



THE HONORABLE JAMES K. STEWART
DIRECTOR
NATIONAL INSTITUTE OF JUSTICE

REMARKS TO:
NATIONAL CRIMINAL JUSTICE ASSOCIATION
"CURRENT INSTITUTE PRIORITIES AND WORK PLAN"

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I. INTRODUCTORY REMARKS

A. VERY GLAD TO BE HERE.

1. PARTICULARLY WELCOME OPPORTUNITY TO MEET WITH
MEMBERS OF NATIONAL CRIMINAL JUSTICE ASSOCIATION.

o YOUR ASSOCIATION'S CONTRIBUTION TO ENHANCING
POLICY AND PRACTICE IN CRIMINAL JUSTICE IS
CONSIDERABLE.

o I KNOW THIS ASSOCIATION GREW OUT OF LEAA PROGRAM
(PRECURSOR TO NIJ) -- YOU ARE COMMITTED TO
PROMOTING RESEARCH AND PROFESSIONALISM THROUGHOUT
CRIMINAL JUSTICE FIELD.

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- 0 ASSOCIATION REALLY HAS HELPED TO ESTABLISH THE CREDIBILITY OF CRIMINAL JUSTICE RESEARCH AS A SCIENCE -- AND AS A TOOL THAT CAN BENEFIT CRIMINAL JUSTICE OPERATIONS.
2. THAT IS A VERY IMPORTANT ROLE. I KNOW FROM MY OWN EXPERIENCE THAT A GROWING NUMBER OF PRACTITIONERS RECOGNIZE THE VALUE OF POLICY RELEVANT RESEARCH -- AND THE NEED FOR THEM TO TAKE A MORE ACTIVE ROLE IN RESEARCH.

II. PERSONAL EXPERIENCE AS A PRACTITIONER WITH RESEARCH

- A. BEFORE MY APPOINTMENT BY THE PRESIDENT AS DIRECTOR OF THE NATIONAL INSTITUTE OF JUSTICE, I SERVED FOR 15 YEARS AS POLICE OFFICIAL IN OAKLAND -- FINALLY AS COMMANDER OF CRIMINAL INVESTIGATIONS. THAT GAVE ME INSIGHT INTO PROBLEMS OF PRACTITIONER -- AND VALUE OF SOUND RESEARCH.
 1. I ALWAYS BELIEVED RESEARCH COULD GENERATE BETTER UNDERSTANDING OF THE CONSEQUENCES OF ACTIONS AND PRACTICES IN OPERATIONS -- AND INDICATE WHERE AND HOW INNOVATION MIGHT BE USEFULLY IMPLEMENTED.
 2. DURING YEARS IN OAKLAND, I WAS INVOLVED IN SEVERAL RESEARCH INITIATIVES:

EXAMPLES:

- 0 LATE '70's, WE FACED 18,000 BURGLARIES A YEAR
-- ADOPTED POLICY NOT TO INVESTIGATE

BURGLARIES OF LESS THAN \$2,000 -- REALIZED THIS

WAS NOT GOOD STRATEGY.
- 0 DEALING WITH CHRONIC INEBRIATES - JUDGE RULED

HIGH RATE RECIDIVISTS COULD NOT BE TRUSTEES

BECAUSE IT WAS "SLAVE LABOR" -- JAILS EMPLOYED

OUTSIDE HELP, BUT SERGEANT TRACKED INEBRIATES

ONCE ON STREETS -- WITHIN ONE YEAR 60 OF 116

WERE DEAD.

- 0 USE OF CITATION RELEASE -- VERY LOW FAILURE-

TO-APPEAR RATE -- ESTABLISHING RELATIONSHIP

WITH INDIVIDUALS -- GET THEIR PERSONAL

ASSURANCE TO APPEAR -- SEEMED VERY EFFECTIVE.
- 0 EXPERIMENT TO COMPARE TWO-MAN VERSUS ONE-MAN

PATROL CARS -- LOOKED AT INJURIES TO OFFICERS

-- NUMBERS OF ARRESTS - AND NUMBER OF ASSAULTS

-- FOUND ONE-MAN CARS WERE SAFER FOR POLICE -

MORE CARS AVAILABLE AT ANY ONE TIME TO RESPOND

TO CALLS -- AND OFFICER COULD BUILD BETTER

RAPPORT WITH COMMUNITY.
- 0 MY OWN SPECIAL PROJECT CONCERNED CRIMINAL

INVESTIGATION -- COMPARED ADVANTAGES AND

DISADVANTAGES OF DETECTIVES HAVING
RESPONSIBILITY TO INVESTIGATE ALL CRIMES IN
ONE AREA AGAINST SPECIALIZATION ACCORDING TO
CRIME TYPE -- SPECIALIZATION PROVED MOST
EFFECTIVE.

