

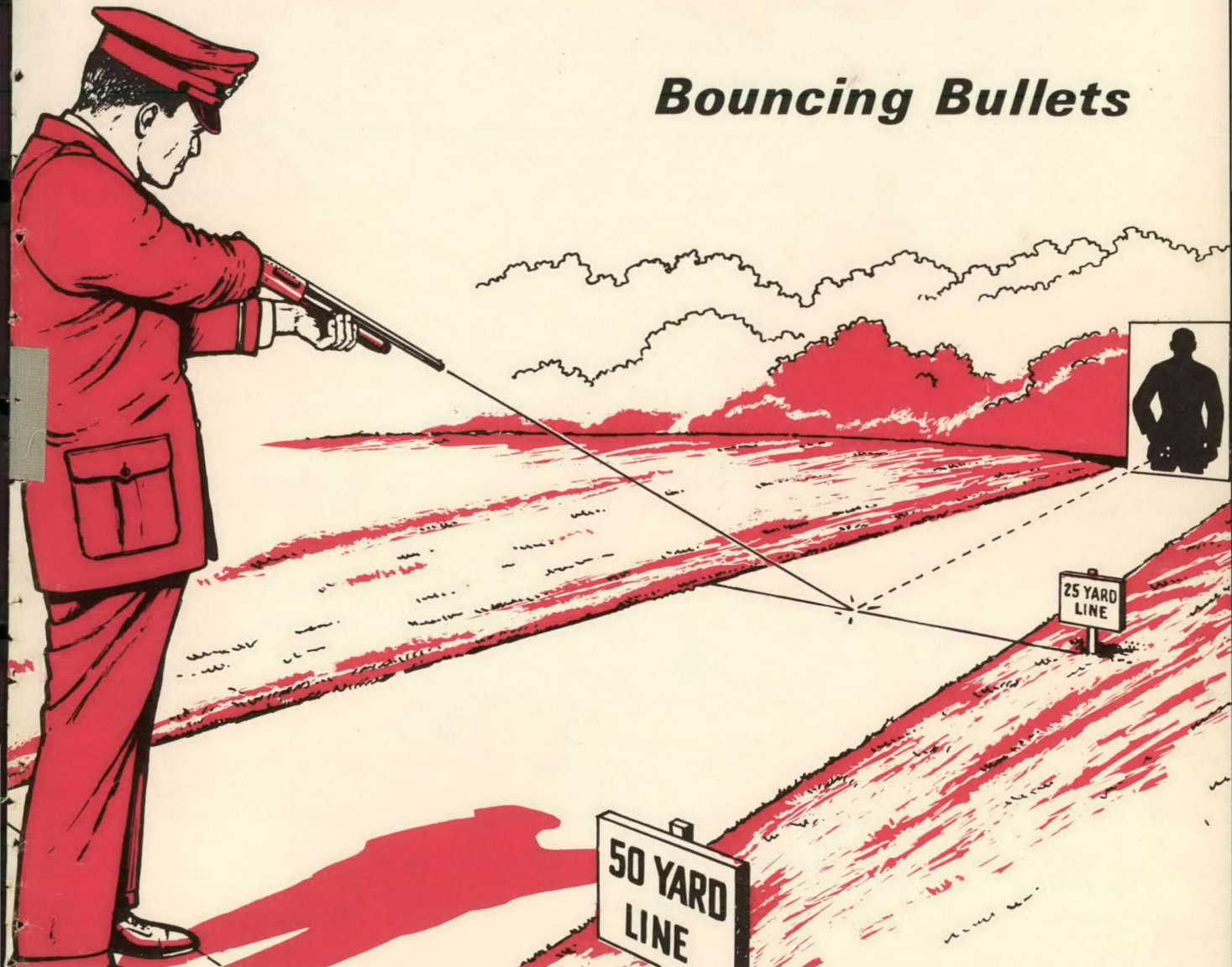
OCTOBER 1969



FBI

LAW ENFORCEMENT BULLETIN

Bouncing Bullets



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

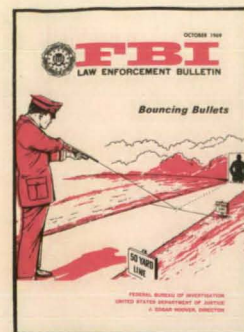
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LAW ENFORCEMENT BULLETIN

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

OCTOBER 1969

VOL. 38, NO. 10



THE COVER—*Bouncing Bullets*—Read the surprising results of tests conducted by the FBI on ricocheting bullets. See page 2.

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MESSAGE FROM THE DIRECTOR

THE PRIMITIVE LAW of the jungle is for beasts, not civilized people. Yet, an animalistic practice closely resembling jungle law exists today in the form of street gangs in most of our major cities.

An east coast city with more than 200 street gangs recorded 33 gang slayings in 1968. During the first 7½ months of 1969, 29 youths in this city died in gang wars. One 16-year-old victim of this jungle law was shot to death when he refused to join a neighborhood gang.

Street gangs, of course, are not new to the American scene. Metropolitan areas have been plagued by roving bands of young thugs for many years. The growth of gangs in number and size keeps pace with other rising crime problems. Because of the nature and constantly changing makeup of these groups, no one can definitely state how many youths are involved.

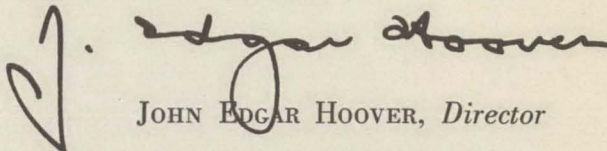
Led by seasoned young thugs who have had many brushes with the law, street gangs build their reputations on terror and intimidation. If misplaced hero-worship or the desire to belong to a so-called "in" group is not sufficient attraction for recruits, threats and physical assaults are used to induce many teenagers to join. One law enforcement official familiar with gang activities stated that most members are forced to join through intimidation and threats.

For the most part, gang finances are obtained through criminal activity, including mugging, pursesnatching, robbery, burglary, blackmail, and money paid for "protection." Total disrespect for the law is ingrained in all members, and each gang is honorbound to take care of its own. The larger, well-organized gangs often provide funds for bail and legal counsel when a member is arrested.

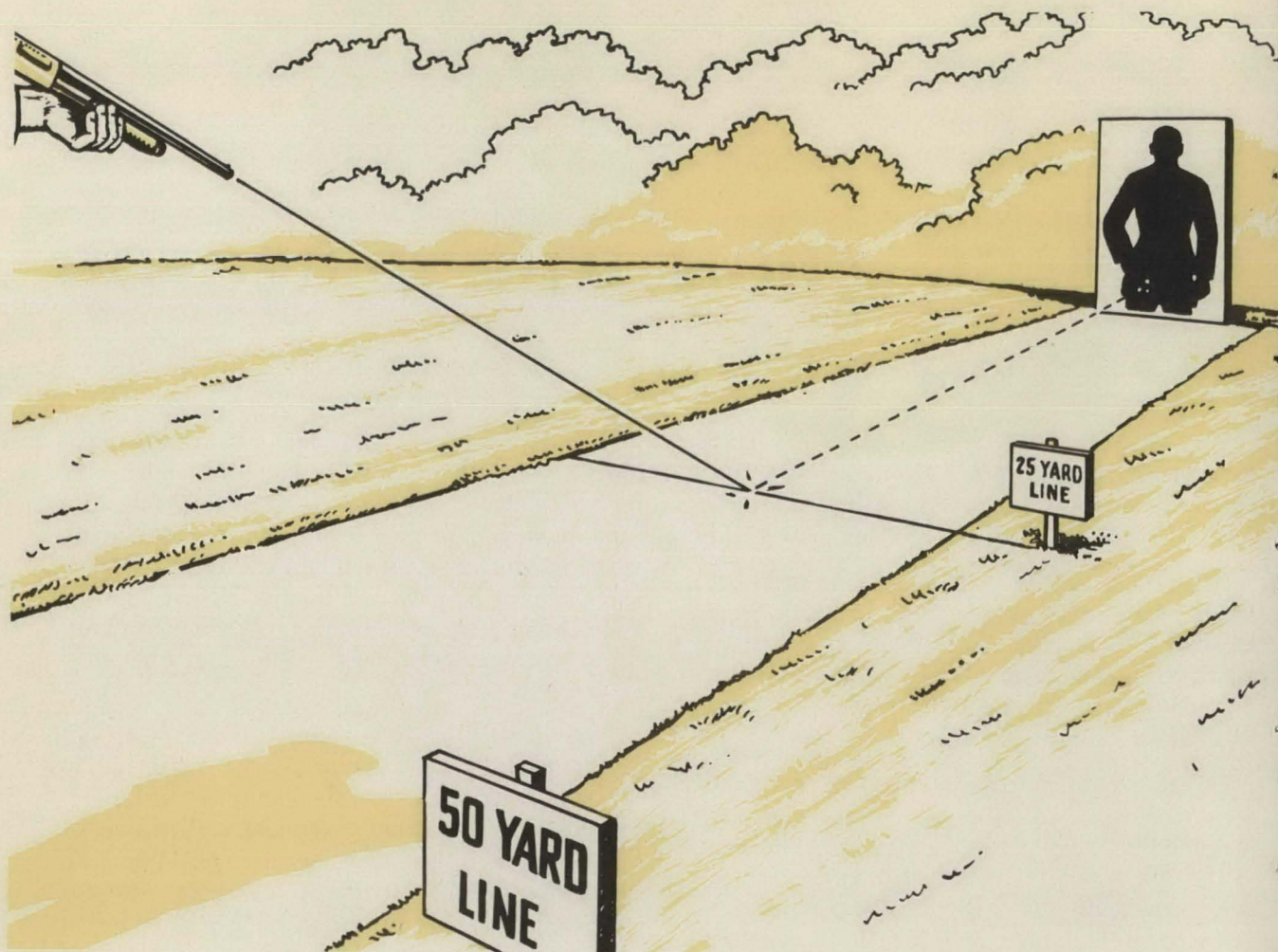
During 1968, persons under 18 years of age accounted for 26 percent of the total police arrests. In urban areas, the same age group accounted for 35 percent of the total police arrests. When only the serious crimes are considered, almost one-half of all arrests in 1968 were for persons under 18. Certainly, a big percentage of these arrests resulted from criminal activity of gang members.

