

newdetroit,
INC.

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December 4, 1970

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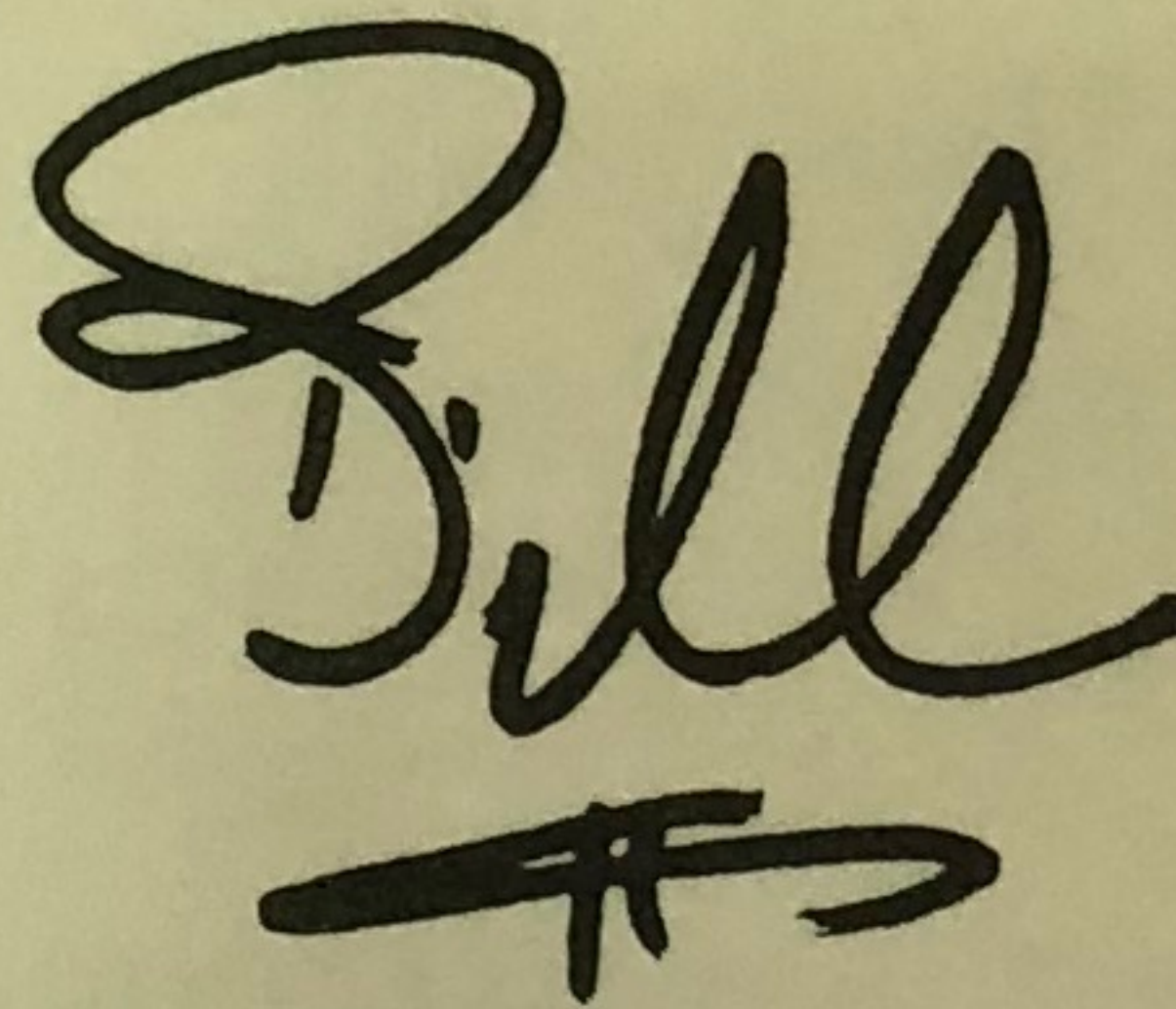
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TO: Board of Trustees, New Detroit, Inc.
FROM: William T. Patrick, Jr.
RE: Presentation by Commissioner
John F. Nichols

As requested at the meeting of the Board of Trustees,
the remarks made by Detroit Police Commissioner
John F. Nichols at our December 3, 1970 meeting are
enclosed for your information.

WTP/gp
Enclosure

cc: Robert W. Spencer
Task Force Directors



NEW DETROIT, INC.
THURSDAY, 9 A.M.
DECEMBER 3, 1970

INTRODUCTION:

GOOD MORNING, LADIES AND GENTLEMEN OF NEW DETROIT,
FELLOW CITY OFFICIALS, HONORED GUESTS.