B. THEN, LEFT OAKLAND TO PARTICIPATE IN WHITE HOUSE FELLOWS
PROGRAM -- SERVED AS SPECIAL ASSISTANT TO ATTORNEY
GENERAL -- INITIATED PROJECT TO BUILD BETTER LINKAGES
BETWEEN LAW ENFORCEMENT AGENCIES.

1. EXPERIENCE CONFIRMED SEVERAL THINGS FOR ME:

0 PROBLEMS FACING CRIMINAL JUSTICE PROFESSIONALS
ARE VARIED AND COMPLEX -- HIGH CRIME RATE

PLACES EXTRAORDINARY BURDEN ON THEM -- LIMITED
RESOURCES A FURTHER PROBLEM -- AND PUBLIC
DEMANDS FOR GREATER PROTECTION AND MORE
EFFECTIVE CRIME CONTROL.

0 SOUND RESEARCH COULD SIGNIFICANTLY ENHANCE
CRIMINAL JUSTICE OPERATIONS -- GENERATE
PRACTICAL STRATEGIES.

0 FEDERAL GOVERNMENT HAD IMPORTANT LEADERSHIP
ROLE TO PLAY IN BUILDING POLICY RELEVANT
RESEARCH AGENDA TO SUPPORT JUSTICE
PROFESSIONALS -- REALLY WHY JOB AS DIRECTOR OF
THE NATIONAL INSTITUTE OF JUSTICE SEEMED SO
IMPORTANT TO ME.

III. NATIONAL INSTITUTE OF JUSTICE ROLE IN CRIMINAL JUSTICE RESEARCH

A. WHEN I CAME TO THE NATIONAL INSTITUTE OF JUSTICE,

PRIORITY WAS TO BUILD PARTNERSHIP BETWEEN RESEARCHERS

AND PRACTITIONERS. IF WE WERE TO GET THE MOST OUT OF

RESEARCH -- VITAL TO FORGE RELATIONSHIP OF MUTUAL

EXCHANGE AND ACTIVE COOPERATION -- WHERE PRACTITIONER

INPUT HELPS TO SHAPE RESEARCH -- AND RESEARCH INFORMS

POLICY AND PRACTICE.

1. THE NATIONAL INSTITUTE OF JUSTICE SOUGHT TO BUILD

PARTNERSHIP -- OUTREACH EFFORT TO PRACTITIONERS.

EXAMPLES:

0 FOLLOWING JIM WILSON'S COMMITTEE REPORT --

CANVASSED CRIMINAL JUSTICE PRACTITIONERS --

PUBLISHED "PRACTITIONER'S PERSPECTIVE."

0 THE NATIONAL INSTITUTE OF JUSTICE ADVISORY

BOARD HELD PUBLIC HEARINGS WITH RECOGNIZED

CRIMINAL JUSTICE LEADERS AND PUBLIC INTEREST

GROUPS.

0 NATIONAL NEEDS SURVEY -- 1500 PRACTITIONERS

RESPONDED.

2. THOSE INITIATIVES HELPED TO BUILD CLEAR PICTURE OF

NEEDS IN THE FIELD. RESULTED IN GREATER EMPHASIS ON

PRACTICAL UTILITY AS IMPORTANT CRITERIA IN DESIGN OF RESEARCH AGENDA. THERE ARE SEVERAL EXAMPLES WHERE RESEARCH HAS HAD POSITIVE IMPACT ON CRIMINAL JUSTICE OPERATIONS.

EXAMPLES:

0 RESPONSE TIME STUDY

CONDUCTED IN 74 (REPLICATED IN 76 AND 78) -- SHOWED THAT TRADITIONAL ORGANIZATION AND DEPLOYMENT OF POLICE IN RESPONSE TO CALLS FOR SERVICE, ON BASIS OF RAPID RESPONSE TO ALL CALLS, WAS ILL-CONCEIVED. BETTER TO RESPOND USING CRITERIA OF SERIOUSNESS AND LIKELIHOOD OF MAKING ARREST.

-- MANY POLICE DEPARTMENTS ARE USING OTHER METHODS TO DEAL WITH CERTAIN CALLS -- TELEPHONE REPORTING, STATION COMPLAINTS.

