

**HIGHLANDS COUNTY SHERIFF'S OFFICE**

# **ASSESSING THE CHILD ABDUCTION**

***An Investigative Guide***

A San Francisco Bay Area Law Enforcement Study  
on the  
Management and Investigation  
of Child Abduction Cases  
During the "Critical Phase"

Amended and Adopted for Use by the Highlands County Sheriff's Office  
May of 1997.

**Further modifications have been made by the FDLE's  
Missing Children Information Clearinghouse to provide  
a format readily usable by any law enforcement agency.**

## **DEDICATION**

This guide is dedicated to all the professional men and women involved in the investigation of child abductions and to the children we are looking for.

# **NOTES ON THE USE OF “THE ASSESSMENT OF THE CHILD ABDUCTION GUIDE”**

This guide has been divided into Section I and Section II. Section I is a narrative describing certain procedures of child abduction investigation which should be accomplished during what has been defined as the “critical phase,” the first 6 --12 hours.

Section II of this guide contains check-off lists as well as a resource list. The check-off lists have been designed for the Administrative person, the Lead Investigator(s), persons responsible for obtaining the “Victimology,” and the Support Coordinator. These check-off lists contain major points necessary in establishing a command center and obtaining sufficient information about the victim so a determination can be made as to whether or not an abduction occurred (whether by total stranger or someone known to the child). Each step can be checked off as it is accomplished, helping investigators to be thorough as well as organized.

A resource section has also been included in this section. The resource section is obviously not an exhaustive list. It contains resources which would most likely be needed during the “critical phase.” Each resource which has been listed has indicated their support and willingness to be contacted in the event of a suspected child abduction. This list will be updated and modified as more agencies review this guide and share their experiences and recommend additional resources.

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# Section I

# FORWARD

It is hard to imagine a more frightening crime in our society than the abduction of one of our children. Unfortunately, the strong emotional impact of this type of crime on the community, the demands placed on the investigators, as well as those involved in managing the cases are seldom fully realized until actually experienced. In an effort to more efficiently investigate, manage, and resolve these cases, San Francisco Bay Area law enforcement officers with experience working on abduction cases, came together to share this experience and learn from each other.

This guide is the product of their knowledge and experience which should contribute greatly to future cooperation and efficiency.

Child abduction cases are made more difficult because of their high profile nature in the community. When we operate without a plan the results are often wasted effort and lost opportunities. As one officer said, "Once it started, it was too late to plan — there was only time to react." By adopting some of the strategies contained in this guide we will be able to plan for the unexpected, hopefully resolving more cases and eliminating some of the past problems.

# INTRODUCTION

More than forty men and women law enforcement officers from local, state, and federal agencies met at Coast Guard Island, Alameda, California, in March and May 1989, in order to share their experiences concerning problems and recommendations for investigating “stranger” child abduction (or what initially appear to be “stranger” child abduction cases).

Collectively, this group had over 500 years of experience in criminal investigations. More importantly, they had personal experiences in both the management of this type of case as well as the actual investigation of child abduction cases — some of which have been resolved, others which remain open at the time of this writing.

During the 16 hours of tape-recorded discussions on these two dates, these professional men and women defined areas which they felt most significantly impacted these investigations. The first 6 to 12 hours, or the “critical phase” was identified as the most important time in the investigation. The actions of law enforcement during this “critical phase” forms the foundation on which these cases will be built. Once a weak foundation has been established, the complexities of these cases make it too difficult to recreate the “critical phase.” That time is lost forever and we must live with the results — weeks, months, even years down the road.

The areas, which were identified by the task force as critical during the first 6 to 12 hours, are identified as follows:

1. Determining a valid abduction
2. Obtaining the “Victimology”
3. Conducting the neighborhood investigation
4. Setting up a command center
5. Establishing support services for communication center
6. Establishing liaison with victim’s family
7. Working with the media
8. Conducting searches

Throughout our 16 hours of developing strategy, an unexpected theme began to develop, a theme essential for the successful resolution of these cases. Law enforcement must work as a “team.” Secrecy, power struggles, lack of cooperation and the persistence of old stereotypes for example, “This is my case” will damage these cases more than any poorly designed investigative strategy could ever do.

“Stranger” child abduction cases or those perceived initially as “stranger” abductions are different than other types of investigations. They require our recognition of that distinction before we can begin to tackle them. And, despite our best efforts, this type of violent crime is very likely to re-occur. We, therefore, must be prepared mentally, tactically, and emotionally. It is hoped that, through a cooperative effort, a planned strategy as well as a better overall understanding of the offenders responsible for these types of crimes, we will be more successful in resolving these cases and perhaps preventing a few. We hope this protocol will help all of us toward those efforts.



# DEFINITIONS

- A. The term “missing child” includes a person who is:
  - 1. under the age of eighteen (18), and
  - 2. does not meet the “at-risk criteria as specified in paragraph B
- B. The term “at-risk missing child” includes a child who is:
  - 1. 13 years of age or younger, or
  - 2. believed to be:
    - a. out of the zone of safety for age and developmental stage
    - b. mentally incapacitated
    - c. in a life threatening situation
    - d. In the company of others who could endanger his/her welfare,  
or
  - 3. is absent under circumstances inconsistent with established patterns of behavior

# CONTRIBUTORS TO THIS GUIDE

This guide was made possible by the unselfish participation of the following law enforcement officers who willingly gave of their time and expertise:

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# DETERMINATION OF A VALID ABDUCTION

An experienced law enforcement person must assess stranger abductions as quickly as possible with the necessary training for convening a task force immediately. Experience has shown that valuable time is wasted determining whether or not a child has been taken. It has also been indicated that certain information is invaluable in enabling law enforcement to make that determination.

## ***Witnessed Vs. Non-Witnessed Abductions:***

Whether or not an abduction has been witnessed may be critical to the determination of its validity and should be considered by law enforcement.

While possible, it is difficult to imagine that people could commit a violent crime such as snatching or luring a child off the street without someone either hearing or seeing something. One would expect this type of behavior to have been witnessed by someone. Therefore, if abductions have been witnessed, the possibility of their validity may be greater. Location of the abduction, time of day, etc. should also be considered. It is probable that other witnesses could also be developed who would have seen “significant” persons or events prior to or immediately following the abduction.

Issues to be considered immediately if a witnessed or non-witnessed abduction is reported:

1. Location
2. Time of Day
3. Persons who **should** have seen something (determined through the neighborhood investigation) needless to say, everyone who might have witnessed the abduction should be interviewed. Those persons who **should have** seen something because of their proximity to the abduction site are extremely important. First, they will help determine if it was a righteous abduction. Secondly, their observations of the victim’s behavior (screams, resistance, passiveness, etc.) will help determine whether the victim went willingly because they may have been familiar with the subject.
4. Number and specific location of people in area who should have seen something at the time of the abduction.
5. Thorough interview with witness(es) to the abduction is important. If another child has witnessed the abduction a thorough interview by a trained investigator should be conducted. It is very possible that this interview will be the most beneficial. Once that child talks with friends and family his/her recollection can become contaminated. It is important to keep in mind that witnesses to the actual abduction or events immediately before or after the abduction can be developed through an immediate and thorough neighborhood investigation.

6. It is recommended that the incident commander or someone in a comparable position, be responsible for the following at the onset of the initial call.
  - e. Assess number of personnel needed for immediate perimeter search and determine if the agency has them available.

“Child Abduction Protection Protocol — Mutual Aid Agreements” in which it has been determined ahead of time the number of people each agency can commit for the first 72 hours of this type case. See Appendix H for a sample of this agreement.
  - f. If outside staffing is needed, dispatch should begin an immediate call-up of surrounding agencies, EOC, volunteer groups (i.e. volunteer fireman) similar to an “officer needs assistance” type of call-out.
  - g. Immediately deploy personnel and remove him/her from actual scene search in order to initiate coordination and logistics.
  - h. Hierarchy of area search should be made; resources, which are needed, should be located off of resource logs.
  - i. Appropriate agency personnel should be notified (i.e. investigators, operations commanders, etc.). The designated Lead Investigator should remove him/herself from actual scene in order to initiate coordination and logistics. These activities can be postponed, but if time is wasted on assessing the potential rather than responding to it, precious time is lost.
  - j. ***Immediately*** issue BOLOs for zone units and notify Florida Highway Patrol, all local Police Departments and surrounding County Sheriff’s Office and the Missing Children’s Information Clearinghouse with available description and information for their assistance.

It is extremely important that experienced officers and detectives be involved in ultimately making the determination as to whether or not an abduction has occurred. It is the experience of these investigators which affords them the knowledge, background, and well developed intuitive feelings to make the best decision. What is being processed as a missing person crime scene for weeks or months may have actually been a homicide scene within 10 or 20 minutes of the initial abduction.

# REPORTS OF FALSE ALLEGATIONS

Experience in the San Francisco Bay Area suggest that immediately following what appears to be a valid child abduction, law enforcement agencies have experienced an increase in false abduction reports. Efforts are currently underway to determine whether or not there are certain indicators to suggest whether or not a report of an attempted abduction has been fabricated.

A review of a sample of police reports have indicated the following as indicators that a report has been fabricated. However, law enforcement is strongly cautioned not to consider these indicators separately. They should be considered collectively and in connection with an appropriate preliminary investigation. Possible false reports indicate:

1. Child reports beating, kicking, and biting their attacker and subsequently escaping
2. Other than the child or children's reports, there are no other witnesses to corroborate the story
3. Child/Children may not report it directly to police

# “VICTIMOLOGY”

In every case it is critical to know as much as possible about the victim before determination can be made as to whether or not a child has been abducted - either by a complete stranger or someone who knew the child. This information should be obtained as expeditiously as possible and in as much detail as possible. The following information is provided as a guide in developing information about the victim. It should include background information, family information, personal habits and traits, weaknesses, associates, etc. The reporting officer should complete this form.

1. Full description of the victim (also did he/she look their age). Obtain a current photograph.

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2. Victim's normal patterns of activities.

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3. Victim's closest friends.

Name	DOB	Address	PX#
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4. School, work, or family problems that the victim has been experiencing (including alcoholism, drug usage, abuse of the victim, financial problems, etc.).

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5. Behavior changes noticed by family or friends.

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6. Physical changes noticed by family or friends.

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7. Victim's hobbies, activities, or interests.

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8. Obtain victim's writings, diaries, and school papers.

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9. Identify all siblings, natural and stepparents, grandparents, aunts, uncles, and close friends of the family.

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10. Location of the abduction and its relationship to the victim's normal activities.

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11. Determine parental attitudes toward the victim.<sup>1</sup>

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<sup>1</sup> "Parental Attitudes" denotes how the parent reacts to the idea that their child was abducted (example: hysterical reaction, lack of genuine concern, etc.)



12. Determine runaway history or reasons for the victim's discontent at home.

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13. Possible "stressors" in the victim's life.

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14. Victim's behavior, including use of drugs, alcohol, sexual activity, etc.