Factors contributing to the existence of street gangs extend far beyond the reaches of law enforcement. The glamour and appeal of gang membership must be removed, and a realistic, commonsense approach to youth crime must replace the trend of permissiveness. Nothing short of a concerted effort by an aroused public, law enforcement, the courts, and youth agencies at all levels of our government will stop the terror of gangs in our streets.

OCTOBER 1, 1969



JOHN EDGAR HOOVER, *Director*



Bouncing Bullets

In a small midwestern city a uniformed police officer responded to a burglar alarm ringing at a corner liquor store. Two suspects emerged through the front door, and one suspect appeared to have a gun in his right hand. The officer assumed a prone position in the street and shouted, "Police officer, halt!" The suspect immediately fired at the officer. A .38 caliber bullet hit the concrete pavement 6 feet in front of the officer, ricocheted, and entered the officer's skull 2 inches below the bill of his cap. Unfortunate phenomenon? Unfortunate, yes, but not an unbelievable occurrence.

A rubber ball will ricochet off a flat surface at approximately the same angle from which it was thrown or directed.

How does a bullet ricochet?

In a large western city, detectives located an armed and dangerous fugitive in a modern steel and concrete building. One officer dropped to his knee as he brought his sidearm to bear on the subject and ordered him to "Freeze." The officer shot the subject as the latter attempted to draw an automatic. The subject recoiled backward after being hit and involuntarily fired at the floor. The bullet struck the tile-covered concrete floor several feet in front of the officer, ricocheted, struck the officer, and severed a femoral artery, a mortal wound. Again unfortunate; however, it can and does happen.

A rubber ball will ricochet off a flat surface at approximately the same angle from which it was thrown or directed. How does a *bullet* ricochet? Consider the following: Many indoor firing ranges use as a backstop a heavy piece of steel armor plate tilted at approximately a 30-degree to 60-degree angle. Bullets striking the plate ricochet into sand or a bullet trap. Figure 1 depicts a typical target range impact area after several thousand rounds have been fired. Note the accumulation of lead close to the steel wall.

The significance of the foregoing brings to mind certain questions. How

do bullets of the type commonly used in police work deflect from different surfaces, and how many such deflections affect the police officer?

To resolve these questions, FBI firearms instructors conducted tests at the FBI ranges in Quantico, Va. The results of these tests are set forth in the following pages. In all instances the target used was the Army "E" bobber type measuring 20 inches in

width by 40 inches in height. All .38 Special caliber ammunition used was, unless otherwise noted, standard service type with a 158 grain lead bullet. The .45 Auto caliber ammunition was fired from a Thompson submachinegun.

Ground Ricochet Shooting

In ground ricochet shooting the bottom of the target was at ground level. Tests were conducted with turf, asphalt, and concrete as initial points of impact or aim.

25-Yard Line

Police agencies generally agree the majority of combat shooting situations occur within 25 yards. Initial tests, kneeling and offhand, were conducted at that distance. The point of aim was 7 yards in front of the target.

Figures 2A, 2B, 2C, and 2D show the results of shots fired from the kneeling position at the 25-yard line with the point of aim 7 yards from the target on a concrete surface. The



Figure 1.



Figure 2A,
.38 Special.

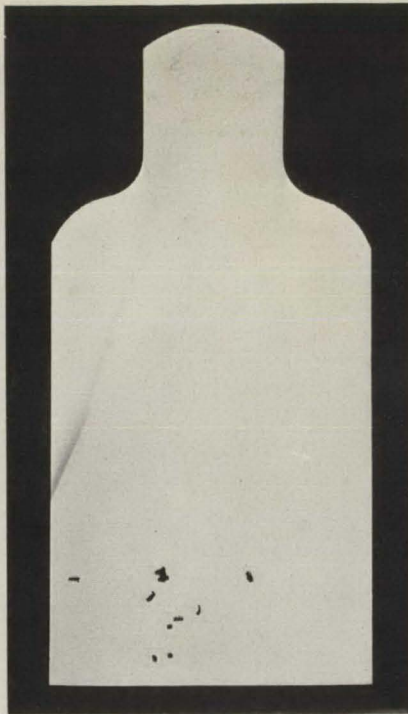


Figure 2B,
.357 Magnum.



Figure 2C,
.45 Auto.

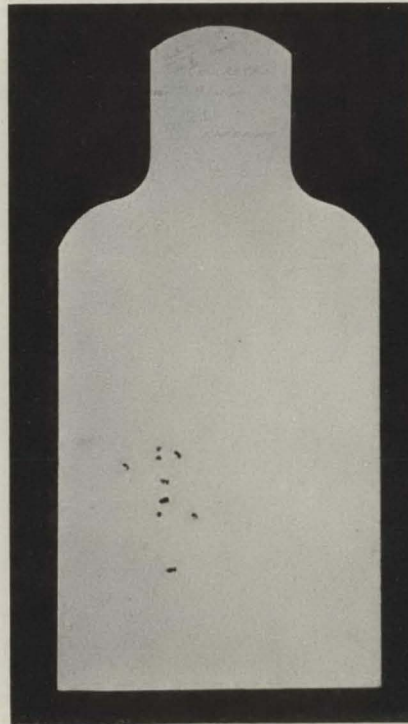


Figure 2D,
9 mm. Luger.

photos, in sequence, show the target results of .38 Special, .357 Magnum, .45 Auto, and 9 mm. Luger caliber ammunition. Ten shots were fired at each target.

Figures 3A, 3B, and 3C show target hits when the point of aim was the 7-yard line. Ten shots were fired at each target with .45 Auto caliber ammunition. The effect of ricocheting off the three surfaces—concrete, asphalt, and turf—seems to indicate that the harder the surface the less the deflection. High velocity and hollow-point bullets fired from handguns at this distance did not differ significantly as far as grouping on the target was concerned.

Figures 4A, 4B, and 4C show the results of five rounds of 00 Buckshot fired from the 25-yard line with the point of aim at the 7-yard line. The shots were fired at concrete, asphalt, and turf.

50-Yard Line

At the 50-yard line shots were fired from the kneeling and offhand positions. The points of aim from the 50-yard line were 12½ and 25 yards in front of the target. The results were erratic and are considered to be of little value.

Figures 5A, 5B, and 5C show the results of five rounds of 00 Buckshot fired from the 50-yard line with the point of aim 12½ yards in front of the target. The surfaces were concrete, asphalt, and turf.

Figures 6A and 6B depict 10 shots of the rifled slug fired from the 50-yard line. The point of aim was 25 yards in front of the target. These shots were fired off concrete and asphalt. While those fired off turf did not strike the target, observation of the impact area behind the target indicated all the shots went a little high and might have hit the head or chest of a man standing.

Figures 7A, 7B, and 7C record 10 shots of the rifled slug fired from the



Figure 3A, Concrete.

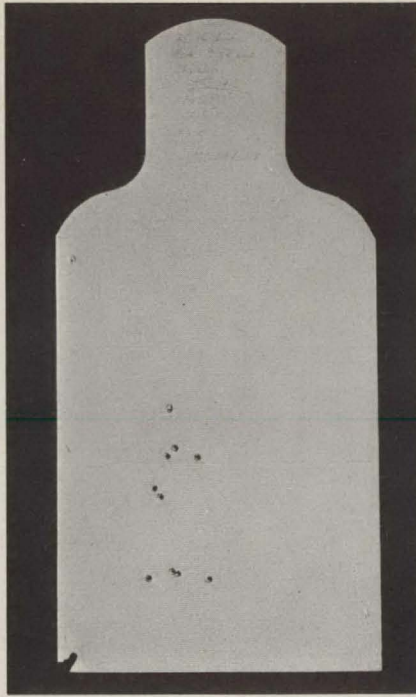


Figure 3B, Asphalt.

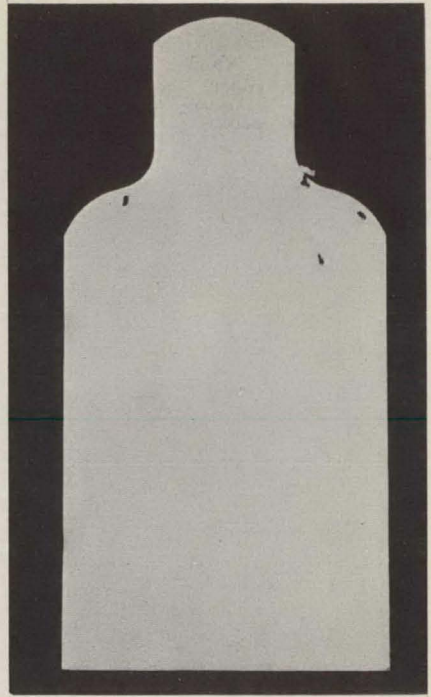


Figure 3C, Turf.

OO BUCKSHOT

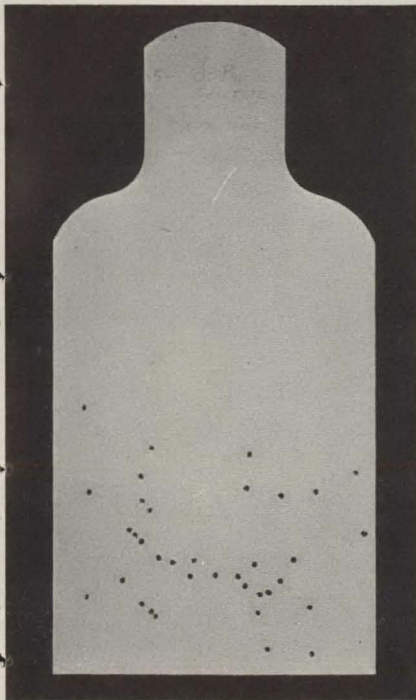


Figure 4A, Concrete.

