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INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE

WASHINGTON HILTON HOTEL, WASHINGTON, D. C.

TUESDAY, SEPTEMBER 24, 1974

*Mr. Jimmy*

IT'S A GREAT HONOR TO BE HERE AT THE 81ST ANNUAL  
CONVENTION OF INTERNATIONAL ASSOCIATION OF CHIEFS OF  
POLICE. IF THERE HAD BEEN ENOUGH ROOM, I REALLY WANTED  
TO BRING THE U. S. MARINE CORPS BAND WITH ME -- BUT IT MIGHT  
HAVE BEEN A LITTLE EMBARRASSING. CAN YOU IMAGINE IF THEY  
PLAYED HAIL TO THE CHIEF AND ALL 3,000 OF YOU STOOD UP?

BUT FRANKLY, I HAVE TO ADMIT TO BEING A LITTLE  
WORRIED AND A LITTLE CONCERNED STANDING UP HERE THIS  
MORNING, YOU CAN'T IMAGINE HOW IT FEELS TO BE FACING  
3,000 OF THE MOST CAPABLE, THE MOST DILIGENT, THE MOST  
CONSCIENTIOUS POLICE OFFICERS IN THE WORLD -- AND RIGHT  
OUTSIDE, I'M PARKED IN FRONT OF A FIRE HYDRANT.

SIX WEEKS AGO, I TOLD THE AMERICAN PEOPLE AND THE CONGRESS THAT WE ALL HAVE A LOT OF WORK TO DO. WE HAVE A LONG NATIONAL AGENDA. AND I ~~WANT TO~~ STRESS TODAY THAT THE CONTROL OF CRIMES, ESPECIALLY VIOLENT CRIME, IS ONE OF THE TOP ITEMS ON THAT AGENDA.

ALL AMERICANS CAN AGREE ON SOME CONCLUSIONS ABOUT

CRIME:

THERE IS FAR TOO MUCH OF IT. IT CAN NO LONGER BE

IGNORED. IT CAN NO LONGER BE RATIONALIZED AWAY.

THE TIME HAS COME TO ACT.

THE POINT IN DISPUTE IS PRECISELY HOW CRIME CAN  
BE REDUCED. I HAVE SOME PROPOSALS WHICH I WILL SPELL  
OUT LATER BOTH TO THE NATION AND TO THE CONGRESS.

CRIME IS SCARCELY A NEW CONCERN IN THIS COUNTRY.

FOR MORE THAN 50 YEARS, ITS LEVEL HAS STEADILY INCREASED,

CRIME IS STILL ON THE RISE, IN FACT, MOST OF OUR STATISTICS

SEEM TO BE ON THE INCREASE, PRICES ARE UP, UNEMPLOYMENT

IS UP. IN ADDITION, WE FACE SOME SHORTAGES.

ONE SHORTAGE PARTICULARLY BOTHERS ME. THIS IS  
THE SHORTAGE OF EASY ANSWERS. WE ARE FACED WITH GROWING  
PROBLEMS ON ALL FRONTS AND THERE IS NO EASY ANSWER TO ANY  
OF THEM.



WE ALL KNOW THAT EARTHY DESCRIPTION WHICH PRESIDENT  
TRUMAN GAVE TO THE OVAL OFFICE: "THE BUCK STOPS HERE." WHEN  
IT COMES TO FIGHTING CRIME, MOST OF THE BUCK STOPS AT YOUR OFFICES.  
YOU ARE THE FRONT LINE COMMANDERS IN THE WAR ON CRIME.

AS YOU KNOW, MOST POLICE POWERS ARE RESERVED TO STATES  
AND LARGELY DELEGATED TO THE LOCAL COMMUNITIES. THAT IS A  
KEY FEATURE OF OUR FEDERAL SYSTEM. IT WILL REMAIN A KEY  
FEATURE AS LONG AS I HAVE ANYTHING TO DO WITH IT.

