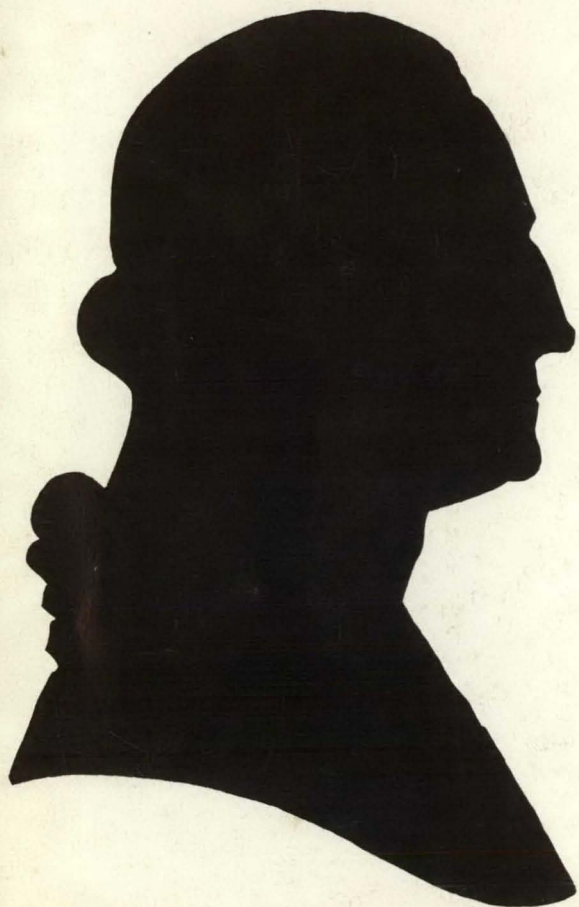


NOVEMBER 1970



# FBI

## LAW ENFORCEMENT BULLETIN



### THANKSGIVING PROCLAMATION

City of New York  
October 3, 1789.

“ . . . and Whereas both Houses of Congress have by their joint Committee requested me ‘to recommend to the People of the United States a day of public thanks-giving and prayer to be observed by acknowledging with grateful hearts the many signal favors of Almighty God, . . . .’ Now therefore I do recommend and assign Thursday the 26th. day of November next to be devoted by the People of these States to the service of that great and glorious Being, who is the beneficent Author of all the good that was, that is, or that will be. . . .”

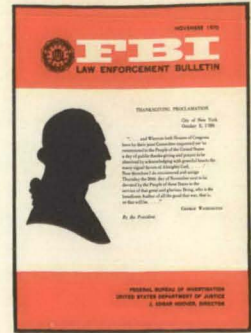
GEORGE WASHINGTON

*By the President*

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

NOVEMBER 1970

VOL. 39, NO. 11



THE COVER—The first Thanksgiving proclamation. See Director Hoover's Message, page 1.

# FBI

LAW ENFORCEMENT BULLETIN

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# MESSAGE FROM THE DIRECTOR . . .

. . . To All Law Enforcement Officials

THE SPIRIT OF THANKSGIVING encompasses many principles and ideals which deserve daily as well as annual tribute. Certainly, Thanksgiving Day is a meaningful and cherished holiday, and it is right that we have set aside a special occasion to count our blessings and good fortune. In so doing, let us be continually grateful that we live in a land where people can still laugh, dream, hope, and speak their minds and worship as they please.

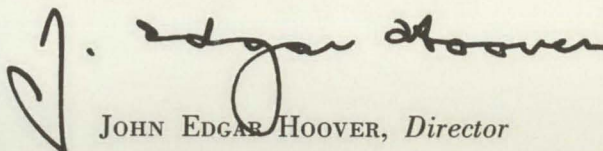
Our Founding Fathers had great vision. They saw for the future of our country a promise of hope, right, justice, freedom, and equality for men and women who braved the dangers to enjoy these blessings from God. And all but the most cynical would have to admit that our Nation has made extraordinary progress in striving for these goals. No other country has ever done more to promote the spiritual and material needs of its citizens.

A noted American author and editor once stated, "There never was a land that better deserved the love of her people than America, for there never was a mother-country kinder to her children. She has given to them all that she could give. . . . Millions upon millions of men have lived here with more comfort, with less fear, than any such numbers elsewhere in any age have lived. Countless multitudes, whose forefathers from the beginning of human life on earth

have spent weary lives in unrewarded toil, in anxiety, in helplessness, in ignorance, have risen here, in the course of even a single generation, to the full and secure enjoyment of the fruits of their labor, to confident hope, to intelligent possession of their own faculties. Is not the land to be dearly loved in which this is possible, in which this has been achieved?" Truly, this American was imbued with the spirit of Thanksgiving.

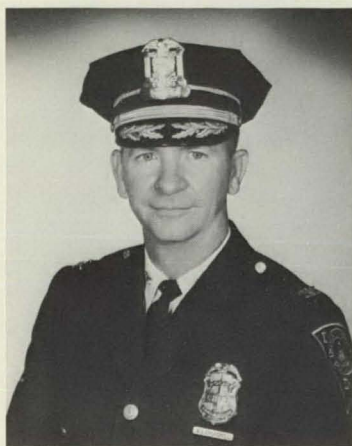
Our Nation does possess a heritage which is unique in the history of man. But today this heritage with its religious ideals and moral principles means practically nothing to many Americans. They do not seem to recognize nor appreciate the rewards of self-government. To them, duty, individual responsibility, enterprise, self-respect, and obedience of the law are tenets of oppression. They demand and expect "the good life," but without personal sacrifice or effort. The true meaning of Thanksgiving, as experienced in the humble and devout tribute by the early settlers, is lost on them.

Let us earnestly join in the observance of Thanksgiving. But let the spirit of Thanksgiving not be a scheduled sentiment which we turn on once a year. Rather, let it be an abiding testimony, a recognizable symbol of our daily faith—our faith in ourselves, our faith in our country, and our faith in God.



JOHN EDGAR HOOVER, *Director*





By  
**WINSTON L. CHURCHILL**  
Chief of Police,  
Indianapolis, Ind.

## Twenty-Four Hour Patrol Power

Parking the patrol car in front of the grocery store while doing the family food shopping deters robbers and thieves.

**T**he crime rate has become one of the major issues of the 1970's. Indianapolis, seeking a way out of the seemingly bottomless pit of spiraling crime, has pioneered a new plan using an old tool—the patrol car. Since traditional police practices seemed to have little effect on the crime rate, the Indianapolis Police Department took a long look at old methods and decided to try to increase the protection that one man and one car can give to the public.

In 1969 the Indianapolis City Council, at the urging of the Police Department, passed an ordinance appropriating \$650,000 to be financed by a bond issue, for the purchase of 347 new 1969 vehicles. We purchased stand-





ard four-door sedans with police package and automatic transmissions. By the time the police accessories were added, the cars cost approximately \$2,600 per unit. Not included is the cost of the radios which are leased (\$144 per year) and insurance (\$125 per year).

In September 1969, 455 marked patrol cars were issued to uniformed patrolmen, sergeants, and lieutenants. Since there were not enough new cars to issue one to each man, we decided to issue them to the patrolmen on regularly assigned beats. Superior officers were issued 1968 cars. The department felt that the patrolmen, who are the backbone of any police department, should have firstline equipment.

Rules were published pertaining to off-duty use of the cars. Basically officers are urged to use the cars as they would their own private vehicles. Prudence, good taste, and commonsense are stressed. Radio contact is to be maintained at all times and officers are expected to respond to serious nearby calls. Emergency runs are forbidden while nonpolice passengers are in the car.

### ***Vehicle Maintenance***

Periodic maintenance is performed at the municipal garage, and regular maintenance schedules are set up on the officer's off-duty time. Routine car care such as washing is the responsibility of the individual officer. Monthly inspections are held by shift commanders to check car condition and equipment. Past departmental policy called for the replacement of vehicles every 2 years. We hope that the increased care by the individual officer will lengthen the car life by one-third.

Department research has shown that the practice of off-duty service has saved thousands of man-hours. Formerly cars were serviced and

Each officer takes pride in keeping his assigned vehicle clean.



washed during duty hours.

Before the cars were issued to the patrol officers, men coming on duty reported to central headquarters, received instructions from the shift commander, picked up the cars left by the previous shift, and drove to their beats. This procedure took from 20 to 30 minutes. At the end of each tour of duty, the men would leave their beats, come downtown, gas their cars, and park them at headquarters. This practice would sometimes begin as much as 30 minutes before shift change. The time loss meant that the city was virtually unprotected for 1 hour each shift change or a total of 3 hours each day.

The present system allows the department to schedule the rollcalls at locations in the various districts. Sector lieutenants arrive at headquarters prior to shift change to pick up the orders of the day. They meet their men at predetermined sites,

such as schoolyards, parks, or other areas where a large number of patrol cars might intimidate potential lawbreakers.

### ***Double Coverage***

Oncoming shifts meet the lieutenants, receive orders, and are on their respective beats within minutes of shift change. During rollcall the car radios are left on and the men are subject to call. One important side effect of the program is that the oncoming and offgoing shifts meet at the rollcall sites and exchange information concerning the beat activities.

Now at a time when previously there was virtually no street coverage, the department can, if necessary, utilize double coverage. On several occasions men have been held over when civil disturbances threatened. This was accomplished by assembling the offgoing shifts at designated areas to





Officers assigned to patrol duty assemble for rollcall at a parking lot within their beat.

be used as a fully equipped mobile force.

How do the men like the program? A good indication of their feeling is that for the first time the uniformed

men are not as eager to get transfers to the detective division. The men feel that the loss of the car plus the expense of buying business suits for work are not worth the regular hours

and weekends off which most detectives enjoy.

The men, with the department's blessing, have added personal touches to their cars. Accident investigation

An officer doing his personal banking provides additional security for the institution by leaving his patrol car in plain view near the building.





men have added specialized first aid equipment; lockboxes have been installed in most cars to neatly store rain gear and flares. For the first time most cars sport a coat of wax. The department feels that these special touches are an indication of high morale, personal pride, and professionalism among the men.

### ***Right Place—Right Time***

When the program was instituted, there was concern in some quarters that incidents which would mar the department image might occur. However, the opposite has been true. On several occasions off-duty men have been at the right place at the right time. One off-duty sergeant was on his way home from a meeting at headquarters when he was flagged down by two women who had heard a tavern owner call for help. He notified headquarters by radio and went to the scene. Another off-duty patrolman driving nearby with his 8-year-old son heard the call over his radio. The patrolman put his son inside a nearby warehouse and told him to stay there until he got back. After aiding the sergeant in the capture of three robbery suspects, the patrolman returned and picked up his son. Other instances of men assisting at the scene of serious accidents, searching for lost children, and rendering emergency first aid to neighborhood residents are commonplace.

### ***Increased Protection***

Economically from the citizen and businessman's viewpoint, the new program is inexpensive compared to the protection rendered. Initial studies indicate an increase of about one-third more driving time for each vehicle for use during an officer's off-duty hours. The public is therefore receiving this extra one-third more protection for only the operating expense of the vehi-

cles. The manpower in this instance is free. Maintenance records now being stored in computers will enable us to readily analyze expenses and flag any vehicle whose maintenance cost becomes excessive.

The Indianapolis Police Department 24-hour-patrol program is too new to evaluate with any conclusiveness. Nor do we know what permanent effect it will have on our crime rate. We believe, however, that the presence of so many police vehicles on the streets will deter lawbreakers. We have experienced a decline in burglaries and vehicle thefts during 1970,

but all other crimes have increased. While crime has been increasing at a rate of about 10 percent, the arrests for major offenses in Indianapolis have increased by 43 percent in 1970. We believe the 24-hour-car system has contributed to this arrest increase.

Crime control was the primary purpose in setting up the 24-hour-car system. However, a very welcome and dramatic effect has been made in the traffic area. Our traffic arrests have not increased, yet our traffic fatalities are 39 percent below last year and pedestrian accidents are down 34 per-

*(Continued on page 25)*



Home garaging of police vehicles provides extra care.



