

**POLICE COMMITTEE
MEETING MINUTES
December 7, 2010**

1. Call to Order

Chairman McIvor called the meeting to order at 6:05 p.m. in the Council Chambers of the Darien City Hall. Committee members in attendance:

Aldermen John Poteraske and John Galan.

Staff members in attendance: Chief of Police Robert Pavelchik, Deputy Chief David Skala, Deputy Chief Cooper and City Administrator Bryon Vana

Elected Officials in attendance: Alderman Carolyn Gattuso

Guest/Residents in attendance:

Marcia & Robert Ryba, 830 79th Street, Darien, 630-971-8381

Carolyn Gattuso, 7933 Sawyer Road, Darien

Darien Police Sgt. Gerald Piccoli

Darien Police Sgt. Greg Cheaure

Darien Police Sgt. James Topel

Darien Police Sgt. Steven Reed

Darien Police Officer Jason Norton

Darien Police Officer Steven Liss

Darien Patch reporter Lauren Williamson

CHAIRMAN MCIVOR ADJUSTED THE ORDER OF AGENDA ITEMS; THE ORDER DOES NOT FOLLOW THE POSTED AGENDA, BUT ALL ITEMS WERE ADDRESSED

2. Old Business

Agenda Item 4a. 79th Street at Farmingdale-Stop Sign Removal & General Traffic Issues

Chief Pavelchik highlighted his December 3, 2010 memo to the Committee and pointed out to them that stop sign placement and traffic speed issues are completely separate topics. Alderman Gattuso told the Committee that she had heard from six to eight residents who wanted the stop sign reinstalled on 79th Street; she added that the residents were concerned about a school bus stop. Mr. & Mrs. Riba told the Committee that they have concerns about the speed on 79th Street.

Alderman Poteraske made a motion that the Police Committee recommend to the full City Council the reinstallation of the stop signs on 79th Street at Farmingdale Drive. This motion was seconded by Alderman Galan and approved by a voice vote of three ayes.

3. Approval of Minutes

Alderman Galan made a motion to approve the minutes of the October 7, 2010 meeting (Agenda Item 2a); the motion was seconded by Alderman Poteraske, Chairman McIvor abstained. Minutes approved by a voice vote of two ayes.

Alderman Galan made a motion to approve the minutes of the November 3, 2010 meeting (Agenda Item 2b); the motion was seconded by Alderman Poteraske. Minutes approved by a voice vote of three ayes.

4. Communications

Agenda Item 3 a - IRMA memorandum Regarding Training Cuts & Potential for Liability.

Chief Pavelchik shared with the Committee a memorandum from the Intergovernmental Risk Management Agency (IRMA), regarding budget cuts and training liability. The Committee held a brief discussion on whether or not enough training was being done in the police department. There was no public comment on this issue.

Agenda Item 3b - Letter from Police Union

Chief Pavelchik shared with the Committee a letter from members of the police union. Sgt. Piccoli, a union representative, read the letter to the Committee and discussed with them the officers' concerns about staff reduction plans. He commented directly to Alderman Galan that training in the police world is very important but that the scheduling of training also hinges on the availability of officers to go to training. Alderman Galan commented that in fact the decisions addressed by the Committee are financially based and asked Sgt. Piccoli if there is some training that is lacking or missing. Answer, not really. Alderman Galan emphasized to Sgt. Piccoli that he should come to the Committee if he feels something is needed in the police department. He added that during four or five manpower discussions at the Committee and Council, no one (from the police union) came to the meetings. He continued that this staffing change is a trial, a temporary change to gather data and see what happens.

Alderman Galan emphatically stated that he did not want to be in a position to have to fire or lay off police officers. Alderman Galan asked Sgt. Piccoli to comment on the letter's suggestion that the City Council is not cutting waste (page 3 of the union letter); he specifically asked Sgt. Piccoli if he was aware of waste that is not addressed? Piccoli responded as a resident and complimented the Council on their review process. He did not address any specific item as waste, but spoke generally of "niceties vs. necessities". Administrator Vana asked Sgt. Piccoli if any of the letter's signers has information about waste in Darien government? The Committee members then emphasized previous budget cuts that have been made including the 4th of July fireworks contribution and parade candy.

