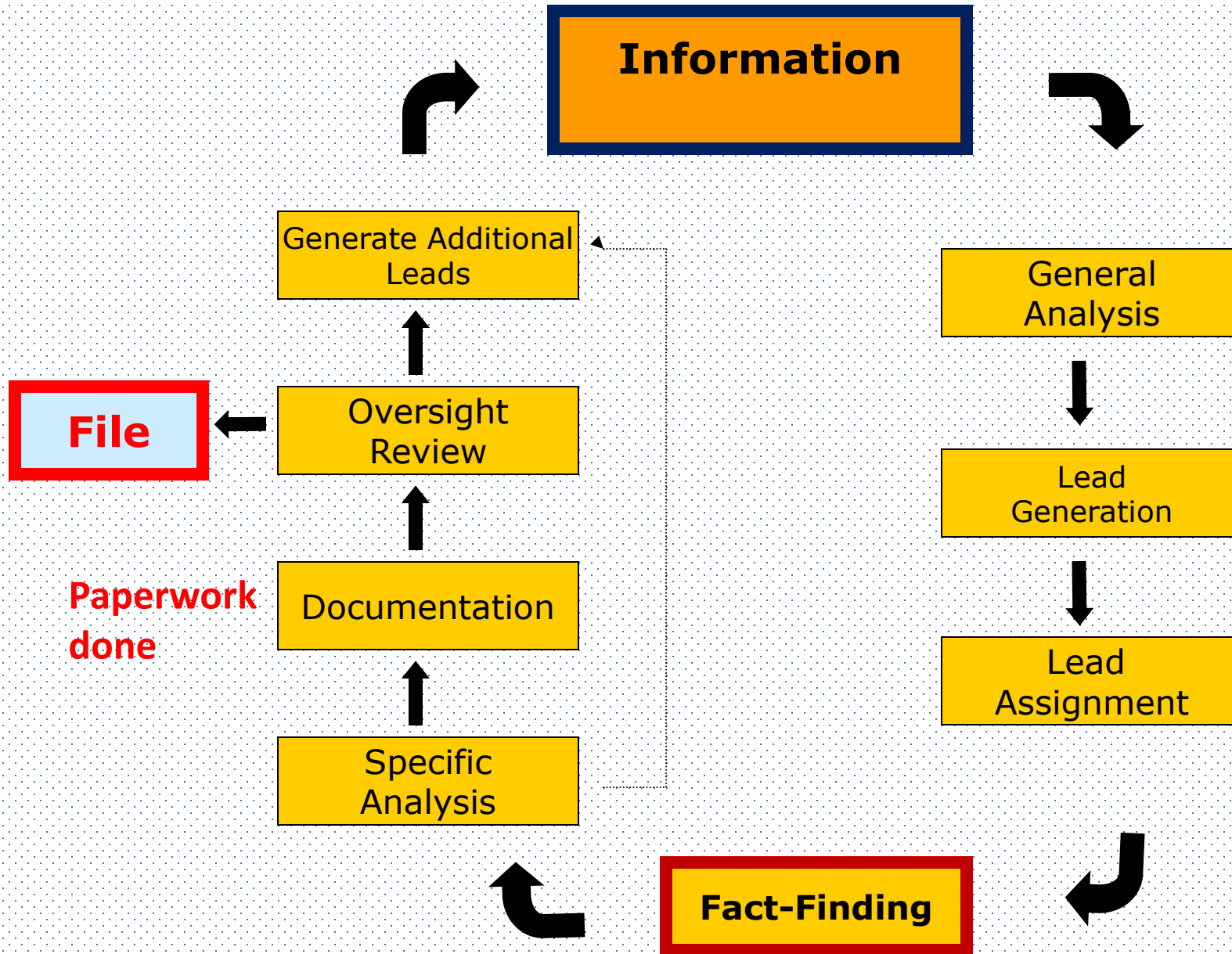
From a simple notebook to a computer program

- Know all issues in the investigation
- Maintain a road map/blueprint for the investigation efforts
- Determine resource allocation and needs
- Predict and forecast critical issues
- Choose strategies and tactics
- Direct, supervise, and coordinate the investigation as it unfolds
- Correlate, compare, and analyze information

Investigative Lead Cycle



The Lead Out – Lead In Process Cycle



#	OFFICER	NAME	DESCRIPTION	DO	DR
1	SMITH	VICTIM CAR	SEARCH CAR	4-7	
2	JENKS	SCENE INV	1967 VLS INV.	4-7	
3	ROWE	NIGHT CAR	FULL CAR	4-7	
4	HILL	NIGHT CAR	FULL CAR	1-7	
5	JONES	GUN SHOP	TALK TO JEFF	4-7	4-7
6	HILL	BURGER SHOP	FIGHT ON SAT	4-7	4-7
7	HILL	BURGER SHOP	FIGHT ON SAT	4-7	4-7
8	SMITH	VICTIM MOTHER	TIMELINE	4-7	4-7
9	SMITH	VICTIM HUSBAND	TIMELINE	4-7	4-7
10	JONES	CALL TOWN	ABG	4-7	
11	ROWE	NIGHT SNARE	REAS SIKES	4-7	
12	JENKS	JOE RED	TALKATED VICTIM	4-7	
13	ROBERTS	BELLVILLE	VICT. CARLTON SWAN	4-7	
14	ROBERTS	RAIDSVILLE	VIC. X WIFE	4-7	
15	CLAY	MOSP REC	VICT. INQUIRY	4-7	
16	JONES	CALL DOWN	VICT PHONE	4-7	
17	SMITH	IRVIN HIST	ON REAS SIKES	4-7	



Microsoft Access

Major Case G-8 : Database (Access 2003 file format)

Events : Table

Investigator	Lead #	Lead Name	Location	Start	End	Description
S/A PURDIMAN	191	Officer Norris Neal	Rogers State Prison	6/7/2005		
S/A SAPP	192	Officer Tommy Sapp	Internal Affairs office	6/6/2005	6/6/2005	Interview concerning inmate abuse Witness to Lt. Lamerton beating Failed polygraph. No statement
S/A PURDIMAN	193	Officer Kerry Finnie	Rogers State Prison	6/6/2005	6/6/2005	Witness to incident on 5-05-05 involving inmate Dawan
S/A JOHN BARRY	194	Officer Stewart John Wood	Internal Affairs office	6/6/2005	6/6/2005	Refused polygraph for criminal investigation. Said he will take internal
S/A PURDIMAN	195	Officer David Durrence	Internal Affairs office	6/6/2005		
S/A SAPP	196	Officer Brandon Lewis	Internal Affairs office	6/6/2005		
S/A SULLINGER	197	Officer Tommy Osborne	Internal Affairs office			Polygraph
S/A FRED DENSON	198	Officer Hansford Hunter	Internal Affairs office			Polygraph
S/A KENDRA LYNN	199	Officer Patrick Wright	Internal Affairs office			Polygraph
S/A KENDRA LYNN	200	Officer Nick Long	Internal Affairs office			Polygraph
S/A KENDRA LYNN	201	Inmate Morris Tye	Rogers State Prison	6/6/2005		Interview concerning abuse by Sgt. Bums
	0					

Record: 1 of 200

Dashboard View

JUN 8 2005

Tahoma 8 **B** *I* U [Text alignment icons] [Color icons] [Zoom icons]

[Clipboard icons] [Undo] [Redo] [Print] [Find] [Home] [End] [Refresh] [Help]

Lead tracker RSP : Database (A...)

Open Design New [X] [Print]

Objects

- Tables
- Queries
- Forms
- Reports
- Pages
- Macros
- Modules

Groups

- Favorites

Name

- Create table
- Create table
- Create table
- Paste Errors
- tblAgency
- tblAGT/Inve
- tblCase Num
- tblEvents

Lead Tracker...

Georgia Bureau of Investigation **Lead Tracker...**

Major Case Event dBase
A Program developed by SOU & R-5 to Enter, Assign & Track investigative leads.
© Keith Axtell, SOU

Case # Look-Up Table Print - Queries Report Quit App

Agt/Inv Look-Up Table Print a BLANK Lead Sheet

Agency Look-Up Table Single Event Lead Form Close This Form...

