

THE SUBURBAN SEARCH PROCESS

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Overview

The Environment Planning and Strategies

- Preplan
- Investigation and Interviewing
- Rapid Media Intervention
- Public Transportation and Public Corridor Considerations
- Door-to-Door Interviews
- Theoretical and Statistical Model

Field Operations

- Containment
- Bolo's
- The Initial Call-Out
- The Hasty Search
- Attractive nuisances
- NCIC
- Institution Check

Briefing and Debriefing. Documentation Skills & Applying of SAR Resources

- Bloodhounds and Trailing Dogs
- Helicopters

The Special Challenge

- Abductions
- Other Considerations

Summary

THE SUBURBAN SEARCH PROCESS

Overview

With the increased urbanization of our once wilderness lands we in search and rescue are called upon to provide our services in the metropolitan setting. The search scene becomes the canyon of downtown office buildings, the suburban residential streets, the open space, the city park, back alleys, easements and right of ways. Search and rescue teams are known for their resources. We have all been trained, as searchers, observers, and people that know how to find things and know how to organize a search effort. The innovative processes we have developed in the San Francisco Bay Area have taken the standard management of the lost person incident and enhanced it to fit these new search environments. We have dubbed this the Suburban Search Process. With all due respect, a more appropriate name for this process would be Urban Search and Rescue however FEMA has reserved this definition as it relates to collapsed structure/natural disaster work. This paper will compare and contrast the suburban (and urban/suburban/rural interface) with the

THE SUBURBAN SEARCH PROCESS

By
Christopher S. Young

wilderness search process, including pre-planing, managing the suburban incident, special investigation considerations, as well as the use of resources, and documentation. California and other states have enacted legislation that requires law enforcement agencies to respond and act on the report of a missing child. Due to these requirements the discussion will also include special considerations which occur during child abduction incidents.

The Environment

Common Types of Searches, and Vulnerability Assessment

As search managers we are faced with the new challenge of searching in an environment that may be common yet foreign to our management skills. We may live near or even in the big cities but our entire search experiences may be limited to the wilderness areas. Have you ever stopped to think what it would take to search a suburban housing tract or a canyon of high rise buildings? You are dealing with hard surfaces, which do not yield many clues. Search and rescue managers in the San Francisco Bay Area have been dealing with these environments for many years and have developed some unique concepts and management techniques to deal with them.

As with any search we need to start with the pre-plan and more specifically the vulnerability assessment. In assessing our vulnerability we need to look at the most common types of searches found in an urban/suburban environment.

In the suburban environment we find some of the same types of searches common to those seen in the wilderness setting. These include the lost hiker or fisherman that is now been supplemented with the occasional lost jogger or mountain biker. The strategies and management of these types of searches do not change and will not be discussed in this forum. Other types may be seen less in the wilderness but they are not unique to the suburban setting. These include the Alzheimer patient or the developmentally disabled walk-away patient from a care home, or the despondent/suicidal individual. There are also others that seem to be unique to the urban environment such as criminal/evidence investigations, sneak-aways, abductions of children, run-aways, and the CYA (cover your assets) type of searches.

We have seen many more walk-away Alzheimer as well as developmentally disabled type of searches in urban areas due to what appears to be current changes occurring in health care management. The health care industry, driven by economics, has moved farther away from in-hospital care toward more long term care facilities. This long term care ranges from skilled nursing facilities, to in-home care for those that can afford it. Others may be living with family members who, for the most part, are not prepared or equipped to deal with long term care. There are substantial retirement communities with populations in the thousands nestled in large cities. In many of these long term care facilities there is a tendency to provide more independent living and more open and less restrictive care for the patient. Increasing phases of dementia in conjunction with decreasing physical health make it difficult for caregivers to control these patients. What has been seen is that these patients have a tendency to wander away from their caregivers. When we have the occasion to look for lost Alzheimers or walk-aways in these communities, it is like trying to find a needle in a haystack. Everybody fits the profile. Where do you start?

Life styles in the large fast paced cities have also created stressful environments that have resulted in an increase in missing despondent subjects that may be contemplating suicide. Some like to find the open spaces, others like to deal with their troubles in their garage. Some want to be found others do not. How do we deal with this from a search manager's point of view?

