Workshop in Political Theory and Policy Analysis

Department of Political Science
Indiana University
Morgan 121
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THE MAJOR CASE SQUAD OF THE GREATER ST. LOUIS METROPOLITAN AREA

by

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The Formation and Development of the Major Case Squad

During the Spring and Summer of 1964, a series of informal meetings among law enforcement officials in the St. Louis area were held to explore the feasibility of organizing an inter-agency investigative team of police officers to perform similar functions to those of the then extant Metro Squad of the Kansas City area. The Board of Governors of the Law Enforcement Officials of St. Louis County[1] acted as the sponsor of the meetings. Representatives were included from a cross-section of six counties in the St. Louis metropolitan area (four from Missouri and two from Illinois). Interest at the first meeting was high enough to warrant further exploration of a "Metro Squad" concept.

Representatives of the Board of Governors made several trips to Kansas City to confer with Chief Clarence Kelley--the man largely responsible for the creation of the Metro Squad in that area. Chief Kelley cooperated fully by explaining the organizational structure of the Metro Squad and by answering questions concerning its operational feasibility. Specific questions were posed about the Metro Squad's capacity to mobilize enough manpower in an organized fashion to act as an effective investigative team.

The positive conclusions drawn by those from the St. Louis area are reflected in the fact that during November of 1964, the group of police officials concerned with the formation of a major case squad met in Kirkwood and approved the creation of such an organization. Representatives from law enforcement agencies in four Missouri Counties (St. Louis County, St. Charles County, Jefferson County and Franklin

County) as well as representatives from the City of St. Louis and Madison County and St. Clair County in Illinois were present at that meeting. The meeting resulted in the creation of a Board of Directors that was charged with the responsibility for detailing the organizational structure, creating a training schedule and also selecting the officers who were to become members of the new organization. Chief James Damos of the University City Police Department was elected Chairman, Lieutenant Colonel August Ernst of the St. Louis City Police Department was named Vice-Chairman and Captain Louis Bowman of the Madison County, Illinois Sheriff's Office was named Secretary of the Board.

These men, together with the eight other members of the Board obtained the assistance of the special agent in charge of the St. Louis office of the Federal Bureau of Investigation, Thomas Gearty, to organize a five day training session for officers nominated to the Major Case Squad.[2] By May 1, 1965, 112 officers had become trained squad members. On that day, the Board of Directors of the Squad announced its readiness to the other law enforcement agencies in the metropolitan area. At that point in time, a voluntary association of police agencies, capable of operating across jurisdictional boundaries to apprehend suspected perpetrators of major crimes had come into being.[3]

Since that time, the Squad has investigated 32 serious crimes in the St. Louis metropolitan area. Table I lists these cases chronologically together with some information about each.

As can be seen from these data, 21 cases or 66 percent of those handled have been either closed (indictments and convictions were obtained) or cleared (solved by making an arrest). The preponderent number

TABLE I

CASES HANDLED BY THE MAJOR CASE SQUAD

	Date	Victim	Location	Charge	Disposition
1.	September, 1965	Terry Aldrich	St. Charles, MO	Murder	Closed
2.	July, 1966	Sgt. Harry Oebals	St. Louis County, MO	Murder	Closed
3.	July, 1966	Judith Brischette	Crestwood, MO	Kidnapping, rape & robbery	Closed
4.	May, 1967	Deborah Kay Feagan	Maplewood, MO	Assault & rape	Closed
5.	August, 1967	Russell Knepler	St. Charles, MO	Murder	Cleared & pending
6.	May, 1968	Shirley McDonald	E. St. Louis, IL	Murder	Open
7.	August, 1968	Everett Corman	Crystal City, MO	Assault, rape & murder	Open
8.	November, 1968	Elizabeth Abbott	Ballwin, MO	Assault, rape & murder	Closed
9.	March, 1969	Martha Burns	Bellefontaine Neighbors, MO	Murder	Closed