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15. Financial status (possibly a target for ransom).

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16. Full description of victim's living area, i.e. determine who has access to victim's bedroom; determine victim's favorite toys, belongings; determine the condition of the room; determine how long victim has occupied that room; determine how quickly room is cleared out, or if it is treated as a shrine.

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17. Determine type of reading materials victim has.

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18. Determine type of pictures, posters, flyers, etc. on the wall.

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19. Determine who has regular access to the child.

Name	DOB	Address	PX#
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20. Determine anyone to whom family has denied access.

Name	DOB	Address	PX#
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21. Determine the one or two persons with whom victim is closest.

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22. Determine primary method of expression (example: writing, sports, etc.).

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23. Determine most important possessions belonging to the victim or most important activity.

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For those detectives who had been involved in a child abduction case, they felt that these cases should be treated similar to a homicide investigation, i.e. assume that a valid abduction has occurred and let facts or circumstances prove otherwise.

# NEIGHBORHOOD INVESTIGATION

The neighborhood investigation is one of the most important components of the “critical phase” of the investigation.

It is important to define for everyone the exact parameters of the area which should be covered in the neighborhood investigation. This is a critical moment in the investigation which can produce information that might lead to the quick resolution of the case or provide direction, that when followed up at a later time, will uncover important leads. Failure to conduct a thorough neighborhood investigation expeditiously will possibly result in the loss of information which will never be obtained by subsequent investigation.

Recovered victims in previous child abductions have turned up close to their residence and as far away as hundreds of miles, so deputies must keep an open mind when defining the boundaries of the neighborhood investigation. Obviously, the area surrounding the scene of the abduction (if known) is the most critical.

Based on problems which have been identified in conducting neighborhood investigations in previous child abduction cases, the following points regarding the neighborhood investigation are being highlighted:

1. Neighborhood Investigation (NI) should be conducted as soon as possible following receipt of the report.
2. NI should be conducted by law enforcement personnel who will not be pulled away to respond to other calls. If there is a volume of witnesses, a witness coordinator should be assigned.
3. The Command Post Commander regardless of how many agencies are involved should coordinate NI. However, it should not be assigned to the Lead Investigator. Having one coordinator will avoid duplication of effort and allow for all positive information to be channeled through one control point for more efficient processing.
4. Each officer to assure completeness of all information should use standardized sets of questions. These questions should be prepared ahead of time. Interviews should be in depth. Besides the basic who, what, when, where, and why question, witnesses should be asked about their observations before and after the abduction.
5. Crime Scene personnel should photograph or videotape the immediate neighborhood surrounding the abduction in order to make a permanent record which could be used for identifying possible witnesses and/or investigative leads.

Attention should also be given to any suspicious people who interject themselves into the investigation or inquire into the status of the investigations. Their names should be recorded for future reference.

6. Records should be maintained of each residence or locations where no one was present, as well as those where interviews were conducted.
7. Determine dynamics of the neighborhood during recent weeks/months. For example, determine the witness's knowledge of attempted abduction in the area or other crimes such as rapes, assaults, or nuisance-type sex offenses. Any unusual occurrences in the neighborhood could be of great importance. Determine who has left for presumably legitimate reasons.
8. Determine the history of people who have lived in the area. (Landlords/long term residents are good sources.) Subject will frequently have lived, worked, or visited the area in the past.
9. Ask about suspicious activity/persons in the area several days, even weeks prior to the abduction.
10. Do not be afraid to ask for and report inconsequential information.
11. Determine who might have been in the area near the time of the abduction and what they might have seen or **should** have seen (i.e. newspaper carrier, delivery people, etc. - persons driving a particular route daily).
12. Collect identification from any and all witnesses to the abduction and instruct them not to discuss the incident among themselves.
13. Residences or locations where no one was home should be re-contacted in a timely fashion.
14. Obtain maps of the area which include every residence and building. Street maps and maps from utility companies can be useful in tracking this part of the investigation. These maps can be used to make assignments and keep track of the areas covered.
15. Identify areas in the neighborhood where the victim could be taken, concealed, assaulted, etc. (Example: dumpsters, lots, basements, etc.).
16. Identify bars, liquor stores, fast food stores, etc. Where suspect may have been prior to the abduction. Check to see if any of the locations have video camera or photographic surveillance.
17. Obtain information about any prior attempted kidnappings in the area. It is possible that the abductor tried unsuccessfully to abduct someone earlier in the day or earlier that week.

\*\*\*\*See Appendix for suggested list of questions to ask during the neighborhood investigation.

\*\*\*\*See Appendix for suggested approach to interviewing witnesses to the abduction.

# **CASE ORGANIZATION AND MANAGEMENT DURING THE CRITICAL PHASE**

Listed below are some of the common organizational and administrative problems which have been “barriers” in investigating child abduction cases:

1. Lack of overall administration.
2. Lack of overall coordination.
3. Lack of ongoing case review and analysis.
4. Lack of information management.
5. Too many non-investigative responsibilities for Case Investigators.
6. Problems interacting with news media.

Following is a list of assignments which have been identified as essential in successfully establishing and running a Critical Incident Center (CIC). Because most agencies are quite familiar with operating EOCs, only specific problem areas identified by the Task Force will be presented under each respective assignment.

# ADMINISTRATIVE HEAD

The person designated as the Administrative Head needs to possess delegation of authority within their agency and be readily accessible to the Lead Investigator.

This person would have overall responsibility for the following assignments:

1. Handle liaison with both the public as well as local government officials and other police agencies.
2. Manage all budget matters.
3. Authorize expenditures of resources.
4. Establish appropriate reporting policies.
5. Provide appropriate training: If outside training becomes essential the Administrative Head should arrange it. It is important that if the case continues for a long time that the leading investigating agency assure that their personnel are fully trained or briefed in computers, tracking leads, indexing, etc. before on-loan investigators are released.
6. The major personnel assignments which should be made immediately by the Administrative Head are identified as follows:
  - A. Lead Investigator - (In selecting or pre-selecting a Lead Investigator, the Administrative Head should consider not only the complexities of this type of case but also the possibility that it could last for months or even years.)
  - B. Media Coordinator
  - C. Support Coordinator
  - D. Special Operations Coordinator

Most agencies will not have the personnel to handle every aspect of the investigation while meeting the day-to-day demands of the department. Therefore, the primary investigative agency will want to consider immediate access to qualified personnel from other law enforcement agencies. Utilizing personnel from other agencies, at little or no cost results in cost sharing. Agencies throughout Florida should have prepared written memorandums of understanding which articulate the resources which each agency will commit for one of these cases and the time for which they will be assigned. These commitments made ahead of time save valuable time and allow critical investigation to take place with sufficient personnel.

7. Assessing the stress created by the investigation on all personnel: The stress associated with investigating this type of crime must be addressed. These types of cases can be on going for an undetermined amount of time, despite the exceptional skills, talents, and commitment of the investigators, and the resources of the department and the community. Management must be sensitive to the investigators' emotional needs during this type of investigation. They must ensure that investigators take appropriate leave and that they can have time away from the case if necessary. This is important for them to maintain their productivity while sustaining a healthy outlook on the investigation.
8. Case review and critique - Is it proceeding in a logical direction and efficiently? Update suspect information. Bundy was identified as a suspect out of 3,600 names within one year of the investigation beginning.

# LEAD INVESTIGATOR

This person is responsible for “directing” the investigation, assisting the prosecutor, and supervising investigative personnel. It is important that this person maintain presence at the command center and be available for questions, guidance, instructions, etc. A critical flaw for the Lead Investigator is that he or she does not delegate. They try to do everything they think is important and there is no organization to their performance. As a result very little gets done and valuable time is wasted.

Specific assignments which should be handled immediately by the Lead Investigator are identified below:

1. Maintain an investigative log: It is strongly recommended that the Lead Investigator immediately begin maintaining a log of events as they occur in 15-minute intervals. This will assure that important facts, events, etc. will not become lost in the initial barrage of incoming information.
2. Coordinate with the media coordinator: Throughout the case, the Lead Investigator should coordinate closely with his/her agency’s media representative in order to maintain control over all information which is being disseminated to the public.
3. Schedule briefing sessions: Regular briefing sessions are necessary in order to keep everyone apprized of developments in the case. Initially, it is suggested that briefings be scheduled at least once a day. These briefings should be well organized and kept as brief as possible to prevent loss of valuable time. It is therefore recommended that a formal agenda be used. This information sharing keeps communication open with other department personnel so as not to lose ideas or tips through isolation or an elitist attitude.
4. Make personnel assignments:
  - A. ***On-line investigators*** - These investigators should be kept briefed. It is important that these people report directly to the department handling the case and that they be accountable in a timely fashion for the work assigned to them.
  - B. ***Reviewer of incoming leads*** - One person/unit should be designated to review and prioritize all incoming leads.
  - C. ***Reviewer of outgoing leads*** - One person/unit should be designated to assign all outgoing leads and review investigative results. Clerical employees can be utilized to track the leads in and out. It is important that this person insures sufficient information is given out so the leads can be properly covered.
  - D. ***Victim’s residence*** - This person is designated to respond immediately



to the victim's residence to coordinate all activities.

- E. **Crime Scene** - This person identifies and secures evidence.
- F. **Special operations** - This person coordinates searches, surveillance, volunteers and coordinates the neighborhood investigation.
- G. **Liaison officer** - This person will deal with all requests and demands from other agencies, child find groups, etc. which the department may be unable to respond to immediately. Agencies providing information which they believe is critical to the case will not understand a lack of response. The liaison officer can minimize these misunderstandings.

This person can work with any special groups including psychics, letter writers, etc., and keep track of people who purposefully inject themselves into the investigation. Persons claiming to possess "psychic" abilities are likely to contact investigating agencies in an effort to provide assistance. In addition, letter writers and others who wish to inject themselves in the investigation will contact the department. It is strongly suggested to have one person coordinate with all of these individuals. Experience has shown that some individuals will inject themselves into numerous investigations. Before investigative time is spent following up information which has been provided, the credibility of the caller may be important.

- 5. Those persons in the department who are skilled in writing affidavits and search warrants should be put on standby. Departments should also be aware of individuals both in their departments as well as in other agencies who can serve as expert affiants for various affidavits if necessary.
- 6. Consider contact with the local district/state attorney early in the case.
- 7. Develop elimination criteria for suspects.
- 8. Maintain some fact(s) of abduction which are maintained on a "need to know basis."
- 9. Consider checking remote areas, away from the neighborhood, where the victim might have been taken immediately following the abduction.
- 10. The media monitors radios so beware of conversations and security, and assure that everyone involved in the case exercises caution.
- 11. Personally review telephone records/toll records of strong suspects.
- 12. Make sure that personnel preserve all telephone messages for evidence.
- 13. Use 800 numbers with an answering machine. This will pick up after hour calls or calls when everyone is busy.