Occasionally, we are asked to look for someone that really is not lost. A parent goes to check on their child before going to bed and finds the child missing. The parent panics, usually because of the heightened awareness of stranger abductions. They immediately call the local authorities. The Search and Rescue Team will get a call to assist in the search. These searches will last all night with no results. It was then discovered later, that the child did not want to be found. He had just snuck-away to meet his friends. How can we avoid this apparent waste of time?

Then there is the child that tells the parent they are going for a walk. The parent is so engrossed in there own activity such as watching television, that they did not pay any attention to what the

THE SUBURBAN SEARCH PROCESS

By
Christopher S. Young

child said or asked where they were going. Time marches on, it starts to get dark and the parent suddenly realizes the child is gone. They go to look for the child, having no idea where they might be. When the parent is interviewed they can not even remember what the child was wearing, who the friends are, and in one recorded case, the color of the child's hair.

Probably the biggest request for search and rescue services that we have seen in the last ten years is assistance in solving stranger child abductions. Probably the most publicized occurrence was the Polly Klass kidnapping in 1993. This is one of about five child abduction cases since 1988 in the San Francisco Bay area. Polly was found the others are still missing. Search teams in the Bay Area are being called in to assist local authorities in locating or trying to find some clues associated with these abductions. We as search managers are expected to be knowledgeable on how to search. How do we deal with abduction?

Because of current legislation, most agencies need to initiate some action in any report of a missing child. The local beat officer may not recognize the seriousness of the situation and may even "blow off" the incident. However, when the next shift supervisor (sergeant) comes in he finds the missing person report 12 to 24 hours old, with little or nothing being done to close the case. He may not want to be the one to continue to do nothing, and therefore he calls the search and rescue team. The main purpose of the search is to clear the area to make sure the missing subject is not there. The team goes through the motions, but there really are not any clues. The search is conducted to say that law enforcement did something. These are called CYA searches for obvious reasons.

To compound the issues, all of these types of searches can be made increasingly more difficult when you add the variable of public transportation. With access to public transportation the missing subject may be out of the immediate search area.

Planning and Strategies

Preplan

With an understanding of the environment and types of search missions that may be encountered, additions should be made to the vulnerability assessment. These may include, but are not limited to, the following items.

1. Lists of city open spaces and parks
2. Lists of city walking trails
3. Locate and identify skilled nursing homes
4. Locate and identify board and care facilities
5. Locate and identify day care centers (both child and adult)
6. Lists of local transit locations and routes
7. Lists of high crime areas

In urban/suburban environments it is often difficult to find appropriate working maps of the area. In wilderness search, the use of USGS maps is fundamental. However, when working in the city, USGS maps are not detailed enough nor are they kept current. Automobile Association maps work well. In California, Thomas Bros. Guides map books are even better. California Thomas Bros. Guides take a large area, usually by county, and break it up into modules of greater detail. Other sources of detail maps include fire departments run maps, county assessors maps and utility company infrastructure plans, all of which show specific lots and house numbers.

Segmentation of search areas can be broken down into blocks, one or both sides of the street, alleys or easements, depending on the denseness of the buildings. Streets can run in grid patterns, meander, or dead-end into a culdisack. Boundaries are difficult and may have to be arbitrarily based on the area to be covered by the resources available. This will become more clear under the discussion of door to door searches.

Investigation and Interviewing

The largest generator of clues is not sending the Armada into the streets. It comes from heavy emphasis on investigation and interviewing. You need to build a profile of the missing subject in your mind. In many cases we find that the initial call for a missing child as a possible abduction is

THE SUBURBAN SEARCH PROCESS

By
Christopher S. Young

determined later through investigation to be a run away or a case of the child forgetting to call home. Hopefully the agency that called the search team will have already completed a good background investigation. However, if you are called early enough, the basic subject information may not be compiled or complete. If the requesting agency does not have the resources or skills for investigation, then you will need to be prepared to provide them for yourself. Further, even if the initial investigation is good, it may not provide enough information to manage the search.

In building a profile, we start with an interview with the reporting party. In general, we start the interview by saying:

"We don't know your missing father (or child), and we need to know as much as we can about them to better understand and figure out what they will do in a given or particular situation".