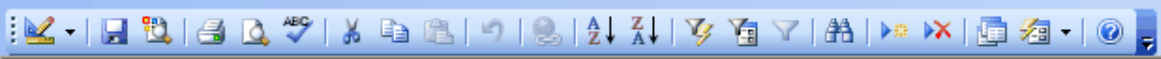
Filter | Ascending | Descending | Remove Sort | Refresh | Save | Delete | Find | Find | Size to | Switch | Text Formatting

Pre-Built Report Queries

Single Event Lead

Lead #	Agent / Investigator	Agency
31	S/A Charles Sikes	GBI
Lead Name		Lead Location
Joe Doe		Freds Service Station, 777 Main Street
<input checked="" type="checkbox"/> Lead Complete	<input checked="" type="checkbox"/> Report Submitted	
Date Issued	Case Number	Date Returned
6/20/2005	05-0226-01-06	6/26/2005
Description		
Interview Joe Doe regarding him being with the victim at Charlie's bar on 6-19-05 (reported to be last person to see victim alive)		
Print Selected Lead Sheet	Email Selected Lead Sheet	Save Record
Close Form		

Record: 1 of 10 | No Filter | Search



Lead Tracker...

tblEvents : Table

Lead	Agent/Investigator	Agency	Lead Name	Lead Location	Date Issued	Description	Lead Complete
1	S/A SANDS	R-5	Request for Investigation	Rogers State Prison	5/18/2005	Request for Investigation	<input checked="" type="checkbox"/>
2	S/A SANDS	R-5	Manager Jan Roulain/ Director Schofield	Rogers State Prison	5/18/2005	Case opening information. Provided with former Officer Cardell's list.	<input checked="" type="checkbox"/>
3	S/A SANDS	R-5	Deputy Warden RD COLLINS	Rogers State Prison	5/18/2005	Interviewed concerning inmate abuse.	<input checked="" type="checkbox"/>
4	S/A SANDS	R-5	Lt. Rodney Mccloud	Rogers State Prison	5/18/2005	Interviewed concerning inmate abuse.	<input checked="" type="checkbox"/>
5	S/A SANDS	R-5	Lt. Reginald Langston	Rogers State Prison	5/18/2005	Interviewed concerning inmate abuse.(Inmate Wells)(Inmate Williams)	<input checked="" type="checkbox"/>
6	S/A SANDS	R-5	Manager Jan Roulain	Rogers State Prison	5/18/2005	Provided S/A SANDS with use of force reports	<input checked="" type="checkbox"/>
7	S/A SANDS	R-5	Lt. Randy Byrd	Rogers State Prison	5/18/2005	Interviewed concerning inmate abuse.	<input checked="" type="checkbox"/>
8	S/A PURDIMAN	R-5	Inmate Mario Wells	Rogers State Prison	5/18/2005	Interviewed (requested attorney)	<input checked="" type="checkbox"/>
9	S/A PURDIMAN	R-5	Inmate Mark Stafford	Rogers State Prison	5/18/2005	Interviewed (Did not report abuse)	<input checked="" type="checkbox"/>
10	S/A THOMPSON	R-5	Former Officer Tommy Cardell	Candler County Sheriff's Dept.	5/18/2005	Interviewed (witness to two specific incidences.	<input checked="" type="checkbox"/>
11	S/A SAPP	R-5	Investigator Neal	Tattnall County	5/18/2005	Interview concerning investigation of	<input checked="" type="checkbox"/>

Record: 1 of 243

Datasheet View



A Z Ascending
Z A Descending
Remove Sort

Sort & Filter



Refresh All
New Save Delete
abc

Records



Find
b c
→
↔

Find



Size to Fit Form
Switch Windows

Window

B I U
A

Text Formatting


Pre-Built Report Queries

Preview All Leads Report

You will be prompted to enter the NAME to query by...

Preview Leads by Agent Report

Preview Un-Completed Leads Report



Quit App

Agt/Inv Look-Up Table

Print a BLANK Lead Sheet

Agency Look-Up Table

Single Event Lead Form

Close This Form...



Print

Print



Size

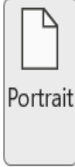


Margins

Show Margins

Print Data Only

Page Size



Portrait



Landscape

Page Layout



Columns



Page Setup



Zoom



One Page

Zoom



Two Pages



More Pages



Refresh All



Excel



Text File



PDF or XPS



Email



More



Close Print Preview

Close Preview

Tables



Paste Err... Table

Date Created: 6/...
Date Modified: ...



tblAgency Table

Date Created: 6/...
Date Modified: ...
Agency Look-U...



tblAGT/I... Table

Date Created: 6/...
Date Modified: ...
Agt/Inv Look-U...



tblCase ... Table

Date Created: 6/...
Date Modified: ...
Case # Look-Up...



tblEvents Table

Date Created: 6/...
Date Modified: ...
Main database t...



CASE LEAD SHEET

Tear at dotted line and provide bottom copy to Agent/Investigator. Top copy retained by Case Agent

GBI Lead Sheet

Priority

Routine

Case Number:

Lead # Agent/Investigator Agency

Lead Name Lead Location

Lead Complete Report Submitted

Date Issued

Date Returned

Description

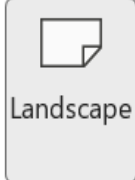
Ready

Type here to search





Portrait



Landscape

Page Layout



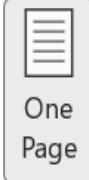
Columns



Page Setup



Zoom



One Page

Zoom



Two Pages



More Pages



Refresh All



Excel



Text File



PDF or XPS



Email



More

Data



Close Print Preview

Close Preview

All Leads Report

05-0226-25-05

Lead #	Agent/Investigator	Agency	Lead Name	Location	Issued	Description	Complete	Returned	Report
1	S/A SANDS	R-5	Request for Inve	Rogers State Pris	5/18/2005	Request for Investigation	<input checked="" type="checkbox"/>	5/18/2005	<input type="checkbox"/>
2	S/A SANDS	R-5	Manager Jan Ro	Rogers State Pris	5/18/2005	Case opening information. Provid	<input checked="" type="checkbox"/>	5/18/2005	<input type="checkbox"/>
3	S/A SANDS	R-5	Deputy Warden	Rogers State Pris	5/18/2005	Interviewed concerning inmate ab	<input checked="" type="checkbox"/>	5/18/2005	<input type="checkbox"/>
4	S/A SANDS	R-5	Lt. Rodney Mccl	Rogers State Pris	5/18/2005	Interviewed concerning inmate ab	<input checked="" type="checkbox"/>	5/18/2005	<input type="checkbox"/>
5	S/A SANDS	R-5	Lt. Reginald Lan	Rogers State Pris	5/18/2005	Interviewed concerning inmate ab	<input checked="" type="checkbox"/>	5/18/2005	<input type="checkbox"/>
6	S/A SANDS	R-5	Manager Jan Ro	Rogers State Pris	5/18/2005	Provided S/A SANDS with use of	<input checked="" type="checkbox"/>	5/18/2005	<input type="checkbox"/>
7	S/A SANDS	R-5	Lt. Randy Byrd	Rogers State Pris	5/18/2005	Interviewed concerning inmate ab	<input checked="" type="checkbox"/>	5/18/2005	<input type="checkbox"/>
8	S/A FURDIMAN	R-5	Inmate Mario W	Rogers State Pris	5/18/2005	Interviewed (requested attorney)	<input checked="" type="checkbox"/>	5/18/2005	<input type="checkbox"/>
9	S/A FURDIMAN	R-5	Inmate Mark Sta	Rogers State Pris	5/18/2005	Interviewed (Did not report abuse	<input checked="" type="checkbox"/>	5/18/2005	<input type="checkbox"/>
10	S/A THOMPSON	R-5	Former Officer T	Candler County	5/18/2005	Interviewed (witness to two speci	<input checked="" type="checkbox"/>	5/18/2005	<input type="checkbox"/>
11	S/A SAPP	R-5	Investigator Neal	Tattnall County	5/18/2005	Interview concerning investigatio	<input checked="" type="checkbox"/>	5/18/2005	<input type="checkbox"/>
12	S/A SULLENGER	R-5	Sgt. Jason Burns	Rogers State Pris	5/18/2005	Interviewed concerning inmate ab	<input checked="" type="checkbox"/>	5/18/2005	<input type="checkbox"/>
13	S/A THOMPSON	R-5	Tommy Cardell	Region Five	5/20/2005	Polygraph appointment	<input checked="" type="checkbox"/>	5/20/2005	<input type="checkbox"/>
14	S/A SEAN EDGAR	R-9	Former Inmate L	Colquitt County	5/20/2005	Interviewed concerning alleged a	<input checked="" type="checkbox"/>	5/20/2005	<input type="checkbox"/>
15	S/A SANDS	R-5	Secretary Saah J	Rogers State Pris	5/23/2005	Interviewed. Copies of use of forc	<input checked="" type="checkbox"/>	5/23/2005	<input type="checkbox"/>
16	S/A SANDS	R-5	Deputy Warden	Rogers State Pris	5/23/2005	Interviewed concerning incident i	<input checked="" type="checkbox"/>	5/23/2005	<input type="checkbox"/>
17	S/A SANDS	R-5	Unit Manager Ot	Rogers State Pris	5/23/2005	Interviewed concerning inmate ab	<input checked="" type="checkbox"/>	5/23/2005	<input type="checkbox"/>
18	S/A SANDS	R-5	Lt. Rodney McC	Rogers State Pris	5/23/2005	Interviewed concerning former in	<input checked="" type="checkbox"/>	5/23/2005	<input type="checkbox"/>
19	S/A SULLENGER	R-5	Officer Howard (Rogers State Pris	5/23/2005	Interviewed concerning Inmate Ri	<input checked="" type="checkbox"/>	5/23/2005	<input type="checkbox"/>
20	S/A SULLENGER	R-5	Sgt. Jason Burns	Rogers State Pris	5/23/2005	Interviewed concerning specific i	<input checked="" type="checkbox"/>	5/23/2005	<input type="checkbox"/>
21	S/A SANDS	R-5	Secretary Saah J	Rogers State Pris	5/23/2005	No use of force report or video co	<input checked="" type="checkbox"/>	5/23/2005	<input type="checkbox"/>
22	S/A SANDS	R-5	Manager Jan Ro	Rogers State Pris	5/23/2005	No use of force report or video co	<input checked="" type="checkbox"/>	5/23/2005	<input type="checkbox"/>
23	S/A HARRIS	FBI	Inmate Vincent	Tyger River Stat	5/23/2005	Sgt. Burns (allege to have been ki	<input checked="" type="checkbox"/>	6/8/2005	<input type="checkbox"/>