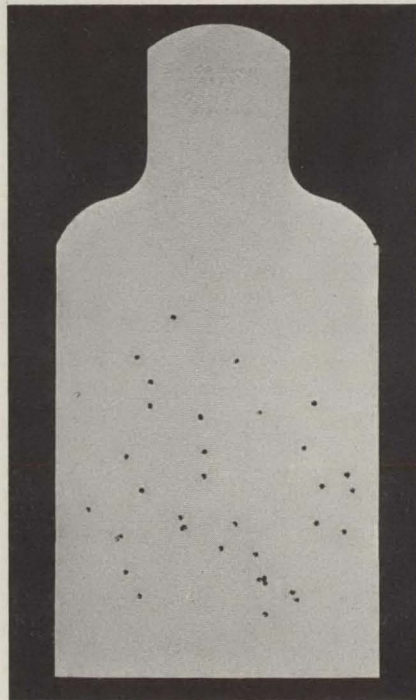


Figure 4B, Asphalt.



Figure 4C, Turf.

OO BUCKSHOT

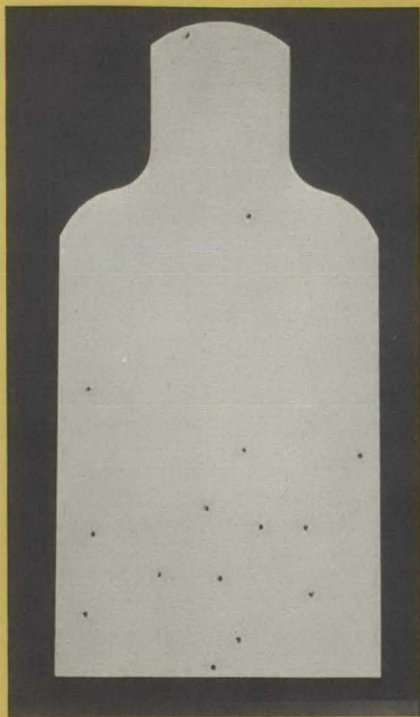


Figure 5A, Concrete.

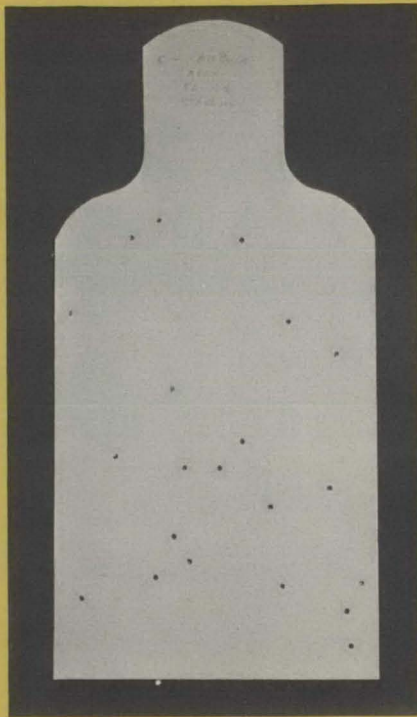


Figure 5B, Asphalt.

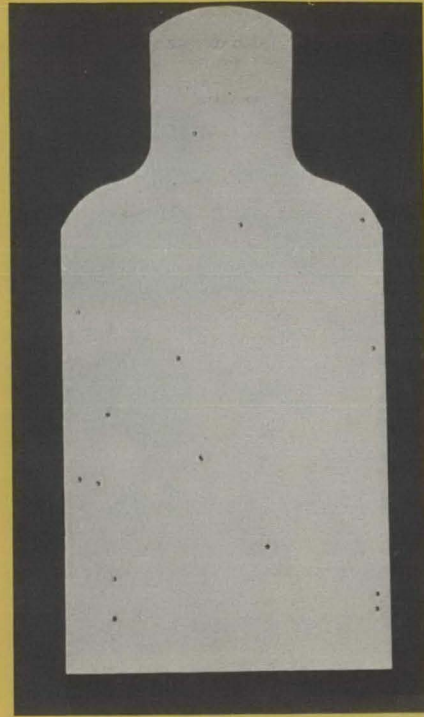


Figure 5C, Turf.

RIFLED SLUG

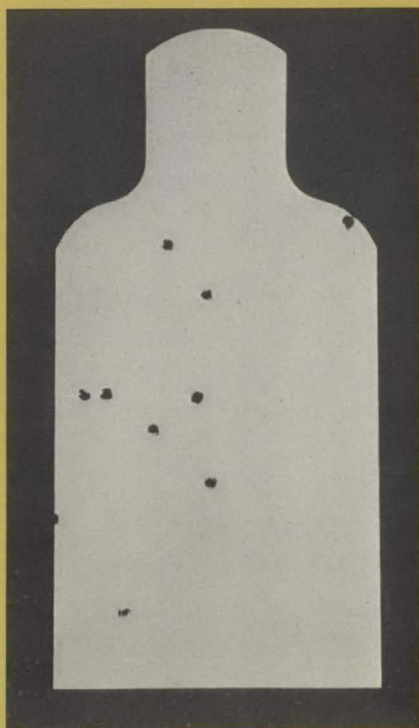


Figure 6A, Concrete.

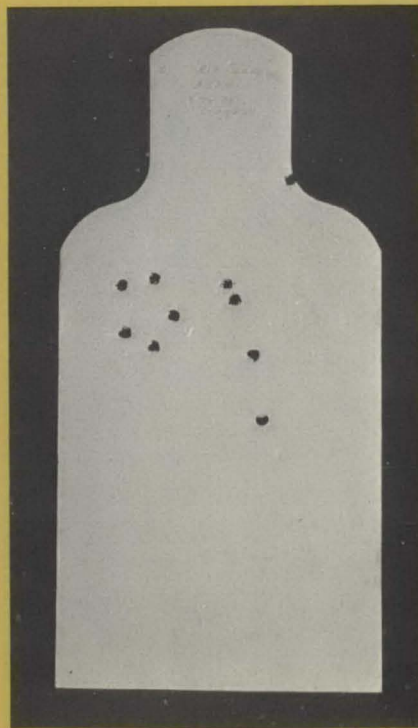


Figure 6B, Asphalt.

(Continued on page 20)

THE SNIPER—

A Law Enforcement Problem

By

A. MELVIN BAILEY

**Sheriff of Jefferson County,
Birmingham, Ala.**



The problem of the sniper is not a recent one. History records many incidents of sniper activity before firearms were used for such purposes. The bow and arrow, wielded by a skilled archer, made a formidable sniper weapon.

Militarily, the sniper can be defined in general terms as an expert marksman who is usually concealed to harass the enemy by picking off individual members, ordinarily at long range with a telescopic rifle. Remove the soldier-sniper from his combat conditions and replace him with a mentally deranged individual on the crowded streets of one of our cities with unsuspecting citizens as his "enemy," and you have the sniper as he is often known to law enforcement agencies.

However, in recent years, sniping has taken on additional, deadly dimensions. Criminals are using it during riots and disorders in major cities as a tactical maneuver against police and others authorized to bring conditions under control. A number of officers and firemen have been slain or wounded. Such wanton violence is, of course, premeditated murder of the first order. It must be dealt with quickly, with decisive, firm action. Herein lies the problem of the sniper menace.

The untrained and ill-equipped policeman, when confronted by a sniper even under normal circumstances, is at a decided disadvantage. Add to this the chaotic conditions involving rioting, burning, and looting, and the enforcement officer needs all the prep-

aration and assistance possible to meet his responsibilities.

No law enforcement official can know or accurately predict when the officers of his department may be faced with the sniper problem. If it happens, he will have been derelict in his duty as commander if he has not provided his men with some training on how to deal with the sniper. This does not mean, of course, that there is a clear-cut, foolproof plan of action which must be taken. But there are certain basic steps an officer should take to protect himself and others and to effect possible apprehension of the sniper or snipers.

Initial Actions

The initial actions taken by an officer when fired upon by a sniper, or when in an area where a sniper has been detected or reported, are not necessarily a part of planned strategy to neutralize and arrest the shooter. Assuming that the shots are coming from a lone gunman, an officer should immediately take cover, report the attack to his superiors by whatever means readily available, and request assistance. The officer may return the fire if he can see the sniper and if he is within effective range. He should not fire indiscriminately at a spot or location, and, of course, he should be certain that his shooting does not endanger the lives of innocent persons in or near the vicinity of the sniper. There is always the possibility that a sniper may be holding a hostage. In such instances, it may not be possible to return fire until the safety of the hostage is assured.

Preparedness

As in dealing with any crisis or potentially dangerous incident, a police department should have trained personnel who can move onto the scene and restore order in a short

period of time with a minimum of confusion.

Our department has trained a number of officers who, if conditions should warrant such action, are prepared to operate as our Anti-Sniper Squad. We selected officers who not only are excellent marksmen, but who also are experienced and mature. They have above-average ability and good judgment. They have been given special training in firing rifles with and without variable telescopic sights.

The size of an anti-sniper squad may vary, depending on the size of the enforcement agency and the geographical area within its jurisdiction. The density of population is, of course, a major factor. A department policing a highly urban area will, in most instances, require a larger squad than one whose jurisdiction is mostly rural. Likewise, a metropolitan enforcement agency will normally want a larger squad than a small town police department. We feel that a squad of four men is suitable for our department.

Adequate Equipment

An anti-sniper squad, to be fully effective, must be adequately equipped. Sufficient firepower is a fundamental necessity. In addition to high-powered rifles, the squad should have ready access to shotguns, and perhaps even submachineguns. Provisions should also be made for suitable protective gear in the form of helmets, body shields, and an armored vehicle. Clothing should be dark and should be worn without any reflective badges or insignia. Other supplies such as binoculars, flashlights, tear gas equipment, gas masks, and bull horns should be available.

If it is possible for the senior officer who is in charge of the squad to arrive on the scene without undue delay, he should assume command of

operations when a sniper is reported. One of his first actions should be to establish observation posts. Officers equipped with binoculars and two-way radios should be placed at strategic points to spot the sniper and report his exact location. A helicopter may also be used advantageously for this purpose. If the firing occurs at night, spotlights should be zeroed in on the sniper location.

Cautious Strategy

In some instances, it will be possible to determine that the sniper is alone. His location may be such that fire can be returned without endangering the lives of innocent persons. Some snipers, when fired upon by police, will attempt to flee or seek a better vantage point. Therefore, the squad commander must be certain that his men are deployed to prevent the sniper's escape or to pin him down if he begins firing again.

In most instances, however, it will not be possible to return sniper fire until the area is sealed off and other occupants of buildings involved are evacuated. Arrangements should be made to contain these persons long enough to identify witnesses and, of course, to check the group for suspects connected with the shooting.

