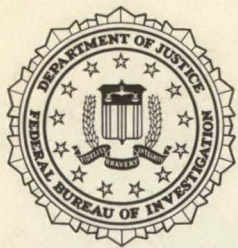
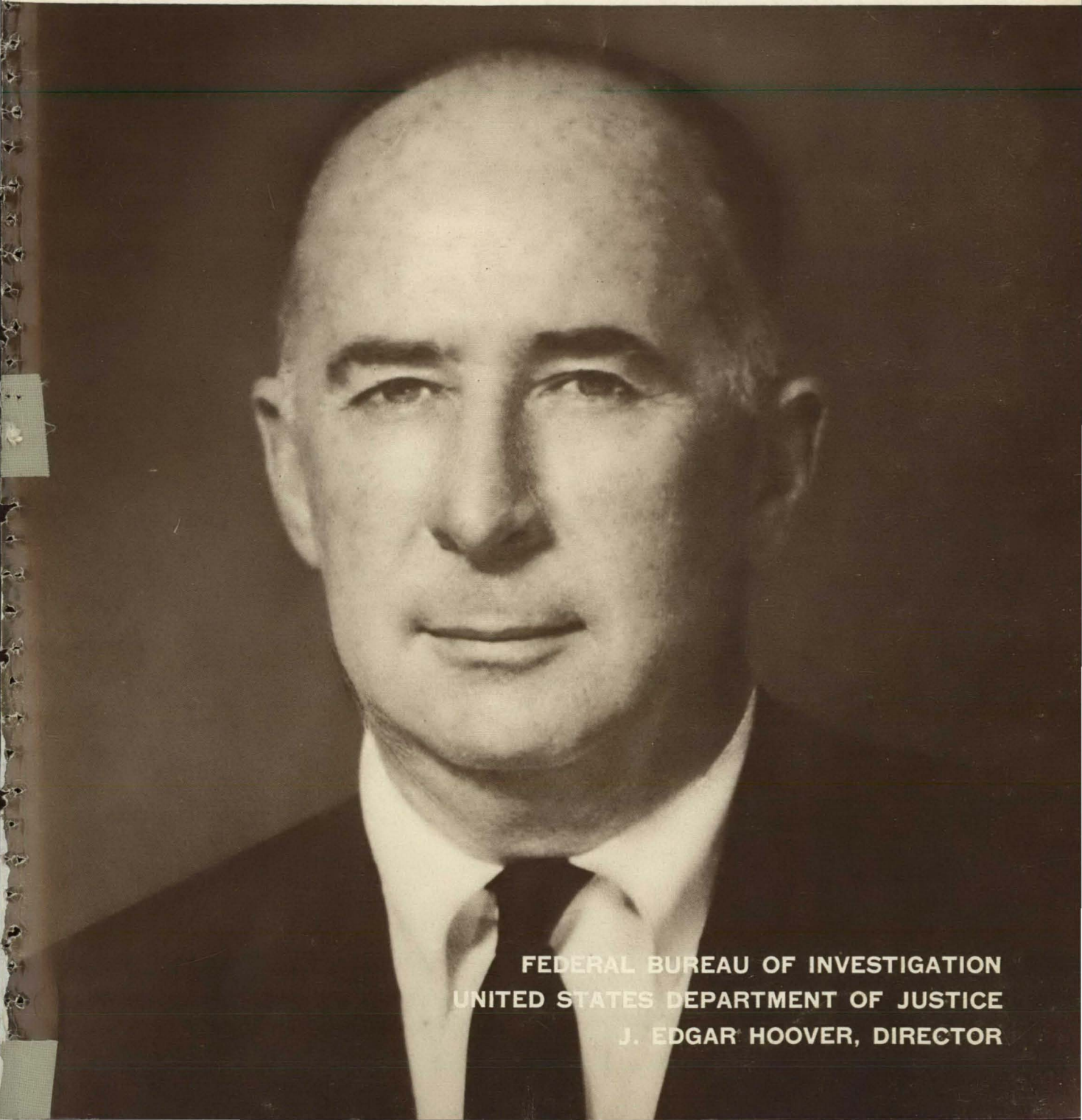


MARCH 1969



FBI

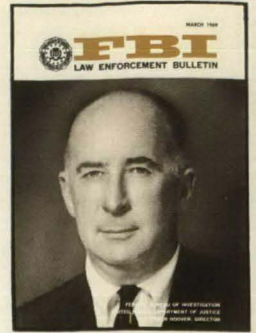
LAW ENFORCEMENT BULLETIN



FEDERAL BUREAU OF INVESTIGATION
UNITED STATES DEPARTMENT OF JUSTICE
J. EDGAR HOOVER, DIRECTOR

MARCH 1969

VOL. 38, NO. 3



THE COVER—Attorney General John N. Mitchell. See page 11.

FBI

LAW ENFORCEMENT BULLETIN

CONTENTS

<i>Message From Director J. Edgar Hoover . . .</i>	<i>1</i>
<i>Modern Facilities Aid Police Training Programs, by Maj. Giles H. Webb, Superintendent, Georgia Police Academy, Atlanta, Ga.</i>	<i>2</i>
<i>Avalanche: The Cities and the Seventies, by Hon. Erik Jonsson, Mayor, Dallas, Tex.</i>	<i>6</i>
<i>"You're on the Air," by Manuel Gonzales, Chief of Police, Gallup, N. Mex.</i>	<i>9</i>
<i>Attorney General John N. Mitchell</i>	<i>11</i>
<i>Respect for Law Begins at an Early Age</i>	<i>12</i>
<i>An Effective Police Manual</i>	<i>15</i>
<i>Wanted by the FBI</i>	<i>24</i>

Published by the
FEDERAL BUREAU OF INVESTIGATION
UNITED STATES DEPARTMENT OF JUSTICE
Washington, D.C. 20535

MESSAGE FROM THE DIRECTOR

A NEWSPAPER COLUMNIST NOTED that today's law enforcement officer has to "speak softly and carry a big law library." Actually, his paraphrase of the well-known quotation from Theodore Roosevelt comes close to being true. There is nothing wrong, of course, with an officer's speaking softly and being well-versed in legal criminal procedure. Ideally, this is as it should be.

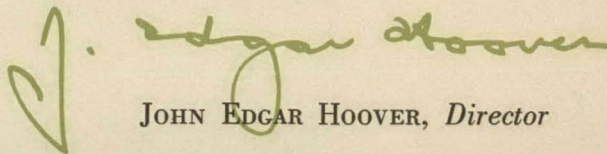
Unfortunately, in the criminal realm within which he must work, the law enforcement officer is the only one "playing by the rules." This places him at a definite disadvantage. In complying with all the procedural safeguards established for criminals, an officer must often subordinate his personal safety, his own rights, and the rights of society to insure that he does not commit some error which might later result in the release of the guilty. Criminals are usually well aware of their legal rights and take full advantage of them.

Many critics of law enforcement today substitute paper theories for grim realities. When they advocate more restraints on arresting officers, they do so apparently on the premise that police are dealing with only law-abiding, cooperative citizens who respect the law and those charged with enforcing it. While a big percentage of police contacts are with the responsible members of society, increasing assaults against and killing of law enforcement officers are indicative of the open contempt numerous violators have for police and authority of any kind.

Arguments are made that court opinions and legal restraints are not so broad as to require arresting officers to unduly endanger their lives in order to meet standards established to protect the rights of the suspect or accused. Here again, we encounter the difference between theory and practice. Judicial guidelines which are so vague and questionable that even the highest jurists disagree on their intent place a heavy burden of judgment on the enforcement officer. In crucial moments, this burden of judgment can create indecision. And as we know, moments of indecision can cost an officer his life.

The trend today, even though unintentional, is to negate the enforcement of the laws to insure that the criminal is protected. We are asking our officers to operate under an honor system in dealing with an element of our society which has no honor. Certainly, arresting officers cannot be permitted to resort to illegal tactics themselves, but they must be allowed to perform their duty with confidence and with the assurance that they have the support of the public, the government on all levels, and the courts. The powers of arrest must be as clear and positive as possible.

Vigorous law enforcement is needed to cope with crime and violence in our Nation. It cannot be achieved if arresting officers are required to make an apologetic approach to every killer, rapist, robber, and thug roaming our streets. If the rule of law is to prevail, the law must be enforced.



JOHN EDGAR HOOVER, *Director*

MARCH 1, 1969

"Training is everything. The peach was once a bitter almond."
—Mark Twain

Modern Facilities Aid Police Training Programs

The Georgia Police Academy, located in Atlanta, was established by the 1962 Georgia Legislature to improve State, county, and municipal law enforcement. This modern facility represents an investment of \$1 million in State funds and is operated as a

separate division of the Georgia Department of Public Safety.

Since the institution opened in the fall of 1966, it has trained over 3,000 officers each year. The Police Academy trains all prospective Georgia State Troopers, Georgia custodial

officers from the State penitentiary system, and State revenue, alcohol, and beverage control agents.

Although the teaching staff of the Academy is small, an accelerated program for students is available because outstanding police officials throughout

In this modern structure the Georgia Police Academy has trained several thousand law enforcement officers since its opening in 1966



By

MAJ. GILES H. WEBB*

Superintendent,
Georgia Police Academy,
Atlanta, Ga.



Rookie police officers attending Atlanta Metropol classes at the Georgia Police Academy are shown lifting latent prints from a vehicle as part of a practical problem.

the State, including many graduates of the FBI National Academy, have offered their services as faculty members. The Atlanta office of the FBI and other Federal investigative agencies have also supplied the Academy with instructors.

The programs that are offered are designed to meet the general requirements of local police in the State. A principal program is the Metropol Basic Recruit School, which is conducted by the Academy in cooperation with the Atlanta Metropol. On the first Monday of each month, all rookie policemen from the Atlanta Police De-

partment and other Metropol agencies representing five counties begin an intensive 80-hour training program which is the first part of a required 200-hour program. Periodically, these officers return until they complete the course. Each month for experienced police officers the Academy also conducts 2-day workshops which deal with practical problems and investigative matters frequently encountered in Georgia.

