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U.S. DEPARTMENT OF JUSTICE
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OF POLICE CHIEFS
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ACQUISITIONS

THANK YOU FOR YOUR INVITATION TO BE HERE TODAY TO ADDRESS THIS ANNUAL CONFERENCE OF THE INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE.

HAVING SPENT 15 YEARS AS A POLICE OFFICER IN OAKLAND, CALIFORNIA, IT IS WITH A STRONG SENSE OF AFFINITY THAT I WELCOME THE OPPORTUNITY TO SPEAK HERE. BY THE TIME I MADE THE MOVE TO WASHINGTON, I WAS COMMANDER OF THE CRIMINAL INVESTIGATION DIVISION IN OAKLAND AND THOSE YEARS HAVE LEFT ME WITH SOME UNDERSTANDING OF THE COMPLEX PROBLEMS FACING THE CHIEF OF POLICE TODAY.

CONFRONTED BY AN EVER INCREASING CRIME RATE, BY THE CONSTRAINTS OF DIMINISHING RESOURCES AND THE URGENT DEMANDS OF THE PUBLIC FOR SOME GUARANTEE OF SECURITY, THE BURDEN ON THE POLICE CHIEF IN THE 80'S IS GREATER THAN EVER BEFORE. IT WAS IN RECOGNITION OF THIS, THAT PRESIDENT REAGAN MADE A PROMISE TO PROVIDE THE CRIMINAL JUSTICE PROFESSIONAL WITH PRACTICAL RESEARCH OF REAL USE TO YOU - AND IT WAS, AT LEAST IN PART, WHY THE PRESIDENT APPOINTED A FORMER CAREER POLICE OFFICIAL AS DIRECTOR OF THE NATIONAL INSTITUTE OF JUSTICE - THE PRINCIPAL RESEARCH BRANCH OF THE JUSTICE DEPARTMENT.

THE MESSAGE IS CLEAR. RESEARCH IN THE FIELD OF CRIMINAL JUSTICE HAS TURNED A CORNER AND IS TAKING A NEW AND POSITIVE DIRECTION - SEEKING ANSWERS TO THE REAL PROBLEMS YOU FACE IN THE REAL WORLD. OUR ADMINISTRATION AND THE INSTITUTE RECOGNIZE THAT YOUR STREET KNOW-HOW IS VITAL IF RESEARCH IS GOING TO WORK.

LAST YEAR, HISTORY WAS MADE AT THIS CONFERENCE WHEN THE INSTITUTE'S ADVISORY BOARD - NEWLY APPOINTED BY PRESIDENT REAGAN - REACHED OUT TO THE PRACTITIONER AND CAME HERE, TO THIS MEETING, TO HOLD THEIR FIRST FORMAL HEARINGS. FOR ONE AND A HALF DAYS THE BOARD HEARD TESTIMONY FROM POLICE CHIEFS ON YOUR MOST PRESSING CONCERNS. THEY ATTENDED YOUR SEMINARS AND CIRCULATED ON THE CONFERENCE FLOOR TO CANVASS YOUR VIEWS ON THE PRIORITIES FOR RESEARCH.

THOSE AND OTHER MEETINGS CONFIRMED FOR THE BOARD WHAT YOU AND I ALREADY KNEW - THAT THE CHIEF OF POLICE NEEDS EVERY ADVANTAGE HE CAN GET IN THE FIGHT AGAINST CRIME. AND RESEARCH BY THE NATIONAL INSTITUTE OF JUSTICE HAS HAD PRACTICAL APPLICATION, THAT POLICE CHIEFS ARE BENEFITING FROM TODAY.

TO TAKE AN EXAMPLE. FOR 20 YEARS, WE KNEW THAT THE EXCLUSIONARY RULE COULD AND DID ACT TO THE DETRIMENT OF RESPONSIBLE LAW ENFORCEMENT - SERIOUSLY SO IN CERTAIN CASES. I KNOW WHAT IT MEANS AS A POLICE OFFICER, TO MAKE AN ARREST, BELIEVING YOU ARE ACTING IN ACCORDANCE WITH THE LAW, ONLY TO SEE THE CASE SUBSEQUENTLY DISMISSED ON A TECHNICAL INTERPRETATION OF THE EXCLUSIONARY RULE. TO SEE A DEFENDANT SET FREE WHEN YOU KNOW HE WILL CONTINUE, UNDETERRED, TO COMMIT VIOLENT CRIME.