14. Posters and poster distribution can also be accomplished by some of the “children’s groups.” (Insure that the police telephone number is on the poster.)
15. Pro-Active techniques have a risk factor. Consult experts before proceeding.
16. Be alert to state and federal reporting requirements for this type of case.
17. Because 290 registrants (registered sex offenders) are probably **NOT** a first priority, emphasis should be placed on obtaining victimology and conducting a neighborhood investigation first.
18. Keep an “open mind” to all leads - take off the blinders. However, beware of “sensational” resolution which will cause investigators to get off track, such as allegations of Satanism, etc.
19. Be aware of the limitations and legal requirements involved in using various experts (for example: hypnotists).
20. Set up a central repository for hard copy records (reports) which will serve as a backup for computer records and allow for easy review by investigators.
21. It is critical to periodically review the case and the investigative priorities. In long term cases details and connections can be overlooked. The Lead Investigator should consider using graphic displays/charts for this purpose. In order to be useful these displays and charts must be maintained and updated.
22. Periodically provide a “list of critical case facts” to all investigators.

# SUPPORT COORDINATOR

The Support Coordinator will be responsible for everything from acquiring space and equipment to information management. Listed below are specific responsibilities which should be handled by the Support Coordinator as soon as possible:

1. Obtain Space:

A command center or work area should be quickly established. One important criteria for space selection should be the ability to expand this space should it become necessary. Cramped quarters which are noisy can adversely affect personnel already strained by demands and have a serious impact on the case. This space should accommodate the installation of a large number of telephones. There should also be some areas set aside which afford privacy for interviews, analysis, report writing, and meetings or briefings. An area must also be set aside or available for media briefings. Other areas which should be considered are evidence rooms, parking, and space for investigators from other agencies.

2. Establish an information management system:

The volume of information that can be generated by these investigations is staggering. For example, by August 1986, the <sup>2</sup> list of suspects in the Green River case contained 12,000 names. The key to managing this information is to have one person/unit collecting, collating, prioritizing, and disseminating incoming information. This avoids duplication of effort, and alienating witnesses by unnecessary recontact and omissions. Computerization of this type of case is essential for filing, indexing, crime analysis, and data comparison. If it is to be used, it should be planned in advance. The system should be user friendly and the software should be compatible with any forms which are being used to take information. Consideration should be given to long term storage of case files and evidence for future trials, retrials, or appeals. Whatever system is utilized should be implemented immediately and updated regularly. Changing the system repeatedly throughout the investigation will result in lost evidence, lost information, etc. During the course of a major kidnapping investigation, it became apparent that there was a need for a computer driven data base system that could be easily operated by individuals not familiar with computers. With this in mind, a program using RBase for DOS, was designed to meet most of the needs identified during the investigation. It was also designed to be shared with other interested agencies equipped with IBM compatible computers. The program is a menu driven fill in the blank program designed to be used by data loaders with minimal training.

The program is designed to provide recoverable information regarding **the**

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<sup>2</sup>“Multi-Agency Investigative Team Manual;” National Institute of Justice, U.S. Department of Justice 1988

***informant, the subject of the information, and the investigator assigned the lead.*** The program will provide selected reporting based on filed information such as names, addresses, cities, states, vehicles, license numbers, etc. The program is also designed to assist the primary investigator with information regarding lead assignments and completions, and lead value classifications. The program is also designed to provide data required by administrators. In synopsis, the program is designed for any high volume lead case requiring lead information recording and recovery, lead management (possibly involving multiple agencies), and workload data for administrative decisions regarding case progress and manpower requirements. The program is being prepared with an application format that will not require the user to purchase an expensive data base program.

3. Setting up a system to collect incoming telephone calls:

Agencies will receive a barrage of telephone calls with information about the abduction. Information provided during this period of time is probably more critical than at any other time. Therefore, departments should be concerned about those persons who are answering all incoming calls. Inexperienced people may overlook the caller who is providing information., It is strongly recommended that the people who are answering the telephone, in the first 48 hours, be trained officers/law enforcement personnel. It is also suggested that a message system be set up immediately so that if the "operators" cannot answer all calls as soon as they come in, the caller has the opportunity to leave his/her information on a tape recorder. A recording should be set up to advise that all incoming lines are busy and will be answered in order. The people answering the telephone should keep the following fundamental points in mind:

- A. Information should be taken first, followed by the name and number of the caller. Take information first and then ask for the name and number of the caller second. Information may be last if the caller feels compelled to provide their name.
- B. Law enforcement should be trained in how to keep people talking on the telephone.

4. Obtain the following equipment:

Agencies should make arrangements ahead of time for accessing this equipment so valuable time will not be lost. Suggested equipment includes:

  - A. Portable copy machine
  - B. Fax machines - Communications
  - C. Computers - S.O.U. - Lap Top
  - D. Tables & Chairs -
  - E. Desks -
  - F. Vehicles - HCSO Shop
  - G. Cameras with tripods; video camera - Crime Scene
  - H. Beepers - Purchasing - Glenn
  - I. Portable telephones - Command Post & Cpl. Cell Phones
  - J. Televisions - Deputies Room - Training Room
  - K. VCRs - Deputies Room
  - L. Shredder -
5. Implement an inventory system immediately in order to maintain accountability for all equipment.
6. Establish telephone lines for incoming tips and investigators use.
7. Use standardized intake forms, compatible with computer software, for incoming calls. Three copies will allow one for the file, one for leads to the detectives, and one for indexing and recording.
8. Prepare for "trap and trace" and recorder, and be ready to record all incoming calls. The Support Coordinator should know if it is difficult to put a trap and trace on an 800 line.
9. Keep all departments at the police station informed since calls will inadvertently be diverted to other numbers.
10. Consider handling nuisance calls by asking the person to provide the information in writing or maintain a resume file to reduce the number and length of these calls. The special liaison person can maintain this information.

# LIAISON OFFICER AT VICTIM'S RESIDENCE

A sworn law enforcement officer should be sent immediately to secure the victim's residence. This officer should remain at that location at least during the critical phase. The victim's family must be briefed as to what they can expect (telephone calls, threats, psychics, children's groups, ransom demands, offers of assistance) and how they can best assist the investigation. The family should understand how they can affect the investigation in both a positive and a negative way by their actions. Later on it will be important to explain to them the changes and stresses they are likely to experience and how best to cope with their changing attitudes and problems. Needless to say that the person selected for this task must be a mature experienced officer who can interact effectively with parents, press, and outsiders, while initiating several very critical investigative steps.

## Step 1 - Establishing Communications

1. Immediately set up a trap and trace on family's telephone. Be familiar with Star \*57 procedures.
2. Set up a log and tape recorder for all incoming calls.
3. Utilize standardized forms to record incoming information. These forms should be consistent with those used at the C.I.C.
4. Establish radio and telephone contact with the C.I.C.
5. Arrange for one or more "tactical" telephone lines. Use a private room, if available, to preclude the victim's family from monitoring calls.
6. Screen and record names of all visitors to the residence. Also, record license number of vehicles which appear near the residence. Subjects have been known to return to the crime scene or visit the residence after the abduction.

## Step 2 - Collecting Evidence

1. Secure the residence.
2. If necessary, search thoroughly.
3. Obtain a current photograph and detailed description of the victim for the media, posters, neighborhood investigators, other agencies, etc.
4. Obtain any relevant background on the victim and family including family dynamics, past history, day-to-day routines, problems, possible suspects, etc.

5. Obtain key information which only the victim would know, for example a pet's name. This information can be used to screen calls in the event there is contact with a person claiming to be involved in the abduction.
6. Interview friends and schoolmates of the victim as soon as possible for any "problems" which the parents might not be aware of.
7. Have Crime Scene videotape victim's bedroom and "special" places.
8. Obtain victim's letters, diaries, etc. which might reveal a problem or provide a lead of any type. Place into evidence.
9. Obtain fingerprints of victim as well as hair samples.
10. Talk with family members, especially parents regarding the possible impact of their behavior or their relationship with investigators as the investigation continues.
11. \*\*Brief family on the emotional changes/stages they could experience as the investigation continues.

\*\*\*Stages as identified in:

***On Death and Dying***, Elizabeth Kubler-Ross

# SPECIAL OPERATIONS COORDINATOR

The Special Operations Coordinator is responsible for setting up support strategies for the case — most specifically any searches or special reconnaissance missions which are determined to be appropriate. The following are important points to be kept in mind:

1. Searches, both ground and air, should be organized immediately. This is done not only in an effort to identify the offender's or the victim's location, but also to publicize the fact that a kidnap investigation is underway. The media should be notified and a staging area for the media established.
2. One person should be assigned to coordinate all searches and a law enforcement representative should be present during all searches if possible. Resources such as bloodhounds, helicopters, search groups, aircraft, etc., are listed in the directory of this guide.
3. Consideration should be given to creating a handout or videotape for briefing searches.
4. Logistical support for searches must also be arranged. This will include food for volunteers, announcements regarding appropriate gear and equipment, and availability of medical care.
5. Search team leaders should keep a list of search volunteers (names, addresses, and telephone numbers). Subjects in the past have attempted to interject themselves into the investigation.
6. Departments will want to consider assessing community groups with special resources or large memberships which could aid in searches. Their resources might include cellular telephones, ham radios, off road vehicles, vans or 4x4's. Groups with their own internal structure who are ready to immediately participate in a search should be called upon first before members of the general public. These groups usually bring their own supplies, food, weather gear, sources of communication, and transportation. And, perhaps most importantly, they have practiced and participated in searches before and have, therefore, trained for this type of rigorous assignment. Someone who has received no training might easily overlook certain clues or pieces of evidence. In addition, the primary investigative agency may have to bear the expense of equipping civilians to participate in a search. Departments should also research any liability they may bear by using untrained civilians in rigorous search exercises without some type of release form.
7. Investigators should be cautioned to restrict the extent of information which is provided to volunteers and the accessibility of information. Key information, inadvertently provided to a group, could compromise the integrity of a critical lead.



# MEDIA COORDINATOR

Many cases are solved through public awareness and cooperation. It is therefore essential to establish rapport with the media so they can work together with law enforcement toward the best interests of the investigation. It is important to have one well-trained person designated to work with the media throughout the investigation. It is suggested that this person be of high enough rank to command credibility so he/she can respond to the media with sufficient authority and prevent inquiries from being “bumped” up to someone “who really knows what is going on”.

The press officer should deal honestly with the press. The press officer’s contacts in the media may become extremely important if the media’s assistance is needed later on for proactive techniques, maintaining interest in the case, or quickly disseminating bulletins for inquiries.

With the assistance of the media, the investigating agency can notify the public quickly about the abduction, including a description of the offender, time and place of the abduction, description of the victim, vehicles involved, etc. The type of information which is given out should be consistent with that which will generate leads. Consideration may be given to using the same person to disseminate information rapidly to other agencies (Surrounding County Sheriff’s Offices, Area Police Departments, FHP, F.D.L.E., etc.)

