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**THE ATTORNEY GENERAL'S
NATIONAL ANTI-VIOLENT CRIME STRATEGY**

"WE CAN MAKE A DIFFERENCE"

"... my experience confirms again and again, year after year, my firm unequivocal belief that Americans have been, are, and will continue to be absolutely outraged at violence. They consider it the first priority of any criminal justice effort in America. They want something done in their communities, in the state, and in this nation."

"We can make a difference if we form a partnership taking the resources of America, understanding that the great steps that are being taken, the bold and innovative proposals, are being taken in communities
..."

**Attorney General Janet Reno
- The Great Hall of Justice
October 15, 1993**

**FUNDAMENTAL PRINCIPLES OF
THE ATTORNEY GENERAL'S
NATIONAL ANTI-VIOLENT CRIME STRATEGY**

The wisdom of a full dimensional approach

We must acknowledge as a matter of common sense that the fight against violent crime is, in fact, a fight against violent people who commit crimes, and that the solution to violence has many dimensions beyond the punishment and deterrence provided by the criminal justice system, requiring sustained involvement of the resources and experience of virtually every federal agency;

The effectiveness of federal crime fighting tools

We must understand that as an integral building block in the framework of violent crime fighting, we must make available to local authorities powerful federal crime fighting tools modified to address local problems;

The compelling need for genuine partnerships

We must recognize as an article of faith and experience that to fight the violence strangling our cities and threatening our rural areas, genuine partnerships with state and local communities must be the centerpiece of any successful strategy, and that those partnerships must be effectively organized and worked on the ground at the local level involving all implicated federal agencies and their local counterparts.

"WE CAN MAKE A DIFFERENCE"**THE ATTORNEY GENERAL'S
NATIONAL ANTI-VIOLENT CRIME STRATEGY****OVERVIEW**

As part of the multidimensional approach to the violence plaguing our communities, the Attorney General has established a federal anti-violent crime enforcement initiative using federal strengths as an integral part of the Administration's National Crime Fighting Strategy; by forming partnerships with local and state authorities and sharing with them federal investigative and enforcement models to help attack the violent gangs and narcotics trafficking.

- A. United States Attorneys in each district will be convening, together with their local counterparts, a meeting or series of meetings of all pertinent federal, state, and local law enforcement agencies within their district for the purpose of forming a violent crime working group or identifying an existing group of like membership which is focusing on violent crime.
- B. The working group (or other appropriate group) will be assessing and prioritizing the violent crime problems, and selecting one or more such problems for federal focus and impact; inventorying federal and local prosecution and investigative resources, and developing an anti-violence strategy which, to the extent practicable and productive, integrates resources so that
 - 1. federal investigators (FBI, DEA, INS, U.S. Marshals, ATF, Customs and other appropriate federal agencies) work together with local law enforcement, supporting and assisting local efforts;
 - 2. federal and local prosecutors work together to target local priorities.
- C. Under the leadership of the Assistant Attorney General, Criminal Division, the Department of Justice will create a new Violent Crime Section in the Criminal Division, so that
 - 1. the Criminal Division is better situated to coordinate the national effort, and to provide strong support for the United States Attorneys consisting of, for example, assistance where appropriate in the design of strategic

investigative and prosecutive models using the full panoply of federal tools; training; facilitation of the sharing of intelligence and tactics; and,

2. where requested by the United States Attorney, participation in the investigation and prosecution of appropriate cases using federal tools and strategies.

EXECUTIVE SUMMARY

This summary highlights the key aspects of the violent crime initiative.

- A successful attack on violent crime will require a multi-disciplinary approach.

- ▶ The components of such an approach include:
 - ▼ violent crime suppression;
 - ▼ upgraded programs to address such problems as youthful offenders and drug addiction;
 - ▼ community revitalization through programs relating to housing, education, and recreation;
 - ▼ legislation providing reasonable controls on the availability of firearms.
- ▶ While the goal is for these components to function together, and while there are initiatives beginning with respect to the non-law enforcement aspects of the program, the magnitude of the nation's violent crime problem suggests that initiation of the proposed crime suppression program not be delayed pending the further development of the other components.

- The following steps should be taken to implement the Attorney General's national violent crime strategy:

- ▶ The Criminal Division is meeting with the National District Attorneys Association and the National Association of Attorneys General to advise them of this initiative and to enlist their comments and active participation.

- ▶ The President, Attorney General and the Treasury Secretary will make an announcement underlining the Administration's commitment to law enforcement efforts against violent crime and outlining this initiative to address the violent crime problem at a local level, through partnerships with local authorities.
- ▶ United States Attorneys in each district will be designating a senior Assistant United States Attorney to serve as their office's Violent Crime Coordinator.
- ▶ United States Attorneys in each district will be meeting with all pertinent federal, state, and local law enforcement agencies within their district for the purpose of forming a violent crime working group or identifying an existing group of like membership which is focusing on violent crime.
- ▶ In support of the working group (or other appropriate group), the U.S. Attorney's Violent Crime Coordinator should seek to undertake a survey that will identify issues within the district, including:
 - ▼ the most critical violent crime problems that are susceptible to a coordinated federal/state/local attack,
 - ▼ the relative priority of these problems,
 - ▼ the law enforcement programs and resources currently dedicated to the investigation and prosecution of these problems,
 - ▼ the results achieved to date from these efforts, and
 - ▼ any multi-district or multi-jurisdictional aspects of these problems.
- ▶ The Assistant Attorney General, Criminal Division of the Department of Justice, working with representatives of the United States Attorneys and the pertinent federal investigative agencies, will use the results of the surveys from all districts to formulate the general parameters and goals of a national violent crime strategy, with particular emphasis on multi-district, migrating violent crime problems. The strategy will be coordinated with NAAG, NDAA, and IACP, and then submitted to the Attorney General.