Portrait
 Landscape
 Columns
 Page Setup
 Zoom
 One Page
 Two Pages
 More Pages
 Refresh All
 Excel
 Text File
 PDF or XPS
 Email
 More
 Close Print Preview
 Close Preview

Leads Not Complete

Lead #	Assigned To	Agency	Lead Name	Lead Location	Issued	Description	Lead Complete
24	S/A HARRIS	FBI	Officer Jerome Register	IRAQ	5/23/2005	Interview Officer Register in reference to his alleged a	<input type="checkbox"/>
25	S/A HARRIS	FBI	Officer Barney Dasher	IRAQ	5/23/2005	Inmate Poole Incident	<input type="checkbox"/>
130	S/ACLAYNIX	R-10	Inmate Deonte Johnson	gdc#1085836 864 Sta	6/2/2005	alleged victim 8-24-04incident (S/A NIX located f	<input type="checkbox"/>
179	S/A HARRIS	FBI	Investigator Bruce Oliv	Iraq	6/7/2005	Interview in reference to Inmate Poole and Warden	<input type="checkbox"/>
190	S/ALINTON	R-5	Inmate Earl Freeman	Savannah, Georgia	6/7/2005	Interview concerning Inmate abuse Not at home wil	<input type="checkbox"/>
237	S/A KENDRALYNN	R-12	Inmate Dean Brown	Johnson State Prison	6/27/2005	Interview concerning abuse at Rogers State Prison	<input type="checkbox"/>
238	S/ATODD CROSBY	R-6	Inmate Billy Jack Parke	Rivers State Prison Har	6/29/2005	Interview concerning abuse at Rogers State Prison	<input type="checkbox"/>
239	S/AJEFF REED	GBIR-9	Inmate Andrew Reginal	Autry State prison	6/30/2005	Interview concerning abuse at Rogers State prison	<input type="checkbox"/>
240		GBIR-5	Officer Lewis Van Dyk	Rogers State Prison	6/30/2005	Tool and Key Officer responsible for tracking of sm	<input type="checkbox"/>
241		GBIR-5	Inmate Twain Newton	Rogers State Prison	7/5/2005	Interview concerning abuse at Rogers State prison	<input type="checkbox"/>

CASE AGENT NO.
 912-557-7304
 OPERATION CENTER
 912-557-7791
 FAX
 912-557-~~7791~~
 7191

POLYGRAPH SCHEDULE WED

	I	II	III	IV
9:00	PHOENIX SWANBERG	HEARD THOMPSON	SMURRAY SAPP	BUSBY (E)
10:30	MORSE BIRNEY	PICKER THOMPSON	COFIELD SAPP	HEPKIN (F)
1:00	MORSE BIRNEY	WILLIAMS THOMPSON	GARDNER SAPP	
2:00	COLLINS SWANBERG	HUGHES THOMPSON	ROHMANN	B.P. LINTON (F) STEWART (F)

MESSAGE BOARD 6805

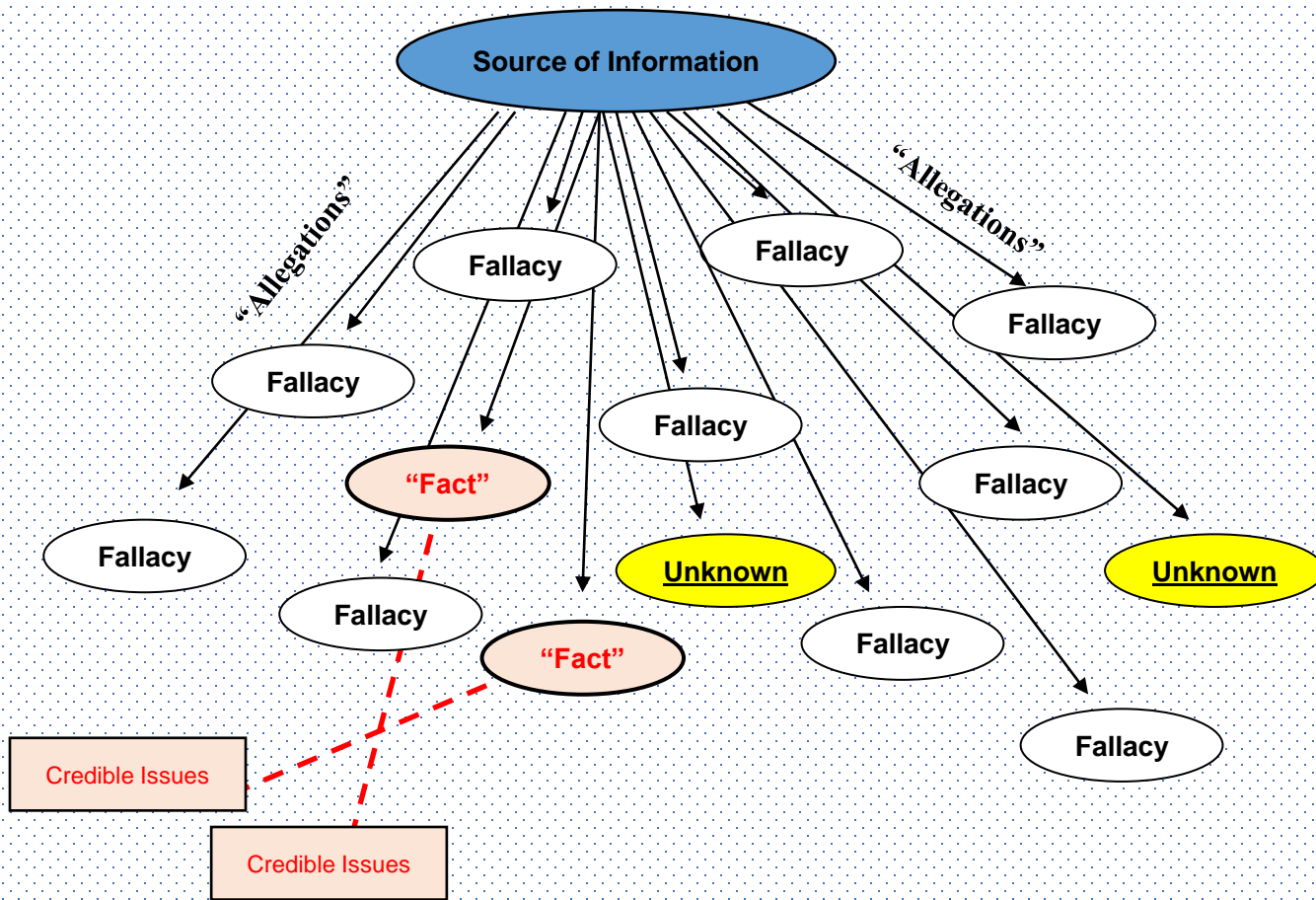
INBOUND	OUTBOUND
CYRUS MUST... P.S. PAPER FROM SO... CYRUS DAN... 912-526-9289



JUN 8 2005

Set policies on how to follow-up leads and be consistent

- Consider making any lead that (might arguably) tend to clear your suspect a priority
- Consider developing a comprehensive questionnaire for things such as canvassing, phone interviews, tip investigation, elimination interviews for suspects, etc.
- Identify and deal with Booger and Monkey leads they may become the basis of “reasonable doubt” during trial if they are not thoroughly investigated and eliminated “upfront”
- **Ensure no “short cutting” or failing to locate and interview subjects**



10 Fallacies
2 Facts = 2 Credible Issues
2 Unknowns



Continuation of 08-07-08
08-07-08 at 11:30 AM
08-07-08 at 10:21 AM

Category	Event Name	Event Summary
Continuation	Continuation	Continuation
Continuation	Continuation	Continuation
Continuation	Continuation	Continuation

Expedia.com
Search and book hotels, flights, cruises

Continuation of 08-07-08

Continuation of 08-07-08

Continuation of 08-07-08

Continuation of 08-07-08

Continuation of 08-07-08

GBI
On-Scene
Commander

FBI
On-Scene
Commander

SAC

PFO

Map of the area showing a river and surrounding land.