*"Of what value is your right to the pursuit of happiness if you must walk the streets in fear by day and not at all by night, lest your own unassisted strength be inadequate to repel those who attack you? Our rights and our liberties are made real by the flesh and blood of the policeman on the beat."*

## What Is a Policeman?\*



Over a period of many years in law enforcement, I often have met a man whom I have come to know quite well, and whom you should know better. He is not entirely unknown to you. To a degree, he is omnipresent in our society. You see him on the street by day and you hear the wail of his siren in the small hours of the night. You know that he is there, and sometimes you breathe a little easier because he is there. You have seen him and you have heard him, but you have not bothered to make his acquaintance. As the Texas cowboy said when asked if he had met a certain man, "Well, we've howdied but we ain't shook."

I propose to introduce this man to you as I have known him for more than a quarter of a century. There is a purpose in my introduction. I suggest that, in this era in which for more than two decades the volume of crime has risen year after year, moving up much faster than the rate of growth in population, when the danger of criminal attack in our homes and on our streets has become a subject of national concern, those of us who depend upon the policeman

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\*From a speech given by Inspector Dwight J. Dalbey, FBI, to general audiences during recent years.



for protection should seek a better understanding of this man and his function in our society. If the people of this Nation are now choosing up sides for and against the policeman, as sometimes appears to be the case, perhaps each of you should choose also. But first you must know the man.

### ***The Man in Blue***

A policeman is the flesh and blood of the law. Without him the law would have form but no substance. The cold print of the constitutions and the statutes traces an outline of protection for life, liberty, and the pursuit of happiness, but these fundamental rights are dry and lifeless so long as they exist on paper only. Without flesh and blood they have no vitality. Of what value is your right to life, in theory, if those who would deprive you of it in fact are not somewhat restrained by fear of the man in blue—fear of his courage, his integrity, and his persistence in tracking a murderer down and returning him to the Bar of Justice? Of what value is your right to liberty if the law has no muscle to react against the tyrannical demands of the robber and the rapist? Of what value is your right to the pursuit of happiness if you must walk the streets in fear by day and not at all by night, lest your own unassisted strength be inadequate to repel those who attack you? Our rights and our liberties are made real by the flesh and blood of the policeman on the beat.

### ***Liberty Under Law***

A policeman is the strong right arm of ordered liberty. He is the tangible strength of a government of liberty under law, of a system which imposes restraints unknown to the law of the tooth and the fang, but which grants in return a new and higher concept of freedom and human dignity. When the

policeman can prevail, disputes among men are settled largely in ink rather than in blood. When the policeman cannot prevail, order becomes chaos and the cry of liberty is lost in the hurricane of social destruction. The proof is written in blood on many a page of history.

A policeman is a wall against the forces of evil. He is a barricade erected by the law-abiding against attack by the lawless. Those who would destroy your rights must first destroy this wall, this barricade of flesh and blood, before they are fully at liberty to victimize their fellow men. This is why the policeman becomes the principal target for the abuse of both the disorganized criminal and the organized mob. The murderer, the robber, and the burglar becomes, in his own words, a "cop-hater" and a "cop-killer"; he boasts of his hatreds and his murderous intentions. The mob, dissatisfied with the law, bent on having its own way outside the law, hurls its clubs and its stones, its fists and its insults, not at the legislative which passed the law, not at the courts which

which others are either unwilling or incapable. He knows it when the order comes from the office of the mayor or the chief that on this holiday or that, when you and I have gone to the game, the picnic, or the parade, all police officers will report for duty as a matter of public protection. He knows it when some vicious crime strikes the community and both his days and his nights become working hours to comply with the public demand that the crime be solved and the offender brought to justice.

### ***Public Servant***

A policeman is a friend in need. His telephone number has a special place in the directory, and many of us post it at some convenient spot, for instant use. He is the one to whom we instinctively turn when all else fails. We expect him to know what to do, and he often does. He guides the tourist, finds the missing child, locates the doctor, and races the expectant mother to the hospital. He is our most versatile public servant.

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*"A policeman is a man of whom we demand the ultimate in human integrity. . . . he must be not only above sin but above the suspicion of sin."*

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interpret the law, but at the policeman who neither wrote the law nor interpreted it, whose only function is to stand firm for this Nation's principle that if ordered liberty is to survive, the law must be respected so long as it remains on the books.

A policeman is an essential cog in the social mechanism. He knows it when his police radio blares out an urgent call to stop a fight, or save a life, or take some other action of

A policeman is a man. If he were not a man, he would lack the courage to risk his life and limb in pursuit of the speed demon who makes a death trap of the public highway. If he were not a man, he could not face the gunfire which every policeman knows from common experience that he may possibly encounter on any patrol or in any criminal case. If he were not a man, he would not be eternally on duty in the streets, in wind

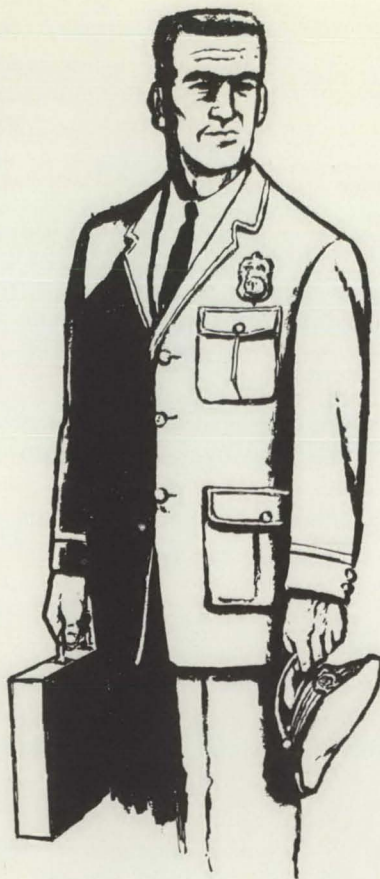


and in rain and in the dead of night when men of lesser resolution seek shelter from the elements. In short, if he is not a man, he is not long a policeman.

A policeman is now a constitutional lawyer in some of the most sensitive areas of the law. Decisions on the Constitution of the United States, handed down by the Supreme Court during recent years, require that the policeman not make an arrest until he has established that probable cause for belief of guilt specified by judicial interpretations of the Fourth Amendment. They require that he not search and seize except in a manner which the courts deem reasonable under the Fourth Amendment. They require that he not interrogate his prisoner for evidence of guilt until he has complied with the stringent restrictions of the Fifth Amendment right against self-incrimination and the Sixth Amendment right to counsel. His principal act in each of these functions—arrest, search, and interrogation—requires that he pass judgment on questions of Federal constitutional law, the identical legal questions which the most capable lawyers may raise as high as the Supreme Court of the United States for ultimate decision.

### ***In Jeopardy***

If the policeman is mistaken in his judgment, often necessarily made under emergency circumstances, the attorney whom the law now guarantees to every defendant charged with a serious offense is almost certain to find the mistake. The accused whose constitutional rights the policeman has violated by unlawful arrest or unreasonable search can haul the officer into Federal court and sue him personally for money damages. The policeman is the only legal functionary of this Nation who is academically untrained in the constitu-



tional law and yet is required to follow that law to the letter, and to his peril, both official and personal, if he fails in any material respect.

A policeman is a man of whom we demand the ultimate in human integrity. Like Caesar's wife, he must be not only above sin but above the suspicion of sin. In a society in which the complimentary lunch often leads to a sale, a contract, or a favor, the policeman must buy his own lest he be compromised in his official duty. In a society in which the hoodlums who dominate organized crime may wear silk suits, drive the finest of automobiles, occupy mansions, and become millionaires, the policeman must cling to his ideals, eke out a living on a modest wage, and tell the children on his beat that "crime does not pay." In a society in which public and private morals frequently are open to legitimate question, a report

that a policeman is "on the take" is always first-rate scandal. In a society in which the policeman often is the target of unprintable obscenity, he is expected to address the rest of us with the utmost gentility. We demand that he be a single standard gentleman in what sometimes appears to be a double standard society.

### ***Commonsense***

Although he would modestly deny it, a policeman is a philosopher. He must have some working knowledge of the rules of reason, and direct an obedience to their mandates when other men fall blind victim to the emotions and the passions of the moment. He must understand the frailties, the inconsistencies, and the absurdities of human conduct, for with these he must deal during all his working hours, yet he must be indulgent and not embittered by such peculiarities. What man, were he not a philosopher at heart, could patrol the roads to protect the safety of his fellow men and then, moments later, with courage and sympathy gather up the broken bones of those who sped recklessly down the highway laughing at how cleverly they evaded "the cops"? What man, were he not a philosopher at heart, could so stoically place his own life in the balance as he moves out to find and arrest once more the confirmed and dangerous criminal whom all the other elements of society, some of whom are most articulate in propounding theories of human behavior, have failed either to control or to reform?

### ***A Man for All Seasons***

A policeman is a man of many other attributes. If he complies with our demands in dealing with criminal violence, he must combine the cour-

*(Continued on page 26)*



# Drug Abuse Councils

By

DR. HEBER H. CLEVELAND

President,  
State Drug Abuse Council,  
Augusta, Maine



*"... we believe community drug abuse councils in Maine have been of great assistance to law enforcement agencies and officials."*

In the early spring of 1968, the local community of South Portland, consisting of approximately 22,000 people, was suddenly awakened to the fact that it had a "drug problem." This fact was difficult for the citizens of the community as well as law enforcement and school officials to accept.

The South Portland Police Department headed by Chief Gordon McGrath moved into action rapidly. Realizing that his men were not up-to-date regarding drugs because they had never encountered the problem before, he contacted me to see if I would present a special training program to his department.

Over a period of the next 4 weeks, one afternoon session per week was devoted to the entire department. This session consisted primarily of identifying various drugs, such as marijuana, LSD, amphetamines, barbiturates, and heroin. It also included a

session on identification of symptoms to enable the officers to recognize individuals high on any particular drug. We also gave a session on the history of drug abuse and why our society has become involved, in an attempt to understand the problem as well as enforce the law.

As a result of this, members of the police department and I along with a representative of the Federal Bureau of Narcotics and Dangerous Drugs presented a series of two programs for adult education in our junior high schools. These programs proved that we were wrong in our impression that the people of South Portland were unconcerned. We had felt that they were completely apathetic and that the response to such a program would be poor. We found out they were not apathetic. We discovered that they were deeply concerned—concerned about their children, concerned about



their future, concerned about their children's future. They attended our program in large numbers.

We did the same thing that almost every other community did at that time—we presented the medical, the psychological, the law enforcement and legal problems, and the social reasons why youngsters become involved in drugs. When we left, we felt that we had done a good job. But unlike many communities, we did not leave it there. We did not come in and give one large overwhelming program and say, "Here, this is where it is, this is what it is all about, now go out and stop drug abuse."

### ***Of Major Concern***

In the weeks following the adult education programs, I received many telephone calls, many pleas to counsel, and many urgent requests to help in the drug-abuse problem and to speak at various organizations including Kiwanis, Rotary, Lions, PTA, and numerous others. I received calls from parents—concerned parents, interested parents, parents who wanted to find out what to do for their child who they suspected might be taking some kind of drugs. The parents were hesitant to go to their clergyman, and hesitant to go to their guidance counselors, or to their school teachers, because they did not want their name to come up or to be involved, but they needed help and wanted this help to be, to some degree, confidential.

Consequently, I came upon an idea which I am sure is not unique, but, nevertheless, it worked.

I felt that if we could develop a group of men and women who are qualified in the medical arts or the fields of social counseling, perhaps they could serve the needs of the community. Therefore, I called some of my physician friends and asked them if they would be interested in serving on a drug abuse council. They were

told it would be necessary to give free guidance and counseling to parents as well as to children, to explain the dangers of drugs, to explain what a habitual drug user could expect, to give professional advice to those seeking help, and to inform citizens how they could become involved in drug abuse control in their communities. All of the physicians contacted agreed to serve on such a council.

I then went to the minister of my church and told him of my hopes for establishing a drug abuse council. I suggested the body should include clergymen as well as doctors. He and the two other ministers of the church agreed to serve. Thus, we had the nucleus of the first drug abuse council in the State of Maine, three ministers and five doctors. The group then met requirements for, and was incorporated and adopted as, The Greater Portland Drug Abuse Council on January 11, 1969.