- ▶ Using the new or existing working group as a mechanism, each United States Attorney will work with the pertinent federal, state, and local law enforcement agencies within the district to develop, and reduce to writing, a district plan to implement the national strategy consistent with local needs and the available law enforcement resources. The plan should target the district's highest priority violent crime problems which are susceptible to a coordinated federal/state/local enforcement approach.
 - ▶ The United States Attorney will assist law enforcement agencies within the district in developing the necessary operational task force(s) or other working group(s) to carry out the day-to-day investigations called for by the district plan. Where appropriate, existing task forces and other successful joint efforts between federal and local authorities should be preserved; in other instances, it may be appropriate for existing task forces to be combined, expanded, or redirected.
 - ▶ Through the actions of each district, violent crime initiatives will be implemented throughout the United States.
- The Criminal Division will support the United States Attorneys and the resulting operational task forces through:
- ▶ creating a Violent Crime Section to coordinate the effort and to be available upon request to assist United States Attorneys' Offices, including the dissemination of successful enforcement strategies, and the interchange of information relating to interstate criminal activities;
 - ▶ coordinating a headquarters group of representatives from the involved federal investigative agencies to address interagency issues through the Director of Investigative Agency Policy; forming an Anti-Violent Crime Council; and establishing other groups to address the issues of violent crime enforcement and policy, as appropriate;
 - ▶ with appropriate components of the Department of Justice, including the Attorney General's Advocacy Institute, providing training;
 - ▶ developing response teams of prosecutors experienced in violent crime and narcotics prosecutions which would be available, upon the request of a United States Attorney, to travel to the requesting districts to

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assist in the design of investigations and, where needed, the prosecution of resulting cases.

• Since it is unclear whether additional resources will be forthcoming from Congress to support this program, it should be initiated on the basis that it will have to be supported through:

- ▶ more efficient utilization of existing resources resulting from upgraded cooperation between involved federal, state, and local agencies; and
- ▶ reallocation of existing resources.

• A carefully focused violent crime program of national scope which forges a coalition of all pertinent federal, state, and local law enforcement agencies, can serve to help bring this nation's national epidemic of violence under control.

- ▶ The process will not be quick or easy, as the violent crime problem is deeply rooted.
- ▶ But, if we do not now accept the challenge of addressing this problem in a systematic manner, it will surely not be solved.

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A. INTRODUCTION

The impact of violent crime on the quality of life in the United States is all too apparent. Americans consistently list violent crime as one of the most significant concerns facing our society. We all know of people who change travel plans to avoid high crime areas, elderly people who fear to venture out of their homes after dark, and people who install multiple locks on the doors of their houses fearing for their safety even in their homes. In high crime neighborhoods, the lives of children are misshaped by the constant level of violence to which they are exposed. The fundamental right of all Americans to live their lives free from fear of violence has been placed in peril.

The lead role in countering violent crime resides with the states and localities. However, the Federal Government can play crucial, complementary roles in combating this problem. The solution to the nation's violent crime problem lies in the forging of a coalition of all pertinent federal, state, and local law enforcement entities which draws on the particular strengths of each component agency.

This memorandum proposes a national violent crime strategy designed to achieve such a coalition and to bring this national epidemic of violence under control. Since our violent crime problem has been decades in the making, it is deeply rooted and will not be solved quickly. However, if we do not accept the challenge of addressing this problem in an energetic and systematic manner, it will surely not be solved.

B. SCOPE OF THE VIOLENT CRIME PROBLEM

1. Violent Crime is the Nation's Most Serious Law Enforcement Problem

- Rate of Violent Crime Has Increased 41% in the Past 10 Years; 81% in 20 years

The nation's two leading statistical indicators of crime--the FBI's Uniform Crime Report (UCR) and the Bureau of Justice Statistics' National Crime Victimization Survey (NCVS)--reflect that, when adjusted to account for population growth, violent crime declined slightly in 1992 as compared with 1991. However, as measured by the UCR data, the decline was a *de minimis* .1 percent. In contrast, UCR figures, adjusted for population growth, indicate staggering increases in the rate of violent crime during the past 20 years. The violent crime rate in 1992 was 19 percent higher than in 1988, 41 percent higher than in 1983, and 81 percent higher than in 1973.

- **Problem is National in Scope: Urban, Suburban, and Rural**

The Uniform Crime Report for 1992 demonstrates clearly that violent crime is not simply an urban problem. While the rate of violent crime in major cities (those with a population of 250,000 or more) declined slightly, the incidence of violent crime increased in smaller cities, suburban communities, and rural counties. Cities with populations under 10,000 inhabitants experienced the greatest increase, 7 percent, while rural counties reported a 5 percent increase in violent crime as compared with 1991 levels.

- **Problem Especially Imperils the Nation's Youth and Minorities**

The NCVS revealed the following troubling trends: violent crime rates for teenagers and young adults have increased in recent years and continued to do so in 1992. The violent crime rate for African Americans in 1992 was the highest ever recorded. Further, this group has the highest rate of victimization.

2. Impact of Gangs on the Violent Crime Problem

- **Gangs Have Been a Major Cause of Growth in Violent Crime in the Past Decade**

The growth in violent crime can be tied closely to the development of gangs. Although definitive statistics are not available, the assessment of law enforcement professionals is that gang violence is a primary factor--and perhaps the primary factor--in the increase in violent crime during the past decade. Further, the phenomenon of gang violence has contributed not only to an increase in the rate of violent crime but also to the public perception of vulnerability and resulting feeling of fear. The criminal acts of many gang members are both extraordinarily violent in nature and seemingly indiscriminate. A killing may be motivated by nothing more than the victim's presence in a particular neighborhood, choice of apparel, or facial expression.

- **Gang Violence is National in Scope**

The origin of most gangs can be traced to major urban areas. However, in recent years many of these gangs have migrated from their cities of origin throughout the country, rendering gang violence a nationwide problem. By 1992, seventy-two of the nation's 79 largest cities reported experiencing gang violence. See Attachment A. ATF reports the presence of Bloods and Crips in 35 states and 58 cities across the United States. Further, small and mid-sized cities--even in relatively rural states--have not been spared the problem of gang violence. A discussion of

the gang violence problem, including maps reflecting the migration of several major gangs, is contained at Attachment B.

