

the force blame the courts and the community; dissatisfaction is registered with citizen apathy, community toleration of vice activities, failure to raise children properly, and judicial decisions freeing known and dangerous criminals. Greater dissatisfaction, however, is expressed with the Department itself. Complaints about the poor caliber of leadership, the quality of equipment and facilities, and unrealistic training and promotion practices are heard over and over again. The men of the Metropolitan Police Department enter into police service with a desire to serve the community as efficiently and fairly as they can. However, their quality and potential are gradually eroded as their period of service lengthens. The impact of low police morale, poor supervision, poor equipment, lack of leadership and inadequate training will affect police-community interaction and lead to a general estrangement of the community from the police. Such a state of affairs can produce nothing other than mutual distrust and lack of confidence."

This was the state of affairs in July of 1966 and, as the Commission predicted, it has led to general estrangement of the community from the police and produced distrust and lack of confidence. The situation has not bettered itself since 1966, but has grown more acute.

Our interpretation of morale as Police Wives is the mental and emotional state of the individual with regard to confidence and enthusiasm.

One of the greatest weapons that can be used against man is utter discouragement. Its use can cause despondency, lack of interest, and bring about a feeling of total disrespect and lack of pride. This weapon of discouragement is being used effectively against the Policemen of the Metropolitan Police Department. In the months since April, the discouragement of the men of the Department has become increasingly more apparent. They are used by the press in the choice of articles that appear in print, they are reviled and belittled by militant pressure groups, and are sacrificed by the District Government to appease these pressure groups.

There is a general feeling among the men that the City Council is not giving them their full support. In a letter dated August 3, 1968, addressed to our Association. Chairman John W. Hechinger of the City Council told us, "We have sought the considered opinions of experts in many fields to help the community to understand the need for good police-community relations." Members of this subcommittee, as an example of the experts whose opinions were sought by the City Council, I wish to read a copy of a letter our Association sent to Chairman Hechinger, September 5, 1968.

Mr. Dowdy. That letter will be made a part of the record.

Mrs. NEWMAN. Shall I read it?

Mr. Dowdy. That will not be necessary; we will incorporate it in the record at this point.

(The letter follows:)