We talk about variables in the subjects' life that could effect the outcome of the incident. A good interview of this type will take an hour-and-a-half to two hours. This is not the kind of interview in which you fill out a little piece of paper or check off the little boxes. A set of questions needs to be developed to help build this profile. A list of about 75 questions has been developed for the Bay Area. Beside the reiteration of the basic information such as name, age, sex, clothing description, shoe size, point last seen, we also look at many other variables. The following list presents some examples of these variables.

1.?Their mobility and ability to travel. Can they walk, ride, hitchhike or drive. Do they have access to a vehicle, horse, boat, plane, or knowledge and use of public transportation, rapid transit, trains, buses, and taxis?

2.?Their ability to survive. Do they have any money with them; do they have a pager or cell phone; do they know how to call home; are they familiar with their surroundings (do they live in the area)?

3.?Their intent. Was it to go for a walk; find something or someone; did they leave a note; do they have a diary?

4.?Their ability to respond. Will they avoid responding because they are afraid of punishment; is there a password established; is there a physical or language problem?

5.?What attracts their attention? Video games, crowds, or solitude?

6.?Is there something that recently occurred or in the past that might effect their mindset?

Once you start collecting this information from one source you will find that you get lists of other sources. These will include names of friends, family, teachers, relatives, clergy, all the people in their life that know the missing subject. You will also make lists of other places to look that outside agencies and jurisdictions will need to follow-up. Also, included in the investigation is making contact and checking with hospitals, battered women or homeless shelters, and jails.

Most of the investigation can be done by personal interviews or by phone. As more information is gathered, the more investigation will be required. This can be very labor intensive, but is well worth the effort. The following example illustrates this point.

A call comes in at 1:00 AM for a missing child in a nearby city. The city police immediately think it is abduction. Consideration is being made to bring-in the FBI. The SAR team arrives and starts their investigation, interviewing and getting some history. It is found out that earlier in the day the child had gotten into some trouble. The mother said that the child was going to be punished when his father gets home. Was this child really missing? No. He was probably hiding some place and did not want to be found. It was not until the investigation was started that the true picture started to emerge. After a review of the information and a little more investigation, the child was located close by. Fortunately, the team did not waste alot of resources.

Another task for consideration in the investigation is a scenario analysis of the final disposition of the lost subject. Based on the interviews and investigation, what are the possible scenarios that could explain the subject's disappearance? Through further investigation and the search effort, each scenario can be evaluated on its merit and ruled out. A despondent that is suicidal is a good example. The scenario analysis could include the following. Is he in or out of the area; did he attempt to carry

THE SUBURBAN SEARCH PROCESS

By
Christopher S. Young

out the suicide; and is there any expectation he is still alive? The next step might be to rule out the means or methods to carry out the act. Does he own a weapon and is it missing?

Rapid Media Intervention

Often searches can be resolved quickly when the media is brought in early. An unwritten but factual statement can be made. In most urban/suburban type searches: the higher the density of population in the search area, the higher the chances that someone other than the Search and Rescue team will find the missing subject. To increase the chance of success, we need to take advantage of the media's technology to get the word out. The more eyes and ears out looking for the lost subject, the better. The public may be the only source of clues and information you are going to get. It will be an overwhelming response. The public loves to help if they are made aware of the needs.

Just a word of caution in the rush to get the word out to the media. Sufficient information needs to be compiled. As phone calls come in, a basis for screening the information must be in-place. If a call comes in with a sighting in the neighborhood, and another call comes in with a sighting on the other side of the town, investigation will have to be made to prevent sending resources in the wrong direction. The media needs to give out accurate information, but some information needs to be held back. Give out a picture and basic description, but leave out some specific information like height and weight. As a call comes in with a potential sighting, ask a test/lie question "Was he tall and thin?" "Ya that was him!" However, the call-taker already knows the subject was short and fat. The reported sighting can now be discounted. This makes it easier to weed out and obtain credible information.

The question is raised, how do you deal with these thousands of potential clues? The answer is that the investigation, which is under the Plans function, needs to be expanded with enough resources to manage the information as it comes in.