3. Law Enforcement Response Has Not Kept Pace With the Escalation in Violent Crime

• **State and Local Response**

While state and local law enforcement agencies continue to exercise their traditional roles as the nation's primary protection against violent crime, it appears that they have not upgraded their efforts in the face of the increasing rate of violent crime which has plagued the nation for the past 20 years. Rather, it appears that their efforts relating to violent crime have been diluted by attention to a related crime problem: narcotics violations. At the same time, many gang crimes are increasingly difficult to solve, given the increased number of drive-by shootings and the frequent use by gang enforcers of witness intimidation. Additionally, state and local law enforcement officials do not have the statutory or jurisdictional authority to investigate violent criminal activity that crosses state lines.

According to a BJS study released in May 1993, the percentage of state prisoners incarcerated for violent crimes has declined steadily since 1980, dropping from slightly under 50 percent to slightly under 30 percent. These statistics suggest, perversely, that while violent crime has spiraled and become the nation's number one crime problem, the proportion of state and local law enforcement resources devoted to the problem has declined.

• **Federal Response**

Since the late 1980's, the Department of Justice has increased its emphasis on violent crime. However, this increase has simply served to offset the Department's retrenchment from violent crime enforcement which occurred in the late 1970's. This is reflected in Bureau of Prisons' statistics which indicate that the percentage of federal inmates incarcerated for violent crimes as of 1990 was slightly less than in 1970. Accordingly, although the rate of violent crime has doubled since 1970, federal law enforcement appears not to have upgraded its response to this area of crime over that of 20 years ago.

• **Intergovernmental Task Forces**

The recent trend has been to attack violent crime through intergovernmental task forces which link one or more federal investigative agencies with one or more state or local agencies. While the task force concept is probably the key to an effective violent crime enforcement program, a review of existing task

forces suggests that many of them are being formed on an ad hoc basis, without significant study concerning their potential benefits. Indeed, in some localities there are separate task force efforts which duplicate functions and even compete with each other. For example, the FBI is currently operating 107 "safe streets" task forces with state and local law enforcement agencies; ATF reports that it participated in 234 gang task forces during 1992; INS has created violent gang task forces in 36 cities.

C. THE VIOLENT CRIME PROBLEM REQUIRES A MULTI-DISCIPLINARY APPROACH

1. Components of a Multi-Disciplinary Approach

To be fully effective in addressing violent crime and gang violence, governmental entities need to work together in pursuing a multi-disciplinary approach. Key components of such an approach include:

- Violent Crime Suppression
- Upgraded Programs to Address Particular Types of Problems--e.g., Youthful Offenders and Drug Addiction Treatment
- Community Revitalization--e.g., Programs Addressing Housing, Education, and Recreation
- Legislation Providing Reasonable Controls on the Availability of Firearms

2. Interdependent Nature of the Components

This memorandum only addresses the first of the four delineated components, proposing a national strategy aimed at achieving violent crime suppression through the systematic, proactive investigation and prosecution of the nation's criminal elements. However, crime suppression will be of little lasting effect if not accompanied by strong efforts relating to each of the other components. For example, just as crime suppression is a prerequisite for community revitalization, so also is that revitalization a prerequisite to maintaining the reduced rate of crime achieved through crime suppression efforts. If we place young adults in jail only to have their younger brothers and sisters assume their roles as violent criminals, we have not made progress. Although the initiation of a national violent crime suppression strategy should not be delayed pending the implementation of the components designed to revitalize our communities, the ultimate goal should be for all components of the multi-disciplinary approach to function cooperatively.

Accordingly, as is discussed later in this memorandum, carrying out a crime suppression strategy we are preparing closely with those officials within the Department who are addressing the other components of a multi-disciplinary approach.

D. CRITERIA FOR DEVELOPING A STRATEGY WHICH EFFECTIVELY UTILIZES FEDERAL LAW ENFORCEMENT IN VIOLENT CRIME SUPPRESSION

1. Federal Resources Must Be Applied Proactively

The FBI has approximately 10,000 special agents; DEA has approximately 3,500 special agents; and the other federal investigative agencies are each comprised of fewer than 2,000 agents. When these resources are spread nationwide, it is apparent that federal law enforcement cannot meaningfully impact on the current violent crime problem by ad hoc reaction to specific crimes which violate federal law. Yet, Bureau of Prisons' statistics for 1991 indicate that convictions for robbery, mostly bank robberies, accounted for more than half of the federal inmates incarcerated for violent crime. This statistic is indicative of a limited reactive response to violent crime. Instead, federal resources should be applied to violent crime pursuant to a proactive strategy which systematically channels them to permit the greatest impact on the most significant problems facing the particular community. While the strategy may appropriately allow for some reactive enforcement efforts, those efforts should be undertaken pursuant to an overall plan rather than on an ad hoc basis.

2. Federal Resources Must Be Utilized in Concert With State and Local Law Enforcement Efforts

• Federal-State-Local Cooperation

According to 1992 statistics, state and local law enforcement organizations were staffed by 532,583 full-time, sworn general purpose police officers. The reality is that federal law enforcement agencies are not staffed at a level which would permit them to assume a primary role relating to violent crime. Accordingly, the federal role must be to complement rather than to supplant or compete with state and local enforcement efforts. Indeed, the goal should be to forge a coalition of all pertinent federal, state, and local law enforcement entities which maximizes the particular strengths of each component agency. The fact is that most citizens in this country have little understanding of the jurisdictional divisions of law enforcement. Rather, their concern is simple: that their communities be safe. It is of no moment to them what level or levels of government are involved in accomplishing that result.

The taxes they pay support the activities of all the enforcement agencies.

- **Cooperation Among Federal Law Enforcement Agencies**

Just as it is necessary for federal law enforcement resources to be deployed cooperatively with state and local efforts, so also is it imperative that the involved federal agencies--FBI, DEA, ATF, INS, Marshals Service--work together effectively. There is simply too much violent crime and too few resources to abide having federal agencies working at cross purposes. Rather than initiating separate task forces in the same community to target the same type of law enforcement concern, these agencies must work together.