Management Training

A management training program is conducted in cooperation with the Atlanta Metropol and the Atlanta office of the FBI. From time to time the Academy staff together with repre-

sentatives of The Northwestern University Traffic Institute holds specialized schools in various phases of traffic. A 3-week basic program in the latest techniques of police science and traffic and accident investigation is offered for officers who live beyond commuting distance. These officers live in the Academy dormitory during their period of training.

Dormitory facilities at the Academy can accommodate up to 86 students. There are four classrooms, a library, and a modern cafeteria. Although instruction at the Academy is free, a nominal charge is made for dormitory rooms, meals, ammunition, and training materials. The Academy is now considering an expansion plan

*Major Webb, a graduate of the FBI National Academy, was formerly training officer of the Georgia State Patrol and has more than 26 years in law enforcement.

"Because of their importance, specialized schools of varying lengths are held once a year."

Recruits in an outdoor practical crime scene problem prepare to make a plaster cast of a footprint.



Col. R. H. Burson, Director, Georgia Department of Public Safety.

which would include a large auditorium, a gymnasium, an indoor firing range, and additional classroom and office space.

The Georgia Police Academy is being adapted to meet the needs of mandated or assigned police training, a program which may be made into law by the Georgia Legislature, although at present all police training in this State is on a strictly voluntary basis.

Syllabus of Courses

One feature of the Academy's training program is a syllabus of all courses bound in looseleaf notebook form. The outline material for this publication is researched by experts in the field of law enforcement and by the legal staff of the Police Academy.

The training staff consists of Capt. Arthur L. Hutchins, a former FBI Agent and past Assistant Director of the Georgia Bureau of Investigation, Sgt. C. L. Roberts, Sgt. J. H. Presley, Cpl. L. M. Key, and Mr. Dallas Mobley, a retired FBI Agent and former practicing attorney. Together with this small permanent staff, the Georgia Police Academy utilizes the services of outstanding FBI National Academy graduates from the State. National Academy men who teach regularly at

the institution include Supt. Clint Chafin, Lt. A. L. Posey, and Capt. W. L. Duncan, all of the Atlanta Police Department; Billy Hart, Chief Criminal Investigator, Floyd County Police Department; Frank McGuffey, Chief of Police, Columbus; Ray Wilkes, Chief Deputy Sheriff, Bibb County; Lewis Clyburn, Chief Criminal Investigator, Fulton County; and Capt. Clarence Robinson, Training Officer, Marietta Police Department.

Programs Committee

In adopting training programs and curriculums, the Academy depends on a committee of outstanding local law enforcement officials. The current members, three of whom were previously mentioned, include Superintendent Chafin, Chief Investigator Hart, Chief McGuffey, and Sheriff Dwayne Gilbert of Spalding County. All programs and curriculums are coordinated with the Georgia Association of Chiefs of Police and the Georgia Sheriffs' Association.

The Georgia Police Academy hosts the statewide quarterly intelligence conferences, which are held in conjunction with Atlanta Metropol and the Fugitive Squad of the Atlanta Police Department. At these meetings criminal intelligence data is exchanged between principal local law enforcement agencies.

Because of their importance, specialized schools of varying lengths are held once a year. The subjects of these schools include fingerprints, drugs and narcotics, safe burglary, the policeman and the law (search and seizure, confessions, and arrests), management, traffic supervision, photography, and protection for the businessman.

The Georgia State Crime Lab, in conjunction with the Academy, is currently conducting a program to train local officers in the use of the Intoximeter. The use of the Intoximeter to



Staff members, Capt. Arthur Hutchins and Mr. Dallas Mobley, prepare case summaries in the Academy law library.

test drunken driving violators is part of the implied consent law in the State of Georgia. This training program extends throughout Georgia and numerous police departments and sheriffs participate in it.

In cooperation with the Georgia

Sheriffs' Association, the Police Academy will have trained all newly elected Georgia sheriffs in 1968. This training consists of a 40-hour basic course covering police science and Georgia laws concerning the functions of the sheriff's office.

Lt. Wayne Spiva of the Atlanta Police Department conducts a fingerprint class at the Georgia Police Academy.



Avalanche:

The Cities and the Seventies

By

HON. ERIK JONSSON*

Mayor,
Dallas, Tex.



"It is time to refocus on our respect for the law. With the present amount of crime in the streets, we should reassess the relatively new view that quickly returns the criminal there with little or no penalty. . . . We may need to return to older methods not so permissive of the rights of violators to kill, to rob, to rape, to plunder, again and again."

*By special permission, the Bulletin is pleased to present excerpts of a speech by Mayor Jonsson before the American Society of Mechanical Engineers, December 3, 1968, New York, N.Y.

As the end of the sixth and the beginning of the seventh decade of this 20th century, A.D., approach, it seems in order to assess where we stand in these United States and to look forward. We lead the world in technology and management understanding. We are a prosperous and able people with the greatest productive plant in the world and an abundance still of land and natural resources. We live in exciting times, but we are confused about our aims and the means to attain them.

A simple society we are not. We have a heavy agenda of deep-rooted, complex, and difficult internal problems not easily categorized except that they are strongly centered in our cities. There, most of the people are and more will be. There, tumult and tension seem increasingly to have their way. There, the mood of the people grows strange and perplexing, noisy and violent on the one hand, unvoiced, seemingly apathetic on the other.

Constant Change

Avalanche: A decade sliding swiftly and suddenly upon us. The continuance of lightning-like change is inevitable through revolutionary increases in knowledge and the revolution of rising expectations. Likewise, we had better get ready for the 32 million more persons it is conservatively estimated will join by 1977 our present, slightly splintered "one big family" of 200 million.

Where will the people live and under what conditions? Four more chaotic New Yorks? One more

sprawling megalopolis with multiple governmental and taxing entities? As today's cities are, will these "homes" of people be products of random growth, haphazard design, countless more expedient decisions with little regard for sensible land use or thoughts of the long range? Will whole new cities be designed, modeled, built?

The "urban crisis" steadily captures more of our attention. From a wide and increasing variety of pens flow diverse opinions, ideas, suggestions on what is the matter and the choices to be made at these crossroads. Torrents of vitriolic words assess the blame or accept, on behalf of all, guilt for things as they are.

"Lest we be buried by the avalanching problems, . . . we must understand how to bring the problems progressively within the scope of deliberate planning and management."

Lest we be buried by the avalanching problems of the cities in the seventies, we must understand how to bring the problems progressively within the scope of deliberate planning and management. If ever we are in scope and degree to institute the problem-solving of which we are capable, we must survey our conditions, inventory our resources, and state, clearly and in writing, our goals, our shared aims. Then we may lay our plans to achieve them and set our priorities more intelligently.

Goal-setting, taking into account things as they are and as they are desired to be, has a profound impact, I have found, not only for individuals but institutions, industrial and urban alike. The process requires that the totality of problems and opportunities be examined simultaneously. It minimizes expediency and tends to halt the drifting process.

Goal-setting gives direction and meaning to preparations to act with informed deliberation in terms of one's resources. It fits the democratic way exceedingly well, and I suggest we institute it on a national scale and follow in the States and the cities.

There is a model for goal-setting for the Nation. It was constructed by a nonpartisan Commission on National Goals appointed by President Eisenhower in 1960. Their work was administered by the nonpartisan American Assembly because of its established practices of encouraging wide consideration of public issues. The Commission invited a distinguished group of Americans to write essays on fundamentals of American

life as they saw them at that time. In proposing goals in 15 major areas, the Commission sought the counsel of approximately 100 people expert therein. "Goals for Americans" was published in a volume which has sold to date in the order of three-quarter million copies. That volume begins with these words:

"The paramount goal of the United States was set long ago. It is to guard the rights of the individual, to ensure his development and to enlarge his opportunity. It is set forth in the Declaration of Independence . . . The goals we here identify are within the framework of the original plan and are calculated to bring to fruition the dreams of the men who laid the foundation of this country.

"In the echo of those fateful words can be heard the onrolling thunder of a new age . . . Its soaring vision

enabled our society to meet the trials of emerging nationhood. It placed the young republic securely behind the principle that every human being is of infinite worth. In time it led the nation out of the morass of human slavery. It inspires us still in the struggle against injustice . . . Our enduring aim is to build a nation and help build a world in which every human being shall be free to develop his capacities to the fullest.

"In the 1960's every American is summoned to extraordinary personal responsibility, sustained effort, and sacrifice."

"Likewise, we must deal with the paralyzing destructive new stance of vocal minorities and bloc groups. These groups should be made to know that they can no more 'run over' the majority than the majority can afford to ignore them any longer."

If those words were appropriate a decade ago, surely they are even more so today. Our society, our technology, our increased numbers, our accelerating rate of change make crystal clear our need to take stock, to know where we stand, to be able to overcome our divisiveness and polarization.

Deep down most of us know there is no way to go ahead in our society without the rule of law. If we proceed in our time to anarchy, of which there are disturbing signs, we can be very sure that order will be restored. Likely it will be authoritarian, dictatorial, without freedom for all. Alexander Hamilton explained it thus: "Government implies the power of making laws. It is essential to the idea of a law that it be attended with a sanction; or, in other words, a penalty or punishment for disobedience. If there be no penalty annexed to disobe-

dience, the resolutions or commands which pretend to be laws will, in fact, amount to nothing more than advice or recommendation."

It is time to refocus on our respect for the law. With the present amount of crime in the streets, we should reassess the relatively new view that quickly returns the criminal there with little or no penalty. In the long range such treatment may be workable, but apparently it is not for our society. We may need to return to older methods not so permissive of the rights of violators to kill, to rob, to rape, to plunder, again and again.