FEMA

G.F.E.
FEMA
TLC
EAST



USSS
ext. 7086 / 7164

USSS
ext. 7087

TF
090

GBI



ERT

ext. 7085

TSA

HRT

ext. 7081/2004

National Guard

ext. 7080

Negotiators

ext. 7080

HMRU

BICE

Dept. State

Negotiators

GA State Patrol

ATF



Framework for creating knowledge graphs of case chronologies

Pandey, Brantingham, Uchida, & Mohler,(2020).

- Homicide investigations generate large and diverse data in the form of witness interview transcripts, physical evidence, photographs, DNA, etc.
- Homicide case chronologies are summaries of these data created by investigators that consist of short text-based entries documenting specific steps taken in the investigation
- A chronology tracks the evolution of an investigation, including when and how persons involved and items of evidence became part of a case

The method consists of:

- Performing named entity recognition to determine witnesses, suspects, and detectives from chronology entries
- Using keyword expansion to identify documentary, physical, and forensic evidence in each entry
- Linking entities and evidence to construct a homicide investigation knowledge graph
- Analyze the association between network statistics of the knowledge graphs and homicide solvability

The tremendous importance of statements in the fact-finding process

- Provides valuable witness accounts/stories
- Leads to evidence discovery
- Nexus to other statements that provide evidence
- ***Identify those culpable or exonerate those innocent***
- Historically will provide the means to prosecute for the cover up when you can't prove the initial act...because people tend to lie to "cover up" rather than hold themselves accountable
- Leads to admissions and confessions of guilt

INTERVIEWS MUST BE PROPERLY CONDUCTED AND LEGALLY OBTAINED

Statements

Degree of specificity

- Many times, statements that lack the appropriate degree of specificity are open to many interpretations
- Statements must be used to “corner” or “lock” people into a “solid” position
- Where the objective specific facts defeat subjective interpretation or opinion
- A lie is difficult to prove without first locking the person into their specific account then eliminating all “wobble room”
- After one is “locked” into a statement or account then you must identify and prove each component of the lie
- Work by design to eliminate every other reasonable hypothesis but the lie

Give dragon enough rope...it may hang itself

Research Based Interview Models

- **Cognitive Behavior Interview Protocols:** approach includes a number of memory-enhancing techniques (e.g., adapting questions to the interviewee's unique perspective and mentally reinstating the context of the original event) and elements related to the social dynamics of the interview setting (e.g., building rapport)
- **PEACE Model:** preparation and planning, engage and explain, account, closure, and evaluate
- **The REID interview technique:** 3 components, Factual analysis, interview, and interrogation

Jackson-Denno

378 US 1964

- Miranda if custodial (waiver)
- Non-custodial
- Voluntariness
- No coercion
- No hope or benefit of reward

The Investigators must ensure they document their statements appropriately

General fact-finding: *Open-ended questions*

Dual Strategy Focus: *Acquiescence to lie stream or Challenge of lie stream*

Wedge utility: Going after admissions

- Application required (Video, audio, or written)
- Specific and thoroughly taken
- Tested facts
- Examined for areas that require independent corroboration
- Vetted for follow up lead generation

Statement Strategy

Non-custodial fishing:

- Lies are your ally
- Lock them in and tie them down to specific facts and circumstances
- Produce timelines
- Develop counter statement evidence (create wedges)

Lead investigators review of statements

- Provides case specific knowledge
- Comparison and contrast with other statements
- Test for thoroughness, accuracy, and completeness
 - Degree of specificity
 - Culpability or exculpatory (Brady issues)
 - Consistency or inconsistency with all other evidence and statements
 - Independent corroboration or lack there of
 - RE-interview if required (something left out or new information)
 - Follow up leads

Re-interviews/second statements

Concern: Continuity of experience calls for same investigator as the first time (unless other circumstances deem different)

Close case coordination with lead investigator

If targeted toward deception: The facts must defeat the subject's word to the degree necessary to prove the lie

The Utility of the polygraph

Diagnostic and Interrogatory

- Diagnostics works toward the ultimate goal of determining whether the statements are based upon truth or a deception
- Interrogatory seeks to find the truth through the use of the polygraph as a tool in the interview and to gain admissible admissions or confessions of the crime or violation investigated.

The use of the polygraph

Reliability versus Utility

- Many provide admissions in pre-test
- The process of elimination
- Use as a tool to obtain statements
- Identify issues and generate motivations to talk

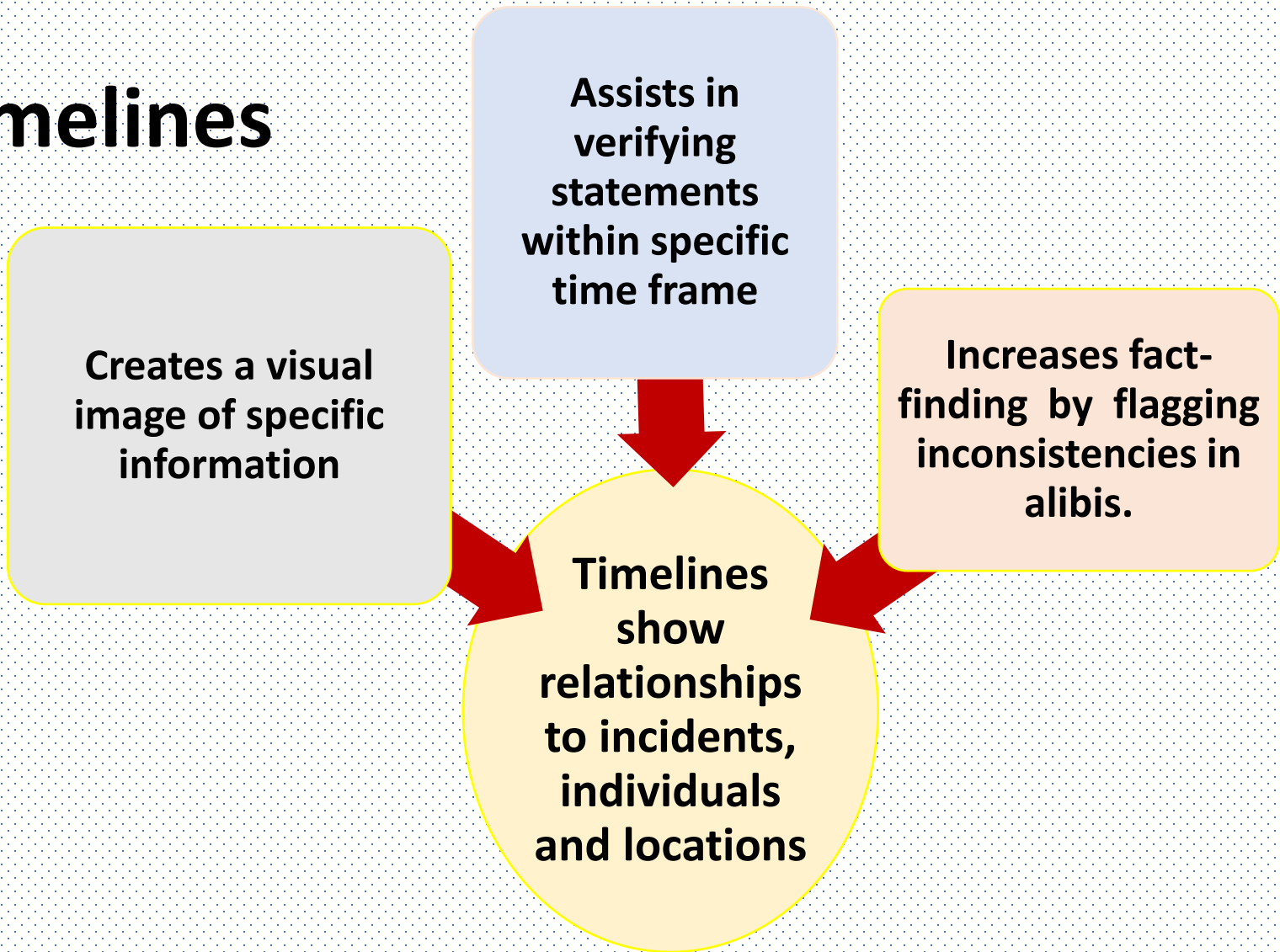
Ensure Pre-meeting with polygraph examiner:

- Thorough brief examiner
- Develop specific questions

Timelines can be beneficial in...