3. **The Strengths of Each Law Enforcement Agency Must Be Emphasized**

- **State and Local Law Enforcement Strengths**

The strengths of local law enforcement agencies will, of course, vary from jurisdiction to jurisdiction. However, as a general matter, local law enforcement agencies are better equipped than federal agencies for the following functions: placement of a significant law enforcement presence throughout the community; quick response to particular acts of violent crime; processing and prosecution of a high volume of criminal cases emanating from reactive street crime arrests; and development of comprehensive intelligence concerning local criminals and criminal activity. The latter strength is crucial in targeting the gang violence problem.

- **Federal Law Enforcement Strengths**

Federal procedures, substantive laws, and support resources provide federal law enforcement agents and prosecutors with many important tools which are often not available to state or local investigative agencies. When used in exclusive federal investigations, these tools have relatively limited potential for impacting on violent crime. However, when used in concert with the strengths of local law enforcement agencies, they can have a substantial impact. A list of some of the federal strengths which should be maximized in creating a violent crime strategy follows:

- **Investigative procedures -- Title III electronic surveillance; investigative grand juries, which afford an opportunity to subpoena documents, "freeze" testimony, and examine witnesses with a reduced degree of interference from their counsel; and immunity.**

► **Reach of federal resources and process** -- federal law enforcement agencies are not constrained by state or local jurisdictional boundaries; federal process is available throughout the entire nation.

► **Support resources** -- the Witness Protection Program; funds for undercover buys, informant payments, and rewards; and expert technical services.

► **Pretrial detention** -- this is a particularly critical tool in confronting gang violence.

► **Immigration laws** -- federal laws permitting the arrest and detention of illegal aliens can play a particularly valuable role in law enforcement actions relating to gangs which are comprised in part of illegal aliens, e.g., Jamaican Posses.

► **Substantive federal criminal statutes** -- federal statutes permit the effective targeting of criminal enterprises; additionally, a number of federal statutes carry mandatory minimum sentencing provisions which are invaluable in providing investigators and prosecutors leverage in eliciting the cooperation of members of criminal enterprises who have exposure under those statutes. For a brief discussion of some of the key federal statutes and a listing of pertinent narcotics and firearms statutes which provide for mandatory minimum prison sentences, see Attachment C.

► **Sentencing** -- under current federal sentencing law, defendants are required to serve approximately 85 percent of their prison sentence, in stark contrast to the situation in most states.

► **Asset forfeiture** -- this area of federal law has potentially valuable application to some of the better-established gangs.

4. The Strategy Must Include a Focus on Gang Violence

As discussed earlier in this memorandum, gangs have been the primary cause of the spiraling rate of violent crime during the past decade. Not only do gangs account for a very large number of violent crimes, but the wanton nature of their violence contributes substantially to the public perception that our society is not a safe one. Accordingly, no strategy can effectively address violent crime without focusing substantial attention on gangs.

Gangs represent a particularly difficult target for law enforcement, since they vary widely in structure and operation. An enforcement strategy which is successful against a particular set of Crips will likely not work against a Jamaican Posse and

may not even be effective against another set of Crips. Accordingly, it is particularly important that gang enforcement efforts draw on the combined resources of local and federal law enforcement. Local agencies generally possess street-level intelligence, and sometimes informants, critical to targeting a gang. In contrast, federal law enforcement usually has superior tools for targeting a gang's organizational structure and tracing any relevant migration pattern. See Attachment B.

Available information suggests that virtually all gangs finance their operations through the sale of drugs. As a result, their greatest point of vulnerability is often their narcotics dealing. Most gangs are not, however, major traffickers and do not come within guidelines set for Organized Crime Drug Enforcement Task Forces (OCDETF). Simply put, the primary problem posed by gangs is violence, not drug dealing. Nevertheless, federal drug prosecutions, with their potential for stringent sentences, often represent an effective initial means of disrupting gang activity or of gaining leverage against witnesses who can assist the government in targeting the gang's organizational structure.

5. The Strategy Must Be National in Scope

The day in which criminals remained within set jurisdictional boundaries has long passed. Although some violent criminals are not highly mobile, many are. This is particularly apparent in patterns of gang migration which, in some instances, include significant connections with foreign countries. Further, some gangs have shown a disposition to migrate to areas where they do not encounter concerted law enforcement resistance. In this context, a violent crime strategy cannot be fully effective unless it is applied systematically throughout the nation.

6. The Strategy Must Meet Local Needs

The success of the strategy in any particular jurisdiction will depend on the extent to which it is refined to meet specific community needs. This refinement must take into account local police capabilities and resources, as well as the nature of the local violent crime problem. There is no one formula that fits all jurisdictions. It would be unrealistic for law enforcement agents at the national level, who are unfamiliar with the problems of a particular jurisdiction and with the capabilities of its police agencies, to tailor a fully-effective violent crime strategy. See Attachment D. Finally, by tailoring the specific strategy at the local level, it is possible to involve state and local officials as full partners in the design of the strategy. This, in turn, serves to promote the spirit of intergovernmental cooperation which is necessary if the resulting strategy is to be implemented effectively.

E. DEVELOPMENT AND IMPLEMENTATION OF A NATIONAL VIOLENT CRIME STRATEGY

The material which follows proposes a framework for a national violent crime strategy and steps to be followed in implementing that strategy. As discussed above, the proposal is designed to fulfill the crime suppression component of an overall multi-disciplinary approach to the nation's violent crime problem. While the ultimate goal is for all components of the multi-disciplinary approach to function in a cooperative manner, the magnitude of the nation's violent crime problem mandates that initiation of the proposed crime suppression program not be delayed pending the further development of the other components.

1. Development of the Framework for a National Strategy

Based on our experience with violent crime enforcement and information gleaned during the past three years from meetings on violent crime with federal, state, and local law enforcement officials, the Criminal Division prepared a draft framework for a national violent crime strategy. Thereafter, meetings were held with appropriate representatives of the Attorney General's Advisory Committee of U.S. Attorneys (AGAC) and the primary federal investigative agencies involved in violent crime enforcement (FBI, DEA, INS, Marshals Service, and the Assistant Secretary for Enforcement of the Treasury Department) to obtain their input and to enlist their cooperation in this proposed violent crime initiative. Subsequently, we have held similar meetings with representatives of the National Association of Attorneys General (NAAG) and the National District Attorneys Association (NDAA).