MANY OF YOU HAVE KNOWN ME OVER THE YEARS AS WE ROSE
TO LEADERSHIP POSITIONS IN THE COMMUNITY TOGETHER. YOU KNOW
THAT I DO NOT DEAL IN PLATTITUDES. I NEVER HAVE, AND I DO
NOT INTEND TO START NOW.

TOO OFTEN, HOWEVER, ONLY THE NICETIES OF POLICE-COMMUNITY
PROBLEMS HAVE BEEN DEALT WITH. MUCH DETAIL HAS BEEN PAID TO
SEMANTICS AND VERBIAGE.

REMARKS

BY

COMMISSIONER JOHN F. NICHOLS

LET'S TAKE OFF THE GLOVES AND DEAL WITH THE REAL PROBLEMS
OF THE DETROIT POLICE DEPARTMENT. I DO NOT
DENY THERE ARE PROBLEMS WE MUST SOLVE. WE -- JUST LIKE YOU --
HAVE ALL KINDS OF PROBLEMS: WHITE-WHITE, BLACK-WHITE AND BLACK-
BLACK PROBLEMS.

LET ME ASSURE YOU THAT MY CONCERN IS GENUINE AND MY
APPROACH TO THE PROBLEMS IS REALISTIC. I KNEW WHEN I ACCEPTED
THIS JOB THAT IT WOULD NOT BE EASY. BUT I FEEL I HAVE THE
LEADERSHIP CREDENTIALS SO VITAL TO THE EXPERIENCE OF A FINE
POLICE DEPARTMENT TO THE STATE POLICE DEPARTMENT
IN THE NATION.

**NEW DETROIT, INC.
THURSDAY, 9 A.M.
DECEMBER 3, 1970**

I HAVE BEEN WITH THE DETROIT POLICE DEPARTMENT FOR
NEARLY 29 YEARS. I HAVE SEEN THE CHANGES. I KNOW THERE ARE
PROBLEMS AT EVERY PORK. I KNOW THOSE PROBLEMS WELL. I HAVE
BEEN THERE.

INTERLUDE:

INTRODUCTION:

GOOD MORNING, LADIES AND GENTLEMEN OF NEW DETROIT,
FELLOW CITY OFFICIALS, HONORED GUESTS.

MANY OF YOU HAVE KNOWN ME OVER THE YEARS AS WE ROSE
TO LEADERSHIP POSITIONS IN THE COMMUNITY TOGETHER. YOU KNOW
THAT I DO NOT DEAL IN PLATITUDES. I NEVER HAVE, AND I DO
NOT INTEND TO START NOW.

TOO OFTEN, HOWEVER, ONLY THE NICETIES OF POLICE-COMMUNITY
PROBLEMS HAVE BEEN DEALT WITH. MUCH DETAIL HAS BEEN PAID TO
SEMANTICS AND VERBIAGE.

LET'S TAKE OFF THE GLOVES AND DEAL WITH THE REAL PROBLEMS
OF THE DETROIT POLICE DEPARTMENT AND THE COMMUNITY. I DO NOT
DENY THERE ARE PROBLEMS WE MUST SOLVE. WE -- JUST LIKE YOU --
HAVE ALL KINDS OF PROBLEMS: WHITE-WHITE, BLACK-WHITE AND BLACK-
BLACK PROBLEMS.

LET ME ASSURE YOU THAT MY CONCERN IS GENUINE AND MY
APPROACH TO THE PROBLEMS IS REALISTIC. I KNEW WHEN I ACCEPTED
THIS JOB THAT IT WOULD NOT BE EASY. BUT I FEEL I HAVE THE
LEADERSHIP CREDENTIALS SO VITAL TO THE EMERGENCE OF A FINE
POLICE DEPARTMENT TO THE STATUS OF THE FINEST POLICE DEPARTMENT
IN THE NATION.

I HAVE BEEN WITH THE DETROIT POLICE DEPARTMENT FOR
NEARLY 29 YEARS. I HAVE SEEN THE CHANGES. I KNOW THERE ARE
PROBLEMS AT EVERY RANK. I KNOW THOSE PROBLEMS WELL. I HAVE
BEEN THERE.

INTEGRITY:

I ALSO HAVE BUILT MANY FRIENDSHIPS ALONG THE WAY. BUT I ALSO WANT TO ASSURE YOU THAT NONE OF THOSE FRIENDSHIPS CROSSES THE LINES OF INTEGRITY. WHAT THE DETROIT POLICE DEPARTMENT IS LOOKING FOR IS THE SAME THING THE COMMUNITY IS LOOKING FOR. I INTEND TO GIVE BOTH A FAIR SHAKE.

PRIORITIES:

I THINK THE BEST PLACE TO START IS WITH MY LIST OF PRIORITIES SO YOU KNOW EXACTLY WHERE I STAND.