Likewise, we must deal with the paralyzing destructive new stance of vocal minorities and bloc groups. These groups should be made to know that they can no more "run over" the majority than the majority can afford to ignore them any longer. Their problems, however urgent, must take their place in the proper scale of human values and receive their proper share of attention and devotion of resources, no more, no less. Likewise, the majority group must accede to that with no pretext for delay and no lessening of the commitment to right old wrongs. We must remember, too, that there are those, both outside and inside our organized society, who will fight it, even destroy it if they can. It is not in keeping with our heritage as free men to pass on this Nation to those who will follow in any way diminished from its condition when it

was put in our own hands. Our responsibility is to achieve the objectives of a free, constructive, and effectively functioning society and to oppose with all our resources any destructive opposition.

No Instant Solutions

We should voice clearly and repeatedly for the people truly to hear and understand, as our President, our Governors, our mayors do, that there are no instant solutions to age-old ills; that we do not possess instant money in unlimited quantities; that all the manpower needed to do the jobs that must be done cannot be mobilized overnight.

There have been many changes since Goals for Americans in the Sixties were established. Much has happened in this decade both in our social system and our technology. There are new needs; new aims need to be defined. New resources, new technologies begin to emerge from the shadows. The light of this and of other thorough knowledge may rightly convince us not only that old institutions must improve their performance but that new institutions, new ways of managing, must be created to deal with accelerating change. Age-old values need to be reviewed, restored, refreshed, restated, that we may understand how we shall live in the decade ahead and well beyond.

State Programs

My view of a goals program as a centripetal force—adding tensile strength and cohesion to purpose, knowledge, understanding, commitment—leads me to believe that our States might well benefit from engaging in goals programs of their own. At the State level, it would seem to me to be important to involve large

(Continued on page 21)

"You're on the Air"

A Look at the Use of Commercial Radio in Police-Community Relations

By
MANUEL GONZALES
Chief of Police,
Gallup, N. Mex.



Police communication is such an intrinsic part of law enforcement today that the two-way radio and Teletype are just as commonplace to policemen as their badge and revolver.

A most recent technological development in law enforcement has been the implementation of the FBI National Crime Information Center (NCIC) at FBI Headquarters in Washington, D.C. FBI Director J. Edgar Hoover has described the NCIC as "a big advancement in scientific crime detection and an electronic achievement in the fight against crime and lawlessness."

All too often, however, our thinking on communications in law enforcement has been mostly internal. Our radio dispatchers immediately broadcast the description of a bank robber

or that of a stolen car to our patrolmen. But what about the thousands of responsible citizens, the barber and shoe clerk, the laundry deliveryman and insurance salesman, who never receive this descriptive information?

First Contact

Frequently, the ordinary citizen comes in contact with policemen, often for the first time in his life, under very pressing conditions. He may have just been involved in an accident or been the victim of an armed robbery. Under these circumstances, public relations must of necessity be subordinated to the immediate problem of handling the emergency.

During the summer of 1966, through an overture by a local radio station in Gallup, I was provided an

opportunity to bridge the gap between the police officer and the citizen. The success of these efforts has been readily apparent in the rapport we have managed to establish with the community in general. The investigative success, as a result of this program, is reflected in increases in the recovery of stolen property and the solution of crimes.

Gallup, N. Mex., is a typical small American city in many respects. But it is equally individualistic because of the Indian reservation and the rough terrain which surround the city. This city of approximately 15,000 helps to meet the economic needs of nearly ten times its own population. The chance of reaching more than a small proportion of these through the printed news media is all but impossible.

I was approached by a local radio station on the possibility of a daily broadcast of police news of the past 24 hours. The idea seemed very practical, and we planned a program which is now heard between 7:15 and 7:30 a.m., 5 days a week. Previously, the police news was handled in the standard way by newscasters who reviewed the police reports and wrote their stories.

Daily Broadcast

The radio station management suggested that a daily broadcast by the chief of police might be effective and might result in improved police-community relations. We agreed that the proposal had merit and should be accepted. We saw in the suggestion an opportunity to provide various side-lights to police problems which otherwise would not be disseminated to the public. At the outset it was apparent that there would be times when I would be unable to present the news. This problem was solved by occasionally having the program taped early in the morning or having my next-in-command make the presentation.

Public Interest Items

This arrangement also provided us an opportunity, when there was little significant news, to discuss some item of public interest. A recent example was the effort of all local and State law enforcement agencies to build and staff a law enforcement academy in the State of New Mexico. The purpose of the academy is to provide professional training to all local law enforcement officers in the State. The radio program has enabled me to explain the reasons and need for the academy to the general listening public. I have given information pertaining to cost and training and discussed what the people of New Mexico can

expect from the additional police training. The response from the listening public has been encouraging, especially the reaction received by our State legislators who have been contacted by citizens who otherwise might never have been aware of the academy's existence.

Shortly after the daily radio program began, I was approached by another local radio station and asked to do a Saturday morning program. The program, entitled "Back Fence," runs from 8:35 to 9 a.m. and covers major police news of the past week. This broadcast also provides an opportunity to discuss other related subjects, for instance, the passage of new ordinances by the city council. People coming to Gallup from the

ceived by my office and the station. When the Saturday program is not broadcast for some reason, I have been telephoned repeatedly and informed of the assistance the program has rendered.

Useful Effect

Many police administrators may rightfully ask what immediate and useful effect a program of this nature has. In answer to this question, it should be pointed out that the ability to broadcast the description of a bank robber or stolen car to literally thousands of citizens in an area of approximately 1,200 square miles is most valuable. It is especially important when we consider that Gallup, N.

"Radio has provided the means of reaching thousands of citizens daily, more than we could ever hope to accomplish through personal contacts and other public relations methods."

reservation or the surrounding area, who would be expected to comply with city regulations, now have an opportunity to learn of the ordinances in advance. Without the radio many people would be totally unaware of the new statutes. The program has enabled us to explain the reasons for new ordinances from a public safety standpoint, rather than to arbitrarily enact a new law which people are expected to obey. Because of the additional time available on the Saturday morning program, we have arranged for the public to call the station and ask questions about any subject under discussion. From time to time I have explained the purpose of an ordinance that is frequently violated and served warning that it will be rigidly enforced.

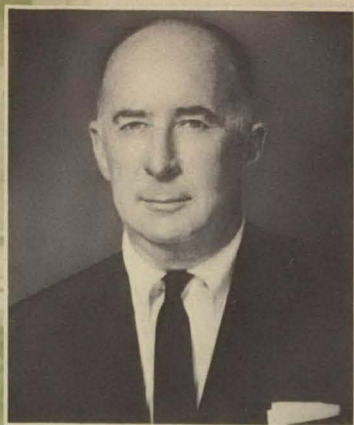
The ability of the radio to reach a surprisingly large proportion of people is indicated by the response re-

Mex., is situated along U.S. Highway 66, the so-called "Main Street of America," and a primary thoroughfare for escaped felons and stolen cars.

Capt. Maurice Cordova of the New Mexico State Police, Gallup District, recently has begun a daily program pertaining to State police news and arrests. It is noteworthy that in the Gallup District alone during one 3-month period more than 20 stolen cars which had been transported from other States were recovered by the New Mexico State Police and the Gallup Police Department. Several times someone has heard our broadcast concerning a stolen car and has immediately contacted the department and advised us of its location.

Gallup is also unique because of its language problem. We have a large number of Spanish-speaking people

(Continued on page 23)



Attorney General John N. Mitchell

On January 20, 1969, John Newton Mitchell became the 67th Attorney General of the United States. Born in Detroit, Mich., Mr. Mitchell has resided in New York for most of his life. Working his way through Fordham University and its law school, he received both his baccalaureate and LL.B. degrees, the latter in 1937. During World War II, he commanded Navy torpedo boats in the Pacific. He was admitted to the New York State Bar in 1938 and became a member of the District of Columbia Bar in 1967. The 55-year-old former law partner of President Richard M. Nixon is regarded as an expert in many legal fields. As the new Attorney General, Mr. Mitchell is responsible for more than 33,000 employees within his Department which includes nine divisions, together with various Departmental bureaus, such as the FBI, the Immigration and Naturalization Service, the Bureau of Narcotics and Dangerous Drugs, and the Bureau of Prisons. Mr. Mitchell is married to the former Martha Beall of Pine Bluff, Ark., and is the father of a son and two daughters.

Respect for Law Begins at an

In an effort to develop respect for law enforcement, combat juvenile delinquency, and provide valuable activity for youth, the Sheriff's Office of Collier County, Naples, Fla., has formed a Junior Deputy Sheriff League.

The group, which has a membership of nearly 1,000 boys, centers its activities around weekend trips to a camp maintained in the Everglades. Collier County Sheriff E. A. Hendry and his staff take groups of about 120

boys to the camp, where they are instructed in woodmanship, camping, and firearms safety. For pleasure, the youths take swamp buggy rides through the marshy land, and to add a spiritual note to their weekend, they attend an outdoor church service on Sunday morning.

Sheriff Hendry states the value of this program "is readily seen when one considers that the juvenile delinquency rate in Collier County is one-tenth of one percent (.001)."

For their enjoyment, the boys take rides on swamp buggies through the marshy grass of the Everglades. Supervision is under the direction of the Sheriff and his staff.



Bacon and eggs are on the breakfast menu as

Early Age



boys wait their turn in line.



Training in firearms safety is an important part of the Junior Deputy Sheriff League. The County Sheriff lectures on this subject to a gathering of boys.

The Junior Deputies learn many camping skills. Their weekend provides them the opportunity to live without the customary comforts and conveniences of home.