- Creating chronological history of movements, locations and events of suspect, victim or witness
- Determining contact and proximity of suspect to a victim or a particular scene
- Capturing relationship between statements and environment
- Capturing logical sequences to test and measure against other information from the investigation
- **Identify Brady issues**
- Development for opportunities to corroborate information points
- Visual reconstruction and means to correlate (comparison and contrast)
- Preparing for courtroom testimony

Timelines





ME AND GEORGE JONES LEFT MY HOUSE AT 107 MAIN STREET AT 10:15 PM. I DROVE US TO JOE'S BP STORE ON U.S. 301 NORTH IN ASHVILLE.

I PUMPED GAS AND GOT 10 WORTH. I SAW A YOUNG WHITE FEMALE, SLENDER WITH LONG BLONDE HAIR.

ME AND GEORGIA THEN DROVE OVER TO ROCKY MOUNT BAR. WE GOT THERE ABOUT 11:00. WE DID NOT STOP ANYWHERE ON THE WAY.

I SAW ONE PERSON I KNEW IN THE BAR. IT WAS ALVIN E. NEWAN, HE WORKS AT BIG BURGER IN ASHVILLE. I SPOKE TO HIM.

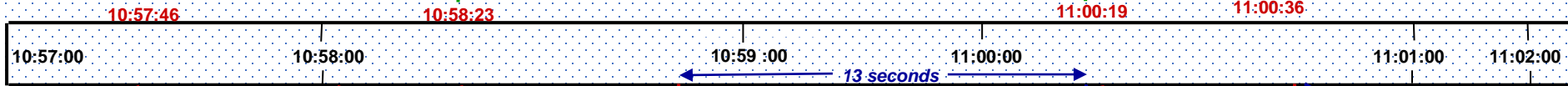
Timelines

Berlin 3. Central
Berlin 3.
10-38. It's going to be
Maroon in color. Looks
Like a Chevy S-
10. Gona Have one of
them Florida drive out
tags on there.
I'll give you the number
In a minute. 10-12
10-12
10-4

All right Central. We're
Gone be on Wesley
Chapel. On Wesley
Chapel Road about 133
**10-4. 400 Advised it
was a Florida drive
out tag?**
10-4. I can't read the
number. Just 10-12. I'll
give it to you when I
walk up there to the car
10-4

Repeater Key
No Analog

Repeater Key
No Analog



Williamson in patrol unit
Behind Suspect vehicle
moving north on 133.
Call stop in

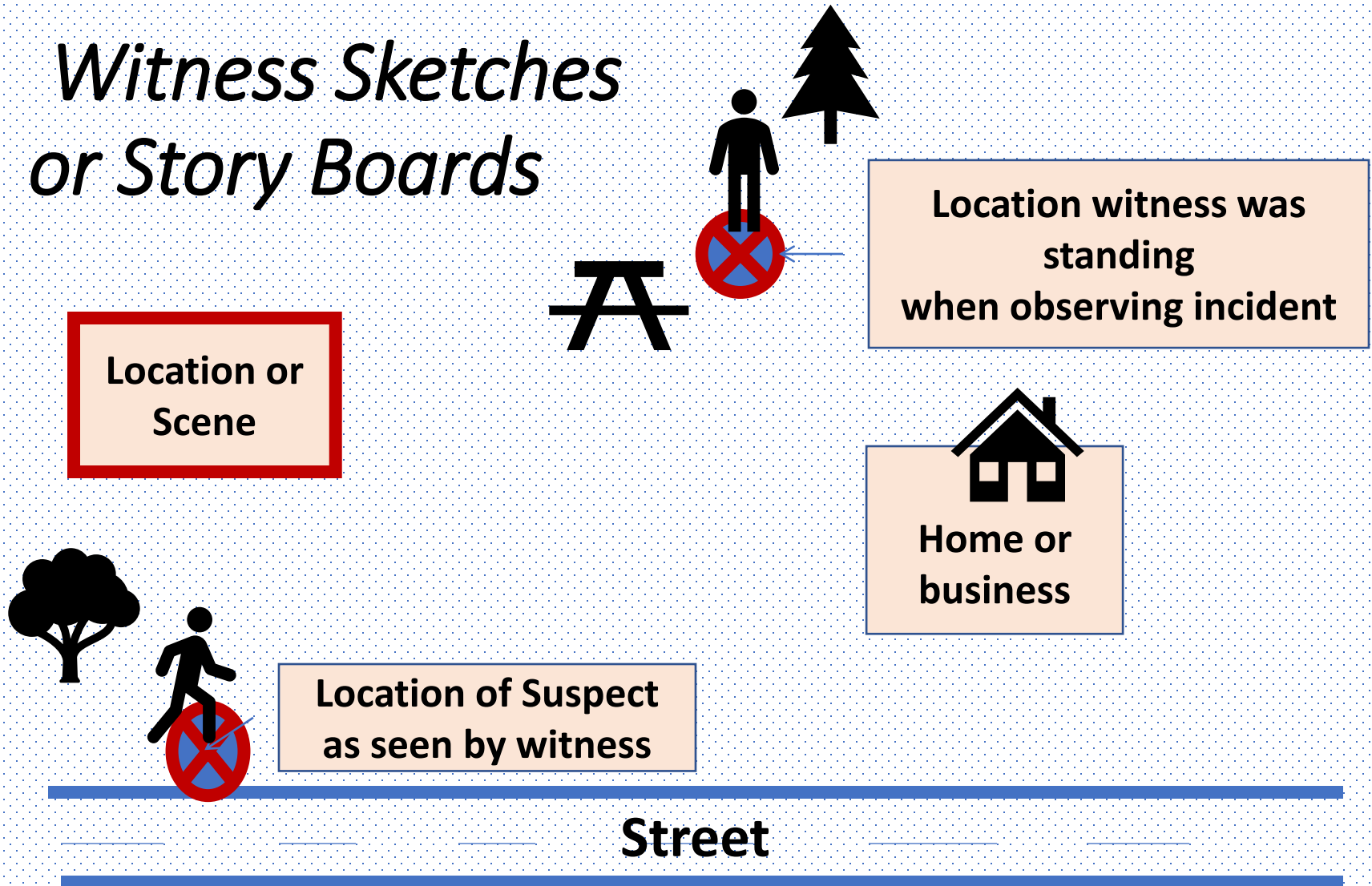
Williamson in patrol
unit behind Suspect
vehicle on Wesley
Chapel Road

Williamson states when both
vehicles stopped, 2 suspects got
out. Williamson stepped out of his
unit, told suspects to get back in.
Suspects complied. Williamson
approached vehicle

Williamson in patrol
unit behind
Suspect vehicle on
Wesley
Chapel Road

Green- 911 information
Red - Subject Statement
Blue - Officer Reenactment

Witness Sketches or Story Boards



KILL THE BOOGERS AND MONKEYS

Modern discovery process will create mirages and fuel fantasy

- Leave no stone unturned
- Interview possible problems to “lock them into statements”
- Interview anyone who could have seen something (Neighborhood canvass) Cells, residences, co-workers, family etc.
- Be proactive at eliminating risk from discovery
- Create timeline for illustrations and utility

Reports And Investigative Summaries

Rohlf, (1989)

1. Professional, Accurate, Articulate And Complete Are Necessary Elements Of Case Reporting Documents.
2. Reports Must Be Specific And Thorough.
3. Officers Must Realize That Administrative Writings, Authored By Them Are Official Government Documents.
4. Officers Reports Are Permanent Records And Reflect Their Abilities And The Investigations Reputation.
5. Officers Are Responsible For The Documentation Of All Actions Relevant To The Investigation At All Times.

Reports And Investigative Summaries (Cont.)

7. Officers Should Write What They Mean And Mean What They Write.
8. Officers Are Bound By That Which Is Contained Within The Four Corners Of Those Documents Which They Author.
9. Reports Must Reflect The Details And Issues Necessary To Support The Officers Actions And Judgments

Evidence Information Must Be Illustrated In Sound Investigative Reports For:

- Legal Foundation For Collection Or Seizure
- Logical Explanation And Connections.
- Prove Theory In Case
- Evidence Nexus With Observations And Statements
- Integrity Of Evidence (Chain Of Custody)
- Later open records evaluation

Finally, if you don't solve the case the file and your documentation is all the cold case investigators will have

Include Other important Evidence Documentation

- Photographs
- Recordings
- Statements
- Documentation from and of systems and processes
(Receipts, invoices, inventories etc.)