Control and Arrest

Some snipers make elaborate preparations before commencing their assault against police or the unsuspecting public. A lone sniper may have three or four weapons and an ample supply of ammunition for each. Usually, this type of sniper is well concealed and hard to pinpoint. Depending on the caliber of the weapon, when fired, its report may be lost in the surrounding noise of a busy city. The first awareness that shots are being fired may come when a victim is hit or a bullet strikes the pavement

or a building nearby.

As soon as the sniper's fire is brought under control, his weapons silenced, and the area completely sealed off, quick action must be taken to apprehend the shooter. Using a public address system, you should give orders for the sniper and any other occupants to come out with their hands above their heads. If the sniper complies, then the problem is solved. He should be handcuffed and searched. All weapons, ammunition, and other evidence found on his person, at the point of firing, in the building, and in the area should be collected and marked for identification. The suspect should later be fingerprinted and the evidence checked for latent prints.

When commands to vacate a building are made and no one responds, then thought should be given to using tear gas. If applied, the tear gas will, in most instances, force the sniper and any other persons out. The anti-sniper

squad must be ready to enter the building immediately and secure it. The premises should be searched thoroughly.

Occasionally, a sniper may be holed up in a spot where tear gas cannot be used or, if used, would be ineffective, as on a water tank tower. Here, a tactic must be used to keep the shooter pinned down and his attention directed away from officers who are assigned to surreptitiously reach his position, get the drop on him, and effect his arrest or take whatever action may be necessary to stop his murderous attack.

Police in some major cities have encountered "intensive sniper fire" during the heights of riots and violence. Actually, this type of gunfire is not sniper fire. It is more correctly described in military terms—volleys of gunfire—which cover such warfare. Highly concentrated volleys of gunfire from hostile groups during

disturbances are no longer merely police matters. These revolutionary tactics must be met with force. Armored vehicles and superior firepower may be needed. Under such circumstances, the police commander and city authorities should have no reluctance in calling for additional aid from the State, and perhaps even from military authorities.

In conclusion, every chief of police, sheriff, and head of every law enforcement agency should make certain that officers under his command are familiar with the rudimentary techniques of protecting themselves and the public against sniper attacks. Regardless of what later developments may dictate as to the course of action to follow, the initial official response to a sniper is usually from the officer first fired upon or called to the scene by alarmed citizens. Knowledge and preparedness can be a great source of confidence at such times and can save lives.

QUOTABLE QUOTE

"Justice is the great interest of man on earth. It is the ligament which holds civilized beings and civilized nations together. Wherever her temple stands, and so long as it is duly honored, there is a foundation for social security, general happiness, and the improvement and progress of our race. And whoever labors on this edifice with usefulness and distinction, whoever clears its foundations, strengthens its pillars, adorns its entablatures, or contributes to raise its august dome still higher in the skies, connects himself, in name, and fame, and character, with that which is and must be as durable as the frame of human society."

—Daniel Webster.

Skidpan Training

Experienced law enforcement officers know that successful pursuit driving does not always require a heavy foot on the accelerator. Mr. Shelton explains how officers of his State are trained to react to adverse driving conditions.

By
THOMAS B. SHELTON

Administrator,
Mississippi Law Enforcement
Officers' Training Academy,
Whitfield, Miss.



The Mississippi Law Enforcement Officers' Training Academy was created to train officers in the many facets of police work. The men charged with planning the academy and its curriculum did extensive research in an effort to make this one of the most modern and comprehensive schools of its type in the Nation.

These officers visited training facilities in several other States and corresponded with numerous departments in preparing Mississippi's state-wide police training program. While making this study, they determined that one particular area of training in

need of careful attention is that of the police officer and his automobile. With a large percentage of the State's officers assigned to cars, this phase of training could not be treated lightly.

The blueprints for the second phase of academy construction included plans for a large rectangular asphalt skidpan designed to simulate adverse driving conditions. Here the men would receive instruction in how to control a skidding vehicle.

The Mississippi Highway Patrol, the agency responsible for staffing the school, sent one of its officers to the pursuit driving course of the Cali-



Mississippi Highway Patrol cadets receive a briefing before moving onto the course to practice the principles taught in the classroom.

fornia Highway Patrol. There he learned how to instruct students in the use of the skidpan.

Patrolman William M. Jones, a recent graduate of the FBI National Academy, returned to the State and began classes on the new skidpan in fall, 1966. Since that time, with the assistance of other officers assigned to the academy staff, Patrolman Jones has given training to more than 1,500 officers representing city, county, State, and Federal law enforcement agencies.

Amount of Training

The amount of training given these officers is determined by the time available. Some officers spend only an hour on the skidpan, with the instructor attempting to give them a better idea of what to do if their car goes

(Continued on page 18)

Under the watchful eye of an instructor, students slide around one of the turns.



A Progressive Law Enforcement Education Program

By

R. DOUGLAS KELLEY

Assistant Director of Public
Relations,
Babson Institute of Business
Administration,
Wellesley, Mass.

In May 1964 FBI Director J. Edgar Hoover stated, "It is vital that law enforcement, colleges and universities, business and professional leaders, and local governments join forces to field a professional striking force in the unconditional war against crime. . . . More universities and colleges should be initiating and increasing courses of study oriented toward the development of a career police profession."

In the more than 5 years since Mr. Hoover made these comments, much progress has been made in upgrading the educational standards of law enforcement. Colleges and universities, business and professional leaders, and State and local governments throughout the country have combined efforts—frequently with assistance from the Department of Justice, the FBI, and other Federal agencies—to provide more formal education and better training for all members of law enforcement. This article tells how one such project was established in the New England area.

September 23, 1968. When it ended on July 25, 1969, there were an additional 300 men trained in the institute, bringing the total to 600.

Central Location

The site picked for the location of the CTI is the campus of Babson College in Wellesley, Mass. Babson is centrally located near Boston and is distinctly accessible just off Routes 9, 16, and 128. The college is management-oriented, with many of its faculty serving as instructors for the CTI in specialized areas of management and communications. Babson is also quite conscious of its role in contributing to public service, as pointed out by President Henry A. Kriebel when he said: "I am delighted to have the police officers as a part of our campus activity, and we will assist them in any way we can."

Babson provided the CTI with office facilities in addition to a classroom which was refurbished and equipped with air-conditioners. Par-

ticipants in the institute take their meals in the college dining hall and enjoy the academic atmosphere. Housing is provided at the Wellesley Inn.

The Command Training Institute accepts as a basic the belief that skilled management and supervision are vital to effective law enforcement. It recognizes that these important aspects too often are overlooked in an age when civil strife and disorder frequently result from social unrest and lack of understanding. To the command officer, then, falls the responsibility of communicating to those under him in such a way as to gain maximum performance in the most effective manner.

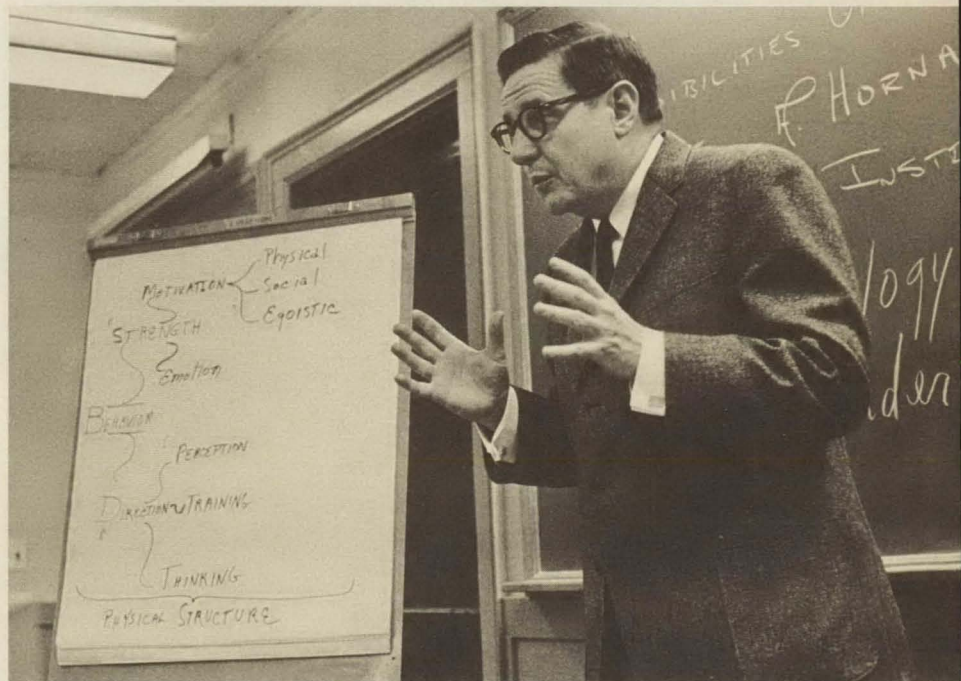
Key to Service

Thus, the key to effective police service lies in the ability of the command officer to exercise his responsibilities with sound judgment, direction, and wise use of human and physical resources. His knowledge and experience in law enforcement,

On September 1, 1967, the Command Training Institute (CTI) joined other progressive police training units throughout the Nation by undertaking a comprehensive approach to the problems of police management. The institute was created by the New England Association of Chiefs of Police, Inc., through their Committee on Law Enforcement Education and through funds granted by the Department of Justice. The goal of the institute is to give command officers the necessary training and background in management, skill development, communications, supervision, and allocation of human and physical resources. Where many other short-course programs focus on topics such as crime detection and prevention, the CTI emphasizes the science of management and encourages the application of sound management principles and techniques in the administration of a law enforcement agency.

All six New England States participate, with representation allotted on the basis of State population. Command officers are eligible to attend. Three hundred such officers went through the first year's program, a series of ten 3-week sessions, with 30 men per session, beginning November 27, 1967, and terminating August 16, 1968.

The program's success was so profound that, in the words of Arthur D. Kehas, Project Director, "The Justice Department requested the CTI to apply for renewal of the grant—proof of its success and impact on law enforcement education." A second grant was provided for renewal of the program which began



Dr. John A. Hornaday, chairman of the Management Division at Babson College, lectures to officers at the Command Training Institute.