Alderman Poteraske asked Sgt. Piccoli to specifically address the letter's comment about employees who did not get raises. Sgt. Piccoli responded that he thinks some employees did not get raises, but did not have a specific instance.

Chairman McIvor told Sgt. Piccoli that she has an issue with comments made in the second paragraph of the letter regarding the perception that the City is "taking advantage" of the current economic situation. She continued that the City Council is responding to and trying to live within the current economic climate by reviewing all aspects of City services and expenses. McIvor said that she does not want to create an additional danger or liability to any staff members or residents, but that the staffing change is a trial. She told Piccoli and the police officers present that the Council needs their help to understand the police function and try to work together.

Alderman Galan commented that the letter from the officers was a good thing, a bit of a “wake up call” that they are interested in the operation of the Committee and the Council. He added that it is his goal to find ways to balance the budget, to make everyone happy, to balance all City services, to pay people fairly and to train them properly. To achieve these goals, he welcomes the input of the employees.

Alderman Poteraske said that the reality is it’s going to be another tough budget year as revenues are down. He asked Sgt. Piccoli about the letter’s statement that a five officer shift level will not compromise safety as a four officer shift level does; how does that work? Poteraske added his opinion that the staffing change should be tried to see what happens. Sgt. Piccoli responded by stating that the general feeling among the patrol personnel is that once a cut to a four officer staffing level is made, there will be no going back to a five officer level.

The Committee members reiterated that the staffing level is a trial change and that they want to work with the officers to gather information.

Sgt. Greg Cheaure also spoke to the Committee and provided a copy of his comments for the record. Administrator Vana asked Sgt. Cheaure if he could get the answers to some of the questions that the Committee asked of Sgt. Piccoli.

DUCOMM Fee Adjustment

Chief Pavelchik shared with the Committee correspondence from DUCOMM regarding final numbers for dispatch service. As was explained to the Committee that the DUCOMM presentation final cost numbers were determined once final participants were determined. The Chief explained that the Village of Oak Brook (broth Police and Fire) and the Pleasantview Fire Protection District did not join DUCOMM. As explained in Deputy Chief Cooper’s e-mail, the yearly fee for Darien will now be \$344,766 up from the original estimate of \$320,679.

Chairman McIvor Communication with School District 66 Superintendent about D.A.R.E.

Chairman McIvor commented that she had read an article in the Darien Patch (on-line news service) regarding the possibility of School District 66 and the Drug Abuse Resistance Education (D.A.R.E.) program. Chairman McIvor asked that Chief Pavelchik and Officer Nick Skweres follow up with Dr. J. Tiede, Superintendent of School District 66, about whether or not the school district is interested in this program with the Darien Police Department.

5. New Business

Agenda Item 5a - Surplus Property for Auction

Alderman Galan made a motion to recommend City Council approval of an ordinance authorizing the disposal of surplus property as outlined in the Agenda Memo. The motion was seconded by Alderman Poteraske and approved by a voice vote of three eyes.

6. Department Report

Chief Pavelchik informed the Committee that during this meeting Deputy Chief Cooper forwarded them an electronic link to the Southern Poverty Law Center web site so that the committee members may review a recent training video.

Chief Pavelchik told the Committee that in the last thirty days there were no less than ten instances when the volume of calls for police service overwhelmed the resources available to the point that no police officers were available. He further explained that collecting this data is still a work in progress. Deputy Chief Skala pointed out to the Committee that he anticipates working with only four officers on the street on a very regular basis (especially weekends) due to comp time requests. He also opined that working with four officers is not a proper staffing level for this community and he bases this opinion on his experience.

Deputy Chief Skala highlighted police calls from the press releases.

7. Public Comment

There was no public comment other than comments recorded for the specific agenda items. Chairman McIvor noted that Police Commissioners Carol Gierut and Frank Noverini were present in the audience.

8. Next Meeting Date

Chairman McIvor announced that the next Committee meeting will be on Thursday, January 6, 2011, 6:00 p.m. in the City Council Chambers.