TABLE I --continued

	Date	Victim	Location	Charge	Disposition
10.	July, 1969	Everett McGuire	Jefferson County, MO	Murder	Cleared
11.	December, 1969	Mrs. Green & Miss Wampler	St. Charles, MO	Assault & murder	Open
12.	April, 1970	Doris Grenling & Nick Orlando	Ferguson, MO (Hart Bread Co.)	Murder & assault	Closed
13.	July, 1970	Phillip J. Lucier	Clayton, MO	Murder	Open
14.	March, 1971	Eddie Lee Gibbons	St. Louis County, MO	Assault, sodomy & murder	Open
15.	March, 1972	Cousin Hugo's	Maplewood, MO	Hold-up & murder	Closed
16.	July, 1972	Blanche Woods	Jennings, MO	Rape & murder	Open
17.	August, 1972	Reddon murders	Jefferson County, MO	Murder	Closed
18.	October, 1972	Marilyn Oliver	Franklin County, MO	Murder	Closed
19.	October, 1972	Lyman Davis	Overland, MO	Bombing & murder	Open
20.	November, 1972	Victor Null	E. St. Louis, IL	Murder	Closed

TABLE I --continued

	Date	Victim	Location	Charge	Disposition
21.	April, 1973	Delores Campbell	Normandy, MO	Murder	Open
22.	April, 1973	Robert Rollins	Bridgeton, MO	Murder	Open
23.	December, 1973	Donald F. Hedrick	Eureka, MO	Murder	Open
24.		Ruby Smith Booker T. Mull Henry Byrd	E. St. Louis, IL	Murder	Closed
25.	April, 1974	Wilford Thomas Hobbs	St. John, MO	Murder	Open
26.	May, 1974	Joseph Lee Jones	Florissant, MO	Murder	Closed
27.	August, 1974	Melvin Walker	Florissant, MO	Murder	Closed
28.	August, 1974	Phyllis Spurlin	Sullivan, MO	Murder	Closed
29.	September, 1974	Madonna Lakebrink Robert Langsdorf	Jefferson County, MO	Murder	Closed
30.	September, 1974	Louis Hasty	Herculaneum, MO	Murder	Closed
31.	January, 1975	Jack Warden	Jefferson County, MO	Murder	Closed
32.	January, 1975	Newcomb & Windau	Bridgeton, MO	Murder	Closed

TABLE II

MANPOWER OF PARTICIPATING JURISDICTIONS IN 1972

Jurisdiction	Men who are Squad Members
Alton, Illinois	6
Ballwin, Missouri	1
Bellfontaine Neighbors, Missouri	2
Bellville, Illinois	5
Bel-Ridge, Missouri	4
Berkeley, Missouri	2
Breckenridge Hills, Missouri	2
Brentwood, Missouri	1
Bridgeton, Missouri	3
Cahokia, Illinois	4
Caseyville, Illinois	2
Centerville, Illinois	3
Clayton, Missouri	3
Collinsville, Illinois	2
Crestwood, Missouri	1
Creve Coeur, Missouri	4
Dellwood, Missouri	2
East St. Louis, Illinois	13
Fairmont City, Illinois	1
Ferguson, Missouri	12
Florissant, Missouri	8
Frontenac, Missouri	3
Glendale, Missouri	1
Granite City, Illinois	2

TABLE II--continued

Jurisdiction	Men who are Squad Members
Hazelwood, Missouri	1
Illinois State Highway Police	2
Jefferson City, Missouri Sheriff's Office	3
Jennings, Missouri	5
Kirkwood, Missouri	2
Ladue, Missouri	3
Madison County, Illinois Sheriff's Office	5
Maplewood, Missouri	3
Missouri State Highway Patrol	2
Moline Acres, Missouri	2
Olivette, Missouri	3
Overland, Missouri	5
Richmond Heights, Missouri	3
Rock Hill, Missouri	1
St. Ann, Missouri	2
St. Charles County, Missouri Sheriff's Office	7
St. Charles, Missouri	6
St. Clair County, Illinois Sheriff's Office	1
St. John, Missouri	1
St. Louis County, Missouri	10
St. Louis City, Missouri	23
University City, Missouri	6
Washington Park, Illinois	2
Webster Groves, Missouri	4
Total	189