I HAVE LISTENED, AS I AM SURE MOST OF US HAVE, TO DEFENSE LAWYERS AND THE MEDIA TELL US THAT THE EFFECT ON THE POLICE OF THE EXCLUSIONARY RULE WAS INSIGNIFICANT. BUT NOW WE HAVE REAL EVIDENCE, AFTER CAREFUL ANALYSIS OF 4 YEARS OF RESEARCH DATA, WHICH SHOWS THAT THIS COURT-CREATED RULE DOES HAVE A SIGNIFICANT IMPACT - ESPECIALLY IN CASES INVOLVING NARCOTICS AND FIREARMS - WHICH WE KNOW ARE DIRECTLY LINKED TO VIOLENT CRIME. RESEARCH FOUND THAT THE EXCLUSIONARY RULE WAS USED TO ATTACK 74% OF NARCOTICS CASES - AND THAT ONE THIRD OF THOSE CASES WERE DISMISSED BECAUSE OF SEARCH AND SEIZURE PROBLEMS.

OF THOSE DEFENDANTS RELEASED UNDER THE EXCLUSIONARY RULE, 52% WERE REARRESTED - ON AVERAGE 3 TIMES - WITHIN A TWO YEAR PERIOD. SO WHO DOES THE EXCLUSIONARY RULE PROTECT? CERTAINLY NOT THE INNOCENT.

THE INSTITUTE'S STUDY INTO THE EFFECTS OF THE EXCLUSIONARY RULE WAS A MAJOR PART OF THE JUSTICE DEPARTMENT'S BRIEF IN GATLS V. ILLINOIS BEFORE THE SUPREME COURT - AND THIS STUDY MAY ULTIMATELY LEAD TO CHANGES IN THE RULE.

AND RESEARCH MAKES AN IMPACT ON THE STREETS. WE KNOW THAT THE POLICE OFFICER ON THE BEAT IS ALWAYS AT RISK. HE IS THERE ON OUR BEHALF, TO PROTECT US. YET, ASSAULTS ON THE POLICE HAVE ESCALATED EVERY YEAR AND EVERY YEAR POLICEMEN ARE MURDERED. THE NATIONAL INSTITUTE OF JUSTICE PIONEERED THE DEVELOPMENT OF A LIGHT, MORE COMFORTABLE BULLET-PROOF VEST - THAT DOES NOT RESTRICT FREE MOVEMENT. THIS SOFT BODY ARMOR HAS, TO DATE, SAVED THE LIVES OF OVER 450 OF OUR BROTHER OFFICERS. IT HAS SAVED THE TAX-PAYER MILLIONS OF DOLLARS IN COMPENSATION AND MUCH MORE IMPORTANT, IT HAS SAVED FAMILIES AND HOMES FROM THE GRIEF AND LOSS OF LOVED ONES.

IN ANOTHER AREA, THE POLICE ARE ANSWERING MORE CALLS FOR SERVICE THAN THEY HAVE OFFICERS TO RESPOND. RESEARCH, IN COLLABORATION WITH POLICE CHIEFS, DEVELOPED A NEW STRATEGY IN RESPONDING TO CALLS AND ESTABLISHING PRIORITIES - WHERE YOU, THE PROFESSIONAL, ARE IN CONTROL AND MAKE THE DECISION ABOUT WHICH CALLS TO ANSWER FIRST. DIFFERENTIATED^L POLICE RESPONSE WAS, 10 YEARS AGO, A REVOLUTIONARY APPROACH, BUT IS NOW BEING USED TO SIGNIFICANTLY IMPROVE THE QUALITY OF POLICE RESPONSE.

AND THERE ARE MANY AREAS WHERE RESEARCH CAN DIRECTLY BENEFIT YOU, THE CHIEF OF POLICE. IN THE MODERN ARENA, THE POLICE CAN NO LONGER LIMIT THEMSELVES TO BEING REACTIVE TO IMMEDIATE CRISES. YOU ARE EXPECTED TO ENGAGE IN CRIME PREVENTION. YOU ARE ALSO EXPECTED TO ENGAGE IN CRIME ANALYSIS, TO HAVE A COMMAND OF THE LATEST MANAGEMENT AND PLANNING TECHNIQUES, TO BE WELL VERSED IN THE LAW AND NEW DEVELOPMENTS IN CRIMINOLOGY. THE MODERN POLICE OFFICIAL, WHO BEARS THE BURDEN OF LEADERSHIP, IS EXPECTED TO BE A HIGHLY SKILLED PROFESSIONAL.

TODAY, RESEARCH HAS BECOME A CRUCIAL WEAPON IN THE ARSENAL OF THE MODERN POLICE CHIEF. PROPERLY USED, RESEARCH CAN BECOME THE FOUNDATION OF YOUR AUTHORITY - ADDING WEIGHT AND CREDIBILITY TO YOUR VIEWS AND ACTIONS.