2. Framework of the National Violent Crime Strategy

- United States Attorneys in each district will designate a senior Assistant United States Attorney to serve as their office's Violent Crime Coordinator.

- United States Attorneys in each district will meet with all pertinent federal, state, and local law enforcement agencies within their district for the purpose of forming a violent crime working group or identifying an existing group of like membership which is focusing on violent crime. If the district has a strong LECC which includes all pertinent agencies, the working group may be a subcommittee of the LECC.

- In support of the working group (or other appropriate group), the U.S. Attorney's Violent Crime Coordinator should undertake a survey that will identify issues within the district, including:

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- ▶ the most critical violent crime problems that are susceptible to a coordinated federal/state/local attack,
- ▶ the relative priority of these problems,
- ▶ the law enforcement programs and resources currently dedicated to the investigation and prosecution of these problems,
- ▶ the results achieved to date from these efforts, and
- ▶ any multi-district or multi-jurisdictional aspects of these problems.

• The information gleaned from the surveys conducted in every judicial district throughout the United States, together with all available statistical information, will be used by the Department to formulate the general parameters and goals of a national violent crime strategy which will place particular emphasis on multi-district, migrating violent crime problems. The proposed strategy will be developed by the Criminal Division, working with representatives of the United States Attorneys and the pertinent federal investigative agencies. It will also be coordinated with NAAG, NDAA, and IACP. The resulting strategy will be submitted to the Attorney General.

• Using the new or existing working group as a mechanism, each United States Attorney will work with the pertinent federal, state, and local law enforcement agencies within the district to develop, and reduce to writing, a district plan to implement the national strategy consistent with local needs and the available law enforcement resources. The plan should target the district's highest priority violent crime problems which are susceptible to a coordinated federal/state/local enforcement approach.

• The United States Attorney will assist law enforcement agencies within the district in developing the necessary operational task force(s) or other working group(s) to carry out the day-to-day investigations called for by the district plan. Where appropriate, existing task forces and other successful joint efforts between federal and local authorities should be preserved; in other instances, it may be appropriate for existing task forces to be combined, expanded, or redirected.

• The Criminal Division, in coordination with representatives of U.S. Attorneys, the pertinent federal investigative agencies, NAAG, NDAA, and IACP, will periodically review the results of efforts in all districts to assess what operational strategies are working and to propose refinements in the national initiative.

3. Announcement of the Initiative

The President, the Attorney General and the Treasury Secretary will make an announcement stressing the Administration's commitment to law enforcement efforts against violent crime and outlining this initiative to address the violent crime problem at the local level, through partnerships with local authorities.

4. Steps to Be Followed in Implementing the Initiative

Following the public announcement of this initiative, as discussed above, we suggest that the following steps be pursued to ensure that it is implemented in an orderly fashion. At the district level, the U.S. Attorney will be the federal official responsible for pursuing this program.

• District Level Violent Crime Surveys

Available statistical data does not provide a current picture of the violent crime problems which exist in each district. Further, a complete assessment requires qualitative input which can only come from human reporting and analysis. Accordingly, the surveys are intended to bridge the timeliness deficiencies of available statistics and to provide the requisite analytical input.

The scope of the suggested survey is detailed at Attachment E. In summary, the survey should seek to elicit information concerning all major violent crime problems in the district, with particular emphasis on criminal activity by gangs and other organized groups. It should ask that those problems be prioritized and that significant out-of-district factors impacting on the violent crime problem be delineated. The survey should also seek a description of the composition, focus, and achievements of all current task forces which focus on violent crime. Finally, we should seek input concerning any enforcement programs which have proved particularly successful in combating violent crime.

• Formulation of National Violent Crime Strategy

The results of each district survey will be reviewed by representatives of the Criminal Division, the AGAC, and the pertinent Federal investigative agencies. We are prepared to assume the responsibility for coordinating that effort. It will result in the development of a proposed national violent crime strategy. The strategy will delineate goals and then articulate general parameters to guide the more specific targeting and operational decisions of the local violent crime working groups throughout the nation. The strategy will be designed to address multidistrict violent crime problems and to create the climate

for more effective enforcement relating to all aspects of violent crime. It will not, however, seek to dictate to enforcement officials within a district or to instruct them on how they should address purely localized violent crime problems. The proposed strategy will then be provided to NDAA, NAAG, and IACP for comment. It will then be submitted to the Attorney General.

• **Refinement of the National Strategy into District Operations Plans**

The national violent crime strategy will be communicated to the United States Attorneys together with guidance concerning the refinement process. For example, for any districts which have reported the presence of gangs, we will suggest that the district be instructed to ensure that a component of its strategy includes a focus on gang violence. Using the violent crime working group as a mechanism, U.S. Attorneys will work with the pertinent federal, state, and local law enforcement agencies within the district to develop a district operations plan to implement the national strategy consistent with local needs and the available law enforcement resources. The resulting strategy should be reflected in operations plans which address not only the priorities of the strategy but the plans for fulfilling those priorities, including a delineation of the federal, state, and local enforcement agencies addressing each particular problem. The plan should also address any coordinative arrangements, including task forces, utilized to conduct the necessary investigative functions. A sample operations plan is contained at Attachment F.

U.S. Attorneys will be asked to submit their resulting operations plans to the Department for review. Their content should be of assistance to the Department in assessing the overall scope of the violent crime enforcement effort. However, the plans will not be used as a basis to have Washington-based officials second guess local priorities.

5. Field Structure

As discussed above, the violent crime working group, or other pertinent group, in each district will be convened by the U.S. Attorney together with his or her local counterparts. The working group will draw on the ideas of all major federal, state, and local law enforcement agencies in developing a district operations plan. In turn, the United States Attorney will assist law enforcement agencies within the district in developing the necessary operational task force(s) or other working group(s) to carry out the day-to-day investigations called for by the district plan. There is no intention to reinvent structures which already exist. Where appropriate, existing task forces or other successful joint efforts between federal and local authorities should be preserved. In other instances, it may be

appropriate for existing task forces to be combined, expanded, or redirected.