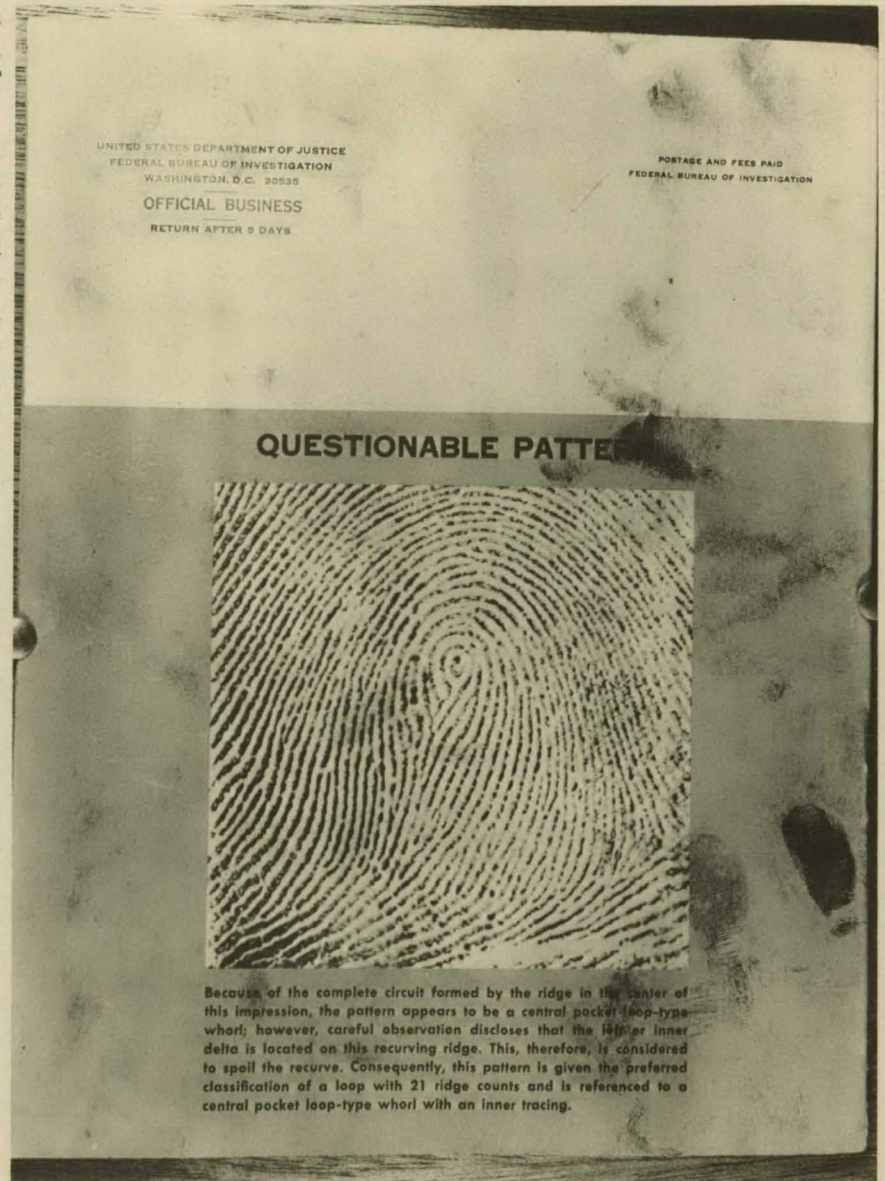
Mark Up An Assist For The FBI Bulletin!

A thief recently apprehended in an east coast city could probably give a convincing testimonial on "How NOT to Commit a Burglary."

The home of an FBI Agent, away on vacation, was burglarized. His daughter, on stopping by to check the residence, noted the break-in and called local police. In searching the house for evidence, the officers saw a copy of the June 1968 FBI Law Enforcement Bulletin lying on the bed in the master bedroom. The daughter pointed out that this was unusual as her father always kept his reading material in a specific location.

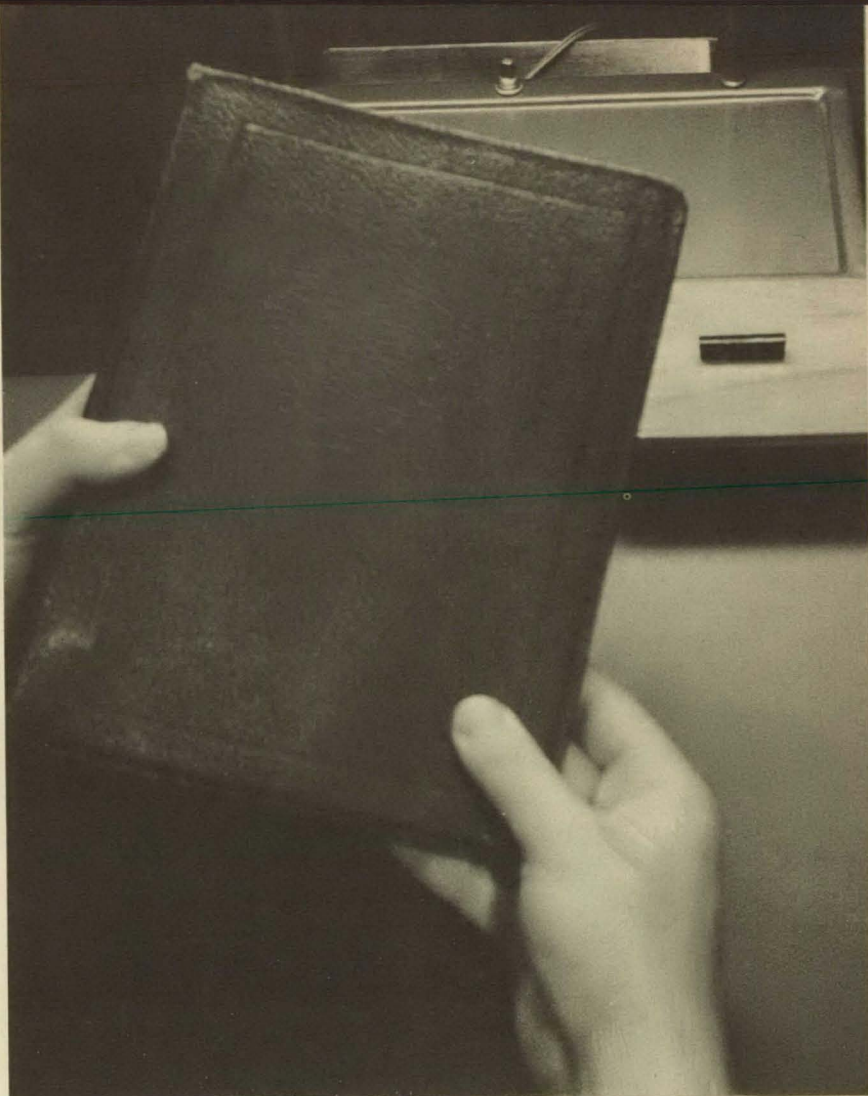
The officers processed the Bulletin for latent fingerprints. As regular readers of the magazine know, the Bulletin on its back cover each month features an enlarged picture of an "Interesting" or "Questionable" fingerprint pattern. In the border near the June photograph, the officers produced some very good latent impressions which were both interesting and questionable.

Subsequently, the police developed information on a suspect believed responsible for a number of burglaries in the area. They compared the latent prints lifted from the Bulletin with the fingerprints of the suspect and found them to be identical. The suspect was arrested, and a county grand jury indicted him on charges of third degree burglary and petty larceny.



The back cover of the Law Enforcement Bulletin shows two fingerprints which were used to identify the burglar of an FBI Agent's home.

An Effective Police Manual*



A survey of the literature in the field of manual writing reveals no strict guidelines for the preparation of police manuals. With the exception of the work of Lt. Hugo J. Masini of the New York City Police Department,¹ the authors have been unable to find any systematic analysis of what optimum presentation of a police manual should be. There are, however, a number of generally accepted principles to which the author of an effective police manual should adhere.

In any organization, it is essential that each employee be fully informed

of his duties and responsibilities and the regulations under which he shall work. This should be done in a simple, direct manner by some uniform, authoritative, yet relatively inexpensive, means. Furthermore, many organizations predetermine the manner in which they wish their employees to perform their duties.

Employees should have knowledge not only of such functional performance, but also of the broad management policy underlying the established procedures. For management to function, policy decisions must be made, and they must be implemented. Inherent in such process is some procedure for informing the employees who must carry out the practices estab-

lished within the policy cadre of the organization. It is axiomatic that a person who understands and accepts the goal of and reason for a procedure can carry out his role in completing the action more efficiently than one with a mere mechanical knowledge of procedure alone. Necessarily, some

¹"An Analysis of the Rules and Procedures of the New York City Police Department," an unpublished master's thesis by Hugo J. Masini submitted to the Bernard M. Baruch School of Business and Public Administration, February 1964.

*This article was prepared by Richard W. Calister, graduate student, New York State School of Industrial and Labor Relations, Cornell University, Ithaca, N.Y.; Lt. Michael J. Farrell, New York City Police Department, liaison officer, Vera Institute of Justice; Lt. Joseph D. McNamara, instructor, Police Academy, New York City Police Department; and Patrolman Joseph D. Mahoney, New York City Police Department, student, John Jay College of Criminal Justice, as undergraduate work in a seminar on police problems at John Jay College of Criminal Justice, The City University of New York. The research and preparation of this article were supervised by Professor Herbert C. Fries, Jr., Division of Law and Police Science, John Jay College.

provision must be made for making employees aware of organizational policy and procedure.

A manual is one means of communicating this information. Most manuals consist of an integrated system of long-term instructions, classified and coded, indexed, and otherwise prepared to maximize their reference value. Organizations which choose to use manuals as the primary means for establishing uniform policy do so because handbooks offer an effective means for organizing the human assets of the group under an authoritative, consistent policy structure that will persist through personnel changes. However, manuals should not restrict flexibility in the accomplishment of the organization's goals.

a manual more than an indefinite purpose.