Our immediate program was simple in approach but was a considerable task—the task of supplying speakers to all the schools and to all the various interested organizations in the greater Portland area; the task of giving advice and counsel to parents who had children involved with drugs; the task of working with the drug user himself who, often gripped by terror, came openly or surreptitiously to the Council for help; and the task of educating some 200,000 people in the greater Portland area to the fact that there was an agency available where they could go for assistance, a place where they could get counseling and guidance.

### ***Need for Experience***

We knew that we did not have all the answers. We knew we would not solve everyone's problem. We knew we probably would not reach the 15-year-old youth who thought that "grass" was the greatest thing around

and could see nothing wrong with it, except that it was illegal. But, we felt it was a start, that we were making headway, and that we were serving a useful purpose.

We proceeded with this type of program for several months with great success. Consequently, I felt we needed to expand and become larger. Our staff was constantly besieged with invitations to go throughout the State to explain our local program and what it was doing. Because of our work, the Maine State Police was able to sharply reduce its educational programs on drug abuse in our area and had expressed the hope that similar councils could be established in other areas.

### ***A State Council***

In April 1969, encouraged by our progress and armed with necessary statistics, I went to Augusta, Maine, and discussed our program with the State Attorney General. He, of course, was aware of our work in Portland and was receptive to a proposal to establish a statewide drug abuse council. On June 11, 1969, the State Drug Abuse Council of the State of Maine was organized and incorporated. It consisted of three doctors, two officials of the Maine State Police, a Justice of the Superior Court of Maine, the Attorney General, and the Superintendent of the State Department of Education.

The Council members agreed that not only would the State Drug Abuse Council act and formulate plans on a State level similar to the work of The Greater Portland Drug Abuse Council but also that it would go one step further and help to form other local drug abuse councils throughout the State. We felt that this was important because local units involve parents and other concerned citizens in efforts to reduce the drug menace and give them a firsthand look at the problem. Therefore, one of our primary goals





The Greater Portland Drug Abuse Council was the first established in the State of Maine. Its members are, standing left to right: Dr. Winton Briggs, Dr. Harris Hinckley, and Rev. Reginald E. Lancaster. Seated, left to right, are: Rev. Helen Zigmund, Dr. Alfred Darby, Rev. Winston E. Clark, and Dr. Cleveland.

was to create local councils under the auspices of the State Council.

As of this time, 18 local councils have been established and are functioning. All are active in presenting educational programs and offering guidance and counseling on drug abuse. We have at least six more councils to be formed. Eventually, we anticipate a statewide network of some 200 to 250 knowledgeable and experienced workers who will be qualified to speak before groups and to counsel any child or any parent. These members will be working within their own local councils but will be under the overall supervision of the State Drug Abuse Council.

What does belonging to drug abuse councils mean to the workers?

It means that they are concerned enough to volunteer their efforts in an attempt to solve a seemingly unsolvable problem. It means they are willing to sit down and listen to the complaints of a so-called "hip" generation and to hear young boys and girls ridicule their parents, and adults in general, for their concern about "acid," "pot," and "speed." It means they are willing to talk to frustrated parents who, up until the time their own child turned to drugs, evidenced no interest or concern about the problem.

Area boundaries of local councils are based on both community size and population. Towns the size of Lewiston or Auburn, with some 30,000 to 35,000 people each, will usually have

their own council. Small rural communities are combined for organizational purposes, sometimes according to school districts. In any event, they all have the same type of programs. The State Drug Abuse Council's program is broad in scope, and its training is rigid. The educational phases consist primarily of five major aspects. They are: (1) the medical aspect of drug abuse, (2) the legal aspects of the laws relating to illegal drugs, (3) problems of enforcement, (4) psychological and social aspects of drug abuse, and (5) the use of the educational materials and the availability and dissemination of the materials.

Generally speaking, these education seminars require from 10 to 16 hours.



They may be scheduled as an all-day affair, or they may be scheduled as 2-day events. After completion of the seminar, some people still feel that they are not fully prepared to assume the duties as outlined. They desire more study and training. In those instances, we arrange a special 3-hour intensive seminar on any one, or more, of the five points previously discussed. This usually gives them the assurance

will be to familiarize hospital staffs, particularly out-patient department employees and interns, as to the programs of treating acute drug reactions. The services of these centers will also be available to physicians for informational purposes and for referrals.

Experience shows that many young people on "bad trips" and experiencing real episodes of paranoia are

continues or worsens, establishing a single telephone number for the entire State which could be used for a central clearinghouse.

### ***Information and Activities***

We know that it is essential that the public be well informed on the dangers of drugs. Thus, we make available to the public, free of charge, all of the up-to-date and valid literature we can obtain regarding drug abuse. The State legislature has been most helpful in this regard. During a special session, it provided appropriations to cover the cost of materials for the State Council's use. Therefore, we have been able to offer to all local councils considerable materials at no cost. This is important as it keeps the cost of establishing and running a local council to a minimum. Throughout the program, we emphasize the use of a minimum amount of funds and a maximum amount of energy and community participation. We also arrange for all local units to have the latest films and slides available to us through the National Institute of Mental Health, as well as those supplied by other sources.

One of the most popular concepts of treating drug abuse in the country today is that of half-way houses or "rap" places. We have found these to be helpful in some instances, and I think perhaps many communities can profit by some of the mistakes that we have made. One thing we discovered, contrary to the belief of some so-called authorities, is that you cannot have a successful half-way house or a successful "rap" center without controls. We have found that so-called half-way houses and "rap" centers that are started on their own without the cooperation and without the controls of the so-called establishment—even though public funds are sought to finance them—have failed

*(Continued on page 29)*

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*"We know that it is essential that the public be well informed on the dangers of drugs. Thus, we make available to the public, free of charge, all of the up-to-date and valid literature we can obtain regarding drug abuse."*

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and confidence they need. Frequently, workers will specify the areas they feel best qualified to serve. Many feel they are not equipped to counsel and advise youngsters or their parents. Some like to appear publicly while others prefer to work with less limelight. Some physicians on the councils volunteer to go into the streets to help young people who are having "bad trips" or need immediate medical care, while other doctors indicate they want to participate in all aspects of the program. When a local council is finally formed, however, we insure that its membership can handle all phases of the program.

### ***Detoxification Training Centers***

The State Drug Abuse Council is presently considering additional programs where help is needed. One of these is the formation of detoxification training centers. One of these training centers will be located in Portland and another either in Augusta or Bangor. A primary purpose of these detoxification programs

reluctant to be treated in hospital facilities. We believe the reasons are that they feel physicians in general do not care and that they think accepting hospitalization would, in effect, be accepting a part of the "establishment," which they are reluctant to do. Our goal is to generate more concern among the physicians and to show drug users that members and employees in the medical profession are understanding and want to help.

### ***24-Hour Answering Service***

Another feature of our program is the 24-hour answering service throughout the State. The local drug abuse council arranges for a telephone in a convenient location, such as a church basement or in an individual's home, and the phone is manned at all hours. Many young people, and parents, who will not personally appear for counseling will telephone for help and information. So far, all of the communities which have active drug councils also have 24-hour answering services. We have considered, if drug abuse



*"Morale is an intangible, a qualitative rather than quantitative factor, thus it is quite difficult to measure. Although morale is difficult to gauge, attempts to appraise it should be made."*

# The Supervisor and Morale

In discussions of supervision, morale is an often-used, seldom-defined term. It is used frequently to describe an organizational environment. Such use indicates either a lack of understanding of the meaning of the word or that the word has, through use, received more than one connotation.

If an organization is running smoothly and is meeting its objectives, if the employees are happy and content, one might say that morale appears to be high. On the other hand, if an organization is beset with various problems, if its employees are complaining about working conditions, if deadlines are being missed regularly, one might conclude that its morale is low.

Morale is mentioned frequently in works about military organizations.

If one examines the history of the U.S. Armed Forces, he finds numerous instances from the time of the Continental Army at Valley Forge to the Marine Corps at Khe Sanh wherein the morale of combat troops was described as high even under the most adverse and trying circumstances. In such situations, it is difficult to imagine that the troops were happy and content or that they were not beset with serious problems. Moreover, the troops could not always accurately assess their success in meeting their objectives. Thus, there appears to be some difference in the meaning of morale for a business concern and a military organization.

The purpose of this report is to define morale as it pertains to the employer-employee situation, to identify

those characteristics which may serve as a barometer to measure morale and to offer some guidelines for the supervisor who wishes to raise the level of morale of his work group.

Webster's Dictionary defines morale as "a moral or mental condition with respect to courage, discipline, confidence, enthusiasm, willingness to endure hardship."<sup>1</sup> This definition seems to fit the military situation very well. However, it does not appear to convey adequately the meaning in the superior-subordinate relationship in a nonmilitary organization.

Morale also may be defined as an atmosphere or environment prevailing in an organization. It involves a group spirit, a feeling of good will among employees working together. It indicates that they are energetically

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**The FBI, upon request from local and State law enforcement agencies, provides training and seminars on numerous subjects. Police administration is one such topic, and this article on morale is an example of the type of material presented.**



and wholeheartedly willing to work together toward a common goal.<sup>2</sup>

Morale is related closely to two other terms which are more easily understood: motivation and cooperation. One should note that the definitions of morale cited previously have not mentioned the happiness of the employee, although social scientists generally agree that the proper frame of mind of an employee is essential if a supervisor is to get the necessary cooperation from him.

### Self-Analysis

The supervisor should bear in mind when considering the problem of morale that he must recognize the needs and desires of his subordinates. He must be aware that they might conflict or at least not readily correspond with the goals and objectives of the organization. Moreover, in many cases, subordinates are unaware of their true goals or objectives as they relate to their employment.

This concept can readily be demonstrated to police officers by asking them two simple questions:

1. Why did you become a policeman?
2. Why do you continue working as a policeman?

Most officers will respond to the first question by saying that they needed a job or money at the time they joined the force. The latter question will present the first opportunity for many to analyze their own motives and needs and to try to determine whether or not their job truly satisfies these motives and needs.

Much of an individual's motivation is not conscious, that is, the individual is not fully aware of his own needs. Wants, on the other hand, are distinguished from motives in that they are the conscious desires of individuals for those things or conditions which they feel will give them satis-

faction and thus make their job more pleasant. Wants have a direct relation to morale and consequently should be of particular concern to the supervisor.<sup>3</sup>

Wants consist of anything that may affect the employee in his job: the physical plant, working hours, salary, fringe benefits, type of assignment, and social relationships.

A supervisor should not assume that the wants and aspirations of his subordinates are the same as his own. Research and surveys conducted indicate that supervisors and employees differ substantially in key factors considered important by the employee in relation to his work. A sample survey showed the following results:

### Employee Wants as Seen by Employees and Their Foremen\*

Key factors	Worker rates	Foreman rates
Full appreciation of work done . . . . .	1	8
Feeling "in" on things . . . . .	2	10
Sympathetic help on personal problems . . . . .	3	9
Job security . . . . .	4	2
Good wages . . . . .	5	1
"Work that keeps you interested" . . . . .	6	5
Promotion and growth in company . . . . .	7	3
Personal loyalty to workers . . . . .	8	6
Good working conditions . . . . .	9	4
Tactful disciplining . . . . .	10	7

\*Saltonstall, Robert, "What Employees Want From Their Work," Harvard Business Review, vol. 31, No. 6 (November-December, 1953), pp. 72-78

This survey is referred to only to point out the differences in the ranking by supervisors and employees. It is not meant to show or even imply that the survey represents universal wants of employees and supervisors in their order of importance.

### Many Factors

Any valid survey will produce different results contingent upon the conditions at the time of the survey. For example, it appears that as wages approach the level that employees desire or feel the organization can pay,

other factors increase in importance. Conversely, if employees feel they are underpaid, wages have a higher priority of interest.<sup>4</sup>

A review of the key job factors reflects that employees see themselves in several roles in connection with their employment. They see themselves as individuals, as members of a work group, as members of an organization, and finally as members of an association or union.<sup>5</sup>

How does this knowledge of an employee's roles affect the supervisor in his concern with the morale of his subordinates? This may be answered best by using an analysis which considers the employee in relation to each of the roles previously cited.

- A. *As an individual.* The employee wants his work to be useful, meaningful, varied, and interesting. He would like to avoid dull, routine, or unimportant jobs.
- B. *As a member of a work group.* The employee knows that he is part of a unit and that teamwork is essential in order to reach the standards maintained by the organization.
- C. *As an employee.* He wants to feel that the organization is performing an important



function, and that it is well regarded by the public.