Wherever appropriate, investigations should be carried out jointly. Decisions concerning whether to pursue federal or local prosecution of specific cases should be made cooperatively, with full consideration given to cross-designation of prosecutors.

6. Headquarters Structure

At headquarters, the Criminal Division will provide support to the United States Attorneys and the resulting operational task forces. The Division will, as needed, resolve problems that arise and serve as a central point of communication between the field and headquarters. The Criminal Division will be joined in this effort by representatives of all pertinent federal investigative agencies and the AGAC. Those representatives should be available for consultation and should meet quarterly with the Criminal Division to assess progress and address any problems that might be perceived.

• Criminal Division Regional Desks

The Criminal Division will create regional desks which will fulfill the following coordinative functions with the task forces.

- ▶ They will review any reports submitted by the working groups, giving particular attention to interdistrict violent crime activity, including gang migration. This information will then be communicated to all pertinent districts. The objective of this effort, over time, will be to effectuate any needed regional coordination among districts concerning interdistrict or other law enforcement problems which they share in common.

- ▶ Successful enforcement strategies developed by particular working groups will be shared with other districts.

- ▶ Operational problems raised by U.S. Attorneys will be addressed. By utilizing the assigned headquarters representatives of the various involved agencies, the Division will seek to ensure that all operational problems stemming from inadequate coordination among the field components of the federal investigative agencies are resolved quickly and effectively.

• Additional Criminal Division Support Functions

- ▶ The Division will prepare training materials, such as a gang prosecution manual, for dissemination to the field and assist in the development of an annual training conference. The Criminal Division, for example, is prepared to provide field

prosecutors information concerning (1) techniques which have been used successfully in prosecuting gang cases (Attachment G) and (2) organizations which have developed gang data through their involvement in investigations (Attachment H).

► The Division will periodically evaluate the need to create any new violent crime data bases, e.g., a gang data base.

► The Division will draft and recommend legislation in the event that the efforts of the violent crime working groups establish the need for corrective legislation or a new legislative resource.

► In conjunction with the representatives of the federal investigative agencies and the AGAC, the Division will be in a position to prepare a report concerning the results achieved during the first year under this program and suggest pertinent modifications to the program's goals or operational procedures.

• Criminal Division Response Teams

Additionally, the Criminal Division will create a number of groups of prosecutors to serve as response teams which will be available, upon request from the U.S. Attorney, to assist in the targeting of investigations and, where needed, the prosecution of resulting cases. These teams will include prosecutors experienced in violent crime, narcotics, and enterprise-based prosecutions. These response teams could focus initially on the cities which have been selected by the Department for prototype multi-disciplinary programs.

F. AVAILABILITY OF FEDERAL RESOURCES

The crime bill that recently passed the Senate does include some potential funding for expanded violent crime enforcement efforts. However, current economic constraints suggest that it is entirely possible that no new budget appropriation will be available to support the federal role in a nationwide violent crime initiative. Accordingly, in undertaking the proposed initiative, we ought to be prepared to move forward notwithstanding the possible unavailability of new funds.

1. Investigative Resources

At the investigative level, the absence of new resources may not prove to be a significant hindrance, at least at the outset. In January 1992, the Department reprogrammed significant investigative resources to the violent crime area. Further, as discussed above, current federal violent crime efforts involve a multiplicity of overlapping task forces. Accordingly, the efficiencies derived from the elimination of that duplication

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should have the effect of freeing substantial resources. Ultimately, however, if the nationwide violent crime strategy results in the integral involvement of federal investigators in violent crime enforcement efforts across the country, some shifting of additional resources to this endeavor could well prove necessary.

2. Prosecutorial Resources

The bulk of the prosecutions which would result from an integrated federal, state, local violent crime effort would likely be appropriate for local prosecution. However, to be fully effective, the violent crime enforcement initiative clearly must have a federal prosecution component, especially as relates to gang leaders and repeat violent criminals whose incapacitation under the state criminal justice system has proved insufficient. Indeed, in our meetings with FBI agents who are currently involved in gang task forces, they have continually stressed the need for one or more federal prosecutors to be assigned to such task forces on a full-time basis, just as federal prosecutors have historically been assigned to traditional organized crime investigations. In spite of the priority which U.S. Attorneys generally believe should be accorded to violent crime, most have not assigned prosecutors to assist gang task force efforts on a full time basis. This appears to result from the fact that, in contrast to the substantial reprogramming of investigative agents to the violent crime area, there has been no reprogramming of federal prosecutorial resources. Since the reprogramming of FBI agents was done at the expense of the FBI's counter-intelligence efforts, it did not result in any diminution of the case load of federal prosecutors. Accordingly, if there is to be the necessary federal prosecutorial component to a national violent crime initiative, it is imperative that the Department consider reallocating prosecutive resources. This Division is prepared to make the necessary hard choices to effect the necessary reallocation.

G. PROTOTYPE FEDERAL-STATE-LOCAL PLAN FOR TARGETING GANG VIOLENCE

Under the proposed national violent crime strategy, law enforcement authorities in the majority of districts would undertake the targeting of one or more gangs engaged in violent criminal activity. Accordingly, we are including a prototype plan to demonstrate how federal, state, and local law enforcement authorities could work cooperatively to attack gang violence effectively.

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1. Information Gathering

• Sources of Information

► Police officers engaged in street level gang violence suppression.

► Police records from all law enforcement organizations in the area and from federal agencies in that area.

► Federal, state, and local police agencies in Los Angeles, if the gang originated there.

• Types of Information to Be Elicited

► **Structure**--all available information from the area should be accumulated concerning the hierarchy and operational procedures of each targeted gang. For example, is there a strict chain-of-command which isolates the leadership from the bulk of the members or do the leaders regularly interrelate with the bulk of the gang members?

► **Criminal activities**--what is the range of criminal activities in which the gang is involved and how do they carry out these activities? For example, if the gang finances its operations through the sale of drugs, as virtually all gangs do, how are the sales made (retail level street sales, wholesale marketing, etc.) and what gang members are present at those transactions?