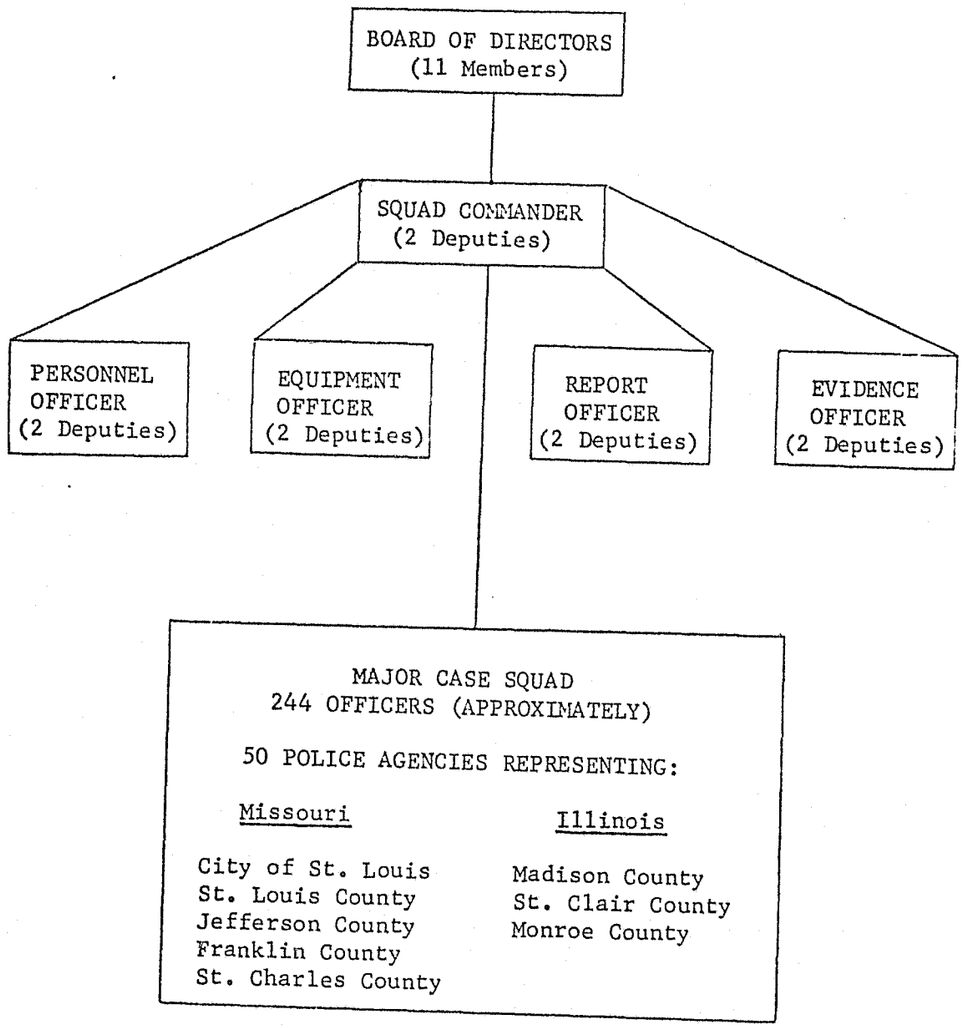

FIGURE 1

TABLE OF ORGANIZATION OF THE MAJOR CASE SQUAD (1973)

formal organizational positions. Indeed the choice of participants and their duties in a given investigation tend to be determined more by the circumstances surrounding a particular crime than by formal organizational roles. This degree of flexibility might be expected to facilitate the development of ad hoc structures that can be designed to "fit" a given case.

The Major Case Squad in Action: The Cousin Hugo's Case

Understanding the development and major features of the Major Case Squad are both general ways of viewing this association of police agencies. It is clear that the Squad has evolved into an organization that has the capacity to coordinate the investigative efforts of a majority of police agencies in the metropolitan area. But appreciating that capacity is not the same kind of insight into the Squad's operations as one gains by examining the organization in action. An organizational chart exists on paper and the commitment to cooperate if the need arises is as weak or strong as the participants make it. To further this examination of the Squad, it is important to detail how the Squad is mobilized, how it operates, who participates, and how the cooperation which undergirds the concept of this organization actually happens when it is called into action.

In order to achieve these objectives, it is useful to examine a case that the Squad has handled. The case chosen is the so-called Cousin Hugo's case, a robbery and double murder that occurred in a tavern in Maplewood, Missouri in the early morning hours of March 18, 1972.