D. *Associations.* He wants assurance that working conditions will improve and that he will be protected from arbitrary decisions made by supervisors in matters of discipline, promotion, and grievances.

This analysis treated only one job factor—basic satisfaction. Each job factor should be considered in a similar manner by the supervisor, so that he will be better able to understand his subordinates and the reasons for their behavior.

### ***Better Performance***

Morale is an intangible, a qualitative rather than quantitative factor, thus it is quite difficult to measure. Although morale is difficult to gauge, attempts to appraise it should be made. In fact, appraisal of morale should be part of the order of the day. Continuous appraisal might yield information, which, if acted upon, could result in improved morale. Failure to take such action could conceivably have broader consequences of a detrimental nature.<sup>6</sup>

If supervisors are alert to signs of satisfaction and dissatisfaction and continuously strive to develop an environment in which employees feel free to express themselves, the organization should be able to remain abreast of potentially problematical situations. Thus forewarned, they are in a position to take positive action to avert any major issues of contention.

Some problems relating to morale may not fall within the proper sphere of operation of the first-line supervisor and may be dealt with effectively only by higher management or top-command personnel. There may be issues affecting morale which even the chief administrator of a law enforcement agency may not be empowered to handle in behalf of his employees.

The issue of salary increases is illustrative of this.

In some police departments, the personnel may feel they deserve a raise in salaries, but the chief of police may be almost helpless to act. In such cases he might find himself required to seek the approval of the local governing body and may not be able to act in any more positive way in behalf of his employees. He may strongly sympathize with his subordinates but be forced to wait for the governing body to approve a salary increase and to make a supplemental appropriation to cover the increased cost.

There are, however, several noteworthy areas in which the first-line supervisor is normally able to act to increase the degree of cooperation he receives from his subordinates. He may, for example, be in a position to offer them their choice of days off or of vacation not according to a strict seniority system but according to the successful degree to which they fulfill their responsibilities. A supervisor could use this discretionary power to accomplish two ends. Since he has increased responsibility, he should be more alert to evaluate the daily performance of his personnel. Secondly, he is able to reward workers who perform in superior fashion over a sustained period.

### ***A Boost for Morale***

The supervisor should tell his subordinates how well they are performing their assigned functions. Most workers want to know how they stand. If they are doing good work, they want to know that it is being noticed and appreciated. If their work is substandard, they should likewise be notified so that they can take the appropriate corrective measures. The supervisor should be careful to limit his criticism to the work itself. He should try not to let personalities dominate. He should bear in mind that

his employees are part of a group and generally want to contribute to its productivity and well-being.

One of the prime functions of any supervisor is to serve as a communication link between his subordinates and superiors in the chain of command. As such, he is responsible for keeping the lines of communication open so that information can flow freely in both directions. He must keep his subordinates advised of policies, orders, rules and matters that generally affect them as workers in the organization. Likewise, he must gather necessary information requiring their attention.

Failure to keep subordinates informed of matters which affect them is one of the most common failings of supervisors. The importance which employees attach to "feeling in on things" was vividly shown in the response offered by employees who were questioned in the aforementioned survey. They rated it as the second most important factor with which they were concerned. On the other hand, the supervisors questioned believed that their employees were least concerned with what was happening in the organization. This vividly demonstrates the failure of supervisors to recognize employees' concern with matters which affect the organization and serves to emphasize that a communication gap probably existed in the organization at the time of the survey.

### ***Reasons for Change***

Supervisors are often instrumental in getting their subordinates to accept changes in operations. Generally, change within an organization will have a better chance of acceptance if employees are properly forewarned and informed. Forewarning gives them time to adjust and prepare for the effects of the change. The super-

*(Continued on page 30)*



# Have You Considered a Teenage Cadet Program?

By  
**RAYNOR WEIZENECKER**  
Sheriff of Putnam County,  
Carmel, N.Y.

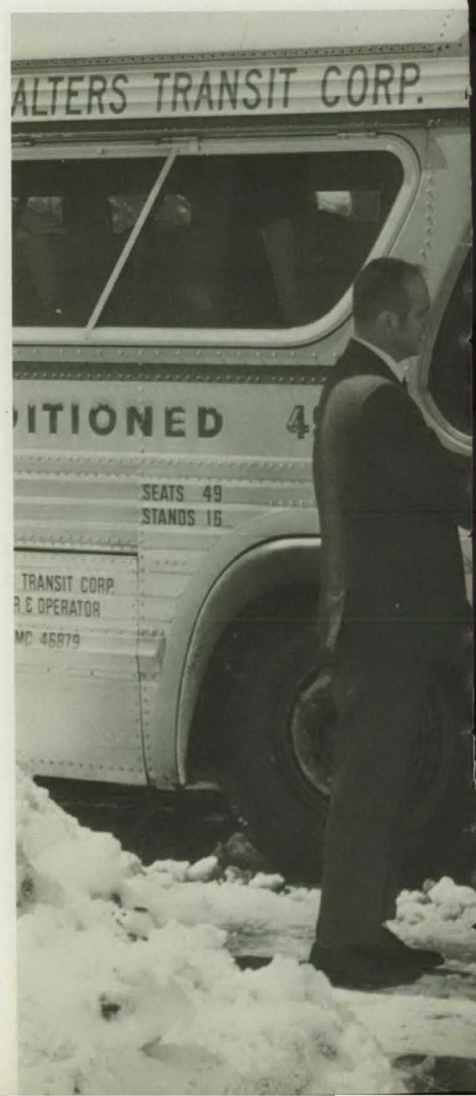


**L**aw enforcement officers in today's society must become more involved in problems of the community in which they serve. This involvement should not end with more effective methods of fighting crime and protecting citizens but must reach into all realms of our social structure and activities.

Law enforcement, of course, does not have the specific responsibility, the time, or the monetary resources to combat many of the social ills of most communities. But specifically designed programs can assist in areas of critical need. One of these areas involves the development and training of our young people.

The Putnam County Sheriff's Department, with the cooperation of the Putnam County Board of Supervisors, has established a County Youth Aid Bureau. The primary responsibility of the bureau is to assist those young people who have had their first brush with the law. Contact is maintained with churches, schools, courts, and the families concerned to aid these boys and girls in becoming useful and productive citizens.

Sheriff Weizenecker, left, and other officials e





*"The manner in which the community and, more importantly, the cadets themselves have accepted this program demonstrates its value and potential. Should a cadet choose another field rather than law enforcement as a career, he still retains the information and experience gained from this close contact with a vital branch of our system of government."*

But why wait until a young man gets into trouble before assistance is offered? If possible, he should be contacted before he has a chance to run afoul of the law.

The youth bureau, under the direction of our youth officer, Deputy Norman Johnsen, has initiated a program of lectures and classes concerning law enforcement and the various pitfalls that can lead a young person into trouble. With the aid of school officials, these classes and lectures have been presented to over 9,000 of our school children in the past 2 years. The discussions include such topics as drug abuse, traffic problems, and police public relations.

### ***Early Development***

One objective of the youth bureau is to set up special programs that aid young people in maturing and understanding the society in which we live. The fulfillment of a part of this endeavor has been the establishment of the Putnam County Sheriff's Office Cadets (SOC). This program is under the direction of the youth bureau officer, and it is this program that I want to discuss briefly.

Most communities have programs for young people such as sports activities, scout groups, and church and school projects. But as the youth becomes older, the programs tend to decline. By the time a boy reaches 14 years of age, a void in supervised activity often begins that lasts 3 or 4 years. SOC is aimed specifically at youth in this age bracket who have an expressed interest in law enforcement or in the legal field.

### ***Planned Activities***

Putnam County consists of six separate townships. Presently, three cadet posts have been established and plans are under way for posts in the other three communities. Two deputies are assigned to each post as advisors. The

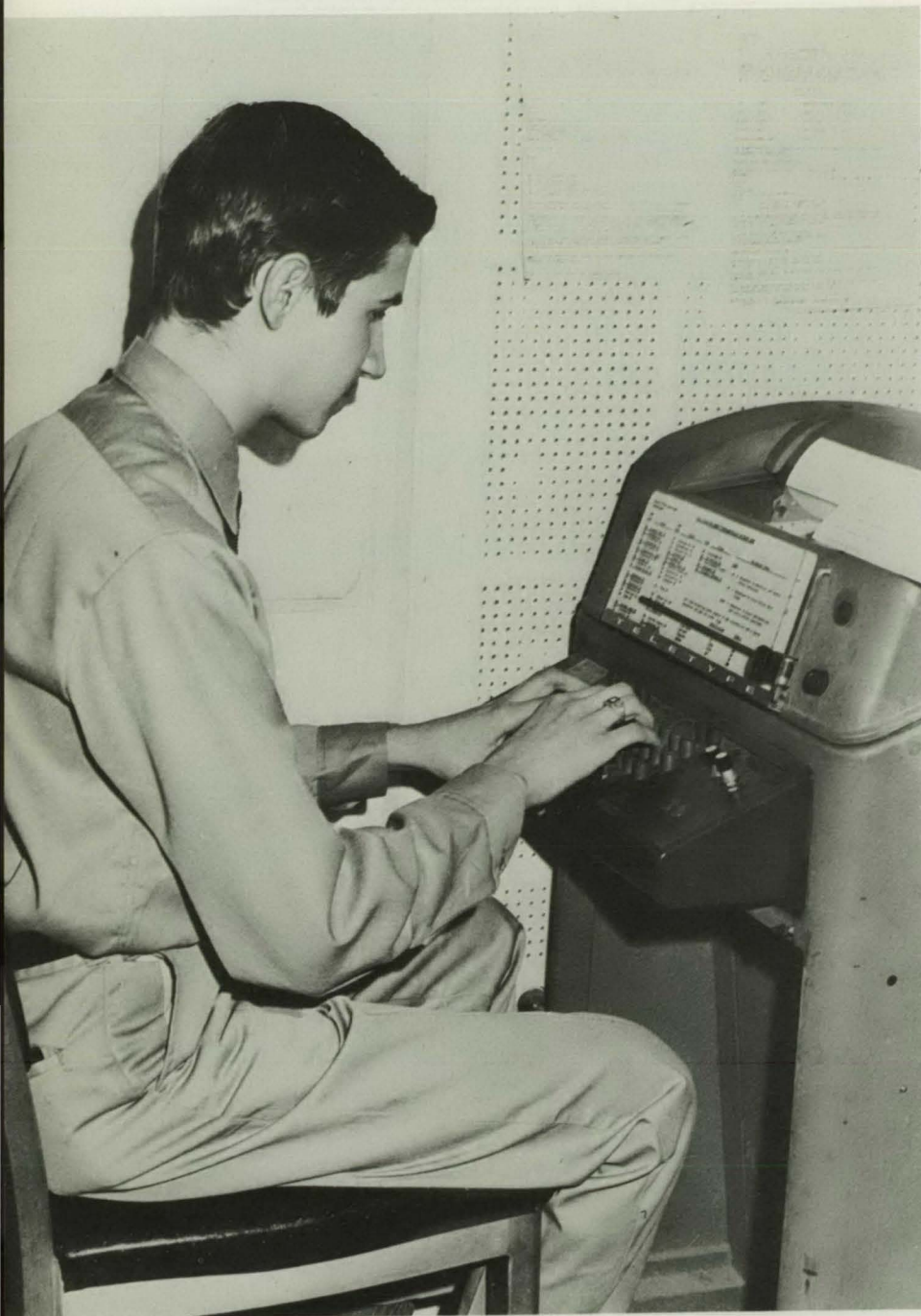
od wishes to a Cadet leader as the group prepares to depart for a visit to Washington, D.C.





*"But why wait until a young man gets into trouble before assistance is offered?"*

Operation of communications equipment is a duty which can be handled by properly trained Cadets to relieve Deputies for enforcement responsibilities.



cadets elect their own officers and do their own planning and scheduling of events. Approximately 20 members are enrolled in each post.