AS COMMISSIONER, I FEEL THE MOST IMPORTANT ISSUES IN THE DETROIT POLICE DEPARTMENT ARE: POLICE RECRUITING; POLICE TRAINING; DEPARTMENTAL RE-ORGANIZATION; HUMAN RELATIONS; CRIME CONTROL, AND SPECIFICALLY, NARCOTICS CONTROL.

POLICE RECRUITING:

FOR THE PAST FEW YEARS THE DETROIT POLICE DEPARTMENT HAS BEEN MAKING GREAT INROADS INTO THE RECRUITING PROBLEM. DURING THE EARLY PART OF 1970, WE WERE AT FULL STRENGTH.

PARTICULAR PROGRESS WAS BEING MADE IN THE AREA OF BLACK RECRUITMENT. BUT WE LOST THAT MOMENTUM DUE TO THE BUDGETARY CONSTRAINTS. NOW THAT SOME OF THAT BUDGET PRESSURE HAS EASED, WE MUST MAKE UP FOR LOST GROUND. WE ARE ATTEMPTING TO DO THIS THROUGH A DIFFERENT APPROACH, PLACING THE ONUS ON OUR OWN OFFICERS. WE ARE CHARGING THEM WITH THE RESPONSIBILITY OF BRINGING IN QUALIFIED APPLICANTS.

I HAVE MET WITH BLACK OFFICERS IN THIS REGARD. I WILL MEET SHORTLY WITH REPRESENTATIVES OF THE THREE POLICE ASSOCIATIONS TO GIVE THEM THE SAME MESSAGE.

I AM NOT PRIMARILY INTERESTED IN PLAYING THE NUMBERS GAMES. I AM INTERESTED IN HIRING QUALIFIED PEOPLE, NOT IN QUANTITATIVE STATISTICS.

I AM INTERESTED IN ATTRACTING THE KIND OF INDIVIDUAL WHO WILL BE ABLE TO GIVE THE PUBLIC THE KIND OF SERVICE THE PUBLIC DESERVES.

WHAT IS NEEDED MOST IS THE KIND OF MAN WHO WILL HELP RESTORE VIABILITY AND VITALITY TO THE CITY OF DETROIT.

BLACK RECRUITING:

I WOULD HOPE, HOWEVER, THAT THIS POLICE DEPARTMENT BECOMES MORE REFLECTIVE OF THE RACIAL COMPOSITION OF THE CITY.

ONE STUMBLING BLOCK MAY BE A CREDIBILITY GAP BETWEEN THE POLICE DEPARTMENT AND THE BLACK COMMUNITY. SOME---MAYBE MANY---MAY DOUBT THAT THE POLICE DEPARTMENT MEANS WHAT IT SAYS.

BUT WE MUST REDOUBLE OUR EFFORTS TO ATTRACT AND MAINTAIN QUALIFIED BLACK OFFICERS. ONE PART OF THAT EFFORT MUST BE TO GET THE FACTS TO THE PUBLIC.

THERE ARE MANY FINE BLACK OFFICERS AT THE COMMAND LEVEL. TOO FEW KNOW THAT THE FOURTH-RANKING OFFICER IN THE DETROIT POLICE DEPARTMENT IS A BLACK MAN, DEPUTY CHIEF INSPECTOR GEORGE HARGE.

THEY MAY NOT KNOW ALSO, THAT DISTRICT INSPECTOR AL EVANS IS A BLACK OFFICER.

AND I WOULD CERTAINLY WANT THEM TO KNOW THAT WE HAVE

FOUR BLACK INSPECTORS, ALL FINE COMMANDERS: CLIFF CASEY, FRANK BLOUNT, JIM CLARKE AND HANK JASON.

OUR NEW PROMOTIONAL LISTS FURTHER REFLECT THE CHANGES TAKING PLACE. YOU WILL FIND MANY BLACK MEN ON THESE LISTS. THEY GOT THERE BY BEING BETTER THAN THE OTHERS. BUT THEY ALSO GOT THERE BECAUSE CHANGES WERE MADE IN THE TIME-IN-GRADE REQUIREMENTS.

THEY GOT THERE BECAUSE THEY TOOK ADVANTAGE OF BETTER TRAINING AND EDUCATIONAL OPPORTUNITIES AVAILABLE TO ALL OFFICERS.

THIS AREA OF RECRUITING IS RECEIVING MY CLOSEST ATTENTION, AND IT WILL REMAIN A PERSONAL CONCERN OF MINE.