Media and general information fliers can be printed up in large quantities and distributed. The fliers should contain basic information, a photo, and a phone number to call to report any information. Make sure you leave out the test/lie question information. Members of lost children foundations or spontaneous volunteers can be used to distribute the flyers to stores and businesses.

Public Transportation and Public Corridor Considerations

In many metropolitan areas, public transportation such as trains, buses, rapid transit and taxis, as well as designated pathway for pedestrians, bicycles, mountain bikes, or roller bladers, need to be investigated. It needs to be determined if the missing subject frequently uses these modes of transportation and byways. Latchkey or independent children are very adept at getting around. It also needs to be determined if the missing subject has money and a means of access to transportation. Knowing these details can better help develop plans and strategies.

Public transportation should be treated as a path or trail. As an example, a bloodhound may trail the subject to a bus stop. Some dogs are trained to sit down, indicating they have lost the scent. A bus can travel all over, even out of the containment area, but it does follow a fixed path. An investigator will need to contact the bus companies and the bus drivers. It will need to be determined if the subject got on and where they got off. If the driver does not remember the subject, then a list of all stops will determine where further investigations need to take place. A technique of leap-frogging dog and investigative teams can be employed to the bus stops along the trail.

Door-to-Door Interviews

Another large generator of clues is the door-to-door interview. Door to door interviews answer the question "did the subject pass by this way." The task is simple. Two-to-three person teams go down both sides of a street, stopping at each house and asking questions. The standard dialog consists of identifying yourself, stating what search team you represent, why you are there, who you are looking for, and asking if they have seen the missing subject. Have a picture of the subject available. Additionally, as with the dissemination of media information, have the test/lie question predetermined to corroborate the interviewee's statements. Other questions to ask would include: is

THE SUBURBAN SEARCH PROCESS

By
Christopher S. Young

there anyone in the house that might have seen the missing subject or was there any one else home earlier in the day? Ask the resident if the team can check their backyard and outbuildings.

This starts to get very labor intensive, taking as much as 15 minutes per house. It is also time limiting, in that it has to be done when it is a safe-time to be knocking on doors. Safety instruction should include being aware of your surroundings. When you go up to a house, look at what and who is around you. Do not go in the house, even if invited. Ask the interviewee to step outside. Ask them the basic questions. If the interviewee is uncooperative, then thank them for their time and make a note in your log to come back, if necessary. This type of search technique requires practice of interpersonal skills. Field team practice scenarios should be set up in basic training on how to go door-to-door, and asking questions.

Handouts or "leave behind" flyers are an excellent idea. They will encourage the public to continue looking for the subject and provide information on who to contact if the subject is seen.

Develop an urban interview log that list all the addresses the teams went to, who you talked to, the phone numbers, whether anyone was home, and whether any pertinent information (clues) were obtained. The log should also list any places like attractive nuisances around that particular area such as abandoned cars, out buildings, places that you did not get a change to check or want to come back and check later.

Some techniques to hasten a door-to-door interview are to stop at certain houses that look like someone has been home all day. Homes with toys in the yard are a good clue that a mother would have been home most of the day.

Another thing to note is if there is a neighborhood watch program in effect. These programs are designed to have someone always around and alert to strange or abnormal incidents in the neighborhood. Find out who is the point-of-contact and how they can be reached.

It is also advisable to have a Safety Officer assigned for the door-to-door interviewing. The function of the Safety Officer is similar to what would be needed for a rope rescue. Someone needs to look out for the welfare and safety of the searchers. A working knowledge of the neighborhoods to be searched may prevent someone from getting hurt, like someone inadvertently walking up and knocking on the door of a "crack house". The Safety Officer may have to be from the local law enforcement jurisdiction. Find out what authority team members have to enter private property to check out back yards or out buildings.

Theoretical and Statistical Models

It is unfortunate that current theoretical and statistical models have not been compiled for the urban/suburban environment. A three-hour circle around the point last seen is meaningless, due to the lack of boundaries. The same holds true for the 25% and 50 % statistical circle. There is a conspicuous lack of empirical information that differentiates between the wilderness and urban/suburban environments. The emphasis is to gather more information and data for your geographic area.