Regular business meetings are held twice a month. During these meetings, the cadets are given special classes on topics concerning law enforcement. Many aspects of governmental procedures and processes are studied to give the boys a better understanding of our system of government. Special group projects are discussed and activated for community improvement and assistance. For example, during last Christmas season, the cadet posts sponsored a toy and clothing drive for an orphanage and for needy families in the county. The project was an overwhelming success and gave the cadets a sense of community pride and responsibility. In another project, a raffle is being conducted to raise funds to help pay for uniforms for all the members.

#### ***A Valuable Assist***

Post advisors are responsible for planning educational programs for their respective posts. These programs consist of films and lectures presented by FBI Agents, members of the New York State Police, local police representatives, judges, and other government officials.

A field trip to Washington, D.C., last spring by 50 cadets was a great success. Emphasis of the trip was on law enforcement, and the visit was highlighted by tours of FBI Headquarters, the U.S. Justice Department, and the Washington Metropolitan Police Department.

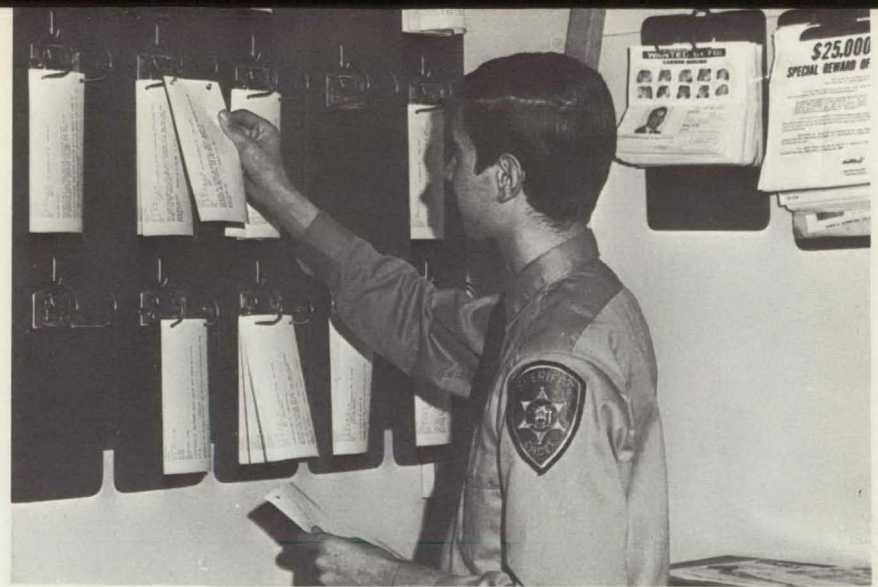
*"All of these programs give the cadet a true feeling of belonging to his community and of being an active, productive member of our society."*



However, SOC programs go much further than to explain and define the areas of police responsibility and duty. Each cadet is scheduled to work a regular shift at the sheriff's office. While on duty, he is required to operate radio equipment and to answer telephone messages of a nonpriority nature. He must also perform non-classified filing, teletype distribution and filing, and other essential clerical assignments. During this period he is under the direct supervision of the deputies on duty.

This type of training enables a cadet to observe firsthand such duties as booking procedures, prisoner handling, and emergency situations. As the cadet program grows, plans call for safety patrols during the summer months, guide duty during parades, carnivals, and other community special events, and search units that will be assigned to assist in looking for missing or lost persons.

All of these programs give the cadet a true feeling of belonging to his community and of being an active, productive member of our society. Each



The Cadets learn to file communications during their tour of duty in the Sheriff's Office.

member can take pride in the fact that he has in some way contributed to the safety and security of his family and friends.

The manner in which the community and, more importantly, the cadets themselves have accepted this program demonstrates its value and potential. Should a cadet choose another field rather than law enforcement as a career, he still retains the information and experience gained

from this close contact with a vital branch of our system of government. In any event, our society will have gained an informed, useful citizen.

In conclusion, I would urge law enforcement agencies that are seeking means to improve relations with the young people of their communities, particularly teenage boys, to seriously consider a cadet program. It can be, as my associates and I have found, a rewarding experience. (FBI)



A Cadet class receives instructions on accident investigation from Deputy Lawrence Miller.



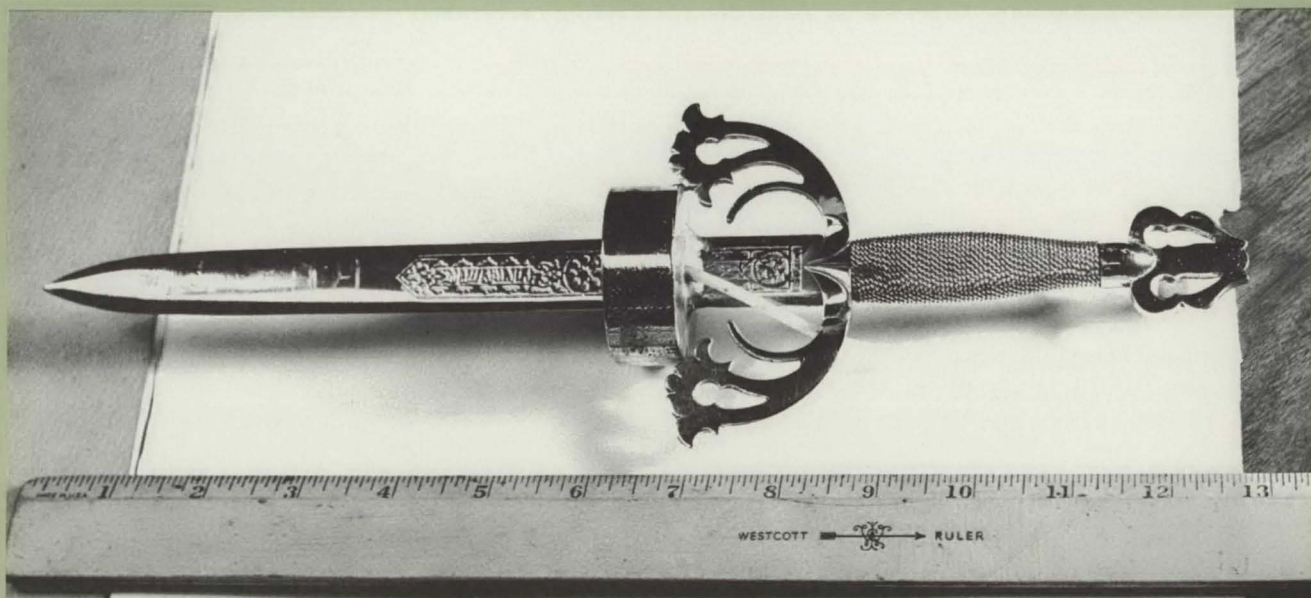
# NATIONWIDE CRIMESCOPE

## DANGEROUS DAGGER

Recently, a policeman in an eastern city stopped a man operating a motorcycle for a minor traffic violation. The officer noticed the motorcycle had an

unusual ornamental gas tank cover. Further inspection revealed that it was the handle for a dagger 13 inches long which had been adapted to serve

as the gas tank cap. A hole had been drilled into the cover for a white plastic hose which was used for an air vent.



This fancy dagger was being used as a gas tank cover on a motorcycle.

## COOPERATION AND SERVICE FUNCTIONS

During fiscal year 1970, the FBI Identification Division received more than 7 million sets of fingerprints for processing, an average exceeding 29,000 every workday during the 12-month period. Working in cooperation with local law enforcement agencies all over the country, this Division conducted fingerprint searches resulting in the identification of more than 37,000 fugitives, an increase of

16 percent compared with fiscal year 1969.

The Identification Division processed more than 285,000 items of evidence for latent fingerprints during the fiscal year and handled almost 4 million miscellaneous forms and inquiries dealing with fingerprint matters. Experts of the FBI's Disaster Squad were dispatched to five major disasters to assist in identifying 173 victims. At the end of the fiscal year, the files of the Identification Division

contained over 197 million sets of fingerprints, representing some 85 million persons. Of these, about 61 million were criminal prints representing almost 19 million persons.

During the 12-month period, the FBI Laboratory conducted almost 385,000 scientific examinations of evidence. Approximately 28 percent of these were made for other Federal and non-Federal law enforcement agencies. These examinations were made at no cost to the contributors.



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The story of the "loan" bank robber is typical in many ways of the lives of criminal repeaters. This man, after serving an extended sentence for bank robbery, apparently felt that his know-how and techniques would enable him to elude detection a second time. However, certain features of his criminal strategy, when isolated by investigators, led to his identity and his capture by the FBI and officers of the Peoria, Ill., Police Department.

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## The "Loan" Bank Robber

cial and said in a low firm voice, "I have a gun and it is loaded. Don't push any buttons and don't say anything. I will shoot if you don't follow my instructions."

Seeing the president's secretary approach the vice president's desk with the bank's morning reports, the gunman said, "Don't speak to her and don't push any buttons. If you do, I will kill you or someone." The secretary placed the reports on the desk and without comment returned to her desk. She had apparently failed to notice the impending danger.

The gunman then walked to the rear of the vice president's chair, one hand holding the gun concealed beneath his jacket and the other hand holding a brown shopping bag.

"Now, I am going to give you this bag; take it over to the tellers' windows and have them fill it," the gunman demanded.

"They won't just give me their money," the frightened bank official explained.

"They had better do it or else I will kill you or somebody," the gunman calmly stated.

Taking the brown shopping bag, the vice president walked toward the customers' side of the tellers' cages with the gunman walking immediately behind him. As the two men walked across the bank lobby, the gunman stated, "Get the fifties, twenties, and tens. No mutilated or marked bills and no \$1 bills."

The bank officer handed the bag to a recently employed teller, instructing her to place all the money in her cash drawer into the bag. Seeing that the new employee was thoroughly confused by the instructions, the officer again made the request.

"This is a holdup. I want all your money: hundreds, fifties, and no

On October 19, 1966, a man walked briskly through the double-glass doors of the American National Bank in St. Louis, Mo., strolled directly to the desk of the loan department vice president, and sat down.

Before the vice president could greet his customer, the man exhibited a partially hidden handgun which he cradled in his lap. The gunman stared directly into the face of the bank offi-



ones," the gunman quickly demanded. As the employee complied with the gunman's command, the robber turned to another teller and gave the same command.

When the cash drawers were emptied, the vice president collected the bag and was instructed by the gunman to accompany him to the front door of the bank. At the front door, the gunman took the bag and ordered the vice president to walk to the rear of the bank. The gunman walked out the door and down the street.

The entire robbery had been completed in a matter of minutes. The majority of bank employees were still oblivious as to what had just taken place in their midst. The holdup had occurred without a hitch, and the "loan" customer had escaped with \$11,027.

### ***Evidence Located***

Some discarded clothing was found in an alley, but witnesses outside the bank could not furnish any pertinent information about the gunman or his mode of getaway. He had simply vanished.

Approximately 3 months later at 10:20 a.m. on January 16, 1967, a Peoria, Ill., service station supplies distributor left his automobile, a 1966 blue Pontiac, unattended for several minutes in order to deliver supplies to a nearby customer. Gone no more than 10 minutes, he returned to find his car missing. His immediate reaction was one of unconcern, since he believed that someone was playing a joke on him. But an area search, concentrated in a large shopping plaza adjacent to the service station, proved negative in locating his automobile. The vehicle, parked near the service station driveway with the keys in the ignition, had been stolen.

At approximately 2:15 p.m. that afternoon, the Peoria Police Depart-

ment answered a call from a man who identified himself as "Mr. Johnson." In a hurried and staccato voice, he stated that he had just driven by a foodstore in the city where an armed robbery was in progress. Area patrol units were immediately dispatched to the store.

"Mr. Johnson" walked out of a drugstore phone booth and a few minutes later stood before the loan department entrance of the Sheridan Village State Bank. This well-dressed man stepped directly to the loan counter, drew a .30 caliber rifle from under his long coat, and jammed the rifle muzzle into the back of a startled customer at the counter.

"This is a stickup," the gunman snarled. In a firm, unhurried voice, he ordered all the loan department employees and the customer to move into the adjacent main lobby of the bank.

"Everybody on the floor," the gunman demanded as he brandished the automatic rifle around the room in a threatening manner. The bank employees and customers quickly began dropping to the floor. Three young boys standing at one of the five tellers' cages were so surprised and startled by the rifle-wielding robber that they froze in their tracks and stared at him. As a result, they were the only ones left standing. Without warning, the gunman swung the rifle in their direction and fired one shot. The slug struck the tiled floor next to their feet and ricocheted into the counter's wood paneling, sending splinters in all directions. As the boys dived to the floor, one of them was struck by the flying splinters.