► **Membership**--this should include the fullest possible description of each gang member, his role in the gang, and his prior criminal history. The criminal history should include full information concerning all prior convictions to include all juvenile adjudications, all pending prosecutions, all ongoing investigations, any pertinent parole or probation information, and any pertinent INS information.

► **Informants**--police records should be examined closely for all informants or potential criminal informants among gang members and persons closely associated with gang members.

When a task force is created, there is a tendency to want to hit the streets quickly. However, if law enforcement targeting of a particular gang is to be fully effective, the information-gathering stage is critical. Accordingly, the investigators and agents involved should be warned that it may be necessary for them to spend weeks or even months in the information-gathering stage before the effort will move out to the streets.

2. Setting the Strategy

Using the information developed during the previous phase of the task force effort, task force members should meet with federal and local prosecutors to develop an investigative strategy. This should involve detailed consideration of the following factors.

- **Promising Avenues of Investigation--**This should consider the potential for approaches such as the following:

- ▶ Undercover narcotics buys, documented through video or audio tape, with arrests delayed until a substantial number of purchases have been made.

- ▶ Use of a wired informant. Consideration of this approach should not be limited to use of existing informants, if any, but should also include consideration of flipping and obtaining the cooperation of a gang member who may be vulnerable based on his having committed prior crimes for which evidence is available to support a prosecution.

- ▶ Title III electronic surveillance.

- ▶ Interjection of an undercover police officer. Although this is difficult to accomplish relating to most gangs, it should be at least considered.

- **Evaluating Available Statutory Tools--**This should involve consideration of all potential state and federal statutes and should recognize that the resulting prosecutions may not be exclusively local, state, or federal but rather may involve a mix. In considering federal versus local venue, comparisons should be made of:

- ▶ Pretrial detention laws.

- ▶ Sentences likely to be achieved in comparable local and federal prosecutions.

- ▶ State and federal narcotics offenses.

- ▶ State and federal firearms offenses.

- ▶ State and federal offenses targeting criminal enterprises.

- **Substantive Federal Offenses Meriting Particular Consideration--**In evaluating potential bases of prosecution, federal representatives should give special attention to the use of the following federal statutes which either carry potential

mandatory minimum sentences or provide for approaches which may not be available under state law:

- ▶ Firearms offenses
- ▶ Narcotics offenses
- ▶ Racketeer Influenced and Corrupt Organizations (RICO)
- ▶ Continuing Criminal Enterprise (CCE)
- ▶ Hobbs Act
- ▶ Interstate Travel in Aid of Racketeering (ITAR)
- ▶ Violent Crimes in Aid of Racketeering (VCAR)

3. Pursuing the Investigation

The resulting investigation should seek to maximize the strengths of the involved investigative agencies. For example, to the extent that technical support is needed for a Title III or audio or video surveillance, federal resources are probably best utilized. Further, if the strategy involves an effort to flip a vulnerable gang member, the federal Witness Protection Program may be an invaluable resource, since the prospective informant can be assured of relocation at a substantial distance from his former gang associates. If the strategy involves interjection of an undercover police officer, a local law enforcement agency may be best situated to provide a person with the requisite background and experience to handle the assignment. Further, if the strategy involves saturating a particular community with undercover officers who can engage in human surveillance, it will likely be appropriate to draw heavily on local resources.

4. Planning for Prosecutions

There should be a clear understanding at the time the investigative strategy is initiated which jurisdiction will prosecute particular types of resulting cases, and how those cases will be staffed. See Attachment G. Full consideration should be given to cross-designation of prosecutors. Additionally, experience has shown that it is important to give consideration to techniques such as the following:

- Close coordination with probation departments, corrections departments, and the court prior to large-scale arrests of gang members.

- In drug prosecutions, assembly line integration of law enforcement officers--one officer conducts debriefings, one

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functions as the evidence custodian, and one prepares all paperwork.

- Designation of particular prosecutors to handle cases in a vertical mode.

- Disclosure of all discovery at arraignment to minimize pretrial delays.

H. CONCLUSION

The nation's violent crime problem has been decades in the making. As a result, it is simply not susceptible to a "quick fix." However, the proposed violent crime initiative has the potential of serving as the first step toward more effectively addressing violent crime and, over time, significantly reducing the level of violence which plagues our society.

In pursuing such an initiative, it must be made clear to the involved law enforcement components that it is the Department's intention to stay the course. Violent crime task forces cannot be allowed to declare victory and effectively cease operation after obtaining a few headline accomplishments. Similarly, every effort should be made to energize task forces which do not initially achieve a measurable impact on their communities, so that they are not sapped of their vitality by the magnitude of the task that confronts them.

Attachments

DOMESTIC VIOLENCE COALITION ON PUBLIC POLICY

February 10, 1994

The Honorable Janet Reno
Attorney General of the United States
Department of Justice
Tenth and Constitution, NW, Room 4400
Washington, DC 20530
ATTN: Evelyn Long

*Please guest
in CA a
April 25th*

Dear Madam Attorney General:

As Chair of the Domestic Violence Coalition on Public Policy (DVCOPP), a national consortium of state and national domestic violence coalitions and organizations, I am writing to request the honor of your presence as our guest speaker at our National Luncheon on Monday, April 25, 1994, in Washington, DC. The luncheon will be a major highlight of an all-day meeting to review the Violence Against Women Act (VAWA) of the Crime Bill (H.R. 3355) and to prepare for our lobbying day on April 26.

In addition to inviting you to be our guest speaker at this important luncheon, I and some other representatives of DVCOPP would welcome the opportunity to meet with you on a prior date to share our views on the proposed Attorney General's Task Force on Family Violence in the House version of the VAWA.

We are greatly encouraged by your public stand on the relationship of domestic violence to street and community violence. We believe that the enactment of the VAWA is critical to curbing the widespread violence against women, including domestic violence, and wholeheartedly support your efforts to create a strong criminal justice response.

Enclosed with this letter are some proposed meeting times. We are in the process of confirming the hotel where the luncheon will be held and expect to be announcing the exact location within the next ten days. Elaine Hughes, who is based in Washington, DC, will be calling your staff to learn of your availability to speak at our luncheon and to establish a convenient time to meet.