BUT THIS PROBLEM CANNOT BE RESOLVED BY THE POLICE ALONE. I CHARGE EACH OF YOU TO ASSIST US IN ACHIEVING OUR COMMON GOAL. THIS IS WHAT YOU, AS A COMMITTEE, WANTS. IT IS WHAT THE POLICE DEPARTMENT WANTS. IT IS WHAT THE CITY MUST HAVE IF IT IS TO SURVIVE.

I PROPOSE THAT WE ALL MOVE TOWARD THAT END.

TRAINING:

YOU HELP FIND THESE APPLICANTS, AND WE WILL EQUIP EACH ONE SO HE WILL BE ABLE TO PERFORM AS A PROFESSIONAL LAW ENFORCEMENT OFFICER---TO PROVIDE THE TYPES OF SERVICE AND THE LEVEL OF SERVICE DEMANDED BY THE COMMUNITY.

EQUIPPING A POLICE OFFICER IS NOT SIMPLY A MATTER OF GIVING HIM THE LATEST INNOVATIONS IN TERMS OF PHYSICAL EQUIPMENT. IT IS PARTIALLY THAT, BUT, MORE IMPORTANTLY, IT IS GIVING

HIM THE TRAINING SO VITAL TO SPLIT-SECOND DECISION MAKING.

IT IS NOT ENOUGH TO PROVIDE A FEW MONTHS OF CONCENTRATED TRAINING FOR THE NEW PATROLMAN. THERE MUST BE TREMENDOUS IMPETUS GIVEN TO IN-SERVICE TRAINING FOR THE MAN WHO HAS BEEN ON THE FORCE FOR ONE YEAR--FIVE YEARS--TWENTY YEARS.

IT IS OFTEN THE VETERAN OFFICER, WHOSE RESPONSES HAVE BECOME TOO SOLIDIFIED, TOO UN-YIELDING TO CHANGE, WHO NEEDS TRAINING. THIS IS PARTICULARLY TRUE IN THE AREA OF COMMUNITY RELATIONS TRAINING.

WE OWE IT TO EACH OFFICER AND EACH CITIZEN TO OFFER THE BEST IN TERMS OF IN-SERVICE TRAINING. THIS MUST GO FAR BEYOND OUR CURRENT TRAINING BULLETINS AND VIDEO TAPE SESSIONS AT ROLL CALL.

WE ARE MOVING TOWARD A GOAL OF PROVIDING EACH OFFICER WITH 40 HOURS OF IN-SERVICE TRAINING EACH YEAR. THIS IS VITAL BECAUSE OF THE CHANGES TAKING PLACE EVERY DAY IN LAW ENFORCEMENT.

HALF-LIFE THEORY OF TRAINING:

THERE IS ANOTHER REASON, TOO. I CALL IT THE HALF-LIFE THEORY OF TRAINING. FISSIONABLE MATERIAL HAS HALF-LIFE--THE LENGTH OF TIME IT TAKES TO LOSE HALF ITS RADIOACTIVITY. I BELIEVE THAT TRAINING, TOO, HAS A HALF-LIFE. IT TAKES ABOUT TWO YEARS FOR TRAINING TO LOSE HALF OF ITS EFFECTIVENESS. THAT IS WHY WE MUST CONSTANTLY REINFORCE IT.

FEW WOULD PROTEST THIS INCREASED TRAINING. THERE IS NOT A MAN ALIVE WHO DOESN'T HAVE SOMETHING TO LEARN. THAT IS ONE OF THE REASONS I WENT BACK TO COLLEGE AT THE AGE OF 49 TO COMPLETE WORK ON A DEGREE IN POLICE ADMINISTRATION.

COLLEGE EDUCATION:

I AM A STRONG BELIEVER IN COLLEGE EDUCATION FOR THE POLICE OFFICER WHO ASCRIBES TO THE COMMAND RANKS. THAT MAN MUST GEAR HIMSELF TO A STATE OF MOTIVATION THAT HE WILL DESIRE COMMAND AND DO A LITTLE BIT MORE TO ACHIEVE THIS GOAL.

THE PROGRAM OF COLLEGE REQUIREMENT FOR PROMOTION TO THE RANKS OF SERGEANT AND LIEUTENANT WAS STARTED BY MY PREDECESSOR.

I SUPPORT IT IN SPIRIT. I SUPPORT IT IN DEED. WE ARE WORKING WITH THE UNIONS NOW IN AN ATTEMPT TO RESOLVE THE MATTER AS EFFORTLESSLY AS POSSIBLE. HOWEVER, THE ISSUES ARE TOO GRAVE, TOO VITAL TO THE CITY TO YIELD THE MAJOR POINT.

REWARDS FOR OTHERS, TOO:

THIS IS CERTAINLY NOT MEANT TO DOWNGRADE OR DEMEAN THE INDIVIDUAL WHO WANTS TO BE A GOOD POLICE OFFICER BUT DOES NOT ASPIRE TO COMMAND RANKS. THERE MUST BE REWARDS FOR PROFICIENCY IN PATROL AS WELL.