Director of the Command Training Institute Arthur D. Kehas illustrates a point in informal discussion with officers taking part in the course. He is on leave from his duties as deputy chief of the Manchester, N.H., Police Department.

per se, are inadequate without proper background and training in the science of management. To this end the institute endeavors to equip the decisionmaker with additional management tools to complement his understanding of police service and provide techniques which will enable him to respond to and reflect community needs.

Formal presentations during each 3-week class are conducted by instructors from Babson College and other centers of education in the Greater Boston area, as well as by leading police and FBI executives from New England. Among the law enforcement agencies that have provided instructors are: Boston and Framingham Police Departments, Federal Bureau of Investigation, Bureau of Narcotics and Dangerous Drugs, Massachusetts State Patrol, and the Department of Justice. Non-law-enforcement institutions that have participated have been the Anti-Defamation League of B'nai B'rith, National Association for the Advancement of Colored People, and John Hancock Life Insurance Co.

Many of these presentations are of the lecture type with extensive use of educational aids, such as filmstrips, slides, motion pictures, tape recordings, and overhead and opaque projectors. Additionally seminars, panel

discussions, workshops, and decision-making exercises have been valuable means of encouraging a free exchange of ideas among the men.

At the beginning of each 3-week class, the "students" are assigned to teams of six men each (5 teams) and are given a major management project for examination, study, preparation of a report, and presentation, which is made on Monday of the third week of the "term." The projects allow the men an opportunity to combine diversified backgrounds, outside research, and theory and apply them to management and supervisory problems emphasizing planning and policy. This research and teamwork usually take place weeknights or on weekends. During the third week each member of the class gets a copy of each group's project and then in seminar discussions has the opportunity to question and discuss each report and its conclusions.

Group Orientation

In this manner the participants are taught the importance of group orientation to problem-solving, order and planning of group activities, and the importance of operating as a cohesive unit.

A sound part of any training pro-

gram is, of course, the identification of those resources and materials which are valuable to the instructional and informational purposes. The use of instructional aids not only serves as a convenient medium for presentation of information, but also points out the various audiovisual techniques which have accepted merits and weaknesses for use in law enforcement.

Akin to the teaching tools mentioned is the reading matter related to the program, all of which is available at either the CTI library, the Babson College library, or the Wellesley public library. Over 100 reports, manuscripts, books, and periodicals are recommended reading and are available at the libraries mentioned above. Seventeen articles or booklets are furnished to the class members.

Seminar

At the close of each week of the 3-week session, a seminar is held to discuss, clarify, and further explore any areas not effectively disposed of during the week. A "class president," elected by the participants on the first day, aids the project director in carrying out many of the duties of administering the program.

Since literature in the field, as well as publications reflecting the community and social structure, plays an important part in the command officer's knowledge of current police services and practices, instruction in reading development is provided. Starting off at 100 words per minute with tests for retention, each officer increases to approximately 400 to 600 words per minute and maintains a high retention rate. Techniques of reading are presented, with variations for individual cases and literature requirements.

Another teaching tool is an "in-basket" exercise which provides the individual officer the opportunity to

identify priorities in handling various items, give a response, and relate class questions to the decisionmaking involved.

A daylong workshop gives the officers an opportunity to question law enforcement practices, administration and management of men and materials, and fundamentals of police service.

A particular session devoted to effective communication gives each man the opportunity to evaluate and take part in the communication process (or lack thereof). The class is split into groups of six men each, five of which leave the room. The first member of each team views a scene shown on a screen through use of a filmstrip projector. He then relates what he saw to the second member of the team as he enters the room, the third man tells it to the fourth, and so on, until all members are back in the room. The last man recites what he was told, which is usually very different from what was portrayed on the screen to the first man. It is a simple technique used to illustrate the breakdown in communication.

Leadership Styles

Another subject area, management by objectives, stresses the personal leadership styles of the individuals. Following a film, "Styles of Leadership," discussion takes place, and then the class is broken up into four groups, with one "chairman" and one "observer" per group. The groups are then assigned a police problem and instructed to conduct a meeting in one of four styles: the "tell" method, the "sell" method, the "consult" method, or the "join" method. The chairman then reports to the class, and the observer criticizes the manner in which the meeting was conducted.

A similar decisionmaking case is involved in assigning each of six teams to a hypothetical case: They are in-

structed to determine among themselves, as employees, who should get the new company truck, what commitments or promises are made, and who is satisfied or dissatisfied.

A significant area for the observations of all participants is the changing social order and the implications for effective police and community adjustment. Time is devoted to class participation and indepth discussion of many of these problems.

Geographic Representation

A review of the geographic areas represented by participants during the first 17 classes indicates that 155 different police departments were represented, with 262 men from Massachusetts, 129 from Connecticut, 39 from Maine, 33 from Rhode Island, 32 from New Hampshire, and 14 from Vermont. Total population represented among the registrants was 7,620,000. (Statistics for the remaining three classes have not been computed).

A breakdown by rank of the first 509 men shows that there were 86 chiefs, 108 captains, 137 lieutenants, and 178 sergeants who took part. The average age of the officers is 43.9 years, with an average of 16.1 years of experience. (Statistics for the re-

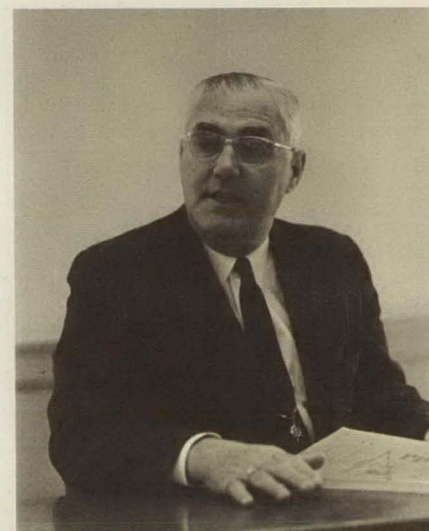
maining three classes have not been computed).

Evaluator of the project is Dr. Gail E. Cosgrove, Academic Dean of the State College at Framingham, Mass. In addition to Dr. Cosgrove's evaluation, each participant comments upon and evaluates the course presentations and the total program. The class unit also provides a composite appraisal.

Only through such evaluation can the program be fully measured and values ascribed to its relative parts. The duty then rests with the Project Director, Evaluator, and Consultant, Thomas F. McLaughlin, Jr., to undertake the changes and implement new ideas in the program structure.

Assessment of the time commitments to the program indicates that a participant in the 3-week course spends approximately 150 hours in the experience. Each day contains 7 hours of instruction, for a total of 105 hours. Added to this is the projected minimum of 20 hours of outside-of-class work for preparation of team reports and panel discussions. However, experience has proved this figure to be closer to 45 hours; thus the total time expenditure per man is 150 hours.

Following the conclusion of each 3-week program, the participants are awarded a certificate during gradua-



Retired FBI Agent Thomas F. McLaughlin, Jr., was the prime organizer of this management school for police. He is now educational director, Boston Chapter, American Institute of Banking.

tion exercises. Some of the graduation speakers in the past have been Commissioner Edmund L. McNamara, Boston Police Department; Dr. Henry A. Kriebel, President of Babson College; Attorney William M. Gibson, Director, Law and Poverty Project, Boston University School of Law; and James L. Handley, Special Agent in Charge of the Boston, Mass., FBI office.

Points Emphasized

From the time of its inception and throughout the 20 3-week courses, the Command Training Institute has exemplified the improved techniques and approaches which are necessary in modern law enforcement. For the police officer to command, and command well, he must have a good working knowledge of the science of management and be able to apply the techniques to the special problems of law enforcement.

Through the institute the officer has become more aware of the basic problems of current police services and of the command and supervisory officer. He can now more effectively



Lt. Detective Leo F. Davenport, Cambridge, Mass., presents a different dimension for a suggested way of developing management skills in command police officers during a discussion following a recent lecture at the Command Training Institute.

undertake the logical and practical mobilization of his men to function in a more effective manner.

The number of promotions of officers who have attended the CTI attests to the fact that the institute is reaching its goal and is a good prov-

ing ground for leadership.

The First Year Report, covering the Command Training Institute's first year of operation, September 1, 1967, to August 31, 1968, resulted in the Department of Justice's solid support for continuation of the institute for a second year. Some of the chiefs of police attending the 3-week course during the first year had this to say about their experience, in letters to the Attorney General: "I would like to send every superior and ranking officer in the Quincy (Massachusetts) Police Department to the institute. Over the years I have attended many schools. It is my opinion that the Command Training Institute is the most outstanding course I have ever been exposed to." Another said: "This is the best program for law enforcement training that I have attended in my 26 years in police work." (Brattleboro, Vermont). And still another said: "It is the opinion of this office that the training is a 'must' for today's police supervisor and, above all, a 'must' for the men who run the department." (Brunswick, Maine).

Evaluations

Dr. Gail E. Cosgrove, Evaluator of the Command Training Institute, summed it up in his first final report, August 16, 1968, when he said: "... this required that each person share his professional background and experiences with his team. Thus, the ability to give and take, to be perceptive and discriminate, and to work with others was fostered." Dr. Cosgrove also said: "In my opinion, I feel if the length of each session could be extended, the men would not be required to work in a program that is so highly concentrated. An extension of time would also allow the classes to branch out into new areas."

Almost every officer expressed a desire for the continuation of the institute and for a refresher seminar at



Command officers at the CTI listen to a lecture on a police problem. For many of the men, attending the institute was their first experience in a college classroom; the course was tough and left little time for relaxation.



Veteran law enforcement officer James L. Handley, Special Agent in Charge, FBI, Boston, makes a point during a discussion with command officers taking the rigorous 3-week course.

least once a year.

All publicity for the CTI is handled by Babson College. Approximately 900 newspaper articles, many accompanied by pictures, have appeared in over 200 different New England newspapers since the first class began in 1967. Through this means the CTI and its efforts to upgrade law enforcement techniques are gaining wide public acceptance.

The Command Training Institute is progressive in its approach to the problem of police management. It takes great satisfaction in its accomplishments to date and eagerly anticipates the challenge of the future. It has become a significant force in the field of law enforcement education and will continue to strive to increase its worthwhile impact on police service in New England.