The choice of this case was guided by several factors. First,

because the case is closed, it was possible to obtain information that would otherwise be privileged. The Squad keeps records of each case handled, and depending on the disposition a given case, various documents may or may not be available. Second, since the incident occurred during the spring of 1972, it was relatively fresh in the memories of those who could provide details of the Squad's activities. Third, because 66 percent of the cases taken on have eventuated in closures or clearances, choosing the Cousin Hugo's case is more representative of the Squad's record than would be a case that was not solved.[4]

In the early morning hours of March 18, 1972, four armed men entered a tavern named Cousin Hugo's Place in Maplewood, Missouri. Two of the men moved through the front part of the building into a back room, while the other two began frisking the patrons in the front part of the tavern. All those patrons present had been told to lie face down on the floor while their persons were searched for valuables. As the robbery proceeded, one customer, who had been in the washroom as the holdup began, stepped into the tavern itself and was mortally wounded by a shotgun blast. Two other individuals--one an employee of the tavern, the other a patron--were seriously wounded by the robbers. A police officer, later identified as John M. Gallino of the Crestwood Police Department, was killed by a shotgun blast just before the last of the assailants fled the scene.

Colonel Porter, Chief of Police of the Maplewood Police Department, was notified of the crime at approximately 2:30 a.m. on March 18. After having surveyed the scene of the crime, he contacted the Command Post of the St. Louis County Police Department and requested the assistance of the Major Case Squad. Captain James Graves of the County

Police, acting as a liaison with the Squad's Commander, in turn contacted Major Robert Lowery of the Florissant Police Department. As Commander of the Squad, Major Lowery had the responsibility of notifying members of the Board of Directors so they could make a decision whether the Squad should be activated. He telephoned Lieutenant Colonel Adolph Jacobsmeyer, Chairman of the Board, who in turn contacted several other Board members. The Board members agreed that the Squad should investigate, and Lowery was instructed to activate the Squad. Major Lowery then telephoned Lieutenant Joseph Spiess of the St. Louis City Police force, who as the Personnel Officer had the responsibility of contacting men from jurisdictions close to Maplewood who could begin the investigation as soon as possible.

By 3:30 a.m. members of the Squad began assembling on the parking lot of Cousin Hugo's Tavern. Members of the St. Louis County Identification Bureau began processing the scene of the crime, after it had been sealed off by Squad officers. Evidence was collected and catalogued for further examination. Photographs were taken of the crime scene and a video taping crew made a separate record of the entire scene.

A command post for Squad operations was established in the Maplewood police station. As officers continued to report to the scene of the crime they were told to proceed to the Command Post for further assignment. Upon arriving at the Maplewood police station, officers were divided into lead teams by Major Lowery and Lieutenant Spiess. The efforts of the County Identification Unit together with information gained from preliminary interviews conducted with witnesses to the crimes had generated a set of leads which had to be followed up by

Squad members. Through the night, three Squad members, Sergeant Ken Dempsey (Overland Police Department) and Lieutenants Joseph Spiess and Robert Truetken (St. Louis City Police Department) acted as coordinators of the lead teams that were formed.

Sergeant Bokael of the Ladue Police Department had been instructed to canvass the neighborhood around the scene of the crime to locate anyone who may have observed any suspicious activities in the period of time surrounding the actual robbery and murders. One individual he interviewed was able to report that on the afternoon of March 17, the day before the crime, he had seen several persons driving in his neighborhood, two of whom he recognized as former students in the same high school he had attended. This lead was followed up by three Squad officers, who arrived at an address in Richmond Heights during the morning of March 18. They were greeted by a woman who identified herself as the mother of one of the two men sought by the Squad officers. She ran to a nearby house and proceeded to shout a warning to its occupants that the police were present. Squad officers proceeded to that house to investigate. Robert Toney answered the door and when he appeared to be unsure who else was in the house, the officers asked to be let into the building. As they entered, Toney ran to a different part of the house, arousing the suspicions of the Squad officers even more. During the subsequent several minutes, three other individuals were found in the building and all were placed under arrest. Potential evidence was scattered around the premises, a fact which was in part responsible for the Squad officers calling for assistance. Shortly thereafter, several Richmond Heights patrol cars, together with several more Squad officers arrived on the scene.

By this time, Mrs. Toney's protests had attracted the attention of other residents in the area and a crowd of 50 to 75 had gathered around the house in which the suspects were being held. It was clear to the police officers present that a dangerous situation existed. Major Lowery, who had been among the Major Case Squad members who discovered the four suspects, ordered his men to leave the area immediately. This decision precluded a thorough search for the murder weapons in the house where the suspects were discovered. The four men found in the house, together with one other arrested nearby, were taken to the Richmond Heights police station and booked as fugitives from the City of Maplewood on charges of robbery and murder.