-- TIME AND RESOURCES SAVED THROUGH IMPLEMENTATION OF NEW PROCEDURES ALLOWS POLICE TO MOUNT PROACTIVE EFFORTS.

0 KEVLAR VESTS

NIJ (WITH ARMY AND DUPONT) DEVELOPED LIGHT-WEIGHT BODY ARMOR -- ALREADY SAVED OVER 700 OFFICERS' LIVES -- AND ESTIMATED \$35 MILLION.

0 URINALYSIS TESTS

TESTS IN DC AND NEW YORK -- TO DETECT DRUG
ABUSE IN ARRESTEES. INFORMATION VITAL TO
INFORM PRETRIAL RELEASE DECISIONS.

-- ALSO ALERTS COURTS TO DRUG ABUSE IN
OFFENDERS -- ALLOWS THEM TO BETTER CONTROL
SUCH OFFENDERS PRETRIAL.

-- DC GOVERNMENT RECOGNIZED VALUE OF TESTS --
NOW MEETING FULL COSTS -- CONSTITUTES A
50% INCREASE IN PRETRIAL BUDGET.

0 POLICE RESPONSE TO DOMESTIC VIOLENCE

MINNEAPOLIS EXPERIMENT LOOKED AT DIFFERENT
POLICE RESPONSES. COMPARED EFFECT OF ARREST
AGAINST ORDERING OFFENDER TO LEAVE HOUSE FOR 8
HOURS -- OR COUNSEL COUPLE.

-- RESULTS INDICATE ARREST MAY BE BEST
STRATEGY. ONLY 19% OF VICTIMS REPORTED
REPEAT ASSAULT AFTER ARREST -- 35%
REPORTED FURTHER ASSAULT WHEN NO ARREST
MADE.

-- ARREST POLICY NOW USED IN SEVERAL
JURISDICTIONS INCLUDING NEW YORK,
HOUSTON, DALLAS, DETROIT, KANSAS CITY.

o VI-CAP

NIJ, WITH FBI AND OFFICE OF JUSTICE ASSISTANCE, DEVELOPED NATIONAL CENTER FOR ANALYSIS OF VIOLENT CRIME. VI-CAP IS A VITAL PART -- DESIGNED TO IMPROVE RESPONSE TO SERIAL MURDER.

-- COMPUTERIZED SYSTEM WILL ALLOW LOCAL POLICE TO TIE APPARENTLY UNRELATED KILLINGS TOGETHER -- POLICE FROM DIFFERENT JURISDICTIONS WILL NETWORK TO APPREHEND SERIAL KILLERS.

-- RELIES ON LOCAL POLICE REPORTING UNSOLVED HOMICIDES TO CENTER -- LOCAL POLICE WILL RECEIVE TRAINING IN CRIMINAL PROFILING AND CRIME SCENE ANALYSIS.

-- VI-CAP WILL BE EXPANDED TO INCLUDE SERIAL RAPE, CHILD MOLESTATION, ARSON AND OTHER VIOLENT CRIMES.

o FEAR REDUCTION EXPERIMENT

IN HOUSTON AND NEWARK -- EXPERIMENT TO REDUCE PUBLIC FEAR OF CRIME. ONE EFFORT WAS TO REMOVE SIGNS OF CRIME -- (GRAFFITI, PUBLIC DRUNKENNESS, PROSTITUTION) -- AND BUILD BETTER TIES BETWEEN POLICE AND COMMUNITIES.

-- LOCAL COMMUNITY LEADERS, BUSINESS SECTOR
AND POLICE ALL ACKNOWLEDGE VALUE OF
EXPERIMENT -- SUCCESS IN BUILDING CLOSER
RAPPORT BETWEEN COMMUNITY AND POLICE --
CONTRIBUTING THEIR RESOURCES TO EFFORT.

0 SENTENCING GUIDELINES AND COURT DELAY

NIJ STUDY LOOKED AT STRUCTURED SENTENCING --
DEVELOPED GUIDELINES TO INCLUDE PREVIOUS
CRIMINAL RECORD OF OFFENDER AND SERIOUSNESS OF
CRIME IN DETERMINING APPROPRIATE SENTENCE.
MANY JURISDICTIONS AROUND COUNTRY HAVE ADAPTED
SENTENCING GUIDELINES TO ACHIEVE GREATER
CONSISTENCY AND FAIRNESS IN SENTENCING.