Final Dual Assessment

1) Fact-finding

- a) Specificity, veracity, basis of knowledge, verification in a thorough, accurate, and complete context
- b) Facts reflected in documented evidence and testimony
- c) Test your findings through a defense perspective

2) Oversight Application

- a) Do you believe based upon the totality of all the substantiated facts and verified circumstances the proposition is true beyond a reasonable doubt
- b) A reviewed and complete investigative file for the DA

Conduct Supervisor Case Reviews:

Supervisors should conduct mandatory, regular case file reviews for the purpose of:

- Identifying potential new leads
- Addressing any gaps in detectives' investigative processes
- Updating the investigative plan

**The review process should be outlined in the
Homicide Unit SOPs**

“ A conviction on circumstantial evidence is authorized if the proved facts shall not only be consistent with the hypothesis of guilt but shall **exclude every other reasonable hypothesis save that of the guilt of the accused.**”

Murder Cases And Prosecutors

Develop a good relationship with your prosecutor early

- Brief prosecutors early on.
- Communicate and consult
- Empathize with prosecutors' roles and burdens
- Welcome follow-up leads
- Utilize prosecutors' office resources
- Discuss issues up front NEVER surprise the D.A.
- Foster the Co-ownership in the case principle
- Encourage and ensure regular case meetings and briefings
- Foster on-going communication

Meetings With Prosecutors

Never Meet With Prosecutors Without Having Your “Ducks In A Row”

- Have your facts together (specificity)
- Support conclusions with evidence
- Sustain connections through objective conclusions after laying the proper foundation
- Identify circumstantial issues
- Identify problematic issues up-front

“Green Light” Meetings With Prosecutors

“Green Light” Meetings With Prosecutors.

- Schedule at a time best for them when they are, not rushed and you command their full attention.
- Bring your experts (Bolster Opinion)
- Have a show {Charts, Maps, Photographs, Power Point Presentations, Timelines}
- Provide detailed documents
- Have a solution or answer to all problems you have identified
- Be truthful, candid and forthright
- If you don't know say you don't know (Don't BS)

Murder Cases Demand Excellent Court Demeanor

Central To Outstanding Courtroom Testimony Is:

1. Articulate Knowledgeable Communications From The Witness Stand
2. Eloquence
3. No Unequivocal Statements And Responses
4. Certainty And confidence

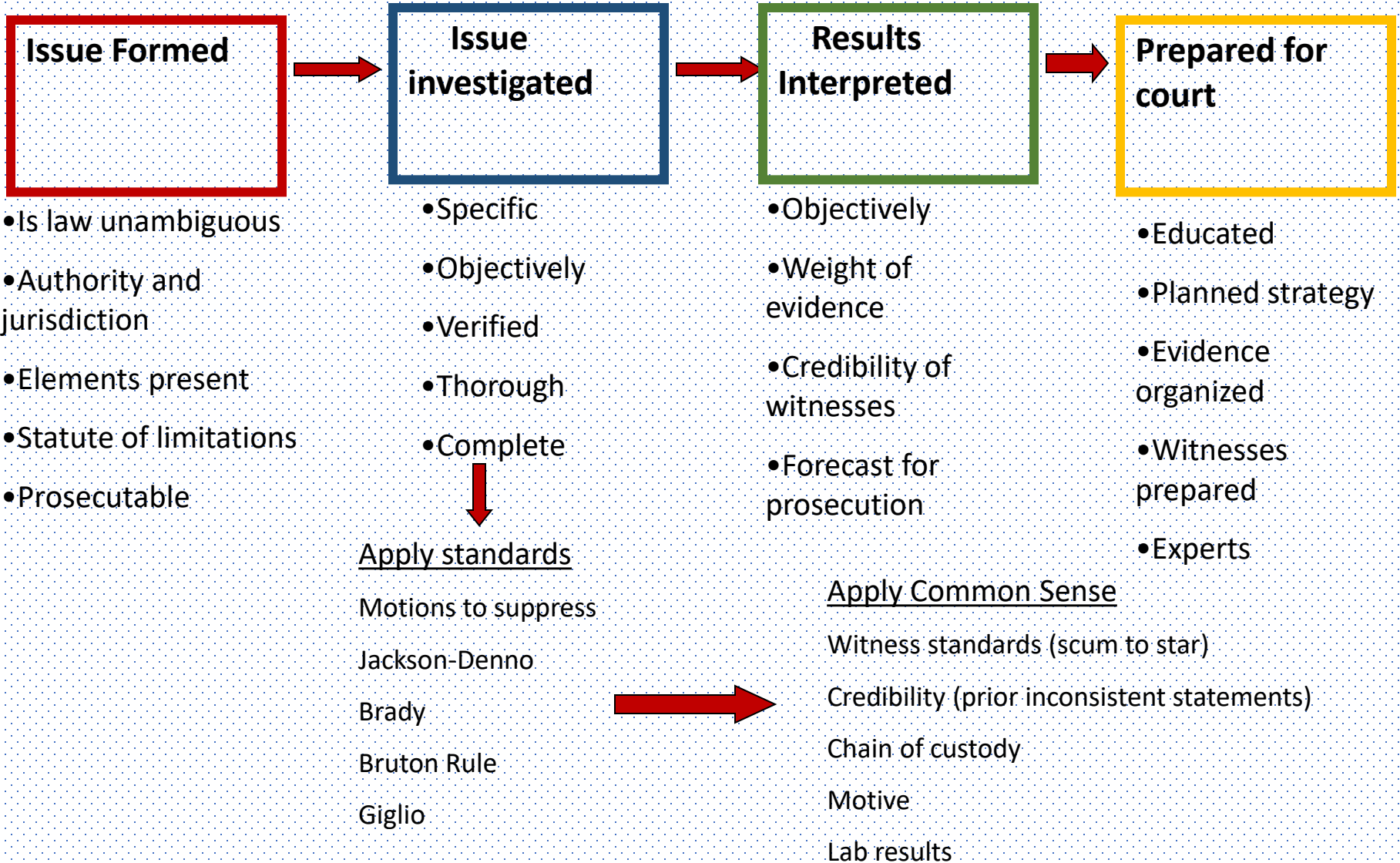
* *“The Key Is To Know The Case Inside And Out...Study And Have Pretrial Meetings Before Court”.*

Remember the Typical Criminal Defense Lawyer Strategy.

- First, They Attack the Facts In The Case ...
- If They Can't Overcome Or Distort The Facts, Then They Argue And Attack The Law...
- If They Can't Manipulate Or Create Technical Problems Within The Law, They Attack The Investigation and or YOU.

PROACTIVE INSIGHT THROUGH THE EYES OF THE DEFENSE ATTORNEY

(attack the facts, attack the law, attack the investigation)



The Quality of your work will serve as the foundation for the investigators to build; and later blueprint for the District Attorney to construct the case for justice to prevail.

Investigative Failures

Error analysis

Rossmo & Pollock, (2019).

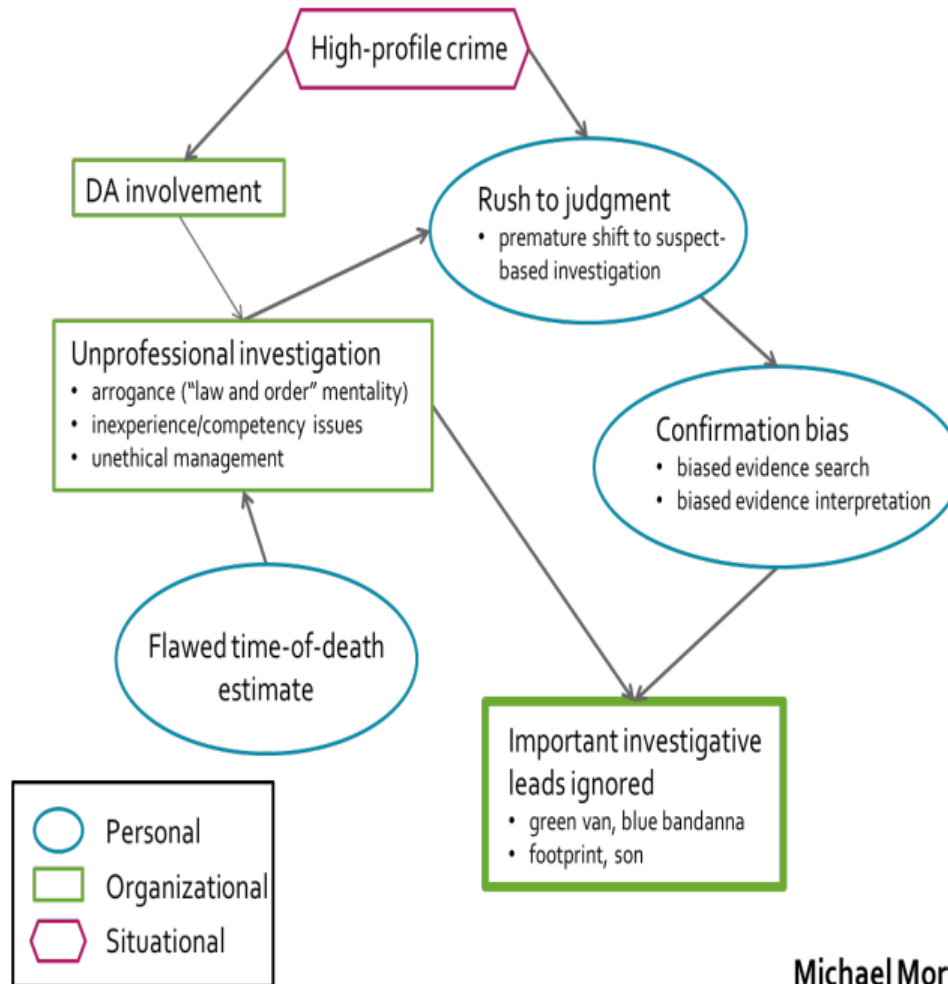
- The process by which a solvable crime becomes uncleared lacks any checks or balances and typically involves the decision of only a single police detective.