Leads continued to reach the attention of Squad members; the next fruitful one being reported to a Squad member by a patrolman in St. Louis City. On the afternoon of March 17, he had observed a car fitting the description of that seen by the youth who had identified two of the four arrested suspects on the afternoon of March 17. The patrolman was able to identify the driver of the automobile as one of the four men arrested, so a warrant was placed on the teletype network in the metropolitan area for the automobile. Subsequent checks revealed that the car was registered in the name of a woman who resided at the same address as had been occupied by the four arrested men.

At about 9:00 p.m. on March 19, the car was observed in front of the aforementioned house by Richmond Heights officers, and shortly thereafter, Major Case Squad officers arrived on the scene. After having signed a written waiver of her rights to limit search and seizure on her premises, the registered owner of the car (also the tenant in the house) permitted Squad officers to complete the search they had begun the

previous morning. Three sawed-off shotguns were discovered hidden in the bathroom. These weapons fitted existing descriptions of the likely murder weapons.

The final lead which led to the arrest of a fifth member of the group came from the St. Louis County Identification Bureau on the evening of March 19. A latent fingerprint discovered on a credit card of one of the victims matched that of a man named James Roy Hill. Major Lowery initiated a teletype request for the arrest of that individual on the charges of suspected murder and armed robbery.

An informant, later to become a witness, notified a St. Louis City detective where Hill was located and in the early afternoon hours of March 20, nine officers from the St. Louis City Police Department participated in Hill's arrest. By 2:45 p.m. of March 20, roughly 60 hours after the crimes had been committed, all suspects were in custody.

Two lineups conducted at St. Louis County Police headquarters on the evening of March 21, resulted in witnesses present at Cousin Hugo's Place identifying all four of those who actually entered the tavern that night. Additional evidence established that the fifth man involved in the incident was Theodore Johnson, one of those arrested on the morning of March 18, and the same man seen driving the automobile that was impounded at the address where the suspects had been arrested.

Subsequently, all five of those accused were tried and convicted. Four of the defendents were tried in Clayton, Missouri and one was tried in Columbia, Missouri. The sentences passed ranged from two concurrent life terms to life plus 99 years. As far as the Major Case Squad is concerned, the case is closed.

In total, 12 jurisdictions contributed manpower to this

cooperative effort. Table 18 presents a summary of the departmental participation together with an indication of the number of officers from each agency that were involved. It is important to keep in mind that in addition to the leads uncovered by Squad members, several

TABLE III

JURISDICTIONS AND MANPOWER PARTICIPATING IN THE COUSIN HUGO'S CASE

Department	Men Assigned
Clayton Police Department	1
Crestwood Police Department	1
Florissant Police Department	5
Kirkwood Police Department	1
Ladue Police Department	1
Maplewood Police Department	4
Overland Police Department	2
Richmond Heights Police Department	1
St. Louis City Police Department	8
St. Louis County Police Department	2
University City Police Department	1
Webster Groves Police Department	4
TOTAL 12 Departments	31

critical leads were provided by officers who had no direct involvement in the Squad's handling of this case. Cooperation extended beyond that mandated by the Major Case Squad's role. It is also clear from the description of the Cousin Hugo's case that Richmond Heights officers

provided the assistance requested by Squad members when it was needed.

Some Reflections on the Major Case Squad

The Squad's operations on the Cousin Hugo's case indicate that it not only has the capacity to sustain criminal investigations, but performs as a well-coordinated investigative team. This fact does not agree with assertions made by analysts to the effect that cooperation among police departments in a multiple-jurisdictional setting tends to be sporadic and ad hoc, to the extent that it exists at all. Additional evidence related to this general assertion was gathered by the author as he attended the Tenth Annual Retraining Session, held from April 8 through April 10, 1974. The purpose of these sessions is to introduce new members to Squad operating procedures and to provide old and new members with the latest information concerning various aspects of criminal investigation. Topics covered by the various speakers over the three days included: the organization and structure of the Squad, stop and frisk procedures, police-community relations, anti-sniper procedures, homicide investigative techniques, communications skills--with and without stress as a factor, impacts of recent Supreme Court decisions, interrogation of rape victims, review of past Major Case Squad assignments, and a Judge's view of the value of the Major Case Squad concept.

The author was able to attend all three days of this Retraining Session,[5] giving him an opportunity to meet many members on an informal basis. It was also possible to discuss Squad operations with them and to get their opinions of the Squad as a voluntary investigative association of police departments.