-- RESEARCH INTO JURY UTILIZATION -- PRODUCED
RECOMMENDED PRACTICES TO MAKE JURY PROCESS
MORE EFFICIENT AND COST-EFFECTIVE --
BETTER SELECTION TECHNIQUES, "ONE-DAY-ONE-
TRIAL," IMPROVED MANAGEMENT OF JURY POOL
-- ADOPTED IN SEVERAL JURISDICTIONS -- NEW
YORK RECENTLY REPORTED SAVINGS OF \$1
MILLION IN ONE YEAR SINCE IMPLEMENTATION.
-- REDUCTION OF COURT DELAY BY USING BETTER
CASE TRACKING METHODS AND GRANTING FEWER
CONTINUANCES HAS PROVED SUCCESSFUL IN
SEVERAL INSTANCES -- GREW OUT OF NIJ
RESEARCH.

- 0 NIJ HELD CONFERENCE ON VICTIMS IN 1983 --
BROUGHT TOGETHER JUDGES FROM ACROSS UNITED
STATES -- JUDGES LOOKED AT WAYS OF IMPROVING
VICTIM'S EXPERIENCE OF COURT PROCESS --
DEvised RANGE OF RECOMMENDED REFORMS AND HAVE
ACTED TO IMPLEMENT THEM IN THEIR
JURISDICTIONS.

IV. NIJ RESEARCH FOCUS FOR THE FUTURE

- A. PRIORITY FOR FUTURE IS TO ENSURE RESEARCH PRODUCES HARD
FACTS ABOUT WHAT WORKS -- AND GET WORD OUT TO THOSE IN
FIELD WHO NEED IT. AS A RESULT OF CANVASSING
PRACTITIONERS AND RESEARCHERS -- NIJ DEVELOPED RESEARCH
PROGRAM. FOCUS OF FUTURE NIJ RESEARCH WILL ADDRESS:

EXAMPLES:

- 0 VIOLENT CRIMINAL BEHAVIOR
- 0 ALCOHOL, DRUGS AND CRIME
- 0 CRIME CONTROL THEORY AND POLICY
- 0 CLASSIFICATION AND PREDICTION
- 0 LONG-TERM EFFECTS OF VICTIMIZATION
- 0 CRIME PREVENTION

0 EXCLUSIONARY RULE -- FOLLOWING IMPACT OF 'LEON
DECISION"

0 IMPROVED RESPONSE TO FAMILY VIOLENCE --
PARTICULARLY HOW COURTS DEAL WITH SENSITIVE
VICTIMS (VICTIMS OF SEXUAL ABUSE, CHILDREN AND
ELDERLY).

0 AND PROJECTS LOOKING AT FIELD OF CORRECTIONS --
CROWDING AND PRIVATE SECTOR INVOLVEMENT.

V. CONCLUDING REMARKS

A. IN CONCLUSION, I THINK THERE IS GOOD REASON TO BELIEVE
THAT RESEARCH WILL MAKE AN EVEN GREATER CONTRIBUTION TO

CRIMINAL JUSTICE OPERATIONS AND CRIME CONTROL POLICY IN

THE FUTURE. MORE AND MORE POLICY MAKERS AND

PRACTITIONERS RECOGNIZE THE VALUE OF RESEARCH.

RECOGNIZE THAT RESEARCH CAN:

0 PROVIDE USEFUL INSIGHTS INTO HOW CRIMINAL JUSTICE
AGENCIES OPERATE

0 SHOW WHICH PROGRAMS ARE SUCCESSFUL AND WHICH ARE NOT
-- AND WHY NOT

0 SUGGEST NEW STRATEGIES TO DEAL WITH OLD ISSUES

0 PROVIDE INFORMATION NEEDED TO IMPROVE EXISTING
PROGRAMS

0 SUPPORT CRIMINAL JUSTICE PROFESSIONALS WHO WANT TO
MAKE RATIONAL, INFORMED DECISIONS.

1. IT IS VITAL THAT WE CONTINUE TO STRENGTHEN THE
PARTNERSHIP BETWEEN RESEARCHERS AND PRACTITIONERS.

0 RESEARCHERS MUST ADDRESS THE CRITICAL PROBLEMS
CONFRONTING PRACTITIONERS

0 AND PRACTITIONERS MUST SHOW A WILLINGNESS TO TAKE
RISKS, TO CHANGE TIME-HONORED PROCEDURES, TO
EXPERIMENT AND BE RECEPTIVE TO NEW IDEAS.

2. MUCH HAS ALREADY BEEN ACCOMPLISHED. TODAY, WE HAVE
AN OPPORTUNITY TO MAKE REAL ADVANCES IN THE EFFORT
TO COMBAT CRIME AND THE FEAR IT GENERATES.

THANK YOU.

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