10. Adjournment

The Committee Meeting was adjourned at 8:13 p.m., motion by Alderman Poteraske, second by Alderman Galan, motion carried by voice vote of three ayes.

Minutes Submitted by: Chief Robert Pavelchik

Approved: _____
Date

Alderman: _____
John Galan

Chairman: _____
Sylvia McIvor

Alderman: _____
John Poteraske

AGENDA MEMO
Police Committee
January 6, 2011

ISSUE STATEMENT

The Police Committee is requested to approve the expenditure of budgeted funds for the purchase of ammunition from Shore Galleries, Inc.

BACKGROUND/HISTORY

The City Council, in the FYE2011 Budget, authorized the purchase of ammunition for the police department. The price of ammunition is dictated by supply and demand and the demand by the United States Government has substantially increased ammunition prices and severely delayed delivery to local law enforcement. The dollar amount of this expense exceeds the purchasing authorization of the City Administrator (\$5,000, City Code 1-6-6) due to both the price increases in the marketplace and the unanticipated delivery of multiple orders.

STAFF/COMMITTEE RECOMMENDATION

The Staff recommends the expenditure of \$5,887.80 (Line Item 40-4217), for the purchase of this ammunition from Shore Galleries, Inc.

ALTERNATE CONSIDERATION

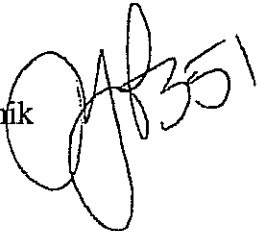
There is no alternate consideration as delivery has been made.

DECISION MODE

This item will be placed on the January 17, 2011 Agenda for formal Council consideration and approval.

CITY OF DARIEN
Police Department
MEMO

TO: Police Committee
FROM: Chief Robert Pavelchik
DATE: January 6, 2011
SUBJ: Booking & Towing Fees Update



The suggestions and guidelines for this ordinance were submitted to the City Attorney. Attorney Murphey combined all the materials into a draft ordinance, which is currently being reviewed by the police staff. I anticipate having our review and edits completed for the February Police Committee meeting.

CITY OF DARIEN
Police Department
MEMO

TO: Police Committee
FROM: Chief Robert Pavelchik
DATE: January 6, 2011
SUBJ: **Booking & Towing Fees Update**

The suggestions and guidelines for this ordinance were submitted to the City Attorney. Attorney Murphey combined all the materials into a draft ordinance, which is currently being reviewed by the police staff. I anticipate having our review and edits completed for the February Police Committee meeting.

CITY OF DARIEN

MEMO

TO: CHIEF ROBERT PAVELCHIK
FROM: DEPUTY CHIEF DAVID SKALA
DATE: FEBRUARY 9, 2009
SUBJECT: REVISED - BUDGET REQUEST - TRAINING 2009-2010

TUITION (TRAINING PROVIDER)

North East Multi-Regional Training.....(42 @ \$90)..... \$3,780*

LAW..... \$2,100**

Law For Police-40hr.	4@ \$250	\$1000**
Law for Police Review-(1) day	4@ \$ 75	\$ 300**
Search and Seizure Training	4@ \$100	\$ 400**
Drug Law Review	4@ \$100	\$ 400**

LIABILITY..... \$2,510*

IRMA Special Training	10@ \$100	\$1000**	\$1,000**
Emergency Driving Refresher/IRMA	11@ \$110	\$1210*	
Emergency Driving Certification/IRMA	4 @ \$325	\$1300*	

TACTICAL..... \$5,395*

Tactical Officers Conference	4 @ \$290	\$ 870*	\$5,835**
Negotiators Conference	2@ \$250	\$ 500*	
IDEOA Conference	2@ \$250	\$ 500**	
TEMS Conference	1@ \$200	\$ 200**	
Caliber Press Seminar	4@ \$250	\$ 1000**	
Control Tactics Basic	2@ \$345	\$ 690*	
Control Tactics Instructor	2@ \$350	\$ 700*	
Firearms Instructor Courses			
Basic Firearms Training	1@ \$500	\$ 500**	
Police Tactical Firearms	1@ \$605	\$ 605**	
Carbine Training	2@ \$300	\$ 600**	
Carbine Instructor	1@ \$500	\$ 500**	
Colt/AR Armorer Certification	7@ \$375	\$ 2635*	
Glock Armorer Certification	1@ \$100	\$ 100**	
Close Quarter Handgun Skills	4@ \$300	\$ 1200**	
Master Control Tactics Recert.	1@ \$ 30	\$ 30**	
FATS- Firearms Simulator	2@ \$300	\$ 600**	