### ***The Crime***

The gunman walked over to where the bank vice president was lying prone beside his desk, ordered him to his feet, gave him a white pillowcase, and commanded him to empty the contents of each of the tellers' drawers

into the sack. One by one, the bank official emptied all the drawers. The bandit followed him, repeatedly threatening his life. When all five cash drawers were emptied, the gunman took the sack, told the vice president to fall to the floor, and hurriedly walked out the bank's front door.

Running between parked cars, the robber entered a blue 1966 Pontiac and drove down a side street adjacent to the bank. He circled through a residential area toward a main thoroughfare and then slipped quickly back to the opposite side of the parking area of the shopping plaza where the bank was located. He abandoned the "hot" car only a stone's throw from the spot where it was stolen and from the victim bank. Then he seemingly vanished.

### ***Successful Getaway***

Police units previously dispatched to the foodstore discovered that no robbery had taken place. When they returned to their radio cars, they were informed that the Sheridan Village State Bank had just been robbed. Rushing to the Sheridan Shopping Plaza, they arrived too late to witness the robbery but learned that the gunman made his getaway in a 1966 blue Pontiac. On checking the plaza parking lot, the officers located the abandoned vehicle. Parking spaces within the busy shopping plaza were at a premium, but the empty parking space next to the abandoned car suggested that perhaps an additional vehicle may have been available for the gunman's getaway. Interviews with all possible witnesses within the parking area failed to establish either the gunman's mode of travel or his getaway route.

Customers and bank employees gave varied descriptions of the gunman and his weapon. A composite description of the gunman represented him to be 5 feet 10 inches tall, 165



pounds, and between 40 and 45 years of age.

Thus, within 3 months, two banks in two adjoining States had been robbed by a lone gunman. The robber used essentially the same modus operandi. He went to the loan counter, ordered a bank officer to take a sack or bag and empty the tellers' cash drawers into it while he walked behind the bank official. There was reason to suspect that the same gunman robbed both banks.

### *The Alleged Suspect*

Since both banking institutions were insured by the Federal Deposit Insurance Corp., the violations were within FBI jurisdiction. Because of the deliberate, calm manner in which he operated, the investigating FBI Agents reasoned that the gunman was experienced. Thus, mug shots of criminals known to have robbed banks in the midwest area were collected and shown to persons who had witnessed the two robberies.

Of the numerous customers and employees within the two victim banks, four people thought that a 1960 photograph of one Patrick Donald Kane bore a slight resemblance to the gunman. However, they were unable to make a positive identification.

Kane was no novice at bank robbery. In February 1951 he and two other gunmen had robbed the Monroe National Bank in Columbia, Ill., escaping with \$8,855. Kane was arrested for this offense, tried, and convicted. He was sentenced to 20 years in prison. Kane, a model prisoner, had learned the printer's trade while in prison and was subsequently paroled in 1961. Following his release from prison, he wandered from job to job in several States.

The Agents learned that Kane had been seen in Pacific, Mo., near St. Louis on October 1, 1966, about 2 weeks prior to the first bank robbery

at St. Louis. They also knew that Kane was already an FBI fugitive. Through the interstate negotiation of fraudulent checks in September 1966, Kane had purchased a car and obtained approximately \$2,600 in cash. As a result of these offenses, a Federal warrant had been issued on November 7, 1966, for his arrest.

On February 17, 1967, a month

plastic card labeled "United States Department of State—Special Firearms Permit No. 16408," bearing a small photograph of Rodgers near the lower left corner. While professionally printed, the identification card disclosed two misspelled words on the reverse side. More important, the photograph on the card was that of Patrick Donald Kane.

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*"'This is a stickup,' the gunman snarled. In a firm, unhurried voice, he ordered all the loan department employees and the customer to move into the adjacent main lobby of the bank."*

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after the Sheridan Village State Bank robbery, the manager of a trailer court in Peoria was interviewed by Agents and furnished them an interesting story about a former tenant.

On November 7, 1966, a man identifying himself as Charles A. Rodgers answered the manager's trailer rental advertisement in a local paper. Rodgers rented a furnished trailer and lived there for 2 months. He was last seen on January 7, 1967, when he paid his monthly rent in advance. Rodgers' employment was unknown to the manager. However, he did not appear to have any standard or regular working hours since his car could be found parked beside his trailer any time during the day or night.

### *Surprising Discovery*

When Rodgers failed to pay his February rent, the manager and his wife cleaned the trailer he had rented and discovered a number of interesting items. Included among these items were a portable handpress, two galley trays, linotype slugs, lead, reams of paper, and different types of cards. Also found was a laminated

The pace of the investigation began to accelerate. The Agents determined that Patrick Donald Kane, alias Charles A. Rodgers, had been a frequent visitor at a nearby tavern. Interviews with a number of tavern patrons and the owner disclosed that he had become friendly with a number of patrons and was known to them as Alex Karrick.

Karrick had a gimmick for fostering friendship and becoming acquainted. He frequently bought rounds of drinks for the house. He had also displayed to the patrons an impressive set of credentials showing himself to be an investigator of the U.S. Government. In addition, the .38 caliber revolver he wore on his hip was further proof of his importance. He always arrived alone, but usually left the tavern with different female patrons. His friendly, quiet manner, generosity, and expensive wardrobe impressed all who met him.

Karrick, however, had suddenly left Peoria on or about January 14, 1967, because of "urgent business in Washington, D.C." This was 2 days before the Sheridan Village State Bank in Peoria was robbed. An acquaintance told Agents that Karrick



had called him on January 27, 1967, claiming to be in El Paso, Tex.; however, a neighbor of Rodgers remembered seeing him on that date stuck in a snowbank beside his trailer.

On the basis of photograph identification (based on the picture found in the trailer) by Sheridan Village State Bank employees, a warrant was issued on February 28, 1967, charging Patrick Donald Kane, also known as Charles A. Rogers, Alex Karrick, and "Mr. Johnson,"\* with the armed robbery of the Sheridan Village State Bank. The search for Kane continued to be concentrated in the Peoria area.

On March 6, 1967, the FBI learned that Kane was expected at a downtown parking lot in Peoria at 2 p.m. Stationary and mobile surveillances were set up at the site, and at 2:33 p.m. Agents saw Kane pull into the lot in a red automobile.

The Agents quickly blocked all escape routes and approached Kane's car. As soon as Kane noticed the Agents and saw that he was trapped, he suddenly grabbed a .38 caliber revolver from the seat beside him and pressed it against his right temple. "Don't come near me or I'll shoot myself," he shouted through the window of his car.

For the next 3½ hours Kane sat in a slouched position behind the steering wheel, holding the fully loaded and fully cocked revolver to his right temple. During this time, four Agents, a minister, and a police officer each tried to talk Kane into surrendering.

### **Interrogation**

Kane relentlessly claimed that he was really Robert A. Black, and at

\*For accuracy and record purposes, many police departments record incoming emergency calls. Thus, a tape recording was made by the Peoria police of the incoming call from "Mr. Johnson" reporting the food-store robbery hoax. It came as no great surprise to Agents and police when employees of the Sheridan Village State Bank stated the voice on the tape sounded identical to that of the bank robber.

one point he voluntarily threw to the Agents a billfold containing five laminated plastic cards in the name of Robert A. Black. These cards represented him as an employee of different Government agencies. The identification cards were identical in format with the one found in the Peoria trailer bearing the name, Rodgers, and all the cards had the same two misspelled words as appeared on the earlier card.

Finally, Kane's right hand began to shake under the strain of holding the revolver to his temple, and he told the Agents he was ready to surrender.

They warned him not to move until he let the hammer on the revolver down very slowly. He complied with the order and then pushed the revolver out the window. He admitted that he was Patrick Donald Kane.

Kane appeared in U.S. District Court in Peoria, Ill., and pleaded guilty to robbing the Sheridan Village State Bank and the American National Bank. He also admitted writing fraudulent checks. On March 4, 1968, Patrick Donald Kane was sentenced to serve 22 years in the Federal Penitentiary at Leavenworth, Kans.

A total of \$23,390 was recovered subsequent to Kane's arrest.

After his arrest and incarceration, Kane attempted to destroy valuable evidence linking him to the Sheridan Village State Bank robbery.

On March 6, 1967, the day of his arrest, Kane determined that a fellow inmate in the Peoria County jail was due for discharge on the following morning. He informed this inmate of the location of his personal automobile in Springfield, Mo., and that the trunk of this car contained \$15,000. Kane told the inmate that he could have all of the money and the car if he would only get rid of the machine-gun and revolver hidden in the trunk.

FBI Agents, finding a roundtrip airline ticket from Springfield to Peoria in Kane's possession at the time of his

arrest, considered the possibility that Kane had an automobile parked at the Springfield airport or in the general vicinity. Agents in Springfield located a vehicle believed to have been Kane's near the airport. The automobile was placed under a 24-hour surveillance.

The Agents and local police did not have to wait long. Just as soon as the inmate, to whom Kane had confided, was released from the Peoria County jail on March 7, he took off for Springfield, Mo. Later that same day he and an accomplice were arrested by local authorities while attempting to pry open the trunk of Kane's automobile.

### **A Temporary Halt**

On the basis of a Federal search warrant, FBI Agents searched Kane's automobile and \$12,000 in cash was recovered. The automatic rifle used by Kane in the Sheridan Village State Bank robbery was also recovered.

While being transported to St. Louis by a Deputy U.S. Marshal and a guard on November 14, 1968, Kane and another prisoner escaped. Kane immediately fell back into his career of crime. He and the other escapee were identified as the robbers of the First State Bank at St. Charles, Mo., on November 20, 1968.

FBI Agents and officers of the Long Beach, Calif., Police Department arrested Kane and his accomplice at Long Beach on January 13, 1969. On April 16, 1969, Kane and his cohort were both found guilty of this bank robbery, and on April 25, 1969, each was sentenced to 20 years in the custody of the Attorney General, with sentences to run consecutively to those currently being served by the subjects for other crimes.

Thus, it would appear that the criminal activities of Kane, the "loan" bank robber, have come to at least a temporary halt. He is serving a total confinement of 42 years.



## PATROL POWER

(Continued from page 5)

cent. We have experienced a decrease in traffic accidents. It appears that the presence of police cars parked and cruising in so many areas of the city has had a definite effect on the driving habits of our citizens.

The Indianapolis Police Department is pleased with the results of the 24-hour-car system. However, we are not satisfied with any increase in crime. We therefore are involved in a continuing research program in an effort to establish new patrol procedures to complement the car system.

The 24-hour-car concept is not the total answer to the crime problem. We did not think it would be, but it has proven to be the useful tool we envisioned. Hopefully it is one of the devices that will help police officers stem the rising crime tide and allow law enforcement to move to the plus side of the statistical ledger.



Patrolmen drive their families to church in the department car assigned to them.

Periodic maintenance is performed at the municipal garage during the officer's off-duty time.





## POLICEMAN

(Continued from page 8)

age of Horatius at the bridge in order that he will not flinch before the leveled gun or the knife, the strength of Samson in order that the arrest might be effectively made, and the gentleness of St. Francis of Assisi so that when the struggle is won there shall be no bruises, lacerations, or contusions, no violation of the civil rights of the person arrested. He must hold back the armed mob bent upon the destruction of all that lies in its path and all that obstructs its demands, but somehow he must do it—the experts never specify precisely how—without the use of unnecessary force. He must answer to trial by jury, trial by administrative board, or trial by publicity to all charges of police brutality, but seldom do we inquire how many of those who fought the mob beside him were treated for injuries after the battle was ended. He must issue a ticket to the other traffic violator lest we accuse him of dereliction of duty, and then listen with the patience of Job while we accuse him of abuse of authority in issuing a ticket to us. He must be a man for all seasons of human mood and conduct.