An organization can realize important benefits by constructing an effective manual for it:

- (1) Provides an authoritative on-the-job reference guide for both supervisors and subordinates.
- (2) Defines areas of responsibility.
- (3) Aids in the coordination of activities.
- (4) Helps eliminate duplication of effort.
- (5) Forces management to state clearly decisions on policy and procedure.
- (6) May stimulate employees to think of ways to improve policy and procedure.

Basic to most manual construction is an initial breakdown of the subject matter into sections, chapters, and paragraphs. This type of division is then suitably coded. Practical suggestions of systems analysts include a

police duties. They also include functions of a support nature, such as communications and records, training, uniforms, and administrative procedures regarding sickness, injuries, vacation, working conditions, and supervisory structure. A comprehensive index is essential, and individual chapter indexes are suggested. Also, an effective means of updating material must be devised.

Delegation of Responsibility

Police departments are concerned with the purposes and functions of manuals in a decentralized organization. Such an organization has authority and responsibility widely delegated from headquarters to the operational divisions. The success of the organization is dependent upon the exercise of sufficient control by the police chief and his staff in order to prevent delegation from becoming abdication of authority; however, the manual of a police agency should allow for delegation of responsibility to field supervisors by showing the necessary operational discretion. The manual should be a compendium of established policy statements regarding all activities, with procedural details indicated where uniformity is essential. Yet, it should allow sufficient latitude for operating units to develop and maintain their own procedures, and even manuals in which they integrate data from headquarters and tailor instructions to their personnel to meet their local objectives and conditions. Certainly, field supervisors must be given authority commensurate with their responsibility.

Scope and Applicability

Prior to the actual designing and writing of the manual, the police executive must determine its projected scope and applicability. He may choose to design two manuals, one for

"An organization must determine the specific purpose of its manual and then design it specifically to accomplish this purpose. . . . Simple, direct vocabulary and brief sentences should be used."

There are many types of manuals available for use as references by an organization preparing one to satisfy its own objectives. However, authors of manuals who have used numerous references for ideas sometimes attempt to make their own manuals so all-inclusive in content that they become useless hodge-podges of information. An organization must determine the specific purpose of its manual and then design it specifically to accomplish this purpose. Manuals may be designed with secondary aims, but they must accomplish their primary purpose to be worthwhile. The organization must select a clearly defined purpose sufficiently limited in scope so that an effective manual can be designed. This is essential because nothing destroys the effectiveness of

manual format consisting of a loose-leaf binder of standard 8½- by 11-inch size with tab dividers separating chapters. The use of visual aids, photographs, and illustrations is recommended to clarify difficult material. Simple, direct vocabulary and brief sentences should be used. Manual design usually incorporates a preface or introduction, an organizational chart with some interpretation of the basic organizational structure, a summarized description of the positions of employees concerned, and policies regarding fundamental subjects. These subjects include methods of patrol, arrest procedures, processing of prisoners, handling of evidence, crowd control tactics, accident and criminal investigations, traffic control and summons procedures, and other primary

policy and one for procedures. Such a system has the advantage of leaving top administrators free to make important policy decisions without becoming involved in the fine details of operation. It also provides personnel with guidelines for action, but still permits them to exercise their own judgment. Since the procedural manual allows the field supervisor full discretion in adapting practices to meet local needs, uniformity is sacrificed for flexibility.

Types of Manuals

A procedural manual totally devoid of policy statements describes the duties of employees and sets forth detailed guides for action. These guides for action help insure uniformity and continuity of action and pinpoint responsibility. Conversely, the wholly procedural manual can become too detailed and hence too bulky for practical field use. It also may limit field discretion.

The writer must decide beforehand whether his manual is to be strictly a policy manual, exclusively a procedural manual, a combination policy-procedural manual, or a separate systems manual. If this decision is not made, the final product may be a mass of confusion. Thus, the first decision of the manual designer-writer relates to the scope and application of his work.

Next he must consider the criteria for the construction of the manual.

Communicative Tool

The consensus of the authors of materials included in the list of suggested additional readings at the end of this article is that a manual is basically a communicative tool of management. All recognize the necessity of keeping the operating levels informed of the policy and procedural decisions of management. Conse-

quently, a manual should be structured to emphasize those points from which the greatest results can be obtained.

There are many types of manuals used in business, industry, and government. However, examination reveals that the all-purpose manual is the kind most frequently used in the police field. This type attempts to accomplish all of the department's objectives in one huge volume and is generally regarded as the least successful of the various types. Thus the answer to the inquiry, "Should an all-purpose manual be used?" is an emphatic, "NO."

To be an effective tool of communication, a manual must be regularly used as a reference guide for action. By including procedures requiring frequent reference in the same work with much less frequently sought information, the author reduces the usability of his manual and in effect discourages his readers from using it.

To the question, "Should a law enforcement agency prepare separate policy and procedural manuals?" again, the response is a resounding negative. Official policy should per-

ence to use as a guide to action. If he had been exposed to the basic reasoning for the procedure, he would be able to function independently and could still reasonably be expected to fulfill the aims of the department even without specific procedural details. Then, too, in a case where recommended procedures do not fit the actual situation, a knowledge of policy is essential for the individual to adapt to the situation and take action consistent with established policy.

Guide to Action

All too frequently, a police manual is used as the basis for disciplinary charges against an officer. In effect, any deviation from the recommended procedures can conceivably result in charges against an officer performing his duties. To achieve its primary purpose, a manual should be a guide to action expounding what is currently considered the best means of accomplishing required tasks. The manual should never be used to stifle initiative.

Conversely, certain prohibitions must be presented to employees in

"To be an effective tool of communication, a manual must be regularly used as a reference guide for action."

meate each and every manual used by a police department. Often manuals omit policy decisions which create the need for procedures and merely include the procedures themselves. The major weakness in such a situation is evident when an individual forgets a procedure and has no manual readily available to him. Since he has not been exposed to the reasoning behind the procedure, he has no frame of refer-

such a way that they fully understand that such behavior will result in disciplinary action. Such matters as ethics, personal conduct, appearance, outside employment, and other regulated activities must be the subject of policy decisions by management and set down in clear, unequivocal terms.

To accomplish the goal of communicating required behavior without stifling initiative, the preparation of

a separate section of the manual devoted exclusively to prohibited behavior is recommended. The foreword to the manual should also contain a passage similar to the following: "The procedures set forth in this manual should be recognized as the best possible way presently available to us in accomplishing departmental goals. These procedures are subject to continual re-evaluation, and, in this respect, your recommendations and sug-

the officer is most concerned.

Having considered some of the major decisions to be made prior to designing police manuals, the following recommendations should be considered for their actual design:

- (1) A minimum of two manuals should be used.
 - (a) The first should be an operational manual including policy and procedure, but limited to primary police operations which the officer must know to perform his duties.

"The manual should be a compendium of established policy statements regarding all activities, with procedural details indicated where uniformity is essential."

gestions are invited. Each procedure is prefaced with the underlying department policy. While the recommended procedure may not always be applicable in a situation with which you are confronted, your actions should always be guided by appropriate policy. Any member of this department preferring disciplinary charges based upon a procedural violation of this manual, with the exception of those acts identified as prohibited behavior, must be prepared to show that the violation was of such nature and degree that the disregard of fundamental stated policy was indeed a gross deviation from the standard of conduct that could reasonably be expected to follow from such policy."

Distribution of the manual should be on a need-to-know basis. This not only limits the amount of material each officer must collect and maintain, but also encourages him to use the manual because those procedures with which he has no concern have been eliminated. This enables the officer to use the manual more effectively and gives pertinence to matters with which

- (b) The second should be a general administrative manual, including policy and procedure; however, it should contain other information which the officer should have, but knowledge of which is not required for the proper performance of routine duties.
- (2) The operational manual should be of a size that can be stored easily in a patrol car or in the locker of a foot patrolman. A pocket-size manual, however, is impractical in view of the amount of material that should be included. Supplemental aids issued by field supervisors are also advisable.
- (3) Material in both manuals should be arranged on a functional basis with logically divided chapters. A given chapter should only be distributed to those having a need for the information it contains.
- (4) Supervisory personnel should be given all chapters concerning the duties of the individuals they supervise as well as chapters specifically related to the performance of their supervisory duties.
- (5) Manuals should be printed on loose-leaf paper and placed in loose-leaf binders. This facilitates replacing revised or amended pages as the need arises.

Examples of chapters which should be included in the operational manual are:

Title	Distribute to—
Patrol Procedures-----	Members assigned to patrol.
Detective Duties-----	Members assigned to detective duties.
Public Morals Duties---	Members assigned to public morals duties.
Arrest Procedures-----	All except civilian employees.
Court Procedures-----	
Summons Procedures---	
State Penal Law-----	
Emergency Duties-----	All employees.
Supervisory Duties----	Supervisory personnel.

Examples of the chapters to be included in the general administrative manual are:

Title	Distribute to—
An Organizational Table -----	All employees.
Department Description -----	
Prescribed Behavior--	
Employee Information -----	
Clerical Procedures---	Concerned clerical offices.
Civilian Employees Information -----	Civilian employees.

We would be glad to hear about your experience with any of the suggestions offered here.