It is important that the media operation should be staged in a location **separate** from the command center so that investigators are not bothered and the integrity of the investigation is not affected.

In the initial stages of the investigation, the demands from the media are likely to be constant. Therefore, agencies might want to schedule regular meetings with the press in order to provide them with the most current information. This will prevent any interference on the part of the press to surreptitiously obtain information or put out misinformation.

The department leader (Sheriff, Chief of Police, etc.) should ensure that the Lead Investigator is not involved with the press. Keep the Lead Investigator free to manage information and coordinate the investigation.

The use of television programs such as “Unsolved Mysteries” and “America’s Most Wanted” have successfully been used to resolve cases and can be considered as another investigative tool. Interested agencies can contact their local FBI offices for the appropriate person to contact to have their cases referred to either of these programs. Names of contact persons have also been provided in the Resource List.

“Misinformation” in the media or too much information provided to the media can be harmful to the investigation. For example, publicizing every phase or selective phases of the investigation, publicizing where searches are being conducted, etc., can cause the offender to either leave the area or become very comfortable with the fact that law enforcement has no idea as to their identity or the location of the victim.

Comments to the media such as “we have no leads” or “we have no idea where the victim is” can also communicate to the offender that law enforcement is baffled by the case, thus causing the offender to feel “comfortable.”

There should be a dissemination list and an offer of understanding about information released. Ill-timed announcements including poorly worded rewards can stimulate so many calls as to divert investigators from priority work. An explanation should be given as to why information is withheld and what information could be detrimental to the investigation. Post and distribute the media policy and procedures regarding press releases to minimize violations. Following are a list of recommendations for agencies in working with and utilizing the media in this type of investigation:

1. One person should be designated to handle the media.
2. Anticipate media questions. For example, “Do you think the victim is dead?” Consider reading written statements at scheduled news conferences.
3. Ask the media what questions they plan to ask before going on camera and set your own parameters if appropriate.
4. Do not give deadline for results.
5. Be prepared for a flood of calls after alerting the public or offering a reward.
6. Videotape media releases.
7. Monitor and file all news coverage for a permanent file.
8. Be aware that case information, such as public records or reports, may not be protected in some jurisdictions and can be accessed by the media.
9. Stipulate that the police telephone number be used when asking the public for information. This should be done in order to keep all calls going directly to the law enforcement agency. If 800 numbers of other organizations are used on flyers or posters, that group can screen information before it is referred to the police.
10. Rewards should be offered for information which will assist in reaching investigative goals. The primary law enforcement agency should maintain control over reward monies, the wording of flyers, telephone contact numbers, etc.

**Section II**

**APPENDIXES**

## **FIRST RESPONDER**

### **MISSING CHILD “TOP 20” INITIAL RESPONSE TASKS**

- ❖ Verify jurisdiction based on where child was last seen.
- ❖ Interview person who made initial missing child report.
- ❖ Obtain detailed description of missing child/clothes/abductor/vehicle/bicycle.
- ❖ Relay B.O.L.O. information for broadcast on all channels to local law enforcement agencies.
- ❖ Search residence, yard, surrounding areas to determine whether child is in fact missing.
- ❖ Have responding units search surrounding areas as they arrive.
- ❖ Request K-9 assistance (preferably bloodhound).
- ❖ Request as needed helicopter, boat, and divers.
- ❖ Interview persons last seeing child.
- ❖ Evaluate contents and appearance of child’s room and home.
- ❖ Look with caretaker to see if personal items are missing.
- ❖ Decide if evidence best supports treatment as runaway or custodial taking, predatory abduction.
- ❖ Utilize media resources to your advantage (television, radio, etc.).
- ❖ Secure as crime scene if not clearly runaway or custodial taking.
- ❖ Preserve child’s bedding, used clothes, shoes, for K-9 and evidence.
- ❖ Protect hairbrush, diary, items with child’s fingerprints, computer/disks, and footprints.
- ❖ Have classification entered in NCIC/FCIC.
- ❖ Notify F.D.L.E. Missing Children Information Clearinghouse.
- ❖ Obtain names, addresses, and telephone numbers of child’s friends, relatives, school, and doctors.
- ❖ Notify local FBI Office if abduction may be predatory and FBI CASKU.

**REMEMBER TO USE ALL RESOURCES AVAILABLE**, whether it is to get trained dogs, child’s picture widely distributed, volunteers effectively coordinated for search and supplementary tasks, predatory profiles, DNA analysis, background checks, leads hotline, reward money, victim counseling, and anything else you might need that the following agencies also provide.

- ❖ F.D.L.E. MCIC (Missing Children Information Clearinghouse): 1-888-FL-MISSING
- ❖ NCMEC (National Center for Missing and Exploited Children): 1-800-THE-LOST
- ❖ FBI CASKU (Child Abduction and Serial Killer Unit): 1-800-634-4097
- ❖ Florida Center for Missing and Exploited Children: 1-407-848-1900
- ❖ FAMCO (Florida Alliance of Missing Children Organizations):
  - ★ Child Watch of North America, Orlando (1-800-928-2445)
  - ★ Local Crime Stoppers;
  - ★ International Center for the Search and Recovery of Missing Children (1-800-887-7762);
  - ★ Jimmy Ryce Center for victims of Predatory Abduction, Miami (1-800-JIM-RYCE);
  - ★ Missing Children Help Center, Tampa (1-800-USA-KIDS)
- ❖ Department of Corrections’ Bloodhounds (fifty-four locations statewide, can be requested through F.D.L.E.)

Prepared by: Missing Children Information Clearinghouse and provided by Metro-Dade  
Police Department Law Enforcement Trust Fund

# APPENDIX A

## ***MASTER CHECK-OFF LIST***

\_\_\_\_\_ Assign Lead Investigator

\_\_\_\_\_ Begin investigative log

\_\_\_\_\_ Plan for briefings

\_\_\_\_\_ Assign on-loan investigators

\_\_\_\_\_ Assign personnel to handle incoming leads/calls

\_\_\_\_\_ Assign personnel to handle outgoing leads

\_\_\_\_\_ Assign Media Coordinator

\_\_\_\_\_ Press briefing, establish policies/procedures

\_\_\_\_\_ Reward, police phone number, flyers

\_\_\_\_\_ Coordinate releases with other agencies

\_\_\_\_\_ Dissemination of pertinent information

\_\_\_\_\_ Assign Support Coordinator

\_\_\_\_\_ Establish Command Center

\_\_\_\_\_ Provide equipment (desks, cameras, television, VCR, Xerox, telephones, 800 number, facsimile, computers, tape recorders, trap and trace, telephone personnel, beepers, forms — tip sheets).

\_\_\_\_\_ Assign Special Operations Coordinator

\_\_\_\_\_ Coordinate searches/volunteers (law enforcement presence)

\_\_\_\_\_ Logistical support (food, medical, equipment, proper gear)

\_\_\_\_\_ Notify press through media coordinator, press staging area

\_\_\_\_\_ Arrange support (helicopter, bloodhounds, etc.)

- \_\_\_\_\_ Send personnel to scene of abduction (if known)
  - \_\_\_\_\_ Identify witnesses to abduction
  - \_\_\_\_\_ Identify witnesses in area and interview
  - \_\_\_\_\_ Search/collect evidence
  
- \_\_\_\_\_ Conduct neighborhood investigation
  - \_\_\_\_\_ Define neighborhood
  - \_\_\_\_\_ Obtain maps
  - \_\_\_\_\_ Photograph/video neighborhood
  - \_\_\_\_\_ Determine any unusual occurrences/people in neighborhood
  - \_\_\_\_\_ Previous attempted abduction/crimes in area
  - \_\_\_\_\_ Keep record of everyone interviewed
  
- \_\_\_\_\_ Send investigator to victim's residence
  - \_\_\_\_\_ Obtain photo of victim
  - \_\_\_\_\_ Secure evidence
  - \_\_\_\_\_ Obtain victimology
  - \_\_\_\_\_ Establish communication with command center
  - \_\_\_\_\_ Recorder on telephone/trap and trace
  - \_\_\_\_\_ Log of visitors, callers

**This list is designed to be used by the Administrative Head**

# APPENDIX B

## ***INVESTIGATIVE CHECK-OFF LIST***

- \_\_\_\_\_ Begin/Maintain investigative log
- \_\_\_\_\_ Schedule briefings
- \_\_\_\_\_ Assign personnel to handle:
  - \_\_\_\_\_ On-loan investigators
  - \_\_\_\_\_ Incoming leads
  - \_\_\_\_\_ Outgoing leads
  - \_\_\_\_\_ Victim's residence (photograph, description, victimology, evidence).
  - \_\_\_\_\_ Neighborhood (witness/neighborhood dynamics)
  - \_\_\_\_\_ Special Operations (searches)
- \_\_\_\_\_ Coordinate the dissemination of information to media
- \_\_\_\_\_ Identify the department specialists
- \_\_\_\_\_ Identify prior attempts in area
- \_\_\_\_\_ Contact the State Attorney's Office/District Attorney's Office

**This list is designed for the Lead Investigator**

# APPENDIX C

## ***VICTIMOLOGY CHECK-OFF LIST***

Complete Description: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Close friends/associates/confidantes: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Normal patterns/behavior: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

School/personal problems (boyfriend/girlfriend, etc: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Truancy/run-away history: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Parental Attitude: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Family dynamics, problems in family, unique circumstances or behavior in family:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Problems with alcohol, drug usage, abuse of a spouse or victim, financial problems:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Behavior changes noticed by family friends: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Victim's hobbies, activities, and/or interests: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



Victim's writing, diaries, and school papers: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Identify all siblings, natural and stepparents, grandparents, aunts, Uncles, and close friends of the family: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Location of abduction and relationship to victim's normal activities: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Financial status (possible target for ransom): \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

"Significant other" reaction to news that the child has been kidnapped: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**This list is designed for those persons responsible for obtaining pertinent background information about the victim.**

# APPENDIX D

## ***SUPPORT COORDINATOR CHECK-OFF LIST***

- \_\_\_\_\_ Arrange Space
- \_\_\_\_\_ Obtain equipment
  - \_\_\_\_\_ Xerox machine
  - \_\_\_\_\_ Obtain telephone (regular lines, 800 calls)
  - \_\_\_\_\_ Facsimile machine
  - \_\_\_\_\_ Computers
  - \_\_\_\_\_ Tape recorders
  - \_\_\_\_\_ Desks & Chairs
  - \_\_\_\_\_ Cameras
  - \_\_\_\_\_ TVs and VCRs
  - \_\_\_\_\_ Beepers/Pagers
  - \_\_\_\_\_ Cellular Telephones
- \_\_\_\_\_ Assign personnel to telephones
- \_\_\_\_\_ Obtain appropriate software and forms (tip sheets, etc.)
- \_\_\_\_\_ Set up system for filing, indexing, data comparison, and analysis
- \_\_\_\_\_ Assign person to update above information on regular basis

**This list is designed for the person responsible for setting up support services.**

# APPENDIX E

## ***INTERVIEWING VICTIMS & WITNESSES OF CRIME (CAN BE USED DURING NEIGHBORHOOD INVESTIGATION)***

Prior to asking the victim/witness to give a narrative report, they are told the following:

1. Reconstruct the circumstances, environment, room, location of furniture, vehicles, weather, lighting, people, objects, feeling at the time, reactions. (Powerful aid, easier than going to the scene and better sometimes since the scene may change.)
2. Report ***everything***, do not edit anything (sometimes they do not realize what is important.)
3. Recall the events in a different order, from beginning to end and then in reverse order. Start with what impressed most and then go both ways. (When only going in chronological order, people sometimes put in things they think must have happened.)
4. Change perspectives of themselves and describe the incident from the perspectives of others present at the time.