### *Insufficient Wages*

A policeman is a man who often is poorly paid for his many skills. As Director Hoover of the FBI has observed, the wages of many a policeman are those of an unskilled itinerant who never faces a gun or a knife, never battles an armed mob, never answers to unscheduled public emergencies, never makes a decision on constitutional law which may go all the way to the highest court for review, and runs no risk of being hauled before an administrative board to answer for a breach of ethics or etiquette. We persist in paying the policeman as no more than a strong right arm knocking an offender to the

ground and dragging him before the court, caveman style. We are unaware of the sophisticated functions now imposed upon him by the courts, the legislatures, the technologies of scientific crime detection, the intricacies of organized crime, and the public demand that he be all things to all of us in need. As the President's Commission on Crime in the District of Columbia reported in its study, "... the intrinsic difficulties and dangers of police work warrant greater recognition by the community." It is less the policeman who is antiquated than our own outdated concept of him and his function in our society.

### *From the Horse and Buggy Era*

A policeman is a man in trouble with the law. The law often is inadequate to his needs on the one hand, and uncommonly demanding of him on the other. The criminal codes of many jurisdictions are both chaotic and archaic. They were tailored to meet the crime problem of the horse and buggy age—the occasional ama-

know their powers to question, detain and arrest, but Federal law and the laws of all the States on these questions are in great confusion."

A policeman is a man in trouble with the lawless. This he expects, but his trouble here, like crime in general, is increasing. The mob increasingly attacks him with jeers, insults, sticks, stones, and bottles. The individual criminal, sensing and sharing a growing disrespect for the law and the human symbol of it, increasingly resists arrest with the force at his command. In 1969, the most recent year for which figures are available, 86 officers of the law were killed in felonious criminal action, and 17 out of each 100 were physically assaulted. Both figures are new highs. If you prefer more specific evidence, look at some headlines from the big cities: "300 in \_\_\_\_\_ Maul Detectives"; "Crowd Jeers Policeman, Officer's Jaw Smashed"; "Students Attack Police Car at \_\_\_\_\_"; "Crowd Beats Woman Trying to Help Police."

Those attacks, I might add, were not directed at the policeman alone.

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*"This is a time when the law—the whole structure of it—needs to get mad enough to make horrible examples of those who by their actions would destroy it. . . . If the law can't guard itself, we're already halfway to anarchy."*

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teurish murder, the theft of a cow, and the Saturday night fistfight—and then amended like the patchwork on the seat of a boy's pants in an earlier and less affluent society. Archaic criminal codes deprive the officer of the power which he needs to combat sophisticated crime in the urban society, and leave him in legitimate confusion on those powers which he does possess. As one eminent Federal judge observed, "Police officers need to

You and I were there. To attack a policeman because he is a policeman is an attempt to destroy the rule of ordered liberty itself—your liberty. As a newspaper editor put it, "When police are maliciously, even sadistically, attacked during the performance of their duty, society and every decent, honest person in it is attacked by proxy. A bottle or a rock hurled out of spite at an officer of the law is a weapon hurled at the law itself, not





just the man in uniform. If he is hurt, the security of every single one of us is damaged a little bit . . . . This is a time when the law—the whole structure of it—needs to get mad enough to make horrible examples of those who by their actions would destroy it . . . . If the law can't guard itself, we're already halfway to anarchy."

### ***Public Apathy***

A policeman is a man in trouble with the law-abiding. He is a lonely man; we have deserted him. We have failed to provide him with the money that he needs for men and equipment to do the job. In the words of a recent Attorney General of the United States, the police are "financially dehydrated," and "educationally dehydrated." Except for a police training program begun by the FBI at Mr. Hoover's direction some 35 years ago, we largely have failed to establish a system of police education to teach the officer the constitutional law which the courts now demand that he know and follow to the letter. We divorce ourselves from all personal responsibility for public safety. It is a specialty, we say; let the specialists handle it. We forget that the specialist numbers only 2 per 1,000 among

us, that the criminal offenses which he can detect by his own unaided senses are few indeed, and that, if we fail to act as his eyes and his ears, the policeman's mind and hands are incapable of grappling effectively with the problem of crime.

Some of us had rather see our brother murdered in the street than run to his assistance, rather a crime go undetected than report our suspicions to the police and run the risk of being labeled a "stoolpigeon" by those very elements who would destroy all democratic law and order, rather a criminal go unconvicted than testify in court or take our turn at jury duty. The public prints record the evidence of our delinquency. In the predawn darkness of a middle-class community in a large city, a lone woman walked home from her legitimate employment. A lunatic who had never seen the woman before stabbed her and retreated, and then stabbed and retreated three times more. The attack lasted more than half an hour as the woman staggered and screamed and dragged herself along the street. Not until she was dead did a man, who said he did not want to become "involved," persuade an old woman to call the police. The officers arrived in 2 minutes, and established by in-

vestigation that 38 men and women had stared out their dark windows at some time or other during the attack, and had done nothing.

In another instance, eight teenagers attacked a 16-year-old girl and dragged her away, screaming and struggling. Six men stood nearby, and did nothing. A seventh tried to help, was beaten back, and then ran and found a policeman who rescued the girl. These are only samples of many such barbarities recorded in the newspapers. An editorial, recounting others, said it is happening everywhere. The policeman, as I said, is a lonely man, and because he is lonely, many of the innocent must pay the price in blood, in terror, in suffering, and in loss of property. We appoint the policeman our brother's keeper and then tell him to go it alone, and may the devil take the hindmost.

### ***A Sense of Failure***

A policeman often sees himself as a failure. He has failed, his conscience tells him, when a boy on his beat, a boy whom he knew and might have saved, commits some forbidden act and becomes a criminal in the eyes of the community. He knows that crime prevention is a part of his duty. He attests to that fact in the hundreds of police boys clubs which he has organized and operated across the Nation, and he is not insensitive to the individual cases in which his efforts have failed.

There is a sense of failure, too, when he stands, as he so often does, over the broken body of the innocent victim of some murderer, robber, or sadistic sex maniac whom society long ago had ample opportunity to recognize for his criminal propensities, and on whom to impose some suitable restraint. Yet the policeman's failure here is in the larger sense only. It is a failure which the policeman shares



with every other element of his community and his social order, with the parents, the schools, the churches, the courts, and many others, for they too have a hand in shaping the environment into which the child is born and in which he grows to maturity. It is proof of the fact that, in this atomic-powered, moonshooting age in which so many pride themselves on the tri-

ing attacks by the lawless, and the apparent unconcern of many of the prime movers of society. They see the facts, and more and more of them are making the same decision that the critics of the police made long ago—that they do not want the job for themselves. The policeman you want today, and cannot find, may be the one who quit yesterday.



umphs of the intellect, it is the policeman, not the scientist, who must grapple with the most baffling problem of them all—man's inhumanity to man.

Because the policeman so often sees himself as a man in trouble, a man neglected, a failure, he indulges in a very human reaction to his problem. He is quitting the job. It is reported in recent years that a substantial majority of the large police departments in the country are chronically undermanned, unable to recruit the officers necessary to perform this vital function in our society. More and more of the young men who would become fine policemen are taking a second look at the pay and working conditions offered. They see the odd hours and dangerous conditions, the increas-

In making an introduction, we deliberately stress the finer qualities of the one introduced. I make no apology for having done so here. You already have been made aware that this man has his faults—the same faults, and to the same degree, as all the rest of us—the butcher, the baker, and the candlestick maker. His enemies have seen to that, in full measure and more. You unwittingly serve their purpose, and not your own, if you fail to see the other side. Those who would destroy this man are not your friends; they do not intend to stop at his destruction alone. This man is your friend, and with your understanding and your help he will willingly and more abundantly demonstrate that fact.

## POLICE OFFICERS KILLED AND ASSAULTED

According to the 1969 FBI Uniform Crime Reports, there were 86 law enforcement officers killed as the result of criminal action in 1969, a number substantially above the annual average of 53 from 1960 to 1968. This figure is a 34 percent increase over 1968. There was an increase of 7 percent in the rate of assaults on police in 1969 over 1968. Nationally there were 16.9 assaults for every 100 officers in 1969, up from 15.8 the year before.

From 1960 through 1969, 561 law enforcement officers have been killed in the line of duty. Of the 741 known offenders involved in these police murders, 75 percent had been previously arrested on some criminal charge, and 63 percent had been previously convicted. Of those offenders with a prior arrest, 54 percent had been previously charged with a violent crime, and 19 offenders had earlier convictions on charges of murder. One-fourth of these criminals were on parole or probation when they killed a police officer.

## USE OF FIREARMS

According to recent statistics, the use of firearms in murder has risen 80 percent since 1964. Firearms were used to commit 9,400 murders last year.

The past 5 years have seen a marked rise in the use of firearms in aggravated assault, with a percentage increase of 143. In 1969, firearms were used in 73,000 aggravated assaults, which is 24 percent of the total number of this violation.

Armed robbery has risen 147 percent since 1964, and firearms were used in 115,000 robberies in 1969.



## DRUG ABUSE

(Continued from page 12)

after a short period of time. They fail because of the lack of community response and confidence and the lack of responsibility on the part of the individuals in charge.

On the other hand, we have found that, when a "rap" center or half-way house has been formed and endorsed by a drug abuse council and certain controls are employed by the council, by a board of directors, or by responsible officials in the community, these places have been successful.

Necessary rules and regulations for these types of centers should be established and enforced. There should be no exceptions. For instance, some centers have agreed that drugs, with the exception of marihuana, should not be used by members of the staff. Regardless of whether the use of marihuana is right or wrong, whether we feel the law regarding the use of marihuana is right or wrong, the fact is that it is against the law to possess, trade, sell, or barter marihuana. We do not feel such centers can be helpful and produce results if staff mem-

bers break the marihuana law or any other law. Once we have established this basis of understanding, many of the problems connected with the operation of half-way houses or "rap" centers will disappear.

The successful establishment and operation of drug abuse councils is not a foregone conclusion. Many problems arise, and at times, I wonder if there are not easier methods. However, we feel our programs have a threefold purpose: (1) we are informing and alerting the public about drugs and drug abuse, (2) we are helping to control drug abuse both by education and by treatment, and (3) we give the people an opportunity to participate in solving a major community problem.

In summary, we believe that our program is constructive and that other States and communities which have not taken action to combat the drug problem could establish and operate programs similar to ours. And finally, we believe community drug abuse councils in Maine have been of great assistance to law enforcement agencies and officials.

## FACTORS INVOLVED IN TRAFFIC DEATHS

Drinking of alcoholic beverages is a factor in at least half of the fatal motor vehicle accidents, according to special studies available to the National Safety Council. Further, the Council states that one-third of the fatal accidents in 1969 involved vehicles which were being driven too fast or too fast for existing conditions. Driving too fast is also a factor in injury and property damage accidents. The Council stated that it is a principal factor in such accidents which occur in rural areas, and it ranks high as a factor in those accidents which occur in urban areas.

The Council advised that information available on safety belts indicates that if all passenger car occupants used belts at all times, 8,000 to 10,000 lives would be saved annually. It is estimated that safety belts saved about 2,700 to 3,300 lives in 1969.

## TRAFFIC DEATHS

There were 56,400 traffic deaths in the United States in 1969, a 2-percent increase over 1968, according to the National Safety Council.

The Council reported that during the 1960's, traffic deaths rose 100,000 above the total for the 1950's, from 375,000 to 475,000.

Accident costs nearly doubled in the sixties because of more accidents and higher costs per accident. Motor vehicle mileage increased 50 percent in the sixties and the mileage death rate declined by 16 percent. The death rate per 100 million vehicle miles was 7.59 in 1950 and dropped to 5.3 in 1969. Registered motor vehicles more than doubled over the two decades to 107 million in 1969 from 49 million in 1950.



Counseling and literature on drug abuse are provided at information centers.



## MORALE

(Continued from page 15)

visor should never err by assuming that his subordinates know and understand the reasons for the change. Whenever feasible, he should explain the reasons for the change as fully as possible.

A supervisor must be mindful of a few other factors which can contribute to the development of high morale. He should deal with all of his subordinates fairly and impartially. Though it is human nature to like some people more than others, he should take every precaution to avoid playing favorites and strive to insure that work assignments are distributed equitably. Workers quite naturally will accept difficult or even unpleasant tasks if they know that they will be assigned them only in a regular rotation.

The supervisor should always be

cognizant of the fact that he is indeed dependent on his subordinates to get the job accomplished. He should use his authority judiciously. Consequently, he should not throw his weight around or treat his subordinates with disrespect. "Tongue lashings do more to distract workers from successful performance of their duties than almost any other factor."<sup>7</sup> Such action, therefore, is hardly conducive to creating the cooperative atmosphere that the supervisor seeks to build and maintain.