IT CAN BE A VITAL ASSET TO YOU IN JUSTIFYING YOUR BUDGET REQUESTS TO YOUR CITY OR TOWN COUNCILS. IT CAN INDICATE WHERE PROCEDURAL INNOVATIONS COULD MAKE BETTER USE OF EXISTING RESOURCES. IT CAN PROVIDE YOU WITH THE HARD FACTS THAT ARE ESSENTIAL TO ANY MODERN EXECUTIVE. AND IT CAN HELP YOU TO MEET THE EXPECTATIONS OF THE COMMUNITIES YOU SERVE IN PRACTICAL, TANGIBLE WAYS.

AS LAW ENFORCEMENT PROFESSIONALS YOU AND I KNOW WHAT IT MEANS TO OPERATE IN THE FRONT LINE. TO ROUTINELY FACE CRITICAL SITUATIONS AND TAKE DECISIVE ACTION UNDER PRESSURE - AND OFTEN IN PERSONAL DANGER. THE ROLE OF THE POLICE, IN TAKING THE BRUNT OF CRIME IN THE STREETS, GIVES US CERTAIN INSIGHTS WHICH NO ONE ELSE HAS THE OPPORTUNITY TO ACQUIRE. RESEARCH CANNOT BE FULLY EFFECTIVE IF DENIED YOUR PRACTICAL, FIRST-HAND INSIGHT. AND THAT IS WHY, AS DIRECTOR OF THE NATIONAL INSTITUTE OF JUSTICE, I AM DETERMINED TO CREATE A BALANCED AND CLEAR DIALOGUE BETWEEN THE RESEARCHER AND YOU THE PRACTITIONER.

DRAMATIC GAINS IN THE MEDICAL PROFESSION CAME WHEN THE TECHNIQUES OF SCIENTIFIC INQUIRY WERE INTEGRATED INTO THE TRAINING OF DOCTORS - AND CRIMINAL JUSTICE PROFESSIONALS MUST STRIVE TO ACHIEVE PROGRESS BY PURSUING THAT SAME COURSE. BY BRINGING TOGETHER THE RESEARCHER AND THE PRACTITIONER. BY SHARING COMMON CONCERNS AND THE KNOWLEDGE AND THE VISION EACH HAS TO OFFER THE OTHER - IN THE JOINT EFFORT TO GAIN AN EDGE ON THE VIOLENT CRIMINAL.

IT WORKED IN THE MEDICAL PROFESSION AND IT CAN WORK IN OUR PROFESSION. AND THE INSTITUTE IS DEDICATED TO ENSURING THAT COLLABORATION. WE HAVE RESPONDED TO THE PRACTITIONER. WE HAD THE ADVISORY BOARD HERE LAST YEAR. WE ALSO PUBLISHED, IN JUNE, A REPORT THAT DESCRIBES THE PRACTITIONERS' PERSPECTIVE ON RESEARCH PRIORITIES IN CRIMINAL JUSTICE. THE INSTITUTE HAS DIRECTLY INVOLVED POLICE EXECUTIVES IN THE FORMULATION OF RESEARCH OBJECTIVES. LEO CALLAHAN, YOUR PRESIDENT, WAS APPOINTED BY PRESIDENT REAGAN TO THE INSTITUTE'S ADVISORY BOARD. CHIEF RUNYON HAS ASSISTED THE INSTITUTE IN REVIEWING RESEARCH PROPOSALS. CHIEF HART IS CHAIRMAN OF THE ATTORNEY GENERAL'S TASK FORCE ON DOMESTIC VIOLENCE. AND THEIR PRACTICAL INSIGHT AND COUNSEL HAS PROVED INVALUABLE IN SHAPING THE INSTITUTE'S RESEARCH PROGRAM.

TODAY, WITH YOUR INVOLVEMENT, WE ARE LOOKING INTO SUCH PRACTICAL ISSUES AS THE CAREER CRIMINAL. NEW RESEARCH HAS CONFIRMED WHAT MANY OF US KNEW. THAT A RELATIVELY SMALL PERCENTAGE OF HIGHLY ACTIVE CRIMINALS ARE RESPONSIBLE FOR THE VAST MAJORITY OF OUR NATION'S SERIOUS CRIME. BUT YOU MAY NOT KNOW THE MAGNITUDE OF THE PROBLEM. WE FOUND THAT MOST OF THE OFFENDERS IN PRISON TODAY FOR BURGLARY, COMMITTED 5 OR FEWER BURGLARIES A YEAR. BUT THERE IS A SELECT 10% WHO ARE HIGH ACHIEVERS, AND EACH OF THEM COMMITTED A STAGGERING 230 BURGLARIES IN ONE YEAR.