BUT FOR THOSE WHO WILL CARRY THE RESPONSIBILITY FOR GUIDING, PLANNING, DIRECTING, COMMANDING AND INSPIRING THE MEN OF THIS DEPARTMENT, THERE MUST BE MORE THAN JUST A GOOD PERFORMANCE OF POLICE WORK. THERE MUST BE SOME DEDICATION TO ACQUIRE AN EDUCATIONAL BACKGROUND TO GUIDE HIM IN THE SENSITIVE AREAS OF PERSONNEL MANAGEMENT, HUMAN RELATIONS, AND BUSINESS PRINCIPLES. THIS WOULD GIVE US A CONTINUOUS INTERNAL CAPABILITY OF UPGRADING THE LOWER, MIDDLE AND TOP MANAGEMENT, THEREBY SETTING A BETTER EXAMPLE FOR THE RECRUIT, AND CERTAINLY PROVIDING BETTER POLICE SERVICE.

I DO NOT THINK THAT GOING TO COLLEGE WILL, BY ITSELF, MAKE A BETTER POLICE OFFICER. HOWEVER, IT DOES DEMONSTRATE THAT HE IS WILLING TO DO THAT LITTLE BIT MORE THAN JUST BE A POLICEMAN.

CHANGING PRIORITIES:

OUR SOCIETY IS CHANGING, AND, WITH IT IS CHANGING THE ROLE OF THE POLICE OFFICER. OUR DEPARTMENT MUST BE ABLE TO CHANGE WITH THE TIMES.

OUR PRIORITIES CHANGE, EDUCATIONAL NEEDS CHANGE, AND THE VALIDITY OF POLICE INFORMATION CHANGES.

BASIC ROLE OF POLICE OFFICER:

I WOULD LIKE TO POINT OUT, HOWEVER, THAT THE BASIC ROLE OF THE POLICE OFFICER REMAINS THE SAME TODAY AS IT WAS THE DAY I WAS SWORN IN AS A PATROLMAN.

THE POLICE OFFICER'S FIRST RESPONSIBILITY IS TO PREVENT CRIME. IT IS ONLY WHEN THAT PREVENTION FAILS THAT HE MUST BECOME A DETECTOR AND APPREHENDER OF A CRIMINAL.

MAYOR'S COMMITMENT:

MAYOR GRIBBS MADE A COMMITMENT TO THE CITY OF DETROIT THAT THE STREETS WOULD BE MADE SAFE. WHEN I ACCEPTED THE POSITION OF POLICE COMMISSIONER, IT WAS WITH FULL RECOGNITION OF THAT COMMITMENT. THAT PLEDGE WILL BE CARRIED OUT TO THE BEST OF MY ABILITY.

DOWNTOWN LIGHTING:

PART OF MAYOR GRIBBS' COMMITMENT WAS FULFILLED JUST LAST FRIDAY WITH THE RELIGHTING OF THE DOWNTOWN AREA. BY DECEMBER 15TH,

THERE WILL BE 207 NEW SODIUM VAPOR STREET LIGHTS INSTALLED. THIS LIGHTING IS THREE TIMES BRIGHTER THAN THE INCANDESCENT LIGHTING AND WILL BETTER SERVE AS A CRIME DETERRENT, CERTAINLY COMPLEMENTING THE EFFORTS OF THE DETROIT POLICE DEPARTMENT.

SHOPPING BUILD UP:

AS YOU KNOW, WE HAVE INCREASED MANPOWER BOTH IN THE DOWNTOWN AND IN THE OUTLYING SHOPPING AREAS OF DETROIT. THESE MOVES WERE MADE IN RESPONSE TO THE GREATER PROBLEMS CREATED BY CHRISTMAS SHOPPING, BUT ALL THESE POLICE OFFICERS WILL NOT BE PULLED OUT AFTER THE HOLIDAYS.

MANY OFFICERS WILL BE RETAINED IN THEIR NEW ASSIGNMENTS TO HELP PROVIDE SHOPPERS AND BUSINESS PEOPLE ALIKE WITH THE PROTECTION THEY DESERVE.

I WOULD LIKE TO POINT OUT THAT THE BULK OF THESE OFFICERS ARE BEING DRAWN FROM SPECIALIZED UNITS, NOT FROM THE PRECINCTS.

AS WE ARE ABLE TO HIRE MORE OFFICERS, THE CITY WILL BE STRENGTHENED BY MORE MEN AND BETTER TRAINED MEN.