Additional readings on this topic may be found in the following:

- Ahern, E., How to Prepare and Maintain a Supervisory Policy Manual. New York, N.Y.: American Management Association, 1947.
- Dale, E., Planning and Developing Organizational Structure. New York, N.Y.: American Management Association, 1952.
- Dartnell Office Manager's Handbook. Chicago, Ill.: Dartnell Publishers, 1964.
- Germann, A. C., Police Personnel Management. Springfield, Ill.: Charles C. Thomas, 1958.
- Hall, G., Management Guide. San Francisco, Calif.: Standard Oil Co., 1948.
- Lozzaro, V. (Editor), Systems and Procedures. Englewood Cliffs, N.J.: Prentice-Hall, 1964.
- Masini, H. J., "An Analysis of the Rules and Procedures of the New York City Police Department," unpublished master's thesis, Bernard M. Baruch School of Business and Public Administration, 1964.
- Metropolitan Life Insurance Co. Manuals for Executives and Supervisors. New York, N.Y.: Various.
- Neuschel, R., Streamlining Business Procedures. New York, N.Y.: McGraw-Hill, 1950.
- Pfiffner, J., Manual for Administrative Analysis. Dubuque, Iowa: W. C. Brown Co., 1951.
- Trambukis, L. P., "A Police Regulations Manual—Its Preparation and Purpose," FBI Law Enforcement Bulletin, vol. 35, No. 12, pp. 2-6 (Dec. 1966), Federal Bureau of Investigation.

A Portable Firearms Range

Frequently, small law enforcement agencies have difficulty in finding suitable land to construct ranges for firearms training. And just as often, the funds to build a permanent range are not available even if a site is obtained.

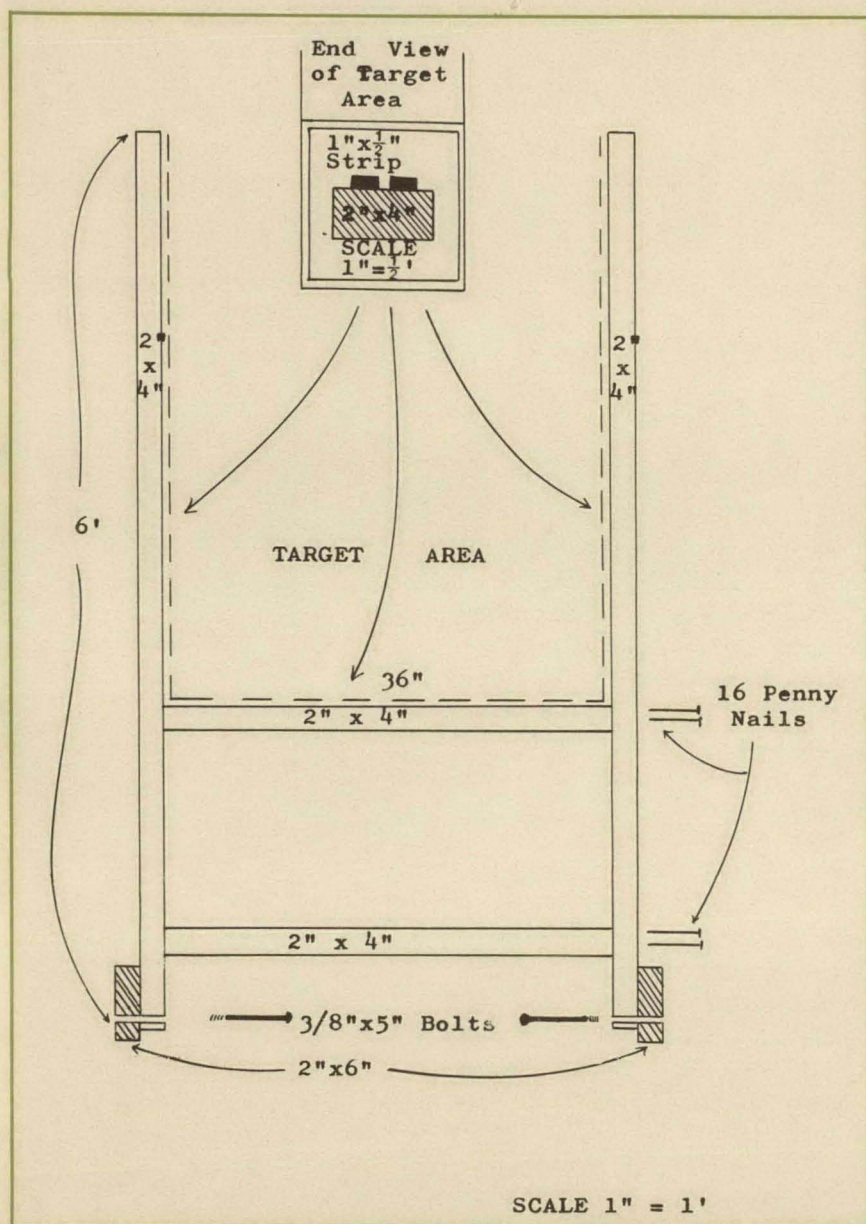
The Charles County Sheriff's Office, La Plata, Md., faced a similar problem recently. Sheriff Francis C. Garner found an ideal tract of land for the training of his 24-man department. However, he discovered there were two drawbacks. One was that the acreage was used annually for an air show, and the other was that it was a year-round cow pasture. Consequently, permanent range facilities could not be constructed on the site.

Sheriff Garner assigned Deputy Weldon L. Wood to find a solution to the problem so that firearms training could be conducted on the location. After considering the matter, Deputy Wood reasoned that a portable range would meet the department's needs. A portable range could be set up, and following each period of training, it could be taken down and stored. At all other times the range area would be ready for normal use.

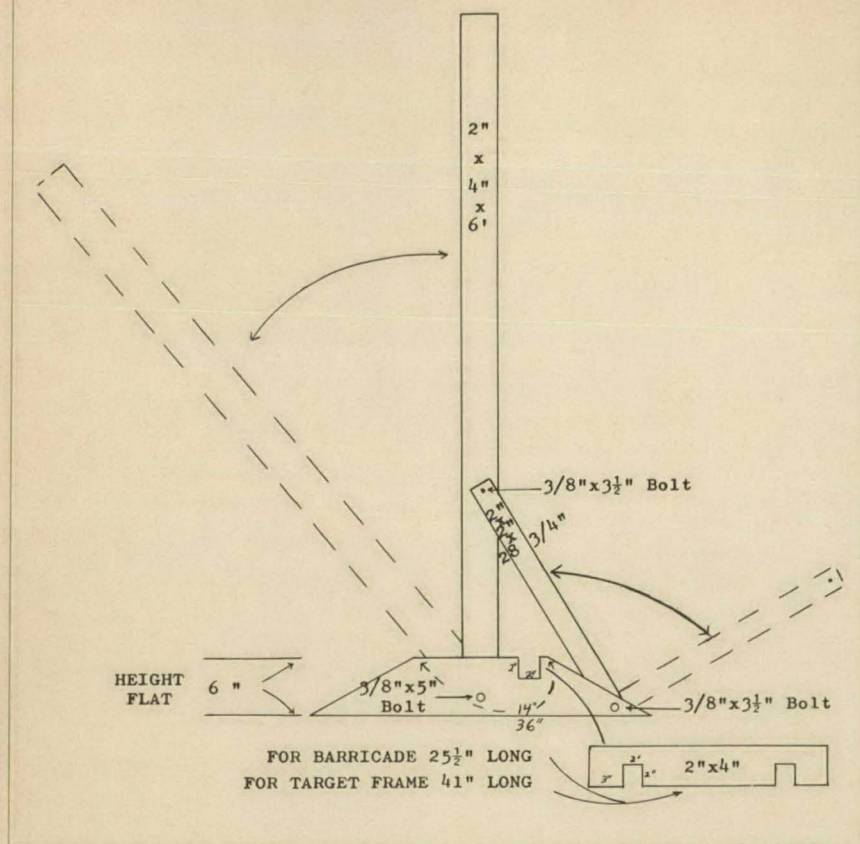
Ideas Sought

In seeking ways to make portable targets and barricades, Deputy Wood checked with a number of groups and associations experienced in firearms training and range construction. Using some of the ideas received and some of his own, he designed and constructed a portable range.

The barricades are approximately 6 feet tall and 16 inches wide. The up-



SIDE VIEW TARGET FRAME AND BARRICADE



body of water, or any other place that will afford an adequate and safe impact area. The practical value of this range is that it can be made as large or as small as needed to accommodate a department that cannot afford to buy or lease the land and the material necessary to construct a permanent range.

The Charles County Sheriff's Office has been very successful with this project, and the range has been used extensively in training regular officers as well as new recruits.

For additional information on this portable range, write: Mr. Francis C. Garner, Sheriff of Charles County, La Plata, Md. 20646.

rights are two-by-fours covered with 1/4-inch plywood. The two bases—36 inches long—are cut from two-by-sixes. A two-by-two brace is bolted to one upright and one base.

Both two-by-four uprights are bolted to the two-by-six bases. A piece of two-by-four is cut and notched to fit in the two-by-six bases just behind the two-by-four uprights. This gives added stability to the barricades.

Target Frames

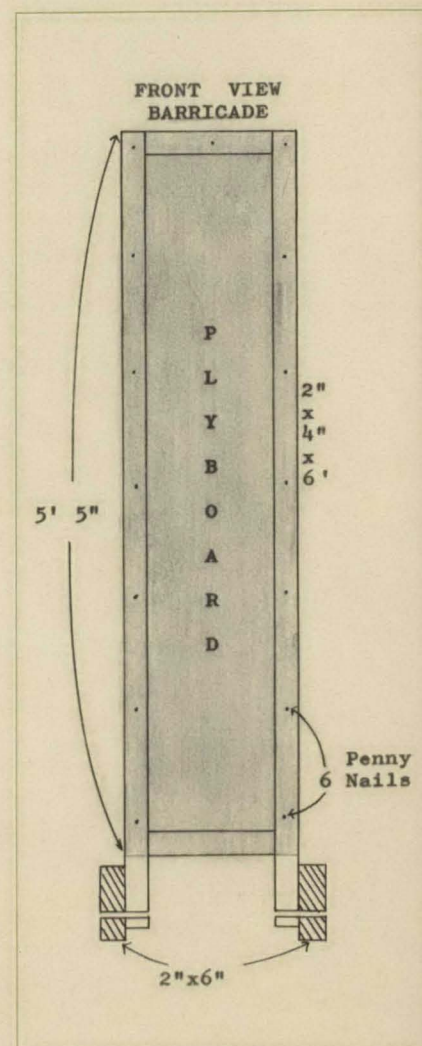
The target frames are made from the same material, with two-by-four for the uprights and two-by-six for the bases. The target area measures 36 by 46 inches to accommodate the silhouette target. The target frame is braced the same as the barricade with a two-by-two brace and a notched

two-by-four in the back of the uprights. The inside of the target area is stripped with 1- by 1/2-inch furrowing strips, 1/4 inch apart, to hold the cardboard target backing. The pieces of cardboard can be obtained from packing crates and cut to size.