After the narrative the investigator uses the following to elicit specific items of information:

1. Physical appearance: Remind you of anyone, why?, Anything unusual about appearance, clothes, etc.?
2. Names: Think of first letter by going through the alphabet, think of the number of syllables.
3. Numbers: Was there a number? Hi? Low? Letters in the sequence?
4. Speech characteristics: Remind you of anyone? Why? Anything unusual?
5. Conversation: What were your reactions to what was said? Reaction of other? Anything unusual - words/phrases?

**Also, see Appendix N**

# APPENDIX F

## ***UNDERSTANDING THE OFFENDER***

In order to understand the type of person who would abduct a child, it is important to understand the psychology of these types of offenders and their motives for this type of behavior. In <sup>3</sup>“Child Molesters: A Behavioral Analysis,” Ken Lanning, Supervisory Special Agent, Behavioral Science Unit, FBI Academy, discusses the molester and the preferential child molester.

### ***SITUATIONAL CHILD MOLESTER***

The situational child molester does not have a true sexual preference for children, but engages in sex with children for a variety of reasons, some of which are quite complex. For these types of offenders, they may victimize a child only once in their life or it may become a pattern of behavior. This type of offender might also victimize the elderly, the disabled or the sick. There are four major patterns of behavior which are seen in this category: The Regressed; The Morally Indiscriminate; The Sexually Indiscriminate; and The Inadequate.

### ***PREFERENTIAL CHILD MOLESTER***

The preferential child molester has a definite sexual preference for children. Their fantasies and erotic imagery will focus on children. Their sexual involvement with children is not the result of some type of stress in their life but because they are sexually attracted to children. There are at least three patterns of behavior which are seen in this category: The Seduction; The Introverted; The Sadistic.

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<sup>3</sup>“Child Molesters: A Behavioral Analysis;” National Center for Missing and Exploited Children, Washington, D.C. 20006

# APPENDIX G

## ***INTERVIEW CONSIDERATIONS***

### IMPORTANT POINTS TO CONSIDER BEFORE INTERVIEWING A POSSIBLE SUSPECT

1. Should include anyone who does not appear to be completely truthful.
2. Frequently there is only one opportunity to interview these people before they get defensive or obtain an attorney...choose the best possible person to conduct the interview, setting aside egos or case assignments.
3. Familiarize yourself with Behavioral Analysis Interviews (BAI).
4. Plan interrogation strategies beforehand.
5. Consider the best setting and time to conduct the interview.
6. Review all available background on suspect and the case file beforehand.
7. Consider methods of recording interview if it is to be done.
8. Obtain ***detailed*** account of the suspect's activities on the ***day*** of the kidnapping. Verify those details as soon as possible.
9. Consider the use of polygraph.
10. If a confrontational interview takes place, ask yourself:
  - A. Does the person's story change?
  - B. Does the person's story make sense?
  - C. If you are certain that they are lying, cut off their denials.
  - D. PATIENCE — do not give up after one or two hours.

# APPENDIX H

## ***DIRECTORY OF RESOURCES***

- ◆ **AIR NATIONAL GUARD**  
Photoreconnaissance overview of large area or hard to get to area can be available in a few days.  
  
Aerial mapping available –  
Topo's  
Plat Books  
GPS
- ◆ **BLOODHOUNDS**  
  
**CADAVER DOG**
- ◆ **NATIONAL CENTER FOR MISSING AND EXPLOITED CHILDREN**  
2101 Wilson Boulevard  
Suite 550  
Arlington, VA 22201  
(703) 235-3900  
**Missing Children Information Clearinghouse (F.D.L.E.)**  
1-888-356-4774 (Fax) 1-850-410-8599
- ◆ **DOJ**  
Posters  
Ability to go statewide with posters - need photograph  
Sex Registration (916) 739-5112
- ◆ **FBI -**  
Major Case Management  
Neighborhoods  
Laboratory  
Behavioral science (profiling)  
Polygraph  
National leads to cover  
VICAP  
Hypnosis  
Assist with technical coverage/setup

- ◆ **Federal Parole**
  
- ◆ **HELICOPTER**  
Florida Sheriff's Task Force  
Med-I-Vac - 655-1862
  
- ◆ **LOCAL POLICE AGENCIES**  
  
Florida Department of Law Enforcement (F.D.L.E.) –
  
- ◆ **SURROUNDING COUNTY SHERIFF'S OFFICES**
  
- ◆ **FEDERAL AVIATION AUTHORITY (FAA) - 800-992-7433**
  
- ◆ **NATIONAL TRANSPORTATION SAFETY BOARD (N.T.S.B.) - 305-597-4610**
  
- ◆ **MEDIA**  
**Television**
  
- ◆ **Radio**
  
- ◆ **PRESS**
  
- ◆ **METAL DETECTORS**  
Evidence/I.D.
  
- ◆ **MISSING CHILDREN ("Child Find")**  
**Missing Children's Information Clearinghouse**  
1-888-356-4774 (Fax) 1-850-410-8599  
1-800-431-5005 (for children to locate parents)  
1-914-255-1848 (for parents to locate child)
  
- ◆ **MISSING CHILDREN'S PROJECT**  
Pat Chavez (415) 483-3576  
National Center for the Analysis of Violent Crime  
FBI Academy, Quantico, Virginia 1-800-634-4097  
Can provide assistance in preparing a criminal investigative analysis or "profile" of the offender, investigative strategies, interview strategies, and prosecutive strategies
  
- ◆ **OFFICE OF EMERGENCY SERVICE**  
County Sheriff's Office –  
Emergency Operations Center (E.O.C.)  
  
Fire Department –  
Florida Sheriff's Task Force
  
- ◆ **SECURITY GUARDS**
  
- ◆ **PRISON SPECIAL SERVICES**

Department of Corrections - Tallahassee

- ◆ **PRIVATE AIRCRAFT**
- ◆ **PRIVATE HELICOPTER SERVICE**
- ◆ **PSYCHIATRIC/THERAPIST ASSOCIATIONS**
- ◆ **REACT-CB ASSISTANCE**  
Local CB & Ham Radio Operators
- ◆ **RUNAWAY HOTLINE**  
Florida - 1-800-RUNAWAY - 1-800-786-2929  
National - 1-800-621-4000
- ◆ **SEARCH AND RESCUE UNITS**  
Florida Sheriff's Task Force - 813-582-2907  
Volunteer Fire Departments ( contact E.O.C. 386-6630)  
K-9's
- ◆ **STATE PROBATION AND PAROLE**
- ◆ **TELEPHONE COMPANIES**  
Contact early regarding what they can do for investigation. Can do a number of searches if they get time and date of call within a day (possibly up to six months).  
Trap and Trace - 1-800-299-8722 or 407-889-6877
- ◆ **TRANSIT AUTHORITIES**  
Annett Bus Lines - 941-655-5547  
**R x R -**  
County School Board - 941-471-5762
- ◆ **TELEVISION PROGRAMS**  
"Unsolved Mysteries" - Kathleen Cromley  
Cosgrove-Meurer Productions  
4303 West Verdugo Avenue  
Burbank, California 91505  
1-800-843-5600 or 1-800-421-4519  
America's Most Wanted - 1-800-274-6390  
Local Cable - Comcast
- ◆ **VIOLENT CRIMINAL APPREHENSION PROGRAM (VICAP)**  
FBI Academy, Quantico, Virginia - 1-800-634-4097 - can provide assistance in linking similar cases throughout the United States



THE NATIONAL CENTER FOR  
MISSING AND EXPLOITED CHILDREN

Suite 550, 2101 Wilson Boulevard \* Arlington, VA 22201-3077  
Phone: 703/235-3900 FAX: 703/235-4067 <http://www.missingkids.com>

**PROJECT ALERT**  
***AMERICA'S LAW ENFORCEMENT RETIREE TEAM***

The National Center For Missing and Exploited Children created a law enforcement assistance program in 1992 known as America's Law Enforcement Retiree Team (Project ALERT). Project ALERT recruits retired law enforcement officers from around the country. Project ALERT representatives serve their law enforcement community by assisting with case management tasks and evaluation of child abduction investigations. The representatives, of course, can't act as police officers since they are no longer sworn peace officers. However, they may be utilized to offset the dispatch of urgently needed sworn personnel by performing such tasks as:

- ◆ set up hotlines for phone leads and categorize them for investigations
- ◆ review old, dormant cases where your agency's active manpower is burdened
- ◆ coordinate identification of community volunteers during emergency search rescues
- ◆ talk to witnesses and act as liaison with family members
- ◆ **and, most importantly, bring to your agency knowledge of NCMEC's vast resources.**

The development of designated tasks for Project ALERT representatives comes only as a result of risk taking by a chief executive who allows such an auxiliary force to evolve into positions, roles, and duties not traditionally seen for them. I believe this is a little known resource for an agency that is committed to providing the best services to its community, particularly when operating under the constraints of reduced budgets and increased demands for services. As the Reason Foundation study found, there must be, however, a clear expectation from the executive level that such auxiliary representatives can play an integral part in the success of their operation.

NCMEC has trained more than 146,000 federal, state, and municipal law enforcement professionals in techniques of investigating missing children cases and has played a role in recovering more than 40,000 missing children, due in great measure to its network of sophisticated services offered FREE of charge to law enforcement agencies. We also offer the services of a cadre of Project ALERT professionals from around the country who will assist your investigators in child abduction investigations at your request. You need only call 1-800-THE-LOST (1-800-843-5678), and NCMEC will provide the services of a retired law enforcement representative at NO COST to your agency. All travel and lodging expenses are covered by NCMEC. We merely request that you provide working space and ground transportation for the representative during his or her time of requested service.

Branches: California - Florida - Kansas City - New York - South Carolina  
Adam Walsh Children's Fund

THE NATIONAL CENTER FOR  
MISSING AND EXPLOITED CHILDREN

Suite 550, 2101 Wilson Boulevard \* Arlington, VA 22201-3077  
Phone: 703/235-3900 FAX: 703/235-4067 <http://www.missingkids.com>

When you become aware of law enforcement agencies in your community that may be experiencing difficulty in pursuing investigation leads of a missing or exploited child case, please refer the services of NCMEC's vast base of resources to them. We also invite your recommendation of law enforcement retirees who would qualify for the Project ALERT program.