### Conclusion

Morale is something that can neither be demanded from employees, dictated by management, nor built overnight. It is a gradually developing thing, resulting from sound policies and procedures, supervisory practices, and other influencing factors. The supervisor may be able

to improve morale by habitually practicing the following recommendations:

1. Let each worker know how he is getting along.
2. Inform employees in advance about changes that will affect them.
3. Utilize each employee's ability in the best possible way.
4. Make assignments and enforce rules fairly.
5. Use authority judiciously.<sup>8</sup>

### FOOTNOTES

<sup>1</sup> Webster's New World Dictionary of the American Language. Cleveland: The World Publishing Co., 1962, p. 956.

<sup>2</sup> Lateiner, Alfred, *Modern Techniques of Supervision*. New York: Lateiner Publishing Co., 1965, p. 4.

<sup>3</sup> Chrudan, Herbert J., and Sherman, Arthur W., Jr., *Personnel Management*. Cincinnati, Ohio: South-Western Publishing Co., 1959, p. 296.

<sup>4</sup> *Ibid.*, p. 297.

<sup>5</sup> *Ibid.*, pp. 297-299.

<sup>6</sup> *Ibid.*, p. 301.

<sup>7</sup> Lateiner, Alfred, *Modern Techniques of Supervision*. New York: Lateiner Publishing Co., 1965, p. 52.

<sup>8</sup> *Ibid.*, pp. 41-57.

# INVESTIGATORS' AIDS

## RECOVERIES

Fines, savings, and recoveries in FBI investigations during fiscal year 1970 reached a record figure totaling almost \$411 million, a sum representing a return of approximately \$1.60 for every dollar appropriated for FBI operations. Convictions in FBI cases reached a new, all-time high of well over 13,000, resulting in actual, suspended, and probationary sentences totaling over 47,000 years. For the 15th consecutive year all prior records were surpassed with the recovery

of more than 30,500 stolen automobiles in FBI cases.

## 1970 AUTO CRASH TEST RESULTS

An independent highway safety research organization recently released the results of its low-speed crash tests on 1970 model cars. Tests were conducted on four models of cars in each of three size categories: popular se-

dans, pony cars, and small cars. All cars were tested in front-end crashes at 5, 10, and 15 miles per hour.

In the 5-mile-per-hour front-end crashes, the average repair estimate for the sedans was \$215.64, for the pony cars \$182.42, and for the small cars \$152.89. The average repair estimate for 10-mile-per-hour front-end crashes more than doubled these figures for each of the three size categories. In the 15-mile-per-hour front-end crashes, the average estimate for repairs was \$728.83 for the sedans, \$819.16 for the pony cars, and



\$558.22 for the small cars.

An official of the organization making the tests commented that the results point out the cosmetic nature of automobile exteriors which, he stated, are designed for eye appeal to the consumer in the showroom but are not built to withstand low-speed bumps and scrapes so common in driving and parking today. In addition to determining the degree of fragility and cost of repairs, he said, the low-speed crash tests also revealed that many of the 1970 cars tested contained definite safety defects.

The 1970 tests are an expansion of a series begun in 1969 and reported in the Bulletin in January 1970, page 22, and April 1970, page 15.

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## CRIMES SOLVED

Nationwide, law enforcement agencies solved 20 percent of the serious crimes which came to their attention during 1969. Police solved 86 percent of the murder offenses, 56 percent of the reported forcible rapes, 65 percent of the aggravated assaults, 27 percent of the robberies, 19 percent of the burglaries, and 18 percent of the larcenies and auto thefts.

The police solution rate decreased 4 percent in 1969 when compared with 1968, and the rate has decreased 34 percent since 1960.

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## MOTOR VEHICLE DEATHS BY STATES

According to the National Safety Council, California, with 5,080, again led the States in total traffic deaths in 1969. However, California's death rate, the number of deaths per 100 million vehicle miles, was much lower than Alaska's, the State with the least

number of fatalities, 74, during the year. California's death rate was 4.5, whereas Alaska's was 6.4.

New Mexico's death rate of 8 was the highest in the country. Idaho, Montana, and Wyoming followed closely with 7.6 each. Connecticut claimed the lowest death rate with 2.6, and Rhode Island was second with 3.

A total of 19 States recorded fewer fatalities in 1969 than in 1968. The most significant drop was registered in Louisiana which had a reduction of 121; Arkansas was second with a reduction of 103.

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## AUTO THEFT RISE

Auto thefts in 1969 totaled 871,900, a 12 percent increase over 1968, with an average value of \$992 for each automobile stolen. Statistics show a total dollar loss of approximately \$865 million; however, this loss was reduced to about \$140 million through recovery of the stolen vehicles.

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## THE SAFEST; THE MOST DANGEROUS

For motorists concerned with traffic fatalities, a Tuesday in February is considered the safest day of the year to take to the streets and highways in your car, according to the National Safety Council. Of the 56,400 traffic deaths in 1969, only 10 percent or an average of 108 deaths per day occurred on Tuesdays. February recorded the least number of deaths, 3,580.

On the other hand, Saturdays in August are good days to stay away from motor vehicles. In 1969, 22 percent, an average of 239, of the traffic

deaths occurred on Saturdays. August led the months with a total of 5,660 traffic deaths.

Total traffic deaths per month, however, do not coincide with monthly death rate figures. Based on deaths per 100 million vehicle miles, August, with 5.7, is safer than either October or November, with 5.8 and 6, respectively.

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## CAREERS IN CRIME

The FBI Uniform Crime Reports for 1969 shows that 240,322 Federal offenders over the 10-year period, 1960-69, as a group averaged almost four arrests during this time; 36 percent had two or more convictions; and 46 percent received a prison term of 1 year or more.

A study of 18,567 offenders released to the community in 1963 disclosed that 65 percent had been rearrested by the end of calendar year 1969. Of the offenders who were under 20 when released in 1963, 74 percent were rearrested during the 6-year period.

Profiles of the repeaters reveal that 72 percent of the auto thieves, 66 percent of the burglars, and 58 percent of the robbers had been arrested in two or more States during criminal careers ranging from 7 to 9 years.

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## TRAFFIC DEATH RATES HIGHER AT NIGHT

Motor vehicle deaths at night total only a few thousand more than deaths during the day, the National Safety Council reports. But the death rate at night, per 100 million vehicle miles, is exceedingly higher—9.3 at night as compared with 3.8 during daylight hours.



# WANTED BY THE FBI



**LYNN LEROY ANDERSON, also known as: Linn Leroy Anderson (true name), "Andy."**

## Interstate Flight—Murder

Lynn Leroy Anderson is being sought by the FBI for unlawful interstate flight to avoid prosecution for murder. On September 9, 1966, in Chicago, Ill., the body of Anderson's wife was found in his apartment. Anderson allegedly murdered his wife 2 days earlier by shooting her three times with a 16 gauge shotgun.

A Federal warrant for Anderson's arrest was issued on November 1, 1966, at Chicago.

## Caution

Since Anderson is being sought in connection with a murder in which a shotgun was used, he should be considered dangerous.

## Description

Age ----- 52, born June 28, 1918,  
Aliquippa, Pa.  
Height ----- 6 feet 1 inch.  
Weight ----- 230 pounds.  
Build ----- Heavy.  
Hair ----- Dark brown, graying.  
Eyes ----- Blue.  
Complexion -- Dark, ruddy.

Race ----- White.  
Nationality -- American.  
Scars and marks ----- Large mole on right side of chin; tattoo: "LLA" on left arm.  
Occupations - Bartender, electrician, laborer, railroad fireman, brakeman, switchman, ranch hand, and salesman.  
FBI No. ----- 804, 938, F.  
Fingerprint classification ----- 19 L 1 R IIO 11  
S 1 A II

## 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.

## POLICE TRAINING

FBI training assistance to local law enforcement agencies reached a new peak during fiscal year 1970. FBI instructors afforded this type of assistance in 8,568 law enforcement training schools attended by 260,214 officers. Such topics as mob and riot control, police management, and human and police-community relations received particular attention.

A series of specialized conferences dealing strictly with extremist groups and violence was organized and conducted by the FBI in the latter part of 1969. A total of 271 conferences were held on a nationwide basis, attended by 23,651 people representing 6,341 law enforcement and prosecutive agencies.

During the 12-month period, 199 officers graduated from the FBI National Academy. Hopefully, the construction of the Academy's new facility at Quantico, Va., will be completed in the fall of 1972. At that time, it will be possible for the Academy to expand its operations so that 2,000 officers each year can receive the regular National Academy training. An additional 1,000 officers will be able to participate in specialized schools during the same period. The new facility also will provide for the training of all FBI Special Agents.

## ROBBERY AND BURGLARY LOSS

Nearly 297,600 robberies occurred in the United States in 1969, with an average loss of \$288 per robbery, according to FBI Uniform Crime Reports. Total dollar loss approximated \$86 million.

There were 1,949,800 burglaries in 1969, with an average loss per burglary of \$318. Total dollar loss was in excess of \$620 million.



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## Kelley Wins VFW's Hoover Award



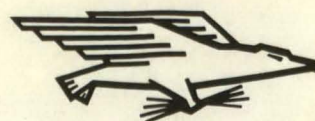
Past Commander-in-Chief Ray Gallagher is shown presenting the 1970 VFW J. Edgar Hoover Gold Medal Award and Citation to Chief of Police Clarence M. Kelley, , Kansas City, Mo.



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

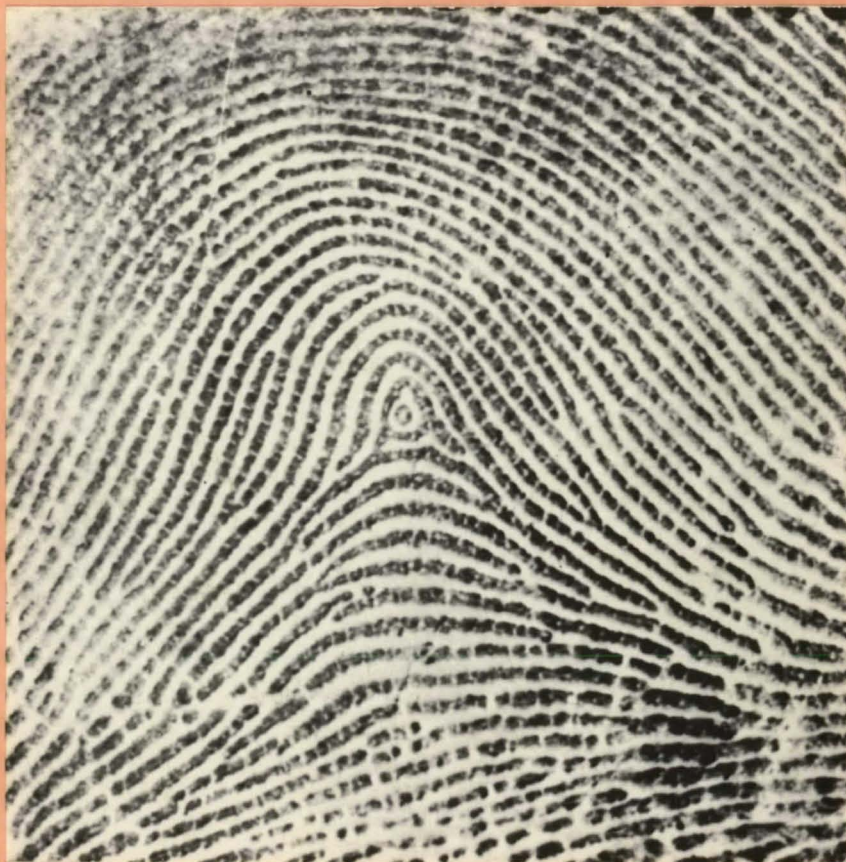
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## QUESTIONABLE PATTERN



The questionable pattern presented this month contains a small circle at its center. It is obvious that the white space at the center of this circle is much too large to be considered a pore opening. For this reason, the impression is given the preferred classification of a whorl with a meeting tracing. Heavy inking may give the formation the appearance of a dot, and accordingly the pattern is referenced to a tented arch.