CRIME CONTROL TRIAL PROGRAMS:

AS MORE OFFICERS ARE ADDED, WE WILL BE ABLE TO PURSUE NEWER APPROACHES TO CRIME PREVENTION. MANY OF YOU, AS BUSINESS LEADERS, MUST BE AWARE OF CHANGING MARKETS IF YOU ARE TO BE SUCCESSFUL.

COMPANIES RISE, CREST AND FAIL. POLICE METHODS, TOO, RISE, CREST AND FAIL. WE ARE TRYING, QUIETLY AND UNOBSSTRUCTIVELY, NEW APPROACHES TO CRIME PREVENTION.

NEW APPROACHES TO CRIME PREVENTION AND MORE EFFECTIVE POLICE WORK:

1-BEAT COMMANDER PROJECT IN LIVERNOIS PRECINCT...AN APPROACH TO BOTH CRIME CONTROL AND HUMAN RELATIONS.

2-SERGEANTS PROJECT IN 4 PRECINCTS...EFFORT TO REDUCE THE AMOUNT OF DEAD TIME ON A SCOUT CAR AND INCREASE THE EFFECTIVENESS OF SUPERVISION.

3-RESOURCES ALLOCATION PROJECT...WHICH INVOLVED THE SWITCH TO RADIO ACTIVITY CODES. THIS ALLOWS GREATER SCRUTINY OF THE UNITS WE HAVE ON THE STREETS. THIS INFORMATION CAN BE FED INTO COMPUTERS AND BE PRODUCED IN A FORM MOST MEANINGFUL TO THE COMMANDING OFFICER WHO MUST MAKE DECISIONS AND ASSIGNMENTS.

4-INCREASED CAPABILITY OF THE POLICE CADET PROGRAM.

5-MODEL NEIGHBORHOOD PRECINCTS.

THESE PROJECTS ARE ALL GOING ON WITHOUT PUBLICITY AND FANFARE. THEY ARE BEING STUDIED CAREFULLY. BY THEIR EFFECTIVENESS, WE WILL DETERMINE WHETHER TO DIVERT THE PROGRAM, ALTER THE PROGRAM, OR, IF NEED BE, END THE PROGRAM.

CERTAINLY WE ARE NOT INFALLIBLE. BUSINESS AND INDUSTRY, TOO, CAN COME UP WITH AN EDSSEL ONCE IN A WHILE.

RE-ORGANIZATION:

BUT WE ARE LEARNING FROM BUSINESS AND INDUSTRY. WE ARE NOW IN THE MIDST OF A DEPARTMENTAL RE-ORGANIZATION.

THERE CAN BE NO REFUTATION THAT ANY ORGANIZATION--NO MATTER HOW GOOD OR BAD--MUST CONTINUALLY REVIEW ITSELF. THERE CAN BE LIKEWISE NO QUARREL WITH THE FACT THAT A SELF REVIEW

CONCEIVABLY LACKS OBJECTIVITY.

I AM GRATEFUL FOR THE ASSISTANCE RENDERED BY THE NEW DETROIT COMMITTEE IN THIS REGARD--MAKING THE IACP AND ARTHUR D. LITTLE STUDIES POSSIBLE.

WE RECOGNIZE THAT MANY OF THE PROBLEMS OF THE POLICE DEPARTMENT ARE THOSE THE BUSINESS WORLD HAS IN COMMON: PERSONNEL, LABOR, LOGISTICS AND SUPPLY, BUDGET, RESOURCE ALLOCATION AND SO FORTH.

THESE PROBLEMS HAVE BEEN EXPLORED IN THE BUSINESS WORLD WITH FAR MORE EXPERTISE THAT THE POLICE DEPARTMENT CAN COMMAND.

WE WOULD HOPE THAT MANY OF THE THINGS WE HAVE BEEN SAYING FOR YEARS ARE NOW BEING CONFIRMED BY THESE SURVEYS--THAT WE NEED MORE DEPTH OF COMMAND, WE NEED A BETTER RATIO OF SUPERVISION AT LINE LEVEL. WE NEED MORE TRAINING FOR ALL OUR SUPERVISORS. OUR ORGANIZATIONAL STRUCTURE MAY HAVE BEEN SOMEWHAT CUMBERSOME.

WE ARE MOVING TOWARD IMPLEMENTATION OF MANY RECOMMENDATIONS WHICH WOULD SERVE THE DEPARTMENT AND THE COMMUNITY BETTER.

NEW DETROIT STUDY:

A MOST IMPORTANT AREA OF STUDY AND REVISION IS THAT OF COMMUNITY RELATIONS. WE ARE FORTUNATE AGAIN TO HAVE THE ASSISTANCE OF NEW DETROIT THROUGH ITS COMMUNITY RELATIONS STUDY. I HAVE NOT BEEN DIRECTLY INVOLVED IN THE STUDY, NOR IN THE EARLY DAYS OF ITS IMPLEMENTATION. I HAVE SPENT A FEW WEEKS REVIEWING THE PROJECT AND TALKING TO THE TEMPORARY PROJECT MANAGER.