Storage

By removing the bolt from the two-by-two brace and the two-by-four upright, and by removing the notched two-by-four from the two-by-six bases, the target frames and the barricades can be folded and stacked for easy storage or transportation. When folded, each occupies a space of 7 feet by 46 inches by 6 inches. They can be quickly assembled and disassembled.

This type of range can be set up in a gravel pit, an open field, near a large



PROBLEMS OF THE CITIES

(Continued from page 8)

numbers of citizens, representing the diversity of the citizens, in the study, formulation, and the reach for consensus on a State's goals.

This is the approach we took in Dallas when we instituted more than 2 years ago a goals program to ask, not tell, the people what kind of a city they wanted ours to be. Thus far, we have involved in constructing Goals for Dallas about 50,000 citizens from every part of the city and of all races, religions, occupations, and political persuasions.

A goals program, like this, gets people engaged in problems of their cities, lending perspective to how things are and how they could be. In correlating and communicating the people's wishes, it causes both public and private organizations charged with specific functions in the city to be more responsive and the people to be more ready to support worthwhile undertakings.

City Government

The fact is that one would expect the techniques of science, engineering, scientific management, so commonly understood, would have been rapidly and effectively transferred to the management of at least our larger urban communities. Quite the reverse is the case. Ponderous governments move slowly and in exceedingly antiquated ways their wonders to perform. By and large, in our cities the management philosophies and practices, the organizational structures, the tools, the systems of communicating with the people they are designed to serve, the self-renewing mechanisms, are absent, inadequate, or entrenched relics of a past long since gone.

The willingness in cities to accept new tools, if not often to force the design of better ones, is totally over-

shadowed by their ignoring what industry has long known and practiced: To get a better job done, get better men; give them better tools; provide them with opportunities; inspire them to new orders of improvement, fulfillment, self-renewal.

Thrice in a single day I have heard it said by distinguished people at high levels that New York's problems are "hopeless." "New York is unmanageable." "It's too late to do anything." I don't believe any of these statements. It is true that the troubles are deeply rooted, complex, difficult, unsolvable unless all levels of citizenry, including its best engineers and managers, are involved. With commitment and involvement, the problems can be made to yield to the basic principles we have long and beneficially used in management and engineering.

In what has been said thus far, I have generalized a good deal and described a few of the recent Dallas efforts which seem to contain elements possibly transferable and worth trying elsewhere. My principal points were these:

1. Goal-setting at all levels of government, if properly done, can make a genuine contribution to clarification of problems and better, faster, more meaningful solutions. When the process begins at the grassroots level, the goals are an expression of the aims of the people themselves. Growing upward, they thus enjoy built-in substantial support. The side effects of such a program—pulling people together instead of apart; better informed, more understanding electorate; greater citizen involvement—these and others match or exceed in value the establishment of the goals themselves.
2. A return to the principle of the New England town meeting, varied to make it a neighborhood affair, with all top-level city officials in face-to-face discussion on the home grounds of the people who have the problems, yields a two-way direct information circuit, greatly enhanced depth and scope of mutual understanding, and highly desirable

total engagement of citizens and officials in joint problem-solving endeavors.

3. Most city governments desperately need the scientific management concepts applied to their operations. Particularly, our local governments need to be more strongly "people oriented," looking either inward or outward. Essential are the use of incentive-oriented, modern recruitment methods to make it easier to employ and keep better men; provision for the continuous updating of their education, on and off the job; the promotion of careers in local government as adventures in building the future, for that is what they can and should be. Add research, large doses of innovation, and feed the patient sufficient tax income to keep him alive and progressing, not just growing. Apply appropriate measurements of performance to people, processes, equipment, and facilities. Establish the kind of cost responsibilities commonly used in industry. Across the board, get in the posture to simplify, do it better, faster, for less.

Combined Forces

It can't be done? Right, if we believe that, but if we apply the combined forces of our best trained professional minds, our great and powerful educational, social, business, and industrial institutions, together with the power of an aroused, unified society to our urban problems, there are none which won't yield.

May I remind you? For more than 19 centuries, all but a few believed that man could never fly. For another half century, all but a few believed we were earthbound. Now who will put a limit on these ventures?

"One Best Way"

When man can split an atom, shall we say he cannot design or redesign a city; that he cannot devise the management patterns to control urban affairs effectively; or that he cannot find ways within a city's confines to live with other men in tolerant accord? There is but one answer. Surely together we can search out the

(Continued on page 23)



Checking copy from the radioteleprinter in a Miami police cruiser are (from left): Ben Demby, Director, City of Miami Communications Department; James E. Barr, Chief, Safety and Special Services Bureau, Federal Communications Commission; and Miami police officer S. R. Streiner.

Mobile Radioteleprinter

The Miami Police Department is currently experimenting with a new device to aid in fighting crime. Undergoing extensive testing is a mobile radioteleprinter—a vehicle-mounted message printer that is activated by coded audio tones over a standard two-way radio transmitter.

James E. Barr, Chief of the Federal Communications Commission's Safety and Special Services Bureau, after observing the equipment in operation, stated, "Mobile radioteleprinters have great potential as a supplement to the many two-way mobile radio communication systems now in use. The Nation's police departments are principal users of these systems, and therefore,

perhaps, stand to benefit most. The FCC presently is considering how best to provide for the licensing of the special apparatus needed to transmit the necessary information on the air in operating the radioteleprinters," Barr explained.

Miami police officials believe the advantage of having the special receiver-printers in police units will be evident in the reduction of "on air" time needed for long, involved description transmissions and in the elimination of errors in copying or repeating information for officers who happen to be out of their units at the time of original transmission.

Advantages of the instrument noted by officials include unattended operation, better use of available frequencies, interconnection with interstate computer systems, greater security, and the possible acceptability of radioteleprinter copy for warrants, which would allow an officer to stay on the scene while obtaining the document.

Being unaffected by static and other modulation interference, the unit, Miami police explain, also extends the normal range of voice communications and permits two-way communication in noisy surroundings when audible signals sometime become unintelligible.

New Highway Standards Issued

In the latter part of 1968, the Department of Transportation issued three new highway safety standards dealing with police traffic services, pedestrian safety, and debris hazards.

The standards, developed by the National Highway Safety Bureau, represent goals the States are expected to reach in future years. These standards were issued as an aid in carrying out the provisions of the Highway Safety Act.

State and local officials, private and professional organizations, and the Safety Advisory Committee of the Transportation Department all participated in the standard-making process.

The major points in the new standards are:

Police Traffic Services—State programs shall include uniform training procedures, periodic in-service training, the assignment of police personnel on the basis of traffic volume, accident experience, etc., procedures for investigating accidents that consider "human, vehicular, and highway causative factors," the systematic reporting of hazardous highway defects and conditions, and a series of jurisdictional agreements.

Pedestrian Safety—States and their political subdivisions shall develop and implement programs that inventory pedestrian accidents as to time, location, age of victim, color of clothing, and blood-alcohol content; procedures and equipment to reduce vehicle-pedestrian "conflicts" including control devices, land-use planning, pedestrian bridges, and better lighting; and a program to educate drivers about the pedestrian problem and pedestrians about safe behavior.

Debris Hazard Control and Clean-up—Each State shall provide for the rapid and orderly removal of wreckage and debris from the highway, for rescue and salvage efforts, and for necessary communications and control of approaching vehicles.

PROBLEMS OF THE CITIES

(Continued from page 21)

"One Best Way." Since 1776 that has been the American Way. From time to time since that well-remembered year, this Nation has taken serious risks to make great gains. That principle can serve us still—in the Nation, the States, and the cities. Not to act upon the knowledge, the resources, the mind, and the strength to do, which we have, is to tempt certain failure. To act deliberately and positively is to commit ourselves to success. Let us, therefore, step strongly into the future, prepared and unafraid. This is how I pray history will record we dealt with the avalanche. We are a great people. We can find anew the "One Best Way."

RADIO PROGRAMS

(Continued from page 10)

in our area, together with the Navajo Indian Reservation which contains over 150,000 Indians, many of whom only speak Navajo, but who understand English. The radio programs have enabled us to reach persons concerning the death or injury of a family member when we had no idea where

the other members of the family could be located on the reservation. Admittedly, notification of next of kin over the radio is not the best method of communication, but oftentimes it is the only means of contacting them.

Radio has provided the means of reaching thousands of law-abiding citizens daily, more than we could ever hope to accomplish through personal contacts and other public relations methods. It is an effective channel for offsetting the misconceived notions of the policeman as a club-wielding enforcer of the law and re-establishing the picture of a man with a difficult job to do under the most trying conditions.

PROTECTION PAINT

The increasing theft of tools and materials from construction sites in a midwestern city has led to new measures by State law enforcement officials to prevent such crimes. A file of chemical paint markings will be used to aid in the prevention and prosecution of these kinds of thefts. The paint is daubed on all materials and tools left overnight at construction projects. Each of the 125 contractors involved in this program has his own tracing color and number, which are registered with the State.

A special ingredient in the paint fluoresces when an ultraviolet ray is directed at it and, when checked against the file, identifies the contractor from whom the materials were stolen. This program is being partly financed by a private firm, and in addition to supplying ultraviolet ray lamps, the company is providing posters to warn persons at the construction sites that all of the property and equipment is marked with a detecting color.