The general opinion of those with whom the author spoke was

that the Squad is a very effective group of the most highly trained investigative officers in the metropolitan area. From observing Squad member's interactions, it seemed clear that the esprit de corps among those present was high. In addition, most officers consciously stressed the important role the Squad plays in the law enforcement process.

Speakers who addressed Squad members during the three day session tended to stress the importance of the cooperative efforts embodied in the Squad's operations for improving law enforcement in the St. Louis area. Lieutenant Colonel Jacobsmeyer, Chief Damos and other members of the Board of Directors of the Squad who spoke at sessions emphasized the success of the Major Case Squad and urged those present to continue providing the degree of cooperation that has made the Squad as important an association as it is now.

The positive self-image projected by Squad members could be attributed to the fact that members are trained and organized to solve major crimes. Their roles as Squad members tend to coincide more with the stylized image of police officers as crime fighters than do the roles they take on as members of most municipal forces. Based on observations and conversations conducted over the three days of training, it is the author's impression that many of those present preferred a crime-fighting role to others they must take on as municipal police officers. This, therefore, would contribute to the high morale among the Squad members present at the Retraining Session.

In addition to the author's impressions of the Squad as an organization, it is desirable from the policy analyst's viewpoint to have measures of Squad behavior which can be construed as indicators of

it performance. Given the emphasis placed upon the effectiveness of the Squad by its members, and the concern expressed by proponents of consolidation over the effectiveness of voluntary cooperative arrangements, it is important to begin the task of ascertaining whether the Squad does as good or better job of solving crimes than do individual jurisdictions in the St. Louis area.

The difficulty this task presents has to do with the analyst's lack of ability to conduct true comparisons between the Squad's performance over a given set of cases and that of municipal police departments. Because the Squad operates only when it can have full jurisdiction over a case, no cases where the Squad has competed with local jurisdictions exist.

It is possible, however, to compare the percentage of cases closed or cleared by the Squad with the percentages cleared by a sample of municipal police departments in the St. Louis area. This kind of comparison, although quite rough, does yield interesting results. Table IV presents a summary of the numbers and percentages of Part One Person Crimes (similar to those handled by the Squad) that 24 police departments (for which data was available) cleared during 1971. The departments have been ranked according to the total population each serves.

As can be seen from the table, the aggregate percentage of Part One Person crimes cleared for the 25 departments was 54% while the percent cleared for the Major Case Squad was 66%. Only six of the 24 departments cleared a greater percentage of Part One Person crimes in 1971 than did the Major Case Squad during the first 10 years of its existence.

TABLE IV.

NUMBER AND PERCENT OF PART ONE PERSON CRIMES CLEARED IN 1971

Department	Percentage	Total Number of Part One Person Crimes Reported
St. Louis County	52	672
Florissant	57	54
University City	54	197
Kirkwood	57	100
Ferguson	73	66
Webster Groves	67	78
Overland	54	126
Bridgeton	39	111
Berkeley	49	125
Jennings	75	71
St. Ann	39	31
Crestwood	42	26
Hazelwood	58	64
Bellfontaine Neighbors	45	11
Richmond Heights	51	37
Wellston	34	124
Breckenridge Hills	95	39
Glendale	100	1
Rock Hill	48	21
Pinelawn	64	47
Northwoods	54	41
Riverview	57	7
Vinita Park	100	5
Calverton Park	00	1
Aggregate Percentage (Total Part One Person Crimes Cleared/Total Part One Person Crimes Reported):	54%	2055

A second type of comparison can be conducted by focusing on the relative clearance rates of the Major Case Squad and its counterpart in Kansas City, the Metro Squad. It will be recalled that the Major Case Squad was modelled after the Metro Squad and that the two associations perform similar functions in their respective metropolitan areas. The two organizations are similar in age--the Metro Squad existing from

January, 1964, and the Major Case Squad existing from May, 1965. The two associations are also similar in size. The Major Case Squad has a roster of 288 men; the Metro Squad consists of 283 men.[6] Approximately 50 jurisdictions belong to the Major Case Squad and a total of 41 jurisdictions are members of the Metro Squad. The kinds of cases handled are similar as well. Twenty-four of the 26 cases handled by the Major Case Squad through May, 1974 have involved murders and 70 of the 71 cases handled by the Metro Squad through May, 1974 have also involved murders.