Field Operations

Containment

The longer it takes for a loved one to report a subject is missing and the longer the requesting agency waits to call the search and rescue team, the harder it will be to set up containment. If they wait too long the missing subject could be miles away, past several jurisdictions or even in the next county. There are no natural boundaries for containment. Streets and roadways make the use of private transportation (cars, motorcycles, bicycles, etc.) easier for the subject. The same holds true with public transportation. Busy streets are not boundaries, even for small children.

Most containment in the hasty search mode can be handled by road patrols with trained observers. The observers will require good briefings and information about who they are looking for with accurate descriptions and a good profile. Here again the investigation information is critical. There are a lot of people out there that might look like the missing subject. The better and more

THE SUBURBAN SEARCH PROCESS

By
Christopher S. Young

accurate the information, the better the chances of success. Updated information needs to be given out, as it becomes apparent through the investigation.

Bolo's

"Be on the look out" or BOLO announcements are customary in most law enforcement jurisdictions. A general, wide area broadcast from radio dispatch to all units is given with a description of the lost subject. Beat officers may have seen a suspicious subject or someone that just looked out-of-place but they were not compelled to investigate. Hearing the BOLO may trigger the officer's memory and he may be able to locate the subject and close the search.

The Initial Call-Out

The key to successful searching in metropolitan environments is containment coupled with rapid response. Time is our worst enemy. Having your team attached to a public agency will give you a better head start. Public agencies such as Offices of Emergency Services (OES), sheriff departments, local park and recreational authorities, or local police jurisdictions are already plugged into dealing with emergencies. They have means of rapid communication and dissemination of information already in place.

The Hasty Search

In the metropolitan area, getting to a search site is as close as the highway. Dispatching a contingency of key personnel and multiple resources will provide the best means for rapid containment and gathering of what clues are available before they are distorted or lost. The resources should include overhead managers, investigation and interviewing personnel, a public information officer, trailing and air scent dogs and vehicles. After establishing the overhead command structure, the first assignments will need to be focused on investigation and containment.

Attractive nuisances

What things are likely attract children or the Alzheimer walkway; malls, stores, churches, and community centers are some possible sites. Each area has its own special "hang-outs." It may be the local 7-11 with their video games, or other places like culverts, ditches, canals, creeks, and utility easements. Review hiding places like backyards, abandoned cars, old refrigerators, out buildings, sheds and woodpiles. Investigations will help establish the high probability areas based on the lost subject's profile and behavior pattern. It should be noted that when dealing with an Alzheimer subject it is important to remember that they are living their life in reverse. Alzheimer patients cannot remember the recent past. They think they are somewhere long ago. Knowing this history can help plan what would attract them. As an example, if it was found that the subject grew-up on a farm and was accustomed to taking naps outside or in the barn, then a review of likely outbuildings or comfortable sleeping areas may be required.

NCIC

Most law enforcement jurisdictions are required to input lost person information into the National Crime Information Center (NCIC). NCIC is a collection point of all lost or missing people in the United States. Most areas have to input the lost subject information within 4 hours of notification. NCIC works by putting the name and description in a database and then distributing the information out onto the system. Another law enforcement agency may come up with a found subject with no identification or cannot remember who they are or where they live as in the case of an Alzheimer patient. A check in the NCIC database will look for a match. It should be determined in the preplan who is responsible for the input of this information in a given jurisdiction. The other thing to remember is to take the information out of NCIC once the subject is found.

Institution Check

A system to check area hospitals needs to be established. A John or Jane Doe admitted with injuries or a mental problem may be the missing subject. A check also should be made of local jails, shelters, alcohol or drug detoxification and rehabilitation centers. Someone who is disoriented may be construed to have a mental or other problem.

THE SUBURBAN SEARCH PROCESS

By
Christopher S. Young

Briefing and Debriefing.

Briefing of teams in the metropolitan environment needs to be more detailed. The more information the better. Detailed description of clothing will help the teams weed out potential subjects from the crowd. Personality information also is helpful to give team members an insight as to what the subject might do in a particular situation. Anything that is unusual about the subject should be mentioned. The test/lie question should be discussed and agreed upon. Safety issues about the neighborhood will need to be emphasized and understood prior to leaving for the assignment.