The objective of the Project ALERT program is to buttress those efforts by law enforcement personnel who already are overwhelmed with enormous caseloads. We appreciate your willingness to consider innovative measures by embracing the conceptual alliance of utilizing auxiliary professionals to successfully fulfill the goals of law enforcement's mission to protect and serve its community.

Branches: California - Florida - Kansas City - New York - South Carolina  
Adam Walsh Children's Fund

## OTHER CONTACTS



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# APPENDIX I

## ***KEY CONTACT PEOPLE***

**FBI:** Phone Number:

**POLICE:** Phone Number: **Police Department -**  
Chief  
**Police Department -**  
Chief  
**Police Department -**  
Chief

**SHERIFF:** Phone Number: **County S.O. -**  
Sheriff  
**County S.O. -**  
Sheriff  
**County S.O. -**  
Sheriff  
**County S.O. -**  
Sheriff  
**County S.O. -**  
Sheriff V

**FLORIDA SHERIFF'S TASK FORCE -**  
Director Home –  
Pager -  
Cell -

**IMMIGRATION AND NATURALIZATION -**  
Miami - (305) 536-5723  
**BORDER PATROL** Miami - ( 954) 963-9807  
Palm Beach (407) 848-6161

**NATIONAL CENTER FOR MISSING AND EXPLOITED CHILDREN:**  
(703) 235-3900, Hotline: 1-800-THE LOST  
**F.D.L.E. Missing Children Information Clearinghouse**  
1-888-356-4774

◆ \_\_\_\_\_  
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## APPENDIX J

# ***CHILD ABDUCTION PROTECTION PROTOCOL INTER-AGENCY AGREEMENT***

In April, 1989, a committee was formed of representatives from various law enforcement agencies to develop a Child Abduction Protection Protocol.

On August 3, 1989, the Protocol was given final approval by executive staff from the involved agencies and is now fully operational.

# CHILD ABDUCTION PROTECTION PROTOCOL

## A. Immediate inter-agency assistance for child kidnappings.

1. Each agency involved will provide officers for immediate use at the scene of the kidnapping upon request of the originating agency. This immediate assistance can last up to 72 hours. The following is a list of the agencies involved and the number of persons suggested for use from each agency.

a.	_____	Department -	_____	Officers
b.	_____	Department -	_____	Officers
c.	_____	Department -	_____	Officers
d.	_____	Department -	_____	Officers
e.	_____	Department -	_____	Officers
f.	_____	Department -	_____	Officers
g.	_____	Department -	_____	Officers
h.	_____	Department -	_____	Officers

Total number of Officers = \_\_\_\_\_ Plus

2. \_\_\_\_\_ Department and \_\_\_\_\_  
(as available) will provide helicopter air support upon request.

## B. Long-term assistance to follow-up investigative leads for child kidnappings.

1. Each agency involved will provide officers for long-term investigation at the originating agency's request. This long-term commitment could last as long as two or three months.

a.	_____	Department -	_____	Officers
b.	_____	Department -	_____	Officers
c.	_____	Department -	_____	Officers
d.	_____	Department -	_____	Officers
e.	_____	Department -	_____	Officers
f.	_____	Department -	_____	Officers
g.	_____	Department -	_____	Officers
h.	_____	Department -	_____	Officers

Total number of Officers = \_\_\_\_\_

2. Officers selected for the long-term investigative process in reference to these child-kidnapping incidents should have proven investigative skills.

C. Request for inter-agency assistance.

1. This policy may be implemented under the following circumstances.
  - a. Child kidnappings where facts indicate that the child has been abducted and is in great bodily danger. (This generally would not include parent custody disputes involving kidnapping.)
  - b. Child kidnappings that fit murder/abduction profiles.
  - c. Extraordinary criminal violations that create extreme hazard to the community or police personnel and require large numbers of officers for initial or follow up investigation, i.e. police officer shootings, serial killers.
2. Special conditions for inter-agency child abduction protection protocol.
  - a. The requesting agency is in charge of all personnel at the scene of the investigation, including those responding from other agencies.
  - b. The watch commanders will make requests for assistance after approval of the Sheriff/Chief of Police of the requesting agency. All requests for assistance will be made by teletype and confirmed by telephone. Personnel should respond as soon as possible after the request for assistance. All communications should indicate the anticipated time of arrival of personnel.
  - c. While each request for assistance dictates its own special procedures, it can be anticipated that persons responding under this procedure will work a maximum of 12-hour shifts and will be relieved by the agency providing the personnel. The agency providing the personnel will be responsible for insuring that their personnel are properly relieved.
  - d. Agencies providing personnel as first-in responders at the beginning of the investigation should provide supervision if at all possible.
  - e. The requesting agency will provide appropriate information on where responding personnel will report and to whom they will report.
  - f. This policy agreement is intended to provide inter-agency assistance for child abduction cases and is not considered mutual aid. Agencies supplying personnel for these incidents incur full costs for the personnel.



- g. It is understood that each jurisdiction's first responsibility is to insure emergency service within its own jurisdiction. Therefore, should an agency not be able to participate due to emergency requirements within its own jurisdiction, it is excused from participation.
- h. Agencies providing personnel will be responsible for providing vehicles for their personnel.

All action of the officers would be covered under existing Mutual-Aid agreement.

# APPENDIX K

## **LEAD SHEET** **(FOR COMPUTER AND PHONE INTAKE)**

**PRIORITY:** High Medium Low Non ID# \_\_\_\_\_

**TYPE OF LEAD:** Suspect Similar LALS LALV LALC PSYC 51-50 OTHER

**DATE:** \_\_\_\_/\_\_\_\_/\_\_\_\_ **TIME:** \_\_\_\_\_ **RECIPIENT #:** \_\_\_\_\_ **INV:** \_\_\_\_\_  
MM DD YY

.....

### INFORMANT INFORMATION:

Name: \_\_\_\_\_ (Last) \_\_\_\_\_ (First) \_\_\_\_\_ (Middle)  
Address: \_\_\_\_\_ (Street) \_\_\_\_\_ (City) \_\_\_\_\_ (State)

Sex: Male Female Height: \_\_\_\_\_ PFN#: \_\_\_\_\_ QI/QP -  Yes  No

Race: \_\_\_\_\_ Weight: \_\_\_\_\_ CII#: \_\_\_\_\_ 290 REG: \_\_\_\_\_

D.O.B.: \_\_\_\_/\_\_\_\_/\_\_\_\_ Hair: \_\_\_\_\_ FBI#: \_\_\_\_\_ Violent: -  Yes  No  
MM DD YY

P.O.B.: \_\_\_\_\_ Eyes: \_\_\_\_\_ SS#: \_\_\_\_\_ - - Precursor: -  Yes  No

.....

### VEHICLE INFORMATION:

License #: \_\_\_\_\_ State: \_\_\_\_\_ Current Registration: -  Yes  No

Year: \_\_\_\_\_ Make: \_\_\_\_\_ Model: \_\_\_\_\_ Color: \_\_\_\_\_

R/O: \_\_\_\_\_ (Last) \_\_\_\_\_ (First) \_\_\_\_\_ (Middle)

Address: \_\_\_\_\_  
(Street) (City) (State)

APPENDIX L

***SATANIC, OCCULT, RITUALISTIC CRIME:  
A LAW ENFORCEMENT PERSPECTIVE***

***Kenneth V. Lanning  
National Center for the Analysis of Violent Crime  
FBI Academy  
Quantico, Virginia***

***October 1989***

# APPENDIX M

## ***RECOMMENDED READINGS***

1. **“Assessing the Child Abduction: An Investigative Guide”**; SA Mary Ellen O’Toole and SA Ronald Hilley, San Francisco FBI, March 1990.
2. **Child Molesters: A Behavioral Analysis**: SSA Kenneth V. Lanning; U.S. Department of Justice and The National Center for Missing and Exploited Children, April 1987.
3. **“Child Pornography and Sex Rings”**, SSA Kenneth V. Lanning & Ann Wolbert Burgess, D.N.S.C., **FBI Law Enforcement Bulletin**, January, 1984.
4. **“Satanic, Occult, Ritualistic Crime: A Law Enforcement Perspective”**, SSA Kenneth V. Lanning, **The Police Chief**, October, 1989.

# APPENDIX N

Standardized questions, which can be used by investigators when conducting the neighborhood investigation, witness interviews, and/or suspect interviews.

This Appendix also contains general information interviewing.

\*\*It is suggested that this entire section be duplicated and a copy given to each law enforcement officer involved in conducting interviews for these types of cases.\*\*

# TABLE OF CONTENTS

- I. Victimology (type of information to obtain)
- II. Questions Used During Interviews
  - A. General Background Questions
  - B. Description
  - C. "Bar" Questions
- III. Behavioral Analysis Interview
- IV. Interview Tabulation Sheet
  - A. Subject Data Sheet
  - B. Instruction for Completing Subject Data Sheet
- V. Levels of Interviews
- VI. Personality Assessment

## I. Victimology

Knowing as much as possible about the victim of a violent crime is extremely important. The more that is known about the victim, the more that can be determined about the type of person who could have committed the crime. Following are some guidelines in terms of the information that is important to gather concerning **your** victim:

1. Lifestyle
2. Employment and employment record
3. Personality
4. Type and number of friends
5. Income
6. Family background
7. Alcohol and drug usage
8. Types of stores frequented
9. Types of bars/lounges/restaurants frequented
10. Physical handicaps
11. Mode of dress
12. Types of transportation used
13. Habits
14. Dating practices
15. Marital status
16. Associates
17. Criminal history
18. Skills (proficiency and use)
19. Likes/dislikes
20. Assertiveness
21. Vehicle description
22. Significant events (divorce, death of family member, being fired, transferred, etc.) close to the day of the crime

## II. Questions which can be used during the Neighborhood Interviews

Prior to initiating this interview, agents/law enforcement officers should ask general background information about each person. This will allow you to observe and assess that person's normal response behaviors and patterns. (Keep in mind that as much as 90% of communication is not what a person tells you, but instead, their non-verbal behavior). What is important is to note how a person behaves when they answer non-threatening type questions, which presumably they will answer truthfully. This base-line of behavior should then be compared with how their non-verbal behavior changes as you begin to ask them more threatening type questions, where they may be deceptive if they fear they have something to hide. Some points to keep in mind when you ask questions include:

1. What kind of eye contact does the person have with you?
2. Does the person "pause" before answering each question, or do they answer immediately?
3. Does the person give short answers or do they ramble?
4. Does the person answer **your** question, or do they seem to "get off the track" with you?
5. How much gesturing does the person use when answering you? Does that change during the interview or parts of the interview?
6. Does the person move around a lot when they talk to you?
7. Take note of the person's body posture, and most importantly, at what points during the interview does their posture change?
8. Does the person's affect (emotion) appear to you to be appropriate? In other words, do they laugh during the interview? Do they cry during the interview? If so, make note of when this occurs.
9. Does the person appear to be nervous throughout the interview, or does their nervousness appear to decrease as the interview continues?
10. Does the person ask you any questions? What are those question?