SPECIAL SKILLS DEVELOPMENT..... \$2,825*

Emergency Management Training/ILEAS-Meetings		\$ 800**	\$10,050**
Field Training Officer	1@ \$250	\$ 250**	
Public Information Officer Training	1@ \$400	\$ 400**	
Supervising the FTO Process	1@ \$225	\$ 225**	
School Resource Conference/Training		\$1000**	
Crime Prevention Training		\$ 200**	
Evidence/Property Conference	3@ \$425	\$ 1275*	
Juvenile Officer's Conference	2@ \$ 125	\$ 250*	
Reid School of Interview	4@ \$ 400	\$1500**	
Advance Reid School of Interviews	1@ \$375	\$ 375**	
Investigations/Computer		\$1500**	
Breathalyzer Operator (Basic)	4@ \$225	\$ 900*	
Digital Photography	2@ \$300	\$ 600**	
Police Cyclist Certification	4@ \$200	\$ 800**	
Veteran Police Officer's Leadership	4@ \$350	\$1400**	
NAPDWA National Conference	2@ \$300	\$ 600**	
NAPDWA State Conference	2@ \$200	\$ 400*	
Canine Training		\$ 400**	

PROFESSIONAL DEVELOPMENT			\$1,500*
International Chief's Conference	1 @ \$ 300	\$ 300*	\$1,925**
Illinois Chief Conference	2 @ \$ 200	\$ 400**	
Basic Supervision	1 @ \$1200	\$ 1200*	
Supervising the FTO Process	1 @ \$ 225	\$ 225**	
MLEEDS/FBI	1 @ \$ 500	\$ 500**	
Illinois Labor Relations Seminar	3 @ \$ 200	\$ 600**	
Police Fleet Conference	1 @ \$ 200	\$ 200**	

LEXIPOL POLICY PROGRAM.....\$6,185**

BASIC LAW ENFORCEMENT\$19,600*
4 @ \$ 4,900*

MISCELLANEOUS (Unscheduled Training)		\$8,500**
Supervisory		\$2,000**
Officer		\$4,500**
Civilian		\$2,000**

COLLEGE CLASS REIMBURSEMENT.....\$6,000*

TOTAL TRAINING COST REQUESTED (INITIAL) **\$ 77,205**

* Maintenance - \$41,610
** Discretionary - \$35,595

FIRST BUDGET DRAFT REVIEW
Maintenance - \$41,610
Discretionary - \$19,000
TOTAL - \$60,610

DRAFT FOLLOWING ADDITION OF LEXIPOL
Maintenance - \$41,610
Discretionary - \$22,185
TOTAL - \$63,795 (Net increase of \$3,185)

REVISED - FEBRUARY 24, 2009
Maintenance - \$37,601
Discretionary - \$20,000
TOTAL - \$57,610