PROJECT MANAGER:

I SEE NO REASON WHY THE PROJECT WILL NOT MOVE FORWARD. I HAVE NOT YET DECIDED WHO THE MANAGER WILL BE. I WANT A MAN WHO CAN MOVE THE DEPARTMENT AND CAN SERVE AS A LIAISON BETWEEN THE DEPARTMENT AND THE CITIZENRY.

I FIND NO FAULT WITH THE BULK OF THE RECOMMENDATIONS IN THE STUDY. WHERE THERE ARE DIFFERENCES, THEY ARE NOT BROAD DISAGREEMENTS. I AM CERTAIN THE DIFFERENCES CAN BE IRONED OUT WITHOUT TOO MUCH TROUBLE.

NEW PROGRAMS BEFORE THE FACT:

SOME OF OUR NEWER PROGRAMS--ALTHOUGH DEEMED CRIME PREVENTATIVES--MAY ALSO PAY GREAT DIVIDENDS IN BETTER COMMUNITY RELATIONS. I SPECIFICALLY HAVE IN MIND THE POLICE ATHLETIC LEAGUE, THE WORK OF THE COMMUNITY ORIENTED PATROL AND THE POLICE SCHOOL TEAMS.

IN EACH INSTANCE, THE OFFICERS OF THESE UNITS ARE WORKING WITH YOUNGSTERS BEFORE THE FACT. THESE ARE PREVENTATIVE MEASURES TAKEN BY DETROIT POLICE TO HELP INSURE CRIMES WILL NOT BE COMMITTED. IF SUCCESSFUL, COMMUNITY ATTITUDES TOWARD THE POLICE DEPARTMENT ALSO WILL BE IMPROVED.

IF CRIME PREVENTION BREAKS DOWN, THE LAWBREAKER MUST BE APPREHENDED. ONCE THAT ARREST IS MADE, ANOTHER PART OF THE CRIMINAL JUSTICE STRUCTURE IS ACTIVATED.

LAW ENFORCEMENT PART OF STRUCTURE:

THE LAW ENFORCEMENT OFFICER IS, AFTER ALL, ONLY A SMALL

PART OF THAT STRUCTURE. THE RESPONSIBILITY FOR PROSECUTION, SENTENCING AND REHABILITATING MUST BE SHARED BY MANY OTHER AGENCIES AND INDIVIDUALS.

CITIZEN CO-OPERATION IN NARCOTICS:

CITIZEN INVOLVEMENT IS MUCH MORE COMMON TODAY, PARTICULARLY IN OUR EFFORTS TO COPE WITH THE PROBLEM OF NARCOTICS.

THERE HAS BEEN A RE-DEFINITION OF DEPARTMENTAL POLICY. OUR CENTRAL NARCOTICS DIVISION WILL ADDRESS ITSELF TO BUILDING CASES AGAINST THE UPPER ECHELON OF THOSE TRAFFICKING IN NARCOTICS THUS STRIKING AT OR NEAR THE HEART OF THE ISSUE, RATHER THAN AT PERIPHERAL AREAS.

WE HAVE A PILOT PROGRAM GOING ON IN THE EASTERN SECTOR WHICH HAS BEEN MOST PRODUCTIVE IN OBTAINING SEARCH WARRANTS. WE HAVE ASKED--EVEN DEMANDED--OF THOSE CITIZENS, PROPER POLICE INFORMATION IF THEY EXPECT TO GET PROPER POLICE SERVICE. CITIZENS HAVE RESPONDED IN AN OUTSTANDING MANNER.

WE HAVE OBTAINED WARRANTS AND CONVICTIONS. AND WE HAVE PUT THE ENFORCEMENT RESPONSIBILITY INTO THE AREA OF ITS GREATEST INVOLVEMENT, THE PRECINCT. SCOUT CAR CREWS AND DETECTIVES WILL BE TRAINED TO RECOGNIZE, HANDLE, BUILD CASES AND GET WARRANTS TO DEAL WITH THE "SHOOTING GALLERIES" OR NARCOTICS PADS. A COMBINATION OF FORCES WILL BE BROUGHT TO BEAR ON THE OVERALL PROBLEM OF NARCOTICS--NOTABLY THE ESTABLISHMENT OF THE METRO SQUAD IN CO-OPERATION WITH THE WAYNE COUNTY SHERIFF; OUR PROJECTED TASK FORCE WITH THE WAYNE COUNTY PROSECUTOR AND THE

WAYNE COUNTY SHERIFF; A REALIGNMENT OF OUR OWN FORCES. IN THIS REGARD, THE RACKETS CONSPIRACY DIVISION WILL BE WORKING MUCH MORE CLOSELY WITH THE NARCOTICS BUREAU TO GET AT THE UPPER ECHELON.