THE SAME IS TRUE OF ROBBERY. THE MAJORITY OF OFFENDERS COMMITTED ONE OR TWO ROBBERIES A YEAR, WHILE THE VIOLENT PREDATORS WHO MAKE UP THE REMAINING 10%, WERE EACH RESPONSIBLE FOR ABOUT 135 ROBBERIES EVERY YEAR.

AND ROBBERY GENERATES SO MUCH FEAR AMONG THE PUBLIC THAT WE HAVE TO AND ARE SEEKING WAYS TO IDENTIFY AND INCAPACITATE THESE ONE-MAN CRIME WAVES. FOR OVER A YEAR, A PROJECT HAS BEEN IN PROGRESS IN A MAJOR AMERICAN CITY, WHERE SELECTED CAREER CRIMINALS ARE KEPT UNDER SPECIAL SURVEILLANCE FOR A PERIOD FOLLOWING THEIR RELEASE. FROM THIS WE HOPE TO LEARN WHETHER TARGETING POLICE RESOURCES ON KNOWN OFFENDERS AND THEIR ASSOCIATES IS MORE EFFECTIVE IN HELPING YOU TO APPREHEND THE VIOLENT PREDATOR THAN THE TRADITIONAL POLICE PATROL.

IN CERTAIN SEGMENTS OF OUR SOCIETY, THE CONNECTION BETWEEN HEROIN ADDICTION AND CRIME IS A CONTROVERSIAL ISSUE. YET, A RECENT STUDY CONFIRMED THAT THERE IS A CONNECTION - AND ALSO UNDERMINED THE POPULAR IMAGE OF THE ADDICT AS A NON-VIOLENT OFFENDER, WHO ONLY COMMITS PROPERTY CRIMES. RESEARCH SHOWS THAT THE OFFENDER WHO IS A HEROIN ADDICT, COMMITS UP TO 6 TIMES MORE CRIME ON DRUGS THAN WHEN RELATIVELY DRUG FREE - AND THAT HEROIN ADDICTS ARE JUST AS LIKELY AS NON-ADDICT OFFENDERS, TO COMMIT VIOLENT CRIME. AS A RESULT OF THESE FINDINGS, WE ARE LOOKING INTO THE IMPLICATIONS OF WIDESPREAD URINALYSIS TESTING AS A WAY OF HELPING YOU TO IDENTIFY THE CRIMINAL WHOSE OFFENSES MAY BE RELATED TO OR MOTIVATED BY DRUG ADDICTION. WHERE SUCH TESTS ESTABLISHED HEROIN USE, IT WOULD BE IMPORTANT TO MONITOR THESE OFFENDERS AND CONSIDER INCARCERATION TO SAFEGUARD THE COMMUNITY.

TO ENSURE THAT YOUR WORK IN APPREHENDING THE CRIMINAL RESULTS IN THE EFFECTIVE INCAPACITATION OF THE CAREER CRIMINAL, THE INSTITUTE IS ALSO EXPLORING BETTER WAYS OF UTILIZING AND EXPANDING OUR PRISONS. AND THE WHOLE QUESTION OF REFORMING BAIL PROCEDURES IS ANOTHER MAJOR AREA OF INQUIRY.

THESE ARE SOME OF THE CRUCIAL ISSUES RESEARCH IS ADDRESSING TODAY. AND I AM HERE TO LAY BEFORE YOU A CHALLENGE AND A PROMISE. THE CHALLENGE - THAT YOU AS PROFESSIONALS BECOME FULLPARTNERS WITH THE RESEARCHER IN THE QUEST FOR NEW AND BETTER WAYS TO CONTROL CRIME. RESEARCH NEEDS YOUR ACTIVE PARTICIPATION AND SUPPORT. GOOD RESEARCH REQUIRES A WILLINGNESS IN THE POLICE PROFESSIONAL TO TAKE RISKS; TO CHANGE PROCEDURES, TO EXPERIMENT AND INITIATE NEW IDEAS.

AND THE PROMISE, IS THAT IF YOU TAKE THOSE RISKS, TO CHANGE PROCEDURES AND EXPERIMENT - YOU WILL EXERT GREATER INFLUENCE ON THE DIRECTION RESEARCH TAKES. MY AIM IS THAT RESEARCH SHOULD REFLECT YOUR INVOLVEMENT.

TOGETHER, THE RESEARCHER AND THE PRACTITIONER CAN MAKE PROGRESS IN THE STRUGGLE TO FREE OUR SOCIETY FROM THE PLAGUE OF VIOLENT CRIME. AND WE CAN CARRY OUT THE IMPERATIVES FOR FUTURE PROGRESS. THE CHALLENGE IS THERE AND THE PROMISE IS OPEN. THE NEED TO ANSWER THEM IS INCREASINGLY URGENT. THANK YOU.