THE FEDERAL ROLE IS ESSENTIALLY SUPPORTIVE. THE  
SOLUTION DEPENDS UPON STATE AND LOCAL EFFORTS.

AS YOU KNOW, WASHINGTON PROVIDES DIRECT  
ASSISTANCE TO STATES AND LOCALITIES THROUGH THE LAW  
ENFORCEMENT ASSISTANCE ADMINISTRATION. GRANTS HAVE  
INCREASED TO 880 MILLION DOLLARS ANNUALLY, MOST OF IT IN  
BLOCK GRANTS TO THE STATES. THAT IS A LOT OF MONEY.  
BUT IT IS ONLY FIVE PERCENT OF THE TOTAL SPENT ON STATE AND  
LOCAL CRIMINAL JUSTICE SYSTEMS. FEDERAL MONEY IS  
ESSENTIALLY SEED MONEY.

PERHAPS THE MOST IMPORTANT ACTIVITY OF THE FEDERAL GOVERNMENT IN THIS AREA IS RESEARCH AND DEVELOPMENT. WE HAVE LEARNED VALUABLE LESSONS ABOUT THE NATURE OF CRIME AND ITS PREVENTION. WE ARE COOPERATING WITH LOCAL AGENCIES IN PILOT DEVELOPMENT AND TESTING OF NEW LAW ENFORCEMENT TOOLS.

WE HAVE LEARNED THAT THERE IS NEED FOR BETTER  
MANAGEMENT, PARTICULARLY THE NEED TO CONCENTRATE  
LIMITED RESOURCES WHERE THEY WILL BE MOST EFFECTIVE.

THERE IS ALSO NEED FOR GREATER CITIZENS' COOPERATION,  
PARTICULARLY AS READY AND WILLING WITNESSES.

FOR EFFECTIVE MANAGEMENT, WE FIRST HAVE TO MAKE  
SOME HARD DECISIONS ON PRIORITIES. AS A STARTER, I WOULD  
SUGGEST A HIGH PRIORITY ON VIOLENT CRIME AND STREET CRIME  
IN THE INNER CITY. THERE IS WHERE CRIME DOES THE MOST  
DAMAGE TO OUR WHOLE URBAN STRUCTURE. THERE IS WHERE  
CRIME MOST HURTS THE POOR WHO ALREADY SUFFER ENOUGH.

ONE BRIGHT SPOT IN THE CRIME SCENE IS THE SUCCESS  
OF YOUR EFFORTS AGAINST URBAN CRIME. YOUR CONCENTRATION  
ON STREET CRIME SEEMS TO BE PAYING OFF. LET'S STEP IT UP.

ANOTHER PRIORITY IS THE HABITUAL OFFENDER -- THE  
SO-CALLED CAREER CRIMINAL. MOST CRIME IS THE WORK OF A  
LIMITED NUMBER OF HARDENED CRIMINALS.

WE MUST TAKE THE CRIMINAL OUT OF CIRCULATION.

WE MUST MAKE CRIME HAZARDOUS AND COSTLY. WE MUST ENSURE

THAT SWIFT AND PROLONGED IMPRISONMENT WILL INEVITABLY

FOLLOW EACH OFFENSE. ONLY THEN WILL WE DETER OTHERS FROM

PURSUIING CAREERS OF CRIME.



ACCORDINGLY, I HAVE DIRECTED THE DEPARTMENT OF  
JUSTICE TO UNDERTAKE, IN COOPERATION WITH STATE AND LOCAL  
GOVERNMENTS, A CAREER CRIMINAL IMPACT PROGRAM. IT  
WILL TARGET AND KEEP TRACK OF PROFESSIONAL CRIMINALS.

THIS PROGRAM WILL ALSO ASSIGN PRIORITY TO CASES  
OF HABITUAL CRIMINALS AND EXPEDITE THE PROCESS BY WHICH  
THEY ARE BROUGHT TO JUSTICE.

