

as a rule the Bench showed little sense of the character, and less knowledge of the habits and environment, of the offender. The Judge had not, of course, seen the offence committed, and he couldn't comprehend the exact situation or the conditions. Or perhaps the offender was a politician: in that case the arresting policeman was the person put on trial, censured, and insulted. There was a misunderstanding all around. And misunderstanding is often injustice.

"The 'very best result' achieved in all this process was that the offender, who may previously have been of good character and reputation, was given a Police Court record. He was discouraged, and his family and relatives mortified and disgraced.

"Then I remembered that all persons are not arrested who commit minor offences and even larceny. Many escape detection, and are not exposed. Their escape did not hurt them or society: it was an advantage.

"I know, and you know, men who have erred thus in youth, and yet later have become good citizens; yes, some of them are the leading business men of the country. Some of them are Chiefs of Police. As we all know, with some, crime is a disease; with others it is a lack of proper education, training, and healthy environment; and with yet others it is a weakness—inability to resist temptation. Now, I finally concluded that it was our duty not to help these unfortunates on their downward course, but to save them. It seemed to me it was up to the police to learn to know the difference between a thief and a mischievous man or boy. And why not? Of all men, who is so able to judge whether an arrest is necessary as a policeman, if given the opportunity, who knows the neighbourhood, who is first on the scene, who has all the facts and circumstances at first hand before there has been time to destroy or make up evidence. Upon these observations and thoughts my policy was formed. Firm in the belief that some remedy was necessary I decided to experiment. I determined to have my policemen use their best human instincts. I proposed that my men should exercise that discretion which the Judges did not always bring to bear.

"To insure the successful operation of the plan it was necessary, of course, that every member of the Force should understand it. They must be made aware of the principle involved, and the benefits to be derived from the policy. To that end I personally met with every division of the officers and men, and in an informal discussion considered with them every detail. Every misdemeanour and crime was carefully dissected, and we decided together just how far the policy was to be applied.

"First, juveniles were never to be placed in city prisons. They were to be taken home, or the parents sent for and the child turned over to them with a warning for parental correction.

"Second, intoxicated persons were to be taken or sent home, unless it seemed necessary, for the protection of their lives or their property, to confine them until sober. And in that case they were allowed to plead guilty, and, after signing a waiver of trial, were let go without appearing in Court. And for your information I might add that under this system of so-called Sunrise Court, during the year 1907 there were 7,738 persons released by signing such a waiver without any further punishment.

"Third, juvenile and intoxicated persons are cited only because they appear to be in the majority, but apparent offenders on any misdemeanour charges are warned, and released after simply taking their names and addresses, unless it can be shown that the offence was committed with malice and forethought, with the intention to injure the person or property of another. And I might add that this policy has also been applied even where it seemed apparent that felonies had been committed.

"The Force was shown how, by conscientiously carrying out this policy, they would save many hours' duty in Court—a matter of grave importance to the officers on night duty, and to the public when officers are on day duty. They would save to the city thousands of dollars in witness fees; much work for the Police Judges, Police Clerks, and Court attachés; wear-and-tear of all police apparatus. And they would cut politicians and shyster lawyers out of their source of revenue and drive them back to good honest work—maybe. The Force became thoroughly interested, and, though there were a few mistakes to correct at first, the policy has proved a success during the five months of severe trial which we have given it.

"To show this I quote from our reports the number of arrests for the first five months of 1907 and 1908:—

1907.			1908.		
January	...	2,158	January	...	911
February	...	2,257	February	...	829
March	...	2,711	March	...	939
April	...	2,434	April	...	907
May	...	2,731	May	...	888

"Those figures show that arrests have decreased 68 per cent. Reports and complaints have diminished at a corresponding rate. Officers, detectives, and patrolmen are able to devote more time to the pursuit of the habitual criminal and crimes of a serious nature—to suspicious persons, and to those whose livelihood depends upon the swindling and robbing of the honest citizen. This in turn has resulted in driving from our city practically all these vultures, and those that remain are under such close surveillance that it is almost impossible for them to operate successfully. I think I can truthfully say that Cleveland is well pleased with the result.