WANTED BY THE FBI

SCOTT DOUGLAS ELLIOTT, also known as: **Douglas Elliott Scott, Charles Williams, Harry Williams, John R. Wright, "Scotty."**

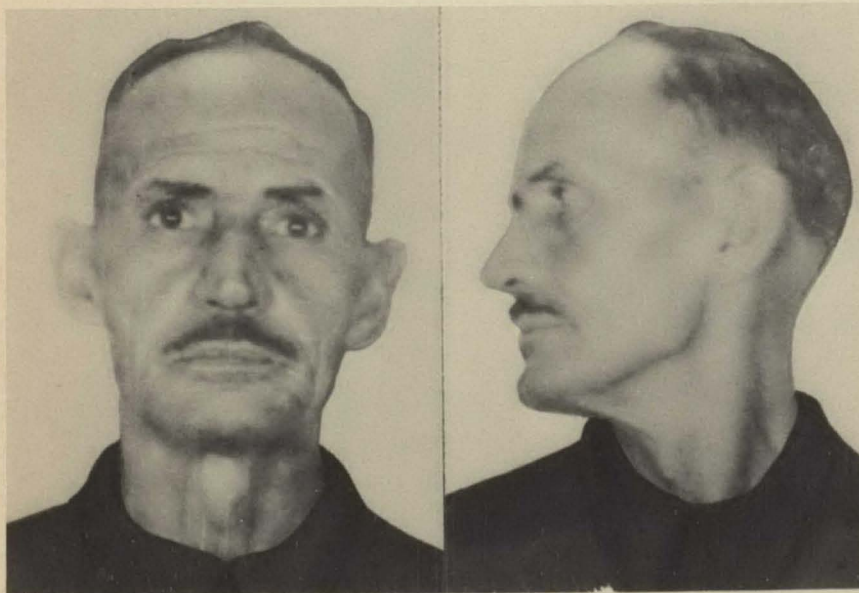
Interstate Flight—Manslaughter

The FBI is presently seeking Scott Douglas Elliott for unlawful interstate flight to avoid confinement after conviction for manslaughter. On May 22, 1965, Elliott was convicted and sentenced to serve 15 years for the slaying of the son of a Greenwood, Miss., police captain in 1961. His appeal to the Mississippi State Supreme Court failed, and on April 11, 1966, Elliott, free on bond, did not appear for his scheduled court hearing. A Federal warrant for his arrest was issued on May 17, 1966, at Oxford, Miss.

Description

Age ----- 57, born June 1, 1911,
Simpson County, Ky.

Height -----	6 feet.
Weight -----	155 pounds.
Build -----	Slender.
Hair -----	Dark brown, greying, receding.
Eyes -----	Brown.
Complexion ----	Medium.
Race -----	White.
Nationality ----	American.
Scars and marks.	Two scars right temple, scar upper right side of back, operation scar middle abdomen, scar back of right leg at knee, scars on both knees.
Occupations ----	Construction worker, nightclub operator, oil field worker, service station attendant, ship- yard worker, shoe maker, truckdriver, welder.



SCOTT DOUGLAS ELLIOTT

Remarks -----	Reportedly has prefer- ence for western style clothes; avid camper and fisherman.
FBI No. -----	291,561.
Fingerprint classification --	M 31 W IOM O 32 W OOI 15 Ref: 32 32

Caution

Elliott reportedly carries a gun and should be considered dangerous.

Notify the FBI

Any person having information which might assist in locating this fugitive is requested to notify immediately the Director of the Federal Bureau of Investigation, U.S. Department of Justice, Washington, D.C. 20535, or the Special Agent in Charge of the nearest FBI field office, the telephone number of which appears on the first page of most local directories.

AN UNUSUAL TYPEWRITER

Prison officials in a midwestern city recently revealed that an inmate transferred from a State penitentiary to a training center had a typewriter in his possession. Inspection of the machine showed that the platen, with a diameter of more than 1 inch, was hollow. Inside the roller were two rolls of paper money, a holder containing two steel hypodermic needles, a plastic holder containing one plastic base steel hypodermic needle, and 69 sleeping pills. The platen had a metal end on the right side which was stuffed with cotton to prevent the contraband from rattling.

A discovery of this kind indicates that a typewriter platen is an excellent place to hide narcotics and other items.

FOR CHANGE OF ADDRESS

Complete this form and return to:

DIRECTOR

FEDERAL BUREAU OF INVESTIGATION

WASHINGTON, D.C. 20535

_____	_____	
(Name)	(Title)	

(Address)		
_____	_____	_____
(City)	(State)	(Zip Code)

Don't Let Your Child Become A Shoplifter

In an effort to prevent shoplifting among youth, a retail merchants group in a western city recently distributed a booklet to junior and senior high school students warning them of the inherent dangers of this crime. The booklet stresses the fact that shoplifting is stealing and stealing is a criminal act. It presents eleven suggestions to assist parents in preventing and controlling this violation:

1. Shoplifting can be the beginning of bigger trouble for their children.
2. Children should understand that the shoplifter is a thief, not a prankster.
3. A police record can hurt their children's chances for jobs and education.
4. Knowledge of how much money their children have and the way they spend it is important.
5. What children bring into the house should be closely checked.
6. Knowing when, where, and why their sons and daughters are shopping is crucial.
7. Finding out what their community is doing about the problem and lending any support to civic causes would be most beneficial.
8. Youth should be taught that it is more courageous and virtuous to refuse to "go along with the crowd" than it is to follow blindly for fear of being called "Chicken."
9. Adults should be alert to a daughter who repeatedly shops with an extra-large handbag or shopping bag.
10. Clothes-swapping must be properly supervised.
11. Setting the right example is the responsibility of adults.

FINGERPRINT BOOKLETS

Information about the history, services, and operations of the FBI Identification Division is contained in a booklet, "Fingerprint Identification," which can be obtained free of charge in limited quantities by interested individuals and organizations.

Requests for copies of this item should be submitted to the Director, Federal Bureau of Investigation, Washington, D.C. 20535.

COOPERATION

A law enforcement officer recently graduated from the FBI National Academy and returned to his department in a southern State in time to assist in the investigation of a \$25,000 burglary. He learned that some of the loot had been transported to a distant part of the State and traded in pawn shops.

A telephone call to a fellow NA classmate where the loot was carried brought quick results. Cooperation between the two police officers led to the recovery of thousands of dollars worth of the goods from the pawn shops.

INSURANCE FOR APARTMENT DWELLERS

The resident manager of an apartment in a southeastern city has devised a new security system.

When movers, tradesmen, and other outsiders have a need to borrow keys to the storage rooms, garage, and other facilities, they are required to leave their driver's licenses at the apartment house office. When the keys are returned, the licenses are returned.

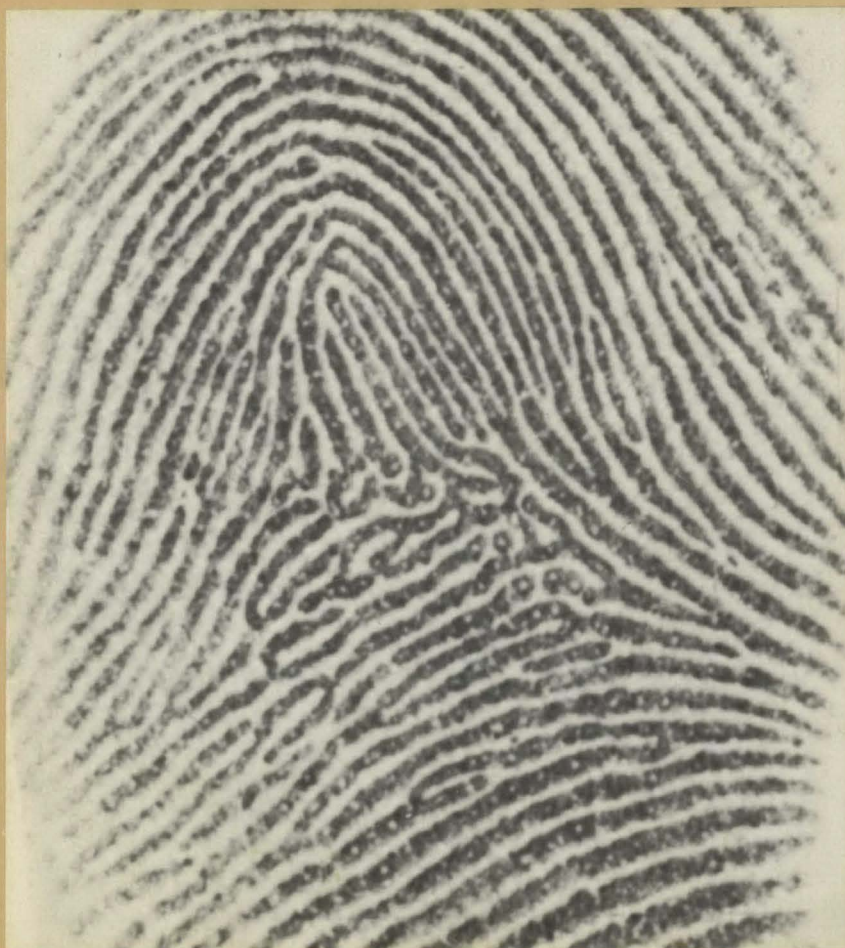
UNITED STATES DEPARTMENT OF JUSTICE
FEDERAL BUREAU OF INVESTIGATION
WASHINGTON, D.C. 20535

OFFICIAL BUSINESS

RETURN AFTER 5 DAYS

POSTAGE AND FEES PAID
FEDERAL BUREAU OF INVESTIGATION

UNUSUAL PATTERN



In the Identification Division of the FBI, this unusual pattern is given the preferred classification of a tented arch and is referenced to a loop with two ridge counts.