HERE IN THE DISTRICT OF COLUMBIA WE HAVE ALREADY  
SEEN DRAMATIC RESULTS IN A SHORT TIME. PERHAPS THIS CAN  
BE ADOPTED FOR USE IN URBAN AREAS ELSEWHERE.

IN THE U. S. ATTORNEY'S OFFICE, A SPECIAL GROUP  
KNOWN AS THE MAJOR VIOLATORS UNIT HAS BEEN ESTABLISHED.

THIS UNIT TRACKS THE CASES OF MAJOR REPEAT OFFENDERS.

IT ENSURES THAT THESE CASES RECEIVE THE MOST URGENT

ATTENTION OF PROSECUTORS. THIS UNIT HAS DRAMATICALLY

REDUCED THE ABILITY OF CASE-HARDENED OFFENDERS TO ESCAPE

THROUGH THE LOOPHOLES OF THE CRIMINAL JUSTICE SYSTEM.

THE RESULTS ARE ALREADY IMPRESSIVE. FOR EXAMPLE,  
IN THE FIRST MONTHS OF OPERATION, THE MAJOR VIOLATORS  
UNIT SUBSTANTIALLY INCREASED THE CONVICTION RATE FOR  
SERIOUS CASES. THE AVERAGE TIME FROM AREST TO TRIAL  
HAS BEEN REDUCED BY AT LEAST THREE WEEKS. THE CAREER  
CRIMINALS NOW REALIZE THAT SERIOUS CASES WILL NO LONGER  
SIMPLY SLIP THROUGH THE CRACKS IN THE SYSTEM.

ALL THIS CANNOT BE DONE BY THE POLICE IN ISOLATION.

EFFECTIVE ANTI-CRIME MANAGEMENT REQUIRES THE CLOSE

COOPERATION OF POLICE, PROSECUTORS, COURTS AND

CORRECTIONS. WHERE THEY WORK TOGETHER, YOU NOT

ONLY WILL OBTAIN A BETTER CONVICTION RATE, BUT YOU WILL

SAVE POLICE HOURS THAT ARE NOW WASTED.

BUT TO REDUCE THE CRIME RATE WE NEED THE COOPERATION  
OF ONE OTHER PARTY -- NAMELY, THE PUBLIC. CRIME STATISTICS,  
SHOCKING AS THEY ARE, OFTEN SHOW US ONLY THE TOP OF THE  
ICEBERG. TOO MUCH CRIME GOES UNREPORTED. A LOT OF  
WITNESSES NEVER SHOW UP, ESPECIALLY AFTER THE FOURTH OR  
FIFTH CONTINUANCE.

A STUDY IN THE DISTRICT OF COLUMBIA SHOWS THAT  
NON-COOPERATION OF WITNESSES WAS BY FAR THE MOST COMMON  
REASON FOR LOSING MAJOR CASES. THROUGHOUT THIS NATION,  
NEARLY HALF THE VICTIMS OF ASSAULT, ROBBERY, BURGLARY,  
AND LARCENY ABOVE 50 DOLLARS FAILED TO REPORT THE INCIDENT  
TO THE POLICE. IN LARCENIES, BELOW 50 DOLLARS, ABOUT  
80 PERCENT DID NOT REPORT.

WHY? BECAUSE, AS SURVEYS SHOW, MOST VICTIMS  
ARE FRUSTRATED, FEARFUL, AND PESSIMISTIC ABOUT RESULTS.  
EVEN VICTIMS DO NOT WANT TO GET INVOLVED WITH ALL THE  
PAPERWORK, INTERROGATIONS, AND REPEATED VISITS TO THE  
COURTHOUSE, IN A CASE THAT, AFTER SEVERAL CONTINUANCES,  
MAY BE DROPPED ANYWAY. SOMETIMES THE VICTIM FEARS  
REPRISAL.