Debriefing teams is equally important. It is critical to clearly note what areas were covered as well as those which were not and must be checked later. In some instances if an urban door to door interview is taking place simultaneously with a search of an adjacent open space, separate debriefs may be required to prevent confusion or missed information.

Documentation

Detailed and thorough door-to-door interview logs as well as other investigation interview reports are important. As stated earlier, these are the largest clue generators. They may produce more pieces to the puzzle and may lead the search in a totally different direction. As with wilderness searching, the most important thing about documentation is to back up your decision to drop to a limited search condition. What we call a limited search in this setting is that all avenues have been exhausted and there are no clues. If search coverage is good, it may be acceptable to say the subject is out of the area. The search is then turned back over to the agency with jurisdiction.

Documentation is kept together in the event that something breaks and the search resumes. If the subject is eventually found deceased under questionable circumstance, the documentation may help clear up the case.

Skills & Applying of SAR Resources

Bloodhounds and Trailing Dogs

Bloodhounds and trailing dogs are a very effective resource, especially if there are no footprints going off into the sunset. They may be the only source for finding a direction of travel, and they may help narrow down the search area. These types of dogs follow a specific scent trail. They also can be trained to indicate if the missing subject got in a vehicle and left the area. Bloodhounds can be combined with air sent dogs to form a task force. The bloodhound can trail to a garage or out-building that can be quickly cleared with the air scent dog.

A word of caution, if the point last seen was a residence or a place where the lost subject frequents, it may be difficult for a trailing dog to find their way out of the scent pool. This means it is important in the investigation to find out where a child may play or where the elderly travel on a daily basis. Knowing this information will help interpret the dog's trail and may prevent misleading the search effort.

In a metropolitan environment, safety of the bloodhound and the handler is paramount. The handler has to pay close attention to the dog in order to "read" what the dog is doing. Since the handler's focus is on the dog, others need to be on the alert for dangers. The others should consist of two runners that stay to the side and just behind the dog. One runner has a radio and reports in to the command post their location, direction of travel and any pertinent indications by the dog. Trails usually run along roadways heavy with vehicle traffic. The runners are responsible for alerting or stopping vehicle traffic if the scent trail leads across the roadway. A marked vehicle with overhead lights also should follow behind the dog team and assist in traffic control, as required.

Helicopters

Helicopters are marginally effective but it should not be overlooked. From a helicopter it is difficult to spot missing subjects in a largely populated area. It is especially difficult, if the subject is not acting strangely or outrageously to draw attention to themselves and be spotted by the flight crew. To be spotted the subject also must be out in the open. There are opportunities to use Forward Looking Infrared Radar (FLIR) devices to look for subjects moving at night, but again, it is

THE SUBURBAN SEARCH PROCESS

By
Christopher S. Young

dependent on the subject being out in the open. The helicopter can be an advantage in looking into backyards to locate potential search sites like abandoned vehicles and outbuildings.

The Special Challenge: Abductions

When searching for a missing child in a metropolitan area, there is the heightened fear that the child may have been abducted. This fear, whether imagined or real, is amplified by the media and the recent sensationalized cases such as the Polly Klass kidnap and murder. It is important, however, to understand a distinction here. There are two categories of abduction — familiar and stranger. Statistically, most child abductions are parental or someone the child knows. There is usually a history of a divorce or other family dysfunction and a custody battle. Stranger abductions do not appear to have any rational motive, and therefore are more difficult to solve.

As a search manager, the trap to avoid is not to approach each missing child as abduction. Good investigation skills will help prevent this trap. The task is to quickly rule out the possibility of an abduction, and focus on other more plausible explanations, such as a runaway or a case in which the child just forgot to call home from a friend's house.

A history of the family unit will lead to conclusions of parental abductions. The location of the missing parent will answer many questions. Understanding how the child feels about each parent may lead to reasons why the child might have run away, rather than live with the current situation. Recent changes in the child's behavior patterns also are useful in preparing a profile on the child. Most missing children cases will be resolved with a reasonable explanation within a 24-hour period.