Failure domains:

- Personal issues
- Organizational problems
- Situational features.

- **Personal issues** were individual-level problems, such as poor decision-making or flawed judgment (e.g., confirmation bias, misfeasance)
- **Organizational problems** were located in the structure, procedures, training, or resources of the police agency (e.g., groupthink, poor supervision)
- **Situational factors** were environmental features or characteristics of the crime, external to the control of the police or government (e.g., stranger crime, media frenzy).

Figure 1: Concept Map



Michael Morton

A Key Point

- Personal factors, in particular, a rush to judgment, tunnel vision, and confirmation bias, were found to be the most common causes (61%) of criminal investigative failures
- A crime can only be solved through evidence: a witness, a confession, or physical evidence
- An unsolved crime, or an incorrectly solved crime (wrongful conviction), is therefore fundamentally a failure of evidence—its collection, evaluation, or analysis.

Evidence

- Evidence collection involves locating eyewitnesses, interviewing people, recovering physical evidence from the crime scene, and similar efforts
- Evaluating evidence is the determination of its accuracy or truthfulness
- Analysis includes extracting information from the evidence, determining relationships, and developing patterns
- Evidence evaluation and analysis issues are the more common causes of investigative failure
- Breakdowns in evidence collection were much less important unless they co-occurred with evaluation and/or analysis problems

Evidence has a probabilistic structure

- Evidence has both significance and reliability
- Significance is defined as the ratio of the probability of the evidence given the suspect's guilt to the probability of the evidence given the suspect's innocence
- It is therefore necessary to determine not only how strongly the evidence supports the guilt of a suspect or points toward a particular theory of the crime but also the viability of other explanations for the evidence

- Reliability is the accuracy or truthfulness of the evidence
- Evidence must be evaluated to determine the likelihood that it is true or accurate
- All evidence has an error rate: An eyewitness might misidentify a suspect, a person may make a false confession, or a scientific test can produce a false positive
- Unfortunately, we tend to place more importance on significant evidence even if its reliability is low

- Low reliability, however, undermines significance strength
- Detectives first need to estimate the reliability of an item of evidence before determining how much weight it should be given
- As the possibility of mistakes and human error always exists, source reliability, forensic test error rates, evidentiary consistency/trustworthiness data, and any other known issues should be considered
- Evidence is not more reliable simply because the investigator wants it to be and is not less reliable because it is inconsistent with the prevailing investigative theory.”

Consider questions of significance, reliability, independence, and patterns (SRIP):

Rossmo & Pollock, (2019)

- What is the significance of the evidence?
- How strongly does it point toward the guilt of a suspect or a particular theory of the crime in comparison with other suspects or theories?
- What is the reliability of this evidence?
- How accurate or truthful is it? {Even if the evidence is significant, it will have little probative value if it is wrong}

- How independent is the evidence?
- Does it provide a unique contribution, or is it merely derivative of already existing evidence?
{Evidence that lacks independence may not contribute any additional information to an investigation}
- How does the evidence fit in with what else is known in the investigation, its overall information pattern?

{Evidence in an investigation should not be cherry-picked but must be considered in a holistic fashion}

- Danger arises when one of the four SRIP questions is ignored because an investigator suffers from cognitive bias
- By asking these questions, and considering their answers, detectives may avoid the more egregious evidence errors and reduce the risk of a criminal investigative failure

Reoccurring Failures in Managing of Your Case

- **Poor Fact-finding** (lack of specificity, not thorough, and complete)
- **Lack of Investigative direction and discipline** (poor organization and no focus)
- **No Evidence oversight** (what you have and what you don't have from 4th amendment violations, Jackson-Denno violations, circumstantial evidence issues to Brady material failure)
- **Poor case file review:** (missing leads or bad tactics)
- **Stakeholder management** (poor internal and external communication and relationships)

The problems and failures in these type cases often result from poor fact-finding methods.

- Non-specific, incomplete, less than thorough interviews with witnesses, victims and/or suspects
- Judgments made during the investigation without evaluating all the facts available
- Poor communications between investigators, lead investigator, supervisors, and managers
- Poor investigative strategy and tactics based on assumptions not verified
- Failure to interview the necessary people or everyone involved
- Too much stock in one interview (Monkeys and Motives)
Beware of the in-custody witness

- Incomplete and/or poorly documented statements by witnesses, victims, and/or suspects
 - Non-specific
 - No corroboration
 - Credibility problems (Impeachable)
- Failure to properly review, examine, evaluate, and interpret all the evidence and fact patterns together
- Poor documentation or no oversight or review for exculpatory or Brady material
- No specific knowledge for questions or communications with polygraph examiners

Poor Strategy and Tactic Development

- Jurisdiction/Authority issues
- Investigation exceeds the scope of prosecution
- Poor tactics (marginal or illegal)
- Lack of direction or vision
- Poor communication
- Resources do not support operations
- Witness credibility issues
- Failure to recognize problematic issues with Brady, Bruton, Giglio, Crawford v. Washington rules
- Premature Arrest

Lack Of Or No Organization, Structures, Or Protocols

- Failure to plan, prepare, and train
- Failure to identify “up front” roles and responsibilities
- Failure to Identify, process and run leads quickly
- Failure to analyze and follow-up on leads
- Failure to manage those roles and responsibilities to ensure “investigative discipline”
- Failure to communicate properly
- Failure to effectively and efficiently manage large volumes of information
- Failure to document timely and properly

Poor Forensic Efforts

- Not searching, not finding, not securing, not collecting, not documenting, and not examining
 - No inventory
 - Failure to preserve scenes
 - Failure to hold scenes
 - Failure to address perishable issues
 - Failure to analyze, compare, and examine evidence in combination with investigative results
- (From autopsy to digital examination of data)