CRIME AFTER CRIME

A survey conducted by the New York City Police Department during March 1969 shows that of the 756 persons arrested on charges of burglary, 69 percent had been arrested before.

According to the study, nearly 53 percent of the total had been previously arrested for burglary. Fifty of these individuals had been arrested four or more times for burglary, and 145 at least twice. Many of those with previous police records, 87 percent, had been arrested for serious crimes. Six had been arrested for murder, 254 for sale or possession of narcotics, 134 for robbery, 127 for felonious assault, 50 for dangerous weapons, and 207 for grand larceny.

Forty-four of the 522 repeaters had records of ten or more arrests for serious crimes; seven had been arrested at least 20 times. In addition, 321, or 61.5 percent, had been arrested at least twice for serious crimes.

A STRING OF THEFTS

Trading a light bulb for a pound of bacon may be a criminal act when the bartering is done by pulling a string.

An electrician for a meat packing company in a western city parked his car against a 6-foot-high fence enclosing the company grounds. Unlocking the car trunk, he tied a heavy string to the lid and fed the string through the fence.

Throughout the day he would trade electrical supplies for packaged ham and other meats. Then he would open the car trunk by pulling the string inside the fence, throw the meat over the fence and into the car, and close the trunk by again tugging the string. At the end of the day, the electrician walked through the gate empty-handed.

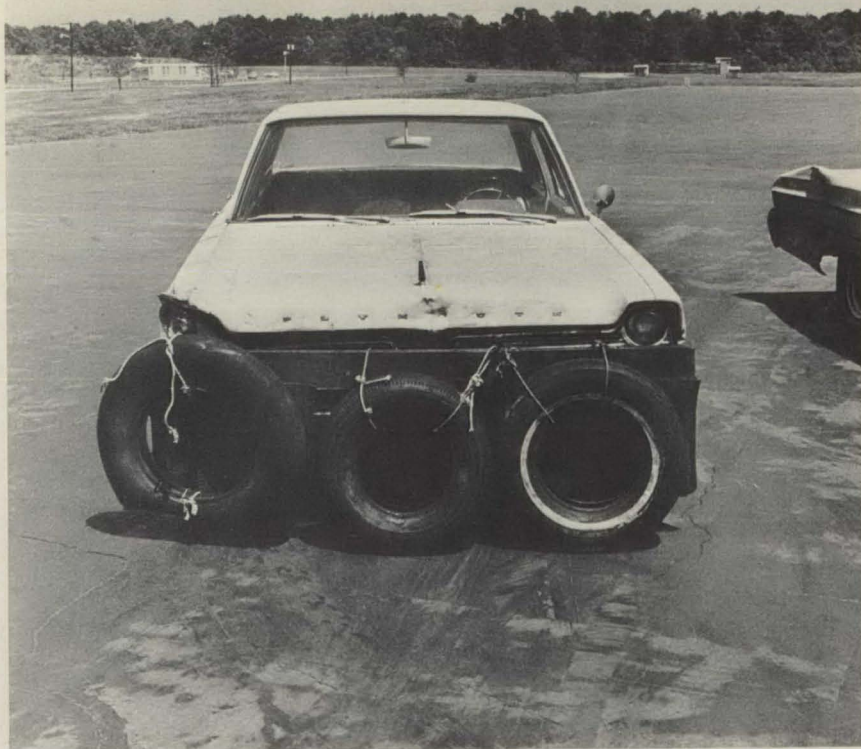
SKIDPAN TRAINING

(Continued from page 11)

into a skid. For others, such as a highway patrol cadet class, the instructional period may be 20 hours. This includes both classroom and practical training.

The classroom instruction consists of a thorough briefing on the various forces that affect a moving car, what can be done to counteract these forces, and how to apply these principles. The academy has provided a variety of visual aids to supplement the lecture material.

When the men leave the classroom and move to the 350- by 250-foot surface, they fit crash helmets on their heads and climb into the skidpan cars equipped with slick tires. With an instructor sitting beside him, each man first drives slowly around the skidpan course marked with cones. As the car moves around the area, sprinklers mounted in the surface of the skid-



This skidpan car equipped with a steel bumper covered with tires is used to "push" hesitant students into more active participation.



The driver in the rear car is shown trying to avoid a crash with the stalled car on a rain-slick "highway."

pan and connected to a tank-trailer keep the asphalt supplied with the necessary moisture.

Once the officer exhibits knowledge of the course and the techniques of handling the car, the instructor leaves the passenger seat and observes his student as he practices the skills he has learned.

The comments from the men following their time on the skidpan have been indicative of the success of this training program. The overwhelming majority have stated they can really see how this training could save their life.

Commissioner of Public Safety Giles W. Crisler, who is responsible for the overall operation of the academy, has said that law enforcement officers should be given all possible training in protecting themselves from the hazards of their profession, and the skidpan is one indication that the State of Mississippi is fulfilling this responsibility.

Mississippi officers are highly competent and professional, and we feel the skidpan course at the Mississippi Law Enforcement Officers' Training Academy has certainly helped in preparing these officers for their work.



An instructor gives students a demonstration run across the wet pavement.

GET-AWAY WITH A DECOY

Officers investigating a recent bank robbery in an eastern city have learned that the robbers and their accomplices used two cars for their successful get-away.

The persons who actually robbed the bank left the scene in one car unnoticed, while the occupants of the second car sped from the vicinity of the bank and attracted as much attention as possible. Police stopped the decoy car but found nothing in the car or on the persons to link them to the bank robbery.

STRIP MINING

An unusual method for disposing of a stolen motor vehicle was unearthed recently when a truck tractor was found buried in an abandoned Kentucky coal mine. Most car and truck thieves dispose of stolen vehicles by stripping or junking them. In this case, the engine and transmission were removed, and a torch was used to cut up the frame and body. The largest piece of the tractor exhumed was approximately 7 feet long. A stolen road construction machine had been used to dig the hole and bury the scraps of the tractor.

WEEKEND TRAFFIC ACCIDENTS

The long-awaited weekend is sometimes not worth the waiting. Florida Highway Patrol statistics show that on Florida highways more accidents occur on Friday between 5 and 6 p.m. than at any other time. More fatal accidents, however, occur between 6 and 7 p.m. on Saturdays than at any other hour.

A patrol official pointed out that most accidents during the high incidence periods on weekends could be avoided if operators would drive defensively.

BOUNCING BULLETS

(Continued from page 6)

50-yard line. The point of aim was 12½ yards in front of the target. The

surfaces were concrete, asphalt, and turf.

Sidewall Ricochet Shooting

In all sidewall ricochet shooting the

target protruded its full width from the wall with the left side of the target against the sidewall. The target was at the extreme end of the sidewall and the shooter was 25 yards from the



Figure 7A, Rifled Slug, Concrete.

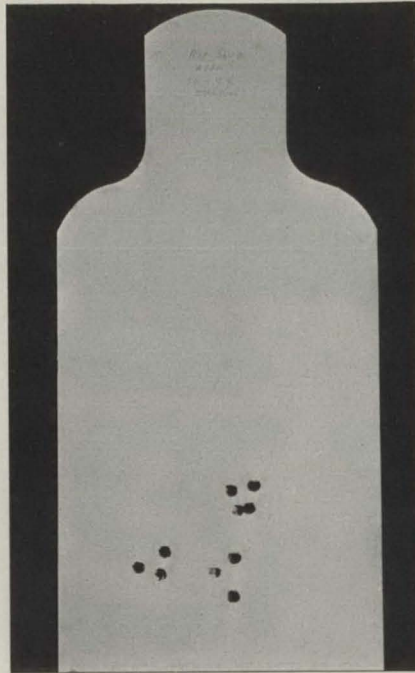


Figure 7B, Rifled Slug, Asphalt.

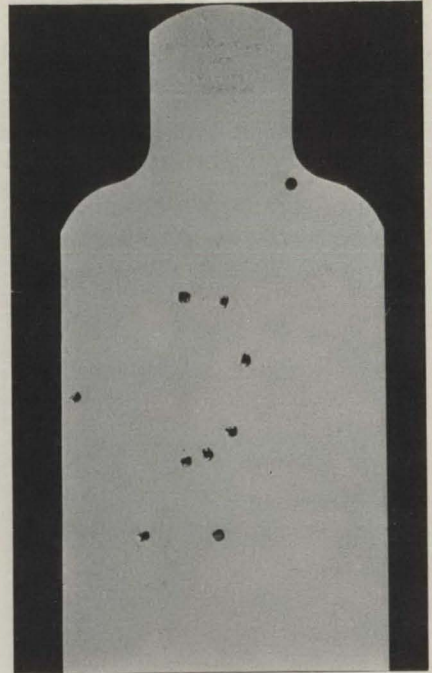


Figure 7C, Rifled Slug, Turf.

BRICK SIDEWALL, 22½ DEGREES

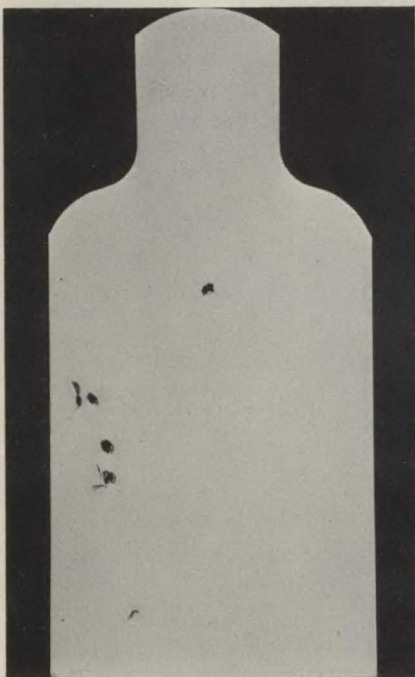


Figure 8A, .38 Special.



Figure 8B, .38 High Vel., 110 grains Hollow Point.



Figure 8C, OO Buckshot.

point of aim or impact. Shots were fired at $22\frac{1}{2}$ - and 45-degree angles from the point of impact.

An Angle of $22\frac{1}{2}$ Degrees

Figures 8A, 8B, and 8C show the results of brick sidewall shooting with the point of aim 8 feet from the target at an angle of $22\frac{1}{2}$ degrees. Ten shots were fired in each of two targets with .38 Special and .38 Special hollow-point ammunition. Five rounds of 00 Buckshot were fired into the third target.