It is the searches that go on for more than 24 hours with essentially no clues found or no clues to the contrary, that the possibility of stranger abduction must be considered. In these cases the local law enforcement agency must take charge and the FBI must be called. Since the Polly Klass kidnapping, the FBI has organized task forces to deal with child abductions. These task forces have looked to local search and rescue teams to help investigate these cases and look for clues. There is a need to develop liaisons between the FBI and other agencies to get to know the people you may have to be working with in the future.

Sometimes the trailing dog team may lead to the conclusion of abduction early in the search, if there is an indication the child got into a car. The investigation then shifts to finding someone that saw a car leave the area. In a moving vehicle, scent will still be emitted. Some dogs are trained to follow this weak scent. There may be a long trail that leads across town or onto a busy highway. The trail may stop at a convenience store. Have someone check surveillance videos.

Trailing dogs also can shed some light on the suspected abductor. There is the technique of the "missing scent." This is used on the occasion when there is no certainty as to who you are looking for or when there is no adequate scent article. The dog is scented on every one in the immediate area of the point last seen and the dog rules out everyone but the missing person and follows that scent. The dog usually will follow the strongest scent, which may be the abductor. Also, in the early minutes or hours of an abduction incident, police K-9 dogs can be utilized to trail the adrenaline scent given off by the fleeing suspect.

If it has been determined that the missing child has been abducted, then there are organizations that specialize in helping to look for missing or exploited children. If you can get them information about the missing child and a photograph, these organizations will, through a network of computer databases and fax machines, distribute the information to every law enforcement agency and 7-11 store across the country. This is usually done within 20 minutes of receiving the initial information. They also will prepare flyers and provide volunteers to distribute them in the neighborhoods.

Other Considerations

Professionalism in how you present yourself is important. A uniform will help to maintain this image. If team members are going to be doing door-to-door interviews and walking the streets then they will need to present themselves with some authority. The general public may not treat presenting yourself in the standard wilderness work attire such as a "T" shirt, baggy pants, and

THE SUBURBAN SEARCH PROCESS

By
Christopher S. Young

hiking boots, seriously. Having picture identification issued by an agency and/or a badge also will help with the persona of professional authority.

Many law enforcement agencies are not trained and lack the resources and skills to manage a search effectively. When asked to assist in a search, the search manager needs to be aware that these agencies sometimes have a tough time understanding what search management is all about. Therefore, it is incumbent on the leaders of the team to approach these agencies and educate them as to the teams' abilities and resources. For teams made up primarily of volunteers, this task is difficult. Training and formal presentations to these agencies, with an emphasis on "we are here to help" and the hat-in-hand are good approaches. Encouraging the agency to call the team when they first get the call of a report of a missing subject, greatly increases the chance of success. In some cases, the agencies will recognize the advantages of a trained search team, and will bend over backwards and allow the team to manage the search directly.

How do you manage spontaneous volunteers? Find something for them to do that can be controlled and documented. Try not to let them out in the field. Obviously, this may be difficult to do because of politics and media attention. Management of spontaneous volunteers starts with knowing who they are. Get names, addresses and identification on everyone. There have been documented cases where a kidnapper has been among the spontaneous volunteers, and has made attempts to cover-up the crime and mislead the search effort. Then there are the searches when the spontaneous volunteers have already been out and unwittingly destroyed what few clues existed. Documenting what areas were searched prior to the team's arrival will help. It may be required to research the same areas. If pressure requires the use of spontaneous volunteers, then try to put trained searchers with them to increase the chance of success.

Summary

The management of the suburban search process is not complicated, but it does require some innovated thinking and an understanding of the environment. Some modification of the basic search management skills will be required. The success of searches in the metropolitan environment relies on several factors.

The points that must be stressed include:

- Understand your environment and develop the preplan accordingly.
- Be extremely thorough in the investigation and interviewing.
- Develop an accurate profile of the missing subject.
- Use the investigative information and scenario analysis to prevent wasted efforts on a non-search.
- Take advantage of the media as an effective source of clues.
- Consider public transportation and realize that the missing subject may be out of the area.
- Trailing dogs are a very effective resource.
- Encourage law enforcement agencies to call the search team early.
- Considerations must be made to train personnel to implement the labor intensive and time consuming tasks of investigation and door-to-door interviewing.