# GENERAL BACKGROUND QUESTIONS

1. Name (include nicknames): \_\_\_\_\_  
\_\_\_\_\_
2. Address: \_\_\_\_\_  
\_\_\_\_\_
3. Age: \_\_\_\_\_
4. Date of Birth: \_\_\_\_\_
5. Driver's License Number: \_\_\_\_\_
6. Social Security Number: \_\_\_\_\_
7. Place of Employment: \_\_\_\_\_  
\_\_\_\_\_
8. Address of Employment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
9. Job Title/Description: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
10. Length of time at current employment: \_\_\_\_\_
11. Education Level: \_\_\_\_\_  
\_\_\_\_\_
12. Prior experience in being interviewed by Law Enforcement/FBI for anything:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
13. Miscellaneous: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

# DESCRIPTION (From Observation)

1. Sex: \_\_\_\_\_
2. Race: \_\_\_\_\_
3. Height: \_\_\_\_\_
4. Weight: \_\_\_\_\_
5. Hair: \_\_\_\_\_
6. Eyes: \_\_\_\_\_
7. Complexion:     Fair     Medium     Ruddy     Dark
8. Build:     Small     Medium     Large     Extra Large  
           Muscular     Weak     Other: \_\_\_\_\_
- 
9. Marks/Scars: \_\_\_\_\_
10. Accent: \_\_\_\_\_
11. Jewelry: \_\_\_\_\_
12. Clothing: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
13. Miscellaneous Observations: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

# INTERVIEW QUESTIONS:

1. Do you have any idea why I am interviewing you?

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2. Have you heard of \_\_\_\_\_ ?  
(Name of Victim)

3. What have you heard about him/her?

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4. Did you personally know \_\_\_\_\_ ?  
(Name of Victim)

5. How did you know \_\_\_\_\_ ?  
(Name of Victim)

6. If you knew (Name of Victim) even slightly, what two or three things about her/him stand out in your mind?

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7. Have you ever seen anyone in this (neighborhood, school, restaurant, bar, etc.) who looked similar to (Name of Victim), or who you now suspect could have been (Name of Victim)?

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8. How did he/she act while he/she was here?

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9. Generally, what time did you see him/her before and how long did she/he stay; and when did he/she leave?

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10. What were his/her habits?

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11. What type of people did he/she initiate conversations with?

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12. How would he/she leave here, i.e. alone or with others?

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13. Did you ever see him/her get angry with anyone here?

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14. Did you ever see him/her talk to the same person on more than one occasion?

15. Knowing only what you have heard on the news or seen on TV regarding this case, what is your opinion as to what might have happened to him/her?

16. If someone is responsible for something happening to (Name of Victim), what type of person would that be? (DESCRIPTORS CAN INCLUDE MENTAL, PSYCHOLOGICAL OR PHYSICAL DESCRIPTORS OF POSSIBLE SUSPECT).

17. For what reasons, do you think, someone would want to hurt (Name of Victim)?

18. Is there anyone that you have suspicions about who frequents this place (or neighborhood), either now or in the past?

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19. Are you aware of anyone who seems to have stopped coming around since (Name of Victim) disappearance?

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20. Are you aware of anyone whose behavior seems to have changed since (Name of Victim) disappearance, for example, are they quieter, do not drink as much; they ask questions about the case, or just seem very curious, etc.?

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21. Are you aware of anyone from this neighborhood/school, bar, etc. who seems to have a "pattern" of approaching women/men who are here alone?

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22. Who do you know who comes to this bar that people seem to be afraid of, maybe because of his/her temper, threats to others, outbursts, etc.?

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23. Who do you know who comes to this (neighborhood, restaurant, bar, etc.) who is very much a loner and seems to be off by himself/herself most of the time while he/she is here?

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24. What rumors are circulating about what happened to (Name of Victim) or who might be responsible?

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25. How do you feel about being interviewed about this situation?

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26. If you did know or suspect who may have been involved in what happened to (Name of Victim) what reasons would prevent you from coming forward to law enforcement?

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27. Do you want to change the answers to any of my questions?

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### III. BEHAVIORAL ANALYSIS INTERVIEW

1. **Start with innocuous question, i.e. complete name, age, address, employment, etc.**

*The purpose of this type of question is twofold; 1) to acclimate the suspect to the interrogation environment and, at the same time 2) to afford the interrogator an opportunity to evaluate the suspect's normal verbal and non-verbal behavior patterns.*

2. A "KNOW WHY" question:  
"DO YOU KNOW WHY YOU ARE HERE?"  
or  
"DO YOU KNOW WHY WE ARE HERE?"

*If the suspect is vague, naive or evasive in his/her reply, such as "I suppose you want to talk about what happened to (Name of Victim)" etc. that should be viewed in a different light than if he/she very bluntly state "You're trying to find out who **KILLED** (Name of Victim). The latter response is more characteristic of that of an innocent person. For the guilty, the words **KILL** or **MURDER** will likely be too inflammatory and emotional for him/her to use.*

3. Following the "KNOW WHY" question, it is appropriate to say:

We have interviewed a lot of people, the pieces are falling together quickly. If you had anything to do with this, you should tell me.

*This offers him/her an opportunity to readily admit his/her involvement if that be the case. In the absence of the unlikely occurrence of a sudden admission of guilt, the interrogator's statement will nevertheless serve the purpose of inducing a display of behavioral responses suggestive of either guilt or innocence.*

4. The next step for the interrogator would be to ask a few general questions regarding the suspect's knowledge about the event, the victim, and possible suspect. If he/she is innocent, he/she is thereby given an opportunity to divulge possibly helpful information that might not have been disclosed otherwise. On the other hand, if guilty, he/she is placed in a vulnerable defensive position. he/she may make a remark that would be indicative of guilt or would lead to a specific line of questioning.



**THE FOLLOWING SERIES OF QUESTIONS SHOULD BE ASKED FOR THE PURPOSE OF EVOKING BEHAVIORAL RESPONSES INDICATIVE OF EITHER GUILT OR INNOCENCE:**

5. WHY DO YOU THINK SOMEONE WOULD DO THIS?

*The purpose of this question is to ascertain the suspect's perception of the motive for the crime. The guilty individual will be faced with a dilemma when asked this because, in essence, he is being asked to reveal why he/she killed him/her. In an effort to conceal any indication of his/her involvement, he/she may hesitate or else repeat the question as a stalling tactic in order to construct what he believes to be an acceptable answer. On some occasions, a guilty suspect may even reveal his/her true motive by offering an explanation, such as, "Maybe there was an argument, or maybe someone was drinking or on drugs." If the guilty individual does not offer an excuse, he/she usually will respond with, "I never thought about it." When someone who you knew is murdered, as in this case, it is only natural to think about a possible motive or cause for the incident. In conjunction with this type of verbal response, the suspect may engage in a variety of nonverbal gestures suggestive of his/her discomfort and concern over the question.*

*The innocent individual may also make a similar statement such as "I don't know why anyone would do this, she/he didn't have an enemy in the world" or "the killer must be insane." In making those comments, he/she would maintain direct eye contact and would probably lean forward in his/her chair.*

6. OF THE PEOPLE YOU AND (NAME VICTIM) KNEW, WHO WOULD BE ABOVE SUSPICION?

*This question is an implied invitation to the suspect to assist in the investigation. If he/she is being truthful, he/she will readily name specific individuals whom he/she feels would be above reproach or for whom he/she would vouch as not being involved in (victim's) death. he/she will not be afraid to eliminate certain persons from suspicion. If, on the other hand he/she is guilty, his/her response might be noncommittal. Guilty suspects usually do not want to eliminate any one individual from suspicion because they would tend to narrow the search down to them. They might respond, therefore, by say, "I DON'T KNOW; IT'S HARD TO SAY WHAT PEOPLE MIGHT DO." Meanwhile, they may shift around in the chair or engage in some other type of movement, break eye contact, and display other non-verbal behavior indicative of guilt.*

*If the suspect names himself/herself above suspicion, no absolute inference should be drawn, but it must be noted that this type of response is more typical of the deceptive suspect than of the innocent.*

7. WHO DO YOU THINK MIGHT HAVE DONE THIS?

*The innocent suspect is likely to provide name(s) whereas the guilty suspect usually will not reveal a suspicion about anyone else, no matter how much effort is made to have him/her do so.*

8. WHAT DO YOU THINK SHOULD HAPPEN TO THE PERSON WHO DID THIS TO (NAME VICTIM)?

*The innocent person will indicate some significant punishment, such as going to the penitentiary or receiving the death penalty. In contrast, if he/she is guilty, the suspect will try not to answer the question. he/she likely will say "It's not up to me" or "Who am I to pass judgement?" Or may indicate the offender should be asked the reason for committing the crime. The underlying explanation for this evasion is that were he/she to suggest a penalty, he/she would in effect be prescribing his/her own punishment. In the event a guilty suspect does indicate severe punishment, any accompanying non-verbal behaviors will likely belie the sincerity of the answer.*

9. DID YOU EVER THINK OF HURTING (NAME OF VICTIM) EVEN THOUGH YOU DIDN'T GO THROUGH WITH IT?

*If he/she acknowledges he/she has thought about hurting the victim, it is suggestive of possible guilt. Even if he/she answers "YES" he/she will probably qualify it by saying, "But not seriously."*

*The innocent suspect will likely answer a simple "NO".*

*Once a suspect has admitted he/she thought about hurting their victim, the interrogator should ask about the kind and frequency of such thoughts. If the thoughts went as far as plans or preparations, and especially an actual attempt, then the interrogator should become even more secure in the belief of the suspect's guilt.*

*Another variation in this question would be, "HAVE YOU EVER DREAMED ABOUT DOING SOMETHING LIKE THIS?"*

10. WOULD YOU BE WILLING TO TAKE A POLYGRAPH TEST TO VERIFY THAT WHAT YOU HAVE TOLD ME IS THE TRUTH?

*The innocent usually is willing. The guilty begins making excuses such as they are not very reliable, etc. Caution must be exercised to avoid attaching too much significance to a person's reluctance (or perhaps even an outright refusal) to be examined.*

11. HOW DO YOU THINK YOU WOULD DO ON A POLYGRAPH REGARDING THE DEATH OF (NAME OF VICTIM)?

*The guilty suspect will probably respond by expressing doubt about the accuracy of polygraph tests. he/she may say "I HOPE I DO ALL RIGHT," "I DON'T KNOW, I'M SO NERVOUS" or other such replies.*