Figures 9A and 9B depict concrete sidewall shooting at a $22\frac{1}{2}$ -degree angle. Ten shots were fired with the rifled slug and 10 with 00 Buckshot. The point of aim was 8 feet from the target.

Figures 10A, 10B, and 10C show 10 shots each with .38 Special, .45 Auto, and .357 Magnum caliber ammunition 25 yards from the concrete sidewall at a $22\frac{1}{2}$ -degree angle. The point of aim was 8 feet from the target.

CONCRETE SIDEWALL, $22\frac{1}{2}$ DEGREES

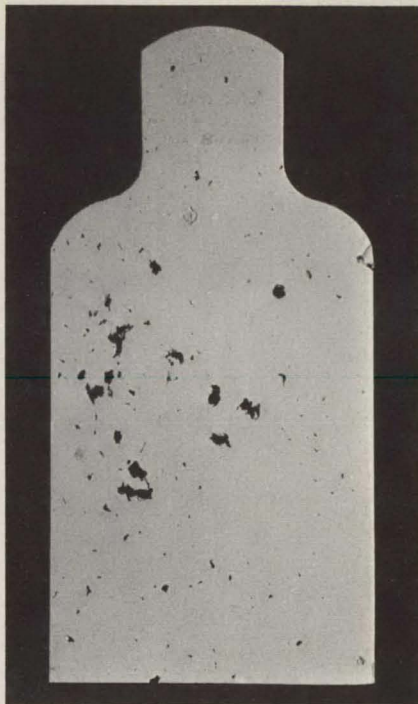


Figure 9A, Rifled Slug.

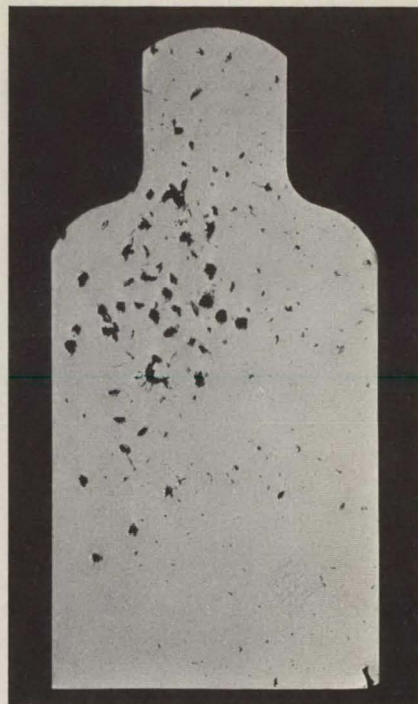


Figure 9B, 00 Buckshot.

CONCRETE SIDEWALL, $22\frac{1}{2}$ DEGREES



Figure 10A, .38 Special.

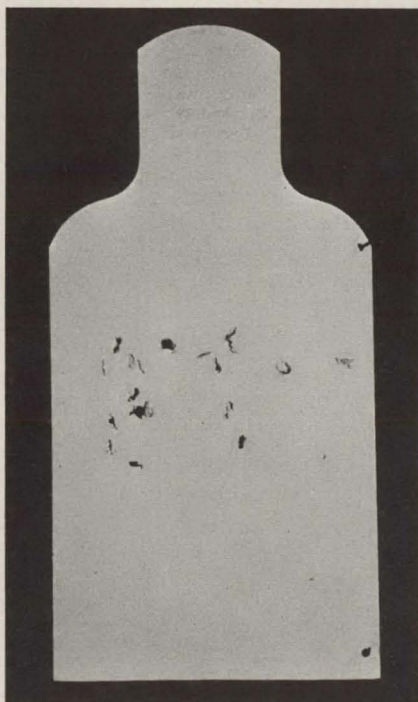


Figure 10B, .45 Auto.

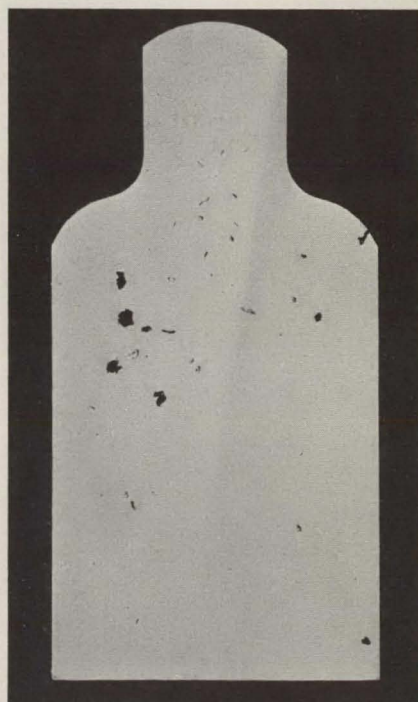


Figure 10C, .357 Magnum.



Figure 11A, .38 Special.



Figure 11C, 00 Buckshot.



Figure 11B, .38 High Vel., 110 grains Hollow Point.

Figures 11A, 11B, and 11C record shots fired from 25 yards with point of aim 6 feet from the target at an angle of 45 degrees from a brick wall. The ammunition used was 10 rounds of .38 Special, 10 of .38 Special hollow point, and five rounds of 00 Buckshot.

Figure 12A, 12B, and 12C show the results of 10 shots fired at a concrete sidewall at an angle of 45 degrees. The point of aim was 8 feet from the target. The ammunition used was .38 Special, .45 Auto, and 00 Buckshot.

Figures 13A, 13B, and 13C depict some of the extremes attempted in the tests of sidewall shooting. The target on the left shows ten .38 Special caliber shots fired at a point of aim 20 feet from the target at an angle of $22\frac{1}{2}$ degrees from a concrete sidewall. The target in the center shows 10 rounds of 00 Buckshot fired at a point of aim 12 feet from the bobber target at a 45-degree angle to the side-

wall. The last target shows a five-shot group of .38 Special caliber ammunition fired at a $22\frac{1}{2}$ -degree angle to the sidewall at a point of aim 3 feet from the target.

To further implement the survey on ricochet shooting, the firearms instructors fired shoulder weapons in calibers .30-06, .30 Remington, .243 Winchester, .223, and .220 Swift at varying distances and angles and on different hard surfaces. The tests indicated that the high velocity bullets disintegrated on impact with the effect that only a few particles of lead and/or surface material struck the target.

It was noted during the firing that occasionally a shot did not perform like others in a group. These "flyers" resulted when the shot hit a particularly hard or soft spot in the surface material, a projecting edge of brick, or a previous bullet scar.

Conclusions

What do these findings mean to police officers? They mean that an officer should take complete advantage of all possible cover when returning fire and leave as little of his body exposed as possible to avoid becoming the victim of a ricocheting bullet. If he must expose himself, he should stay away from sidewalls. When returning shots at a person hiding at the end of a sidewall, he should aim at the wall side of the person. He should consider lowering his point of aim when shooting back at a subject in a low position, such as prone, sitting, or kneeling. However, a round of 00 Buckshot fired under a car from behind which a subject is shooting may make him surrender.

Ricochet shooting should of course not take the place of the well-aimed shot of the qualified police officer and should not be considered where innocent persons might be affected. Indiscriminate firing in the general direction of a subject should not be condoned.

CONCRETE SIDEWALL, 45 DEGREES

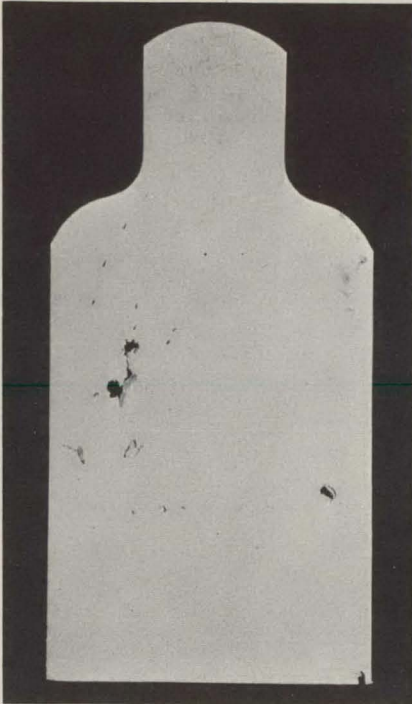


Figure 12A, .38 Special.

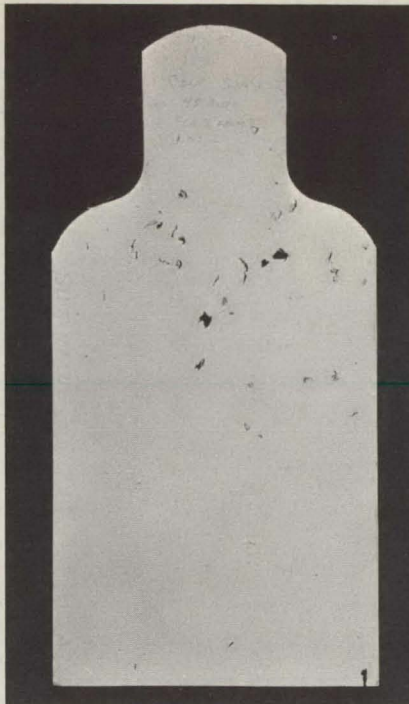


Figure 12B, .45 Auto.

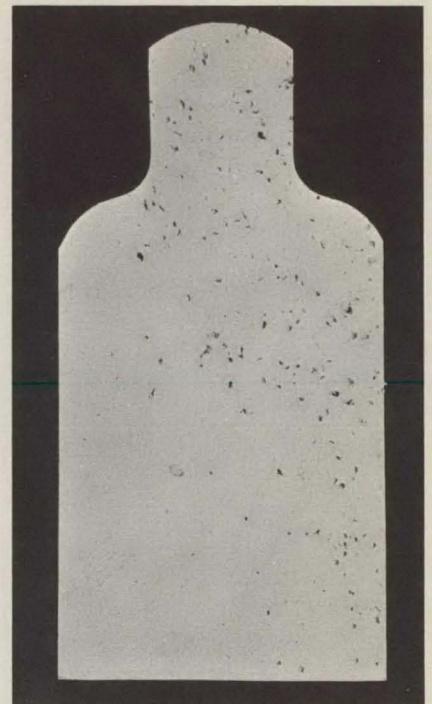


Figure 12C, OO Buckshot.