FY2011 TRAINING

1/6/2011

	CLASS	OFFICERS	COST	MAINTENANCE	DISCRETIONARY
TUITION	NEMRT	42	\$ 90.00	\$ 3,780.00	
LAW	Law For Police	2	\$ 250.00		\$ 500.00
LIABILITY	IRMA Special Training	4	\$50.00		\$ 200.00
	Emergency Driving Refresher/IRMA	11	\$ 110.00	\$ 1,210.00	
	Emergency Driving Cert/IRMA	4	\$ 325.00	\$ 1,300.00	
TACTICAL	Tactical Officers Conference	2	\$ 270.00		\$ 540.00
	Negotiators Conference	1	\$ 175.00		\$ 175.00
	IDEOA Conference (Drug Enforcement)	2	\$ 235.00		\$ 470.00
	Firearms Instructor Courses				
	Colt/AR Armorer Certification	7	\$ 375.00	\$ 2,250.00	
	Glock Armorer Certification	5	\$ 100.00	\$ 500.00	
	Close Quarter Handgun Skills	4	\$ 300.00		\$ 1,200.00
SPECIAL SKILLS DEVELOPMENT	Emerg. Mgmt. Training-ILEAS-Meeting (Conference only)	2			\$ 350.00
	Public Information Officer Training	1	\$ 400.00		\$ 400.00
	School Resource Conf/Training				\$ 200.00
	Evidence/Property Conference	3	\$ 425.00		\$ 1,275.00
	Juvenile Officer's Conference	2	\$ 125.00		\$ 250.00
	Reid School of Interview	2	\$ 400.00		\$ 800.00
	Advance Reid School of Interviews	1	\$ 375.00		\$ 375.00
	Investigations/Computer				\$ 500.00
	Breathalyzer Operator (Basic)	2	\$ 225.00	\$ 450.00	
	Digital Photography	2	\$ 300.00		\$ 600.00
	NAPDWA State Conference (K-9 Cert.)	2	\$ 200.00	\$ 400.00	
	Canine Training				\$ 200.00
PROFESSIONAL DEVELOPMENT	International Chief's Conference	2	\$ 300.00		\$ 600.00
	Illinois Chief's Conference	1	\$ 200.00		\$ 200.00
BASIC LAW ENFORCEMENT		1			\$ 4,900.00
MISCELLANEOUS	Supervisory				\$ 500.00
	Officer				\$ 500.00
	Civilian				\$ 500.00
COLLEGE REIMB.				\$ 2,000.00	
				\$ 11,890.00	\$ 18,110.00
TOTAL	\$30,000.00			Revised	\$ 2,515.00

DRAFT FY2012 TRAINING** DRAFT**

1/6/2011

	CLASS	OFFICERS	COST	MAINTENANCE	DISCRETIONARY
TUITION	NEMRT	39	\$ 90.00	\$ 3,510.00	
LAW	Law For Police	2	\$ 250.00	\$ 500.00	
	Law for Police Review -(1) day	4	\$300	\$ 150.00	\$ 150.00
	Search and Seizure Training	4	\$400	\$ 200.00	\$ 200.00
	Drug Law Review	4	\$400	\$ 200.00	\$ 200.00
LIABILITY	IRMA Special Training	4	\$50.00		\$ 200.00
	Emergency Driving Refresher/IRMA	13	\$ 110.00	\$ 1,430.00	
	Emergency Driving Cert/IRMA	2	\$ 325.00	\$ 650.00	
TACTICAL	Tactical Officers Conference	2	\$ 270.00	\$ 540.00	
	Negotiators Conference	2	\$ 350.00	\$ 350.00	
	IDEOA Conference (Drug Enforcement)	2	\$ 235.00	\$ 235.00	\$ 235.00
	Caliber Press Seminar	2	\$ 500.00		\$ 500.00
	Control Tactics Basic/Instructor	1	\$ 700.00	\$ 700.00	
	Firearms Instructor Courses				
	Colt/AR Armorer Certification	5	\$ 2,250.00	\$ 2,250.00	
	Glock Armorer Certification	1	\$ 150.00	\$ 150.00	
	Close Quarter Handgun Skills	4	\$ 300.00	\$ 600.00	\$ 600.00
SPECIAL SKILLS DEVELOPMENT	Emerg. Mgmt. Training- ILEAS-Meeting (Conference only)	2		\$ 350.00	
	Public Information Officer Training	2	\$ 400.00	\$400.00	\$ 400.00
	Supervising the FTO Process	1	\$ 225.00	\$225.00	
	School Resource Conf/Training	1	\$ 200.00	\$ 200.00	
	Evidence/Property Conference	3	\$ 425.00	\$ 1,275.00	
	Juvenile Officer's Conference	2	\$ 125.00	\$ 250.00	
	Reid School of Interview	4	\$ 400.00	\$ 800.00	\$ 800.00
	Advance Reid School of Interviews	1	\$ 375.00	\$ 375.00	
	Investigations/Computer			\$ 250.00	\$ 250.00
	Breathalyzer Operator (Basic)	3	\$ 225.00	\$ 675.00	
	Digital Photography	2	\$ 300.00	\$ 300.00	\$ 300.00
	NAPDWA State Conference (K-9 Cert.)	2	\$ 200.00	\$ 400.00	
	Canine Training			\$ 100.00	\$ 100.00
PROFESSIONAL DEVELOPMENT	International Chief's Conference	3	\$ 300.00	\$ 900.00	
	Illinois Chief's Conference	1	\$ 200.00		\$ 200.00
	School of Police Staff and Command	1	\$3,300	\$ 3,300.00	
	Illinois Labor Relations Seminar	3	\$600	\$ 400.00	\$ 200.00
ENFORCEMENT					
MISCELLANEOUS	Supervisory			\$ 500.00	\$ 100.00
	Officer			\$ 750.00	\$ 100.00
	Civilian			\$ 100.00	\$ 400.00
COLLEGE REIMB.				\$ 2,000.00	
				\$ 25,015.00	\$ 4,935.00