WE ALSO WORK CLOSELY WITH THE F.B.I., FEDERAL BUREAU OF NARCOTICS AND THE MICHIGAN STATE POLICE.

NARCOTICS EFFECTS:

THIS MUST HAVE AN EFFECT ON THE OVERALL CRIME PICTURE BECAUSE NARCOTICS AND ITS LURE HAVE IMPACT ON ALL AREAS OF CRIME. YOU CAN SEE THAT EFFECT IN THE BANDIT, THE MUGGER, THE PROSTITUTE, THE PIMP, THE SHOPLIFTER AND THE CAR BOOSTER. MOST HAVE TURNED TO CRIME TO GET THE MONEY FOR THEIR HABIT BECAUSE THEY ARE TOO SICK TO WORK. THE AREA OF YOUTHFUL INVOLVEMENT IS MOST DISTURBING AND APPEARS TO BE INCREASING.

WE FEEL THAT MOVING SWIFTLY IN THIS AREA OF CRIME WILL HAVE THE GREATEST IMPACT ON THE TOTAL PROBLEM.

CAHALAN GRAND JURY:

IN THIS SAME LIGHT, I LOOK FAVORABLY ON THE CREATION OF PROSECUTOR CAHALAN'S 17-MAN GRAND JURY. THIS IS AN ENTITY WHICH CAN ADDRESS ITSELF TO THE PROBLEM OF NARCOTICS, AS WELL AS THE MATTER OF CRIMINAL FRAUDS, HOMICIDES AND MANY OTHER AREAS.

REVIEW BOARD:

I WELCOME ANY OPPORTUNITY TO ALLOW THE PUBLIC TO BETTER UNDERSTAND OUR PROBLEMS, OUR APPROACHES AND OUR OPERATIONS.

IF YOU WERE TO ASK ME WHETHER I FELT A CIVILIAN REVIEW BOARD WOULD HELP IN THIS RESPECT, I WOULD HAVE TO SAY NO. I AM UNEQUIVOCABLY OPPOSED TO A CIVILIAN REVIEW BOARD.

IN EACH OF THE PROFESSIONS, AN INDIVIDUAL SUSPECTED OF WRONGDOINGS IS JUDGED BY A GROUP OF HIS PEERS, A GROUP WITH THE INSIGHT AND EXPERTISE IN THE SAME FIELD.

WITH A LAWYER, IT IS THE BAR ASSOCIATION.

WITH A DOCTOR, IT IS THE MEDICAL ASSOCIATION.

WITH A POLICE OFFICER, IT IS THE TRIAL BOARD. WE HAVE ALSO ESTABLISHED AN INTERNAL AFFAIRS DIVISION TO AID THE POLICE DEPARTMENT IN THE DETECTION, INVESTIGATION AND PROSECUTION OF CRIMINAL MISCONDUCT.

I FEEL THAT AS THE DEPARTMENT'S COMMANDER, THE RESPONSIBILITY IS MINE TO DISCOVER, CORRECT, OR PUNISH THOSE OF OUR ORGANIZATION WHO TRANSGRESS THE LAWS OF SOCIETY OR THE RULES OF THE DEPARTMENT. IF THERE ARE PUBLIC RECRIMINATIONS, THE RESPONSIBILITY AND THE BLAME ARE ON MY SHOULDERS.

CONCLUSION:

I RECOGNIZE THAT YOU ARE A DEDICATED GROUP OF INDIVIDUALS MOVING TOWARD THE SAME GOALS THAT ALL OF US, AS CONCERNED DETROITERS, ARE--THE RE-VITALIZATION OF OUR CITY AND THE ELEVATION OF DETROIT TO THE STATUS IT DESERVES.

THERE IS NO MAGIC WAND I CAN WAVE WHICH COULD IMMEDIATELY RESTORE STABILITY AND SECURITY TO THE CITY. CERTAINLY YOU DO NOT HAVE SUCH A MAGIC WAND EITHER. BUT BETWEEN US--BETWEEN THE CITIZENRY AND THE POLICE DEPARTMENT--AND OTHER SECTORS OF THE GOVERNMENT--THERE MUST BE A RECOGNITION OF OUR COMMON PROBLEMS, A STRAIGHT FORWARD DEALING WITH THESE PROBLEMS, AND, CERTAINLY, NO RELUCTANCE AMONG ANY TO TREAT EACH OTHER WITH COMPLETE RESPECT, COMPLETE HONESTY AND COMPLETE INTEGRITY.