CONCRETE SIDEWALL

22½ DEGREES

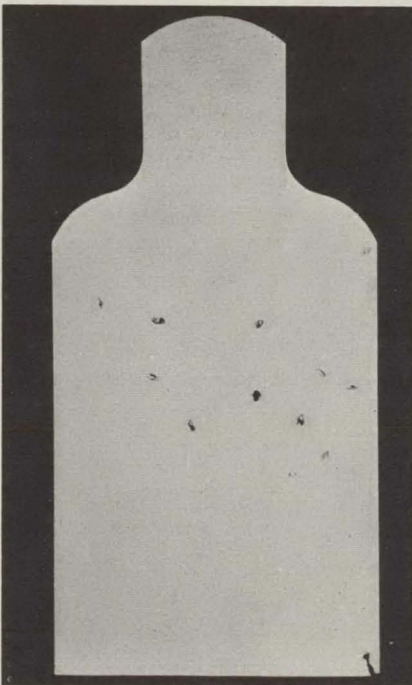


Figure 13A, 10 shots, .38 Special, Point of aim 20 feet from target.

45 DEGREES



Figure 13B, 10 shots, OO Buckshot, Point of aim 12 feet from target.

22½ DEGREES

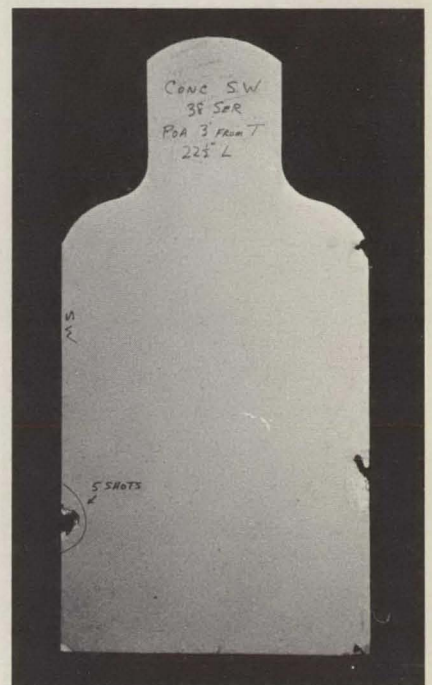


Figure 13C, 5 shots, .38 Special, Point of aim 3 feet from target.

WANTED BY THE FBI

Occupation ----- Certified public ac-
countant.
FBI No.----- 863,936 D.
Fingerprint classifi-
cation:
22 M 9 U 000 13 Ref: 9
L 1 U 000



TOMMY COHEN, also known as: **Thomas J. Berkley**, **Thomas T. Cohen**, **Thomas J. Cohen**, **Al Sherman**, **Albert Sherman, Jr.**

Interstate Flight—Assault With Intent To Commit Murder

Tommy Cohen is presently being sought by the FBI for unlawful interstate flight to avoid prosecution for assault with intent to commit murder and for obstruction of justice.

On January 29, 1967, Cohen and his girlfriend allegedly lured a lawyer who had testified against him in a mail fraud case into a hotel room in Phoenix, Ariz. Cohen reportedly struck the man with a revolver and shot him in the head. Federal warrants for Cohen's arrest were issued on January 30, 1967, at Phoenix.

Caution

Since Cohen reportedly stated he would kill and/or commit suicide to

avoid imprisonment, he should be considered armed and extremely dangerous.

Description

Age ----- 48, born Sept. 7,
1921, Los Angeles,
Calif. (not sup-
ported by birth
records).
Height ----- 5 feet 9½ inches.
Weight ----- 200 pounds.
Build ----- Medium.
Hair ----- Dark brown, graying.
Eyes ----- Brown.
Complexion ----- Medium.
Race ----- White.
Nationality ----- American.
Scars and marks----- Scar on center of
forehead.

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.

YOUTH PATROL

During the recent summer months, the Duval County Sheriff's Office, Jacksonville, Fla., conducted a police youth patrol program for local young people. The purpose of the program was to bridge the generation gap and give youth a clearer understanding of the policeman's role in society.

Applicants were between the ages of 16 and 21 years, and no restrictions on race, creed, or background were made. The participants were assigned to ride with officers on patrol for periods of 4 hours each on the midnight shift. Although the young patrol members wore armbands and nameplates, they had no police powers. They obeyed all commands of the officer to whom they were assigned and assisted him by carrying equipment, helping take measurements in traffic accidents, and making radio calls during emergencies.

About 500 youths took advantage of the opportunity to find out what the world looks like from behind the windshield of a police cruiser.

FOR CHANGE OF ADDRESS ONLY

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NCIC SUCCESS

A U.S. Coast Guardsman, missing since 1948, was apprehended as a direct result of the effective use of the NCIC Wanted Persons File. The guardsman deserted in 1948 while assigned to the training center in Groton, Conn. Active investigation by U.S. Coast Guard investigators failed to produce any positive information as to his whereabouts.

At the request of the USCG, his description was entered in the NCIC Wanted Persons File in September 1968. On April 15, 1969, the Sheriff's Office, Rupert, Idaho, placed an entry in the NCIC for an individual wanted on a local charge. The NCIC computer matched the two entries and furnished information indicating to the sheriff that the wanted person could be a USCG deserter. This new data was passed on to the USCG at Washington, D.C. The investigators, working with the sheriff, identified the two wanted persons as one and the same. The sheriff had secured a description of a vehicle believed in the possession of the deserter and placed it in the NCIC records.

On April 18, 1969, deputies of the Sheriff's Office, Bay City, Tex., made an NCIC inquiry on a license plate of a car parked near a houseboat for

an extended period of time. The response furnished the wanted person's record and the Idaho entry. After receipt of the NCIC information, the deputies learned the deserter was aboard a houseboat in the Gulf of Mexico. Keeping the car under observation, they waited for his return. He was arrested on April 18, 1969, and admitted his identity.

A PENNY SAVED IS A SENTENCE EARNED

An escapee from a Federal prison was not hard for FBI Agents to find. Investigation into the background of the convicted bank robber revealed that he was very close with his money.

During his brief period of freedom, the fugitive tried to persuade a motel manager to lower his rate. FBI Agents also learned that, in trading a 1968 automobile on a 1965 model, the escapee had demanded—but did not receive—extra money for a trailer hitch attached to the car. The Agents asked the used car dealer to be alert for his return.

Three days later the frugal fugitive returned to pick up his trailer hitch and was arrested by FBI Agents.

ESCAPE

A prisoner in a west coast county jail walked out the main gate after giving the jailer a fellow prisoner's name, social security number, and mother's first name.

Officials discovered the escape when the other prisoner, who was scheduled to be released, asked why he had not been set free. He said the escapee had learned information about him while playing a memory game.

PLASTIC SHIELDS

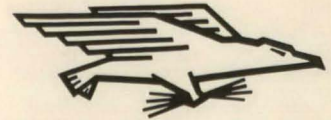
To reduce the number of injuries to officers during civil disorders, the Philadelphia, Pa., Police Department is testing the use of exterior shields of clear plastic on its patrol cars. The glass on patrol cars sent into riot areas is covered by six separate, detachable shields of 5/8-inch acrylic plastic. One of the plastic panels is mounted over the windshield and another is fitted over the rear window. Sheets of plastic are placed over all side windows.

The rugged shields protect the vehicles and their occupants against rocks, bottles, and some types of gunfire and yet do not obstruct the view of officers.

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

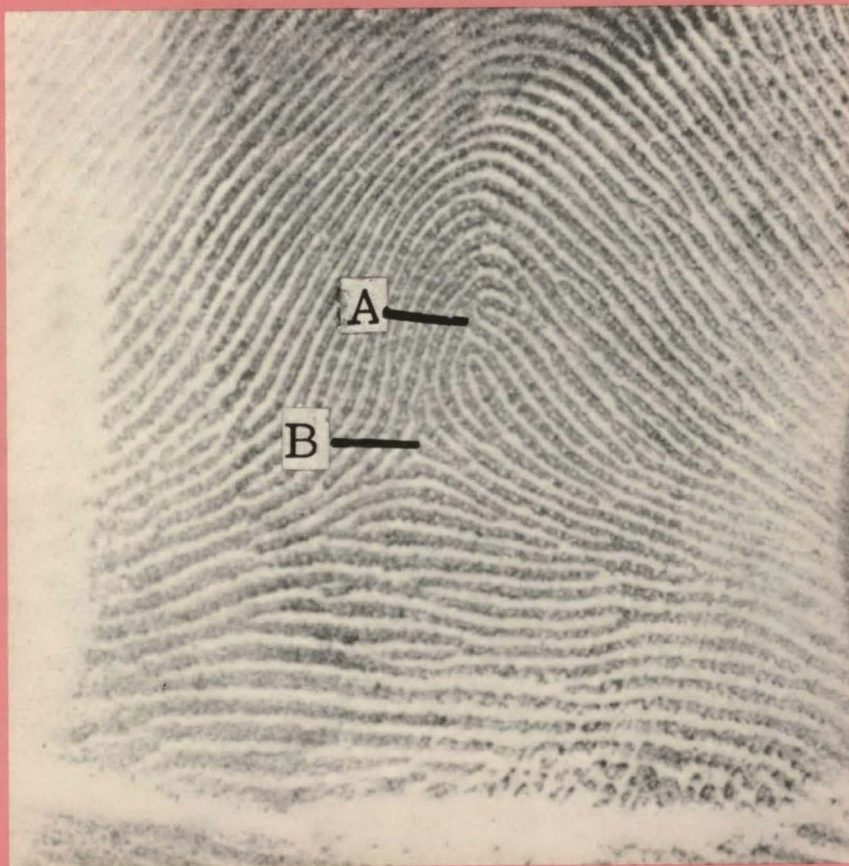
OFFICIAL BUSINESS

RETURN AFTER 5 DAYS



POSTAGE AND FEES PAID
FEDERAL BUREAU OF INVESTIGATION

INTERESTING PATTERN



This interesting pattern is classified as a double loop-type whorl with an outer tracing. The deltas are found at points A and B.