WHAT CAN BE DONE? FIRST OF ALL, WE GO BACK TO  
GOOD MANAGEMENT. FAST ACTION AND BETTER CONVICTION RATE  
ON MAJOR CRIMES CAN HELP RESTORE PUBLIC CONFIDENCE IN  
THE SYSTEM. BETTER SCHEDULING, BETTER NOTIFICATION OF  
WITNESSES, AND FEWER CONTINUANCES WILL SERVE TO CUT  
DOWN THE TERRIBLY FRUSTRATING WASTE OF THE WITNESS'S TIME.

THERE ARE MANY OTHER THINGS LAW ENFORCEMENT  
PROFESSIONALS CAN DO TO ENCOURAGE CITIZENS' COOPERATION  
AND CITIZENS' INITIATIVES. SOME COMMUNITIES HAVE ALREADY  
LAUNCHED SUCCESSFUL PROGRAMS. LEAA HAS THE INFORMATION,  
THE IDEAS, AND SOME BLOCK-GRANT MONEY TO HELP YOU LAUNCH  
A PROGRAM IN YOUR COMMUNITY -- A PROGRAM TO OVERCOME THE  
SENSE OF FUTILITY, FRUSTRATION, AND FEAR AND GET THE MAN IN THE  
STREET TURNED BACK ON TO COOPERATION WITH THE POLICE.

OF COURSE THE POLICE CAN'T DO EVERYTHING TO WIN THE  
WAR ON CRIME. THE POLICE \ PLUS THE PROSECUTORS \ PLUS THE  
COURTS \ PLUS THE PRISONS CANNOT DO THE WHOLE JOB. THE  
COMMUNITY AND THE FAMILY MUST HELP.

YOUR JOB IS DIFFICULT. UNDER OUR CONSTITUTIONAL  
SYSTEM, THE FEDERAL GOVERNMENT CAN GIVE YOU ONLY LIMITED  
SUPPORT.

PROGRESS MAY BE SLOW, BUT I FEEL WE ARE ON THE  
RIGHT TRACK. WE ARE BEGINNING TO LEARN HOW TO FIGHT  
CRIME EFFECTIVELY.

IN THE DISTRICT OF COLUMBIA, FOR EXAMPLE, THERE  
HAS BEEN A FORTUNATE COMBINATION OF GOOD MANAGEMENT METHODS,  
VERY AMPLE RESOURCES, AND OUTSTANDING LEADERSHIP FROM  
CHIEF JERRY WILSON -- WHO, UNFORTUNATELY, IS RETIRING  
THIS YEAR. REPORTED CRIME IN THE DISTRICT OF COLUMBIA  
SHOWS A 40 PERCENT DROP DURING HIS TENURE IN OFFICE  
SPANNING THE LAST FIVE YEARS.

IT WAS HERE IN WASHINGTON THAT A SAD BUT HEROIC  
CHAPTER OF POLICE HISTORY WAS MADE LAST WEEK. OFFICER  
GAIL COBB BECAME THE FIRST POLICEMAN IN THE UNITED STATES  
KILLED IN THE LINE OF DUTY. I ~~WANT TO~~ COMMEND THIS BRAVE  
OFFICER WHO GAVE HER LIFE TO PROTECT HER COMMUNITY.  
TO HONOR HER MEMORY, I ASK THIS CONVENTION TO STAND IN  
SILENT TRIBUTE TO OFFICER COBB WHOSE FUNERAL IS TAKING PLACE  
AT THIS VERY MOMENT.

Panz

THIS LATEST TRAGEDY HAS A VITAL LESSON FOR EVERY  
AMERICAN.  WHATEVER THE INSUFFICIENCIES AND INADEQUACIES  
OF OUR CRIMINAL JUSTICE SYSTEM, THE OFFICER ON THE BEAT  
IS LAYING HIS OR HER LIFE ON THE LINE EVERY DAY TO MAKE  
THE COMMUNITY A SAFE PLACE TO LIVE.  THE POLICE  
OFFICER DESERVES THE RESPECT AND COOPERATION OF EVERY  
AMERICAN.  I PLEDGE YOU MINE HERE TODAY.

THANK YOU.

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