*The truthful suspect will usually be very confident of the outcome.*

12. DID YOU DISCUSS (VICTIM'S NAME) DEATH WITH YOUR FAMILY OR CLOSE FRIENDS?

*Experience has indicated that if the suspect is guilty, he/she may say "NO" to this question. Not only will he/she want to conceal the fact that an event occurred for which he/she anticipated to be questioned, but he/she probably also wanted to avoid actually being asked by a family member friend any probing questions bearing on his/her possible involvement. he/she may account for his/her failure to disclose the event to family and friends on the ground that he/she did not want to cause them any worry or concern.*

*If he/she is innocent, however, he/she probably has discussed the matter with a family member or friend and will acknowledge that fact to the interrogator. he/she also may relate the reactions of those persons.*

13. IF WE CAN IDENTIFY THE PERSON WHO DID THIS TO (NAME VICTIM), DO YOU THINK THEY SHOULD BE GIVEN A SECOND CHANCE?

*This is a question similar in principle to the punishment question.*

*A truthful person is rarely in favor of giving a guilty person a second chance, the guilty suspect on the other hand will often indicate some type of leniency or be non-committal about it.*

*Again verbal vs. nonverbal communication would be examined to determine the credibility of the spoken answer.*

Any further questions and/or discussion regarding this matter should be referred to  
SA Larry G. Ankrom at telephone number (703) 640-1351 and/or (800) 634-4097,  
SSA James Wright, (703) 640-1241 or  
SA Mary Ellen O'Toole, (510) 536-0770 or 415) 553-7400

**IV. INTERVIEW TABULATION SHEET**

Subject Data Sheet Analysis: \_\_\_\_\_

Name: \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

Male  Female Age: \_\_\_\_\_ B W O L Marital Status: \_\_\_\_\_

Employer: \_\_\_\_\_

Position: \_\_\_\_\_ Salary: \_\_\_\_\_

Tenure: \_\_\_\_\_

**A. General information:**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**B. Interview:** Truthful ? Deceptive

- |    |  |       |       |       |
|----|--|-------|-------|-------|
| 1. | Do you know why I have asked to talk to you here today?  | _____ | _____ | _____ |
| 2. | We are investigating the (issue). Did you (issue)?   | _____ | _____ | _____ |
| 3. | Who do you think (issue)? Now let me say this, if you only have a suspicion, I want you to tell me that, even though you may be wrong. I will keep it confidential and not report it to that person. Who do you think (issue)? | _____ | _____ | _____ |
| 4. | Is there any reason that you can think of that someone would name you as a suspect?  | _____ | _____ | _____ |

Truthful ? Deceptive

- |      |  |          |       |           |
|------|--|----------|-------|-----------|
| 5.   | Is there anyone you know well enough that you feel is above suspicion and would not do something like (issue)? | _____    | _____ | _____     |
| 6.   | Who would eliminate you from suspicion?  | _____    | _____ | _____     |
| 7.   | How do you feel about being interviewed concerning this (issue)?   | _____    | _____ | _____     |
| 8.   | Do you think that (issue)?   | _____    | _____ | _____     |
| 9.   | Why do you think that victim is saying you are the one who did this?   | _____    | _____ | _____     |
| 10.  | Who do you think would have had the best chance to (issue)?  | _____    | _____ | _____     |
| 11.  | Why do you think someone (issue)?  | _____    | _____ | _____     |
| *12. | Did you ever think about doing (issue) even though you didn't go through with it?                              | _____    | _____ | _____     |
| 13.  | What do you think should happen to a person who would (issue)?   | _____    | _____ | _____     |
| 14.  | Tell me why you wouldn't do something like this?   | _____    | _____ | _____     |
| *15. | How do you think the results of the investigation will come out on you?  | _____    | _____ | _____     |
| 16.  | Do you think the person who did this would deserve a second chance under any circumstances?                    | _____    | _____ | _____     |
| 17.  | Alibi - Details  | _____    | _____ | _____     |
| *18. | Is there any reason why....now I'm not saying that you did this but.... (use bait questions here).             | _____    | _____ | _____     |
|      |  | Truthful | ?     | Deceptive |
| 19.  | Have you ever been questioned about doing something like this before?  | _____    | _____ | _____     |

20.	Did you tell (loved one) about your being questioned concerning (issue)?	_____	_____	_____
21.	Has anyone ever approached you or talked to you about (issue)?	_____	_____	_____
22.	Have you ever borrowed any (money/merchandise) without permission, but returned it later on?	_____	_____	_____
23.	Job Satisfaction	_____	_____	_____
24.	Hypnosis	_____	_____	_____
25.	Percentage of employees stealing	_____	_____	_____
26.	Easiest way to steal	_____	_____	_____
	<b>TOTAL</b>	_____	_____	_____

\* = *Key Behavior Questions*

The following questions can be asked in any investigation conducted on behalf of a law enforcement, government, or public employers:

a) If it becomes necessary, would you be willing to take a voice stress analyzer to verify that what you have told me about this (issue) is the truth? \_\_\_\_\_

b) What do you think would be the result of the voice stress analyzer?

\_\_\_\_\_

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# APPENDIX 0

## ***POST CASE CRITIQUE***

◆ OVERALL MANAGEMENT

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◆ MANAGEMENT OF INFORMATION SYSTEMS

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◆ COMPUTER USAGE

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◆ COMMUNICATION BETWEEN GROUPS/AGENCIES

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❖ SECURITY

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❖ PERSONNEL SELECTION, STRESS, ASSIGNMENTS, VOLUNTEERS, CONSULTANTS

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❖ INVESTIGATIVE TECHNIQUES - STRATEGIES

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❖ CRIME SCENE - EVIDENCE

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❖ TRAINING



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◆ LEGAL ISSUES

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◆ MEDIA INTERACTION

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◆ BUDGET

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◆ LOGISTICS, STORAGE, EQUIPMENT SPACE

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◆ SUBJECT (MOTIVATION, HISTORY, ETC.)

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# Highlands County Sheriff's Office General Order

Subject: Handling Missing Persons

I. Purpose:

The purpose of this General Order is to explain the appropriate procedure for receiving missing persons complaints.

II. Scope:

This Order applies to all Certified Law Enforcement Officers and Communications personnel of the Sheriff's Office.

III. Discussion:

The Highlands County Sheriff's Office shall use its resources, acting within the scope of its authority provided by Chapters 39 and 937, Florida State Statutes, to identify, locate, recover, and assist anyone who is reported missing.

IV. Procedure:

A Certified Law Enforcement Officer or an Alternate Response officer (ARO) may take complaints regarding missing persons. The following are steps, which are taken when a missing persons report is to be filed:

- a. An initial description and information is to be gathered to include, but is not limited to; clothes description, full name, classification (endangered, child, teen, adult, suicidal, dangerous, mentally ill), address, phone number, date/time reported, date/time last seen, location last seen, possible destination, reporting party, relationship, address, physical description (sex, race, height, weight, age, date of birth, eyes, hair color, hair length, hair style, beard, mustache, complexion, build, teeth, glasses, scars, tattoos, amputations, deformities).
- b. The Deputy or ARO who completes the missing persons report will call into Communications for a missing persons entry form and give all collected data to Communications.
- c. Communications Division through Bolos then disseminates collected information. Entries are made into local F.C.I.C. (Statewide), N.C.I.C. (National Crime Information Computer)(see restrictions), and broadcast to all On-duty Highlands County Deputies. Communication also broadcasts the information to the proper areas; ALC28, ZONE 6, ZONE 3, ETC.; which includes counties of Highlands, Polk, Hardee, Collier, Hendry, Lee, Charlotte, Glades, Sarasota, and Desoto. If it is known that the missing person may be en route to another

area, communications will notify those counties by teletype. Communications will also enter the missing person in the F1 log.

1. Restrictions for N.C.I.C. Adults may only be entered into FCIC/NCIC if one of these four factors exist:
  - a. Endangered (i.e. someone whose physical safety is in danger & in the company of another);
  - b. Involuntary (i.e. abduction, kidnapping);
  - c. Disaster (ex. Hurricane, boating, plane crash, etc.);
  - d. Disabled (ex. Proven mental or medical illness, Alzheimer, etc.).
- d. Communications will notify the Missing Persons Component (School Resource Supervisor for juveniles, and On-duty Patrol Corporal for adults) each morning with the proper paperwork of reported missing persons that are reported after normal working hours.
- e. The Missing Persons Component (School Resource Supervisor for juveniles, and On-duty Patrol Corporal for adults) will then take all entries and maintain a record, documenting all progress, etc., on the case. The Missing Persons Component will then take all entries and maintain a record, documenting all progress, etc., on the case. The Missing Persons Component must double-check all computer entries to ensure their accuracy.

The Missing Persons Component operates under strict guidelines of the Florida Department of Law Enforcement (FDLE) when making computer entries and is subject to announced inspections. FDLE inspections verify the written documentation with the computer entries to ensure the accuracy. If a violation occurs, a fine may be imposed upon the agency as well as removal of the teletype equipment.
- f. The Missing Persons Component (School Resource Supervisor for juveniles, and On-duty Patrol Corporal for adults) will assist the family, when necessary, in making and disseminating posters.
- g. The Missing Persons Component (School Resource Supervisor for juveniles, and On-duty Patrol Corporal for adults) will conduct follow-up contact with the complainant frequently; to verify all information, make corrections or additions as necessary, inquire on missing persons family, lifestyle and friend; if the missing person is a child to also verify custody status; identify the circumstances of the disappearance; who was the last to see the missing person; and to review and evaluate all available information and evidence collected. All computer entries are updated on a continual basis when new information is available.
- h. Dental charts are entered into NCIC per Florida State Statute Chapter 937.031.

- i. Follow-up investigation and search is conducted continuously by the Missing Person Component to check arrest and criminal history information, to fully load NCIC missing persons file with all available data; to consider utilization of NCIC off-line search capabilities; and to consider researching area already searched.
- j. Special procedures applicable to juvenile. School records must be checked, search school locker, check H.R.S. for reports of abuse regarding the child, advise parent to call 1-800-THE-LOST to contact the National Center for Missing and Exploited Children.
  - 1. Juveniles are also immediately placed into the NCIC computer regardless of their status.
    - a. All missing persons remain active until the subject turns 18 or is found.
- k. The removal of information from the criminal justice information system; the cancellation of a missing persons report, is conducted by the Missing Persons Component. The Missing Persons Component is advised of the return of missing persons by the complainant, or member of the agency whom the complainant did notify.
  - 1. When members of the agency are notified that a person has been located the teletype operator in Communications must be notified of the date of closure, the person reporting the closure, and the method of closure (i.e., N/A, voluntary, located/not returned, hospitalized, H.R.S. custody, law enforcement custody, returned by law enforcement, deceased, or other).
  - 2. Once a missing persons report is canceled, Communications will update the F1 log and send the update to the Missing Persons Component (School Resource Supervisor for juveniles, and On-duty Patrol Corporal for adults). All documents regarding the case are attached to the report and forwarded to Central Records for filing.

**\*\*\*This General Order may be adapted as needed for use in any law enforcement agency.**