What Detectives Do

The detective division of a police department is charged with solving, or clearing, reported crimes. In traditional detective operations, detectives conduct a follow-up investigation of a past crime after a member of the patrol force takes the initial report of the crime and conducts some sort of preliminary investigation.

According to police tradition, a detective or investigator reinterviews the victim of the crime and any witnesses there may be, collects evidence, and processes or oversees the processing of the crime scene (searches the scene of a crime for physical evidence, collects the evidence, and forwards it to the police laboratory for analysis). The detective or investigator also conducts canvasses (searches areas for witnesses), interrogates possible suspects, arrests the alleged perpetrator, and prepares the case, with the assistance of the district attorney's or prosecutor's office, for presentation in court.

The detective generally begins an investigation upon receipt of an incident report (complaint report) prepared by the officer who conducted the initial interview with the victim. The incident report contains identifying information regarding the victim, details of the crime, identifying information regarding the perpetrator(s) or suspect(s), or a description of them, and identifying information regarding any property taken.

As the detective begins the investigation, he or she maintains a file on the case, using follow-up reports for each stage of the investigation. The incident report and the follow-up reports are generally placed in a case folder and serve as the official history of the crime and its investigation. This information or report is then used by the prosecutor to prosecute the case in court. (To prosecute means to conduct criminal procedures in a court of law against a person accused of committing criminal offenses. The people performing this duty are generally called prosecutors. They are also called, in various jurisdictions, district attorneys, state attorneys, or U.S. attorneys.) The incident report and the follow-up reports may also be subpoenaed by a defendant's defense attorney under the legal process known as discovery, which allows a defendant, before a trial, to have access to the information the police and prosecutor will use at the trial.

Detective units may be organized on a decentralized or centralized basis. In a decentralized system,

each precinct in a city has its own local detective squad, which investigates all crimes occurring in the precinct. Detectives or investigators in a decentralized squad are considered generalists.

In a centralized system, in contrast, all detectives operate out of one central office or headquarters and are each responsible for particular types of crime in the entire city. These detectives are considered specialists. Some departments separate centralized or specialty squads into crimes against persons squads and crimes against property squads. Some departments operate specialized squads or units for most serious crimes—for example, they may have a homicide squad, sex crime squad, robbery squad, burglary squad, forgery squad, auto theft squad, and bias crimes squad (which investigates crimes that are motivated by bigotry or hatred of a person's race, ethnic origin, gender, or sexual orientation), and most recently, computer crimes squads.

Some cities use both decentralized and centralized investigatory units. The decentralized squads operate out of a local precinct and refer some of their cases to the specialized centralized squads, such as sex crime, homicide, or arson squads. The decentralized squads then investigate less serious cases themselves. In smaller departments, detectives tend to be generalists. There may be one detective with expertise and special training in sex crimes, juvenile crimes, cybercrimes, and homicide crimes. Or one or two detectives may receive all of this training and conduct all major investigations in their jurisdiction. In some cities, the police department may call for assistance from county or state law enforcement when confronted with a homicide or rash of sex crimes. It really doesn't matter which approach the jurisdiction uses as long as the individuals who investigate the major crimes have the latest training available and have current information about the legal issues. It is also helpful to work closely with the prosecutor's office as early in the investigation as possible.