One difference stands out. Of the 71 cases taken on by the Metro Squad, 53 or 75 percent have been cleared or closed. The comparable statistic for the Major Case Squad is 58 percent. The difference may be significant, but as was the case with the crimes cleared comparison, needs to be treated cautiously. It is important to keep in mind that the comparison of percentages of cases cleared or closed does not incorporate any measure of the relative difficulty of the cases handled. Without further research, it is not possible to eliminate this factor as an explanation of the difference in clearance rates between the two Squads.

Summary

The Major Case Squad is an active and well-established organization of law enforcement agencies in the St. Louis metropolitan area. Its existence and vitality are inconsistent with assertions that stress the need for formalized hierarchies to achieve coordination of police services. It is clear that the Squad has obviated many of the supposed difficulties of sustaining criminal investigations in a multiple-jurisdictional setting. Its members consider it to be an important and worthwhile organization and it appears to have a better closure and clearance rate than do other individual police departments in St. Louis County. The Metro Squad, however, appears to be a more effective unit in solving crimes than is the Major Case Squad. Clearly, more research efforts emphasizing evaluations of the Major Case Squad and organizations like it are needed. If voluntary cooperation is to be offered as an alternative to consolidation, then it is important to continue investigating the linkages between various kinds of cooperation and performance.

FOOTNOTES

[1]At that time, the Board of Governors of Law Enforcement Officials of St. Louis County was primarily a group of command-rank police officers who functioned as an executive committee of the St. Louis County Law Enforcement Officials' Association and the North St. Louis County Law Officers' Association.

[2]The first paragraph of Part II of the Manual of the Major Case Squad of the Greater St. Louis Area summarizes the qualifications for membership on the Major Case Squad:

> Membership in the Squad shall be restricted to full-time, salaried, commissioned law enforcement officers of the participating law enforcement agencies other than members of the Board of Directors. Membership should be predicated on knowledge of investigative techniques, ability to secure citizen cooperation, skill in report writing, and willingness to function as a team member. Those selected must accept assignments as given, follow prescribed procedures, and be able to offer loyalty, energy, and enthusiasm to their supervisor in no less degree than would be afforded their home agency.

Additional qualifications include the fact that a nominee must have served as a full-time officer for three years on the police department from which he is applying. Also, each application is considered by the Board of Governors, their decision being final with respect to all new applicants.

[3]Part I of the Squad's Manual summarizes the purpose of the organization as conceived by its founders:

> This Squad was conceived as law enforcement's cooperative challenge to the criminal elements operating in the multi-jurisdictional Greater St. Louis area. Our hope is that it will assist in providing an expeditious solution to the more serious types of crime, including murder, aggravated assault. robbery, rape, and burglary, and others of a magnitude constituting a community threat. It is a recognition that the law enforcement investigative staff of some jurisdictions cannot be sufficiently staffed to provide the saturation-type of investigation which may be necessary to effect a solution in such cases.
>
> We feel that larger law enforcement agencies with their greater police facilities should make them available to the smaller municipalities, as a cooperative gesture, inasmuch as:

1. A smaller municipality rarely is sufficiently staffed or equipped to investigate a major case.
2. The perpetrator in many cases resides or takes refuge in the larger city while he preys on the smaller.
3. Witnesses, leads, and evidence may be found in more than one jurisdiction.
4. The general pooling of resources seems to be the only answer to the fight against crime, and with our already expanded cooperative functions, this measure is a logical development.

[4]It should be noted that because a police officer was murdered during the incident that brought about the Squad's involvement, there may have been a higher level of motivation to solve the crime. To say that the case is typical of others the Squad has taken, one must assume that the Squad responds as vigorously to the murder of civilians as it does when a fellow police officer is murdered. This assumption cannot be examined directly, although officers that were interviewed stated that the level of activity and cooperation on the Cousin Hugo's case were typical of other Squad operations.

[5]I would like to express my appreciation for the cooperation I have received from Lieutenant Colonel Adolph C. Jacobsmeyer, who, in his capacity as Chairman of the Board of Directors of the Major Case Squad, invited me to attend the Tenth Annual Retraining Session of the Major Case Squad. In addition, he has made it possible for me to acquire information which has greatly facilitated this study of the Squad.

[6]This and other statistics on Metro Squad activities were obtained from Major Elza N. Hatfield, Officer-In-Charge, Kansas City Area Major Case Squad in a letter dated May 10, 1974.

END