Four Fatal Errors

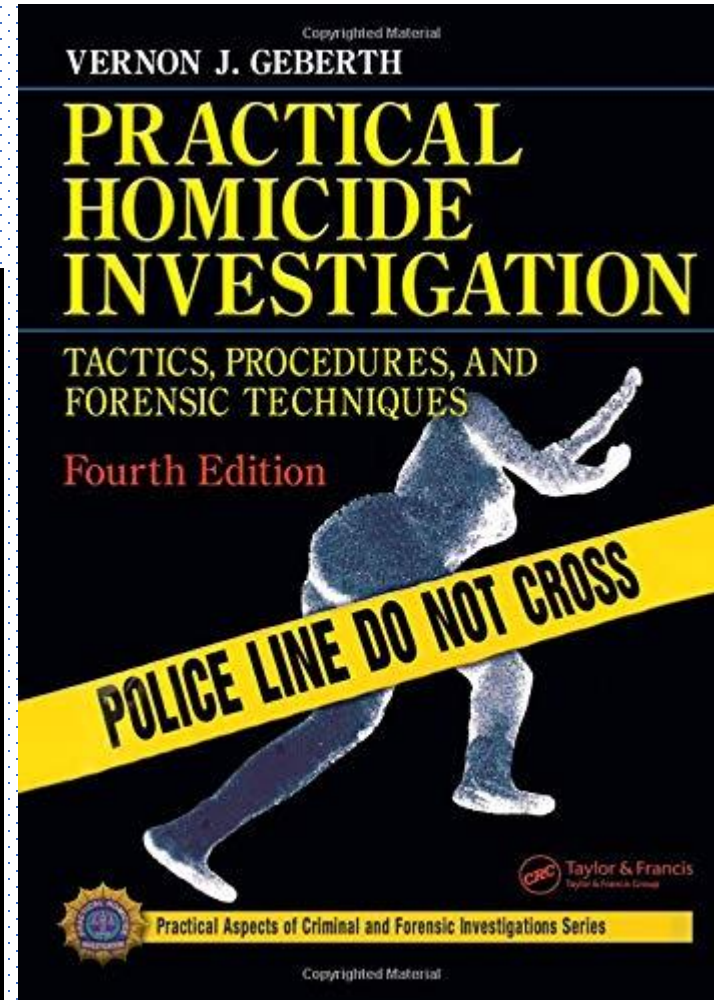
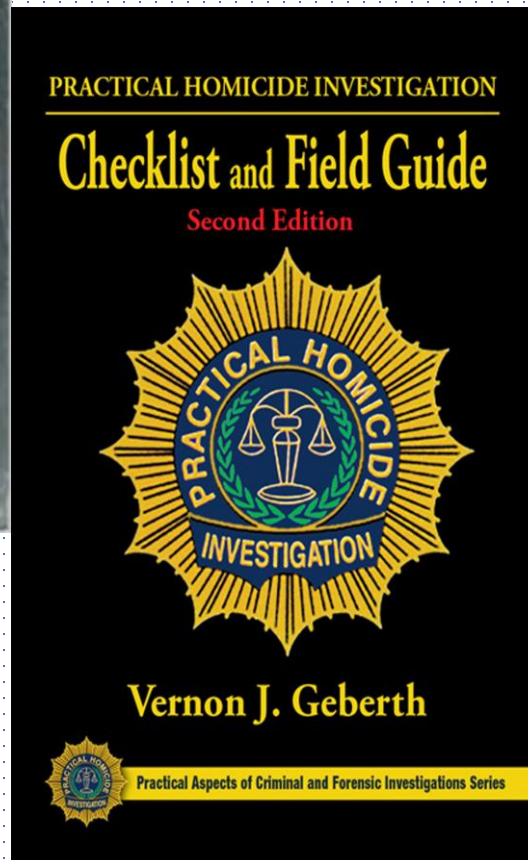
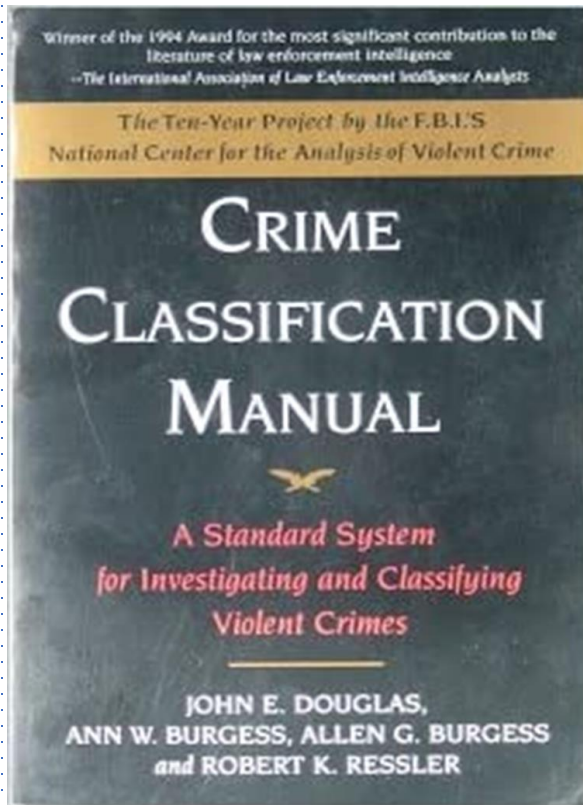
- - Prejudgment absent all the facts, lack of objectivity where the investigation out runs the evidence
 - Lack of specificity
 - Lack of thoroughness and completeness
 - Constitutional violations
 - Failure to receive commitment to initiate and sustain prosecution

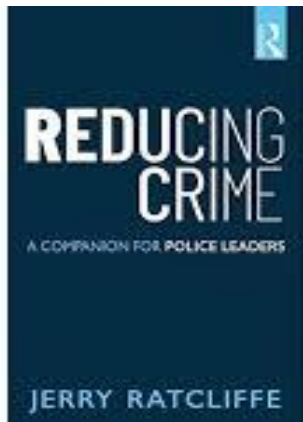
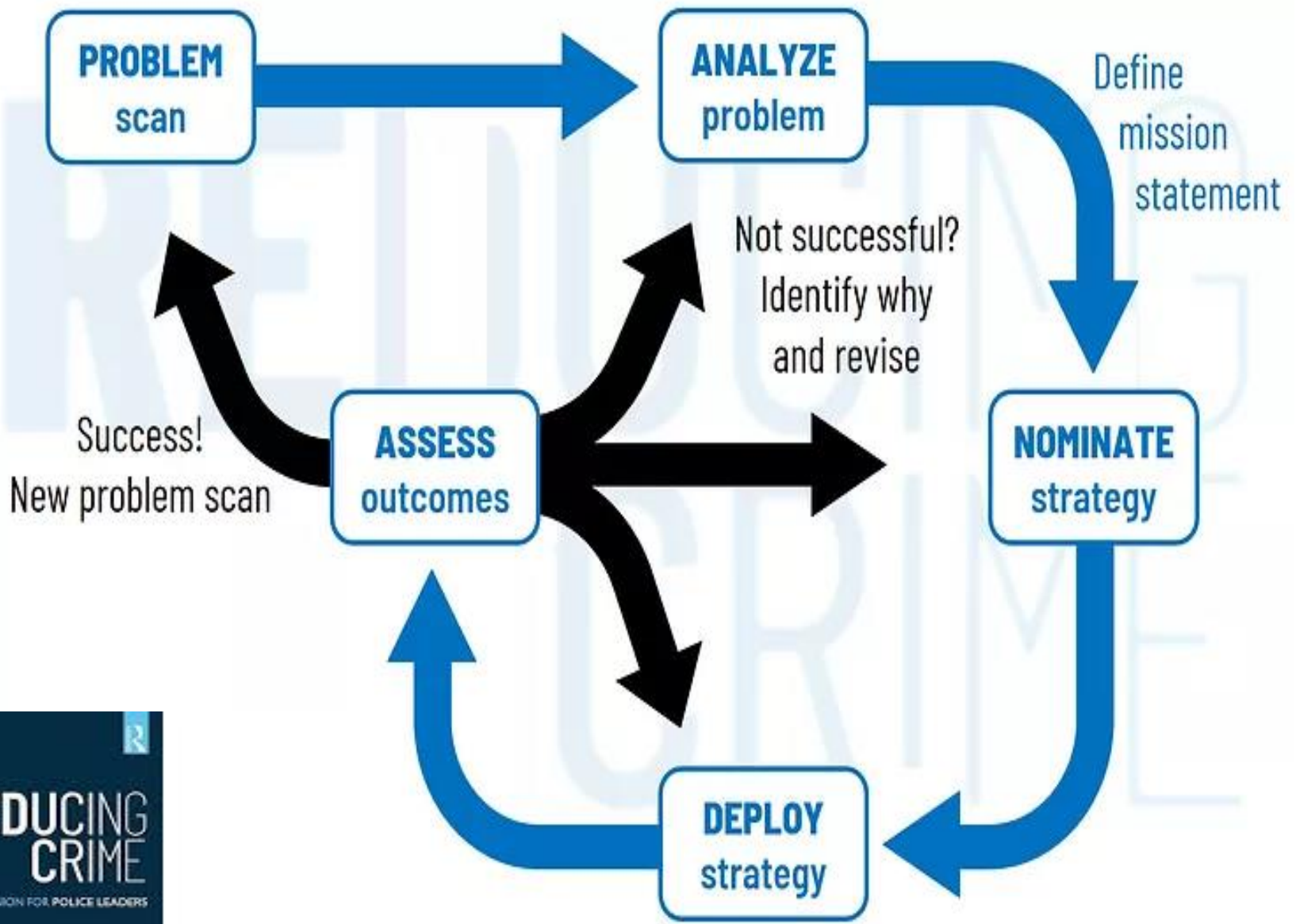
Within the adversarial trial that characterizes many criminal justice systems, it is not the “truth” that is contested, rather it is the veracity, plausibility, and persuasiveness of the competing narratives of prosecution and defense.

“Prosecutors look for truth...jurors look for doubt.”



Additional Resources





Opportunities for crime
create patterns of crime

Eck, (2019)

**Prevented
crimes**

Successful problem
solving prevents crimes.

**Patterns
of crime**

Some events, that form
the patterns, are not
reported to the police.

Crime events

Problem solving

This information is crucial to problem
solving for prevention as it helps address
crime opportunities.

Some events, that form
the patterns, are
reported to the police.

**Crime
investigations**

Police investigate these events, ...

**Crime
information**

**Solved
crimes**

... and solve some of them.

Solved or not, detectives learn a great deal about
how crimes are conducted: the particular methods
offenders use, the sequence of actions they take,
the targets they select, the places they prefer, etc.

Expert panel issues best practices for cold case investigations

IACP Sept. 2019

- The strengthening and proliferation of forensic databases add real power to investigations and can turn cold cases into hot cases in an instant
- In addressing how to operate a cold case unit, the report underscored the need for investigators to move quickly on a database hit

Cold Case Investigation

Often, cold case investigation depends on how well you worked the hot case:

- The quality of case documentation
- Degree of specificity in reports and interviews
- Care and storage of evidence
- Photographs, sketches, and documentation of the crime scene(s)
- Completeness and security of your file
- Witness identification data

remember if God brought you
to it
He will bring you
through it

“To be sure means that when the right solution is reached, everything falls into place. You perceive that in no other way could things have happened.”

--- Hercule Poirot (Christie 1963)