The Detective Mystique

Detectives work out of uniform, perform no patrol duties, and are sometimes paid at a higher rate than regular uniformed officers. The assignment to detective duties has in the past been a promotion that an officer attains through a promotional exam process. That has changed during the last couple of decades for several reasons, though in larger, big-city departments, it is still a promotion with higher pay. In most

small and mid-sized departments, a detective is a plainclothes police officer. They are the same rank as a police officer, but through a competitive process have attained an assignment in the detective bureau or division. They may be paid more in the form of assignment pay or clothing allowance required by their union or collective bargaining contract. The important distinction between the detective as a plainclothes police officer versus as a promotional rank is that when the position is not a rank, it is a temporary assignment. If it doesn't work out or the department needs to downsize the detective division, the officer can be transferred back to the road without being demoted or violating the contract. Often, officers are chosen for transfer to the detective bureau based on their performance as a patrol officer. There is no guarantee that the individual chosen will be the same high performer as a detective, and most departments prefer the flexibility of being able to assign them back to the road. Though the jobs are very similar, some different skill sets are needed, and the work conditions vary enough that the fit may not be right. Conversely, an officer may love the job of patrol officer and enjoy conducting the occasional investigation and the preliminary investigations that come his or her way, but not like doing it every day. Sometimes, patrol officers don't realize exactly what the detective job involves before they actually do it. They may miss the day-to-day contact with citizens and being able to help them in small ways. They may miss the excitement of responding at the time of the crime. Most noticeably, new detectives may tire of the constant stress of conducting investigations and never feeling as if they have finished their job. As a road officer, most officers start their shift with a clean slate, whereas at the start of each tour, detectives find themselves facing the cases and work that they left the day before. They tend to take their cases home with them and think about them at night and sometimes even dream about them. This doesn't create a problem for many or most detectives who learn to cope in their own ways, but it makes some prefer to go back to the patrol division. When the positions are the same rank, this can be done with minimal embarrassment and a minimal impact to their career or financial status. Why would there be embarrassment? Even in police departments, not to mention in the general community, detectives generally enjoy much greater status and prestige than patrol officers do. Detectives have historically been seen as the heroes of police work in novels, television, and the

movies—consider Sherlock Holmes, Cagney and Lacey, Andy Sipowicz, Crockett and Tubbs, Dirty Harry Callahan, and other fictional detectives. Are real-life detectives as heroic, smart, individualistic, tough, hardworking, and mysterious as their fictional counterparts? Or is there a mystique attached to the detective position?

The detective mystique is the idea that detective work is glamorous, exciting, and dangerous, as it is depicted in the movies and on television. In reality, however, detectives spend most of their time filling out reports and reinterviewing victims on the telephone. Commenting on the detective mystique, Herman Goldstein has written,

Part of the mystique of detective operations is the impression that a detective has difficult-to-come-by qualifications and skills, that investigating crime is a real science, that a detective does much more important work than other police officers, that all detective work is exciting and that a good detective can solve any crime. . . . [In] the context of the totality of police operations, the cases detectives solve account for a much smaller part of police business than is commonly realized. This is so because in case after case, there is literally nothing to go on: no physical evidence, no description of the offender, no witness and often no cooperation, even from the victim.¹¹

Before the Rand study *The Criminal Investigation Process*, the detective mystique was considered an accurate representation of reality. It was believed that each crime was completely investigated, that all leads and tips were followed to their logical conclusion, and that each case was successfully solved. This was not true, as we will see when we discuss the Rand study. The reality of detective work usually has little in common with its media representations. Much of what detectives do consists of routine and simple chores and it is somewhat boring; it is arguable as to whether any special skills are required to be a detective, according to Herman Goldstein.¹²

Because of the Rand study and other studies, police administrators can now make some generalizations about detective operations. First, the single most important determinant of whether or not a crime is solved is not the quality of the work

detective mystique The idea that detective work is glamorous, exciting, and dangerous, as it is depicted in the movies and on television.