Thank you for your consideration of our request.

Sincerely,



Deborah Tucker
Chairwoman

*2/23/94 Requested to
Elaine Hughes (in Wash)
that AG meet not be
in town during this
period. Del*

A Network of State and National Domestic Violence Coalitions and Organizations

8701 North Mopac Expressway • Suite 450 • Austin, TX 78759

512/794-1133 • 800/525-1978 • Fax: 512/794-1199

DVCOPP NATIONAL LUNCHEON

Date: April 25, 1994
Time: 12:00 noon - 2:00 PM
Place: Downtown Washington, DC
Hotel to be announced

**Proposed Dates
for
Meeting Between the Attorney General and DVCOPP Representatives**

Anticipated Length of Meeting:

Approximately 30 - 40 minutes

Best Dates:

Anytime from Tuesday, April 19 through Friday, April 22

Ms. Tucker could come to Washington for a meeting on Monday, April 18, if necessary.

Other Dates:

Wednesday, April 27 or Thursday, April 28

Elaine Hughes

4870 MacArthur Boulevard, NW • Washington, DC 20007 • (202) 333-0537

**URGENT FAX
PLEASE DELIVER IMMEDIATELY**

TO: Evelyn Long
Office of the Attorney General

FAX: 202-514-0468

FROM: Elaine Hughes 
On behalf of Deborah Tucker, Chair
Domestic Violence Coalition on Public Policy

PHONE: 202-333-0537

PAGES: 3 (including this page)

RE: Invitation to Attorney General Janet Reno
and Request for a Meeting

Thanks for your patience! Please let me know if you have any questions regarding either the speaking invitation or the meeting.

I look forward to the Attorney General's response and to talking with you soon.

SAFETY FOR OUR CITIZENS:

Reducing Crime & Violence in Our Neighborhoods

A Columbia Resource Group Conference

Chair/Moderator

U.S. Representative Jill Long

ff Sec

FACSIMILE TRANSMITTAL OF 2 PAGES

TO: Roxie Lopez
Office of the U.S. Attorney General

FROM: Julie Klein 
Columbia Resource Group
(206) 441-6448

DATE: February 2, 1994

RE: Congresswoman Jill Long's Conference on Crime

=====

RECEIVED
DEPARTMENT OF JUSTICE
94 FEB -3 P 3:36
EXECUTIVE SECRETARIAT

The following is a letter of invitation to Attorney General Janet Reno from Congresswoman Jill Long.

I am coordinating the crime conference for Congresswoman Long which is scheduled for Monday, March 31st in Fort Wayne, Indiana. If you have any questions regarding the logistics of the conference, please do not hesitate to call me. If you have any questions for Congresswoman Jill Long, please call Mary Schmidt of Congresswoman Long's Indiana office at (219) 424-4042.

SAFETY FOR OUR CITIZENS:

Reducing Crime & Violence in Our Neighborhoods

A Columbia Resource Group Conference

Chair/Moderator

U.S. Representative Jill Long

February 2, 1994

The Honorable Janet Reno
Department of Justice
Room 5114, Office of Scheduling
10th & Constitution Avenue, N.W.
Washington, D.C. 20530

ATTN: Ms. Roxie Lopez

Dear Attorney General Reno:

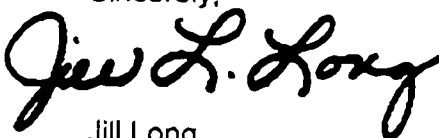
On Monday, March 28, 1994, I will be the chair and moderator of a critical conference on crime entitled, "Safety for Our Citizens: Reducing Crime & Violence in Our Neighborhoods." It is a pleasure and an honor to invite you to be our keynote speaker for this informative and educational event which will focus on ways to control and prevent crime in our communities.

As you well know, crime and citizen safety are of the utmost concern to people of America, and especially those in Fort Wayne Indiana. In the Fort Wayne area alone, there has been an alarming increase in the number of violent crimes within our neighborhoods. Therefore, it is imperative to bring together local, state and national leaders to focus on methods of intervention and prevention in controlling crime.

This conference will examine the national and state legislation on crime control and the various alternative programs that are either in place or being proposed. I believe the conference will provide a valuable forum for the exchange of information and ideas that will help guide government, business and law enforcement agencies at the local, state and federal levels toward crime prevention solutions.

It would be an honor to have you, a leader and one of the foremost spokespersons on the fight against crime and violence, as a part of this important conference. It would be a tremendous opportunity for the greater Fort Wayne area to have you inform a very concerned community on what our federal government is proposing to control crime in the neighborhoods of America. I hope you find this conference of interest and importance and that your schedule permits you to make a stop in Fort Wayne, Indiana on March 28th. If you have any questions, please do not hesitate to call Mary Schmidt of my staff at 219-424-3041.

Sincerely,



Jill Long
Member of Congress

SAFETY FOR OUR CITIZENS:

Reducing Crime & Violence in Our Neighborhoods

A Columbia Resource Group Conference

Chair/Moderator

U.S. Representative Jill Long

February 2, 1994

The Honorable Janet Reno
Department of Justice
Room 5114, Office of Scheduling
10th & Constitution Avenue, N.W.
Washington, D.C. 20530

ATTN: Ms. Roxie Lopez

Dear Attorney General Reno:

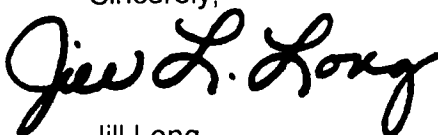
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Sincerely,



Jill Long
Member of Congress



Firearms and Crimes of Violence

Selected Findings from National Statistical Series

February 1994, NCJ-146844

U.S. Department of Justice
Office of Justice Programs
Bureau of Justice Statistics

Lawrence A. Greenfeld
Acting Director

Contents

Introduction 1

How often are firearms involved in crime? 2

Who are the victims of violent firearm crimes? 5

Who uses firearms to commit crimes? 9

Introduction

This report presents key findings from Bureau of Justice Statistics (BJS) surveys relating to crime and the role of firearms. Data from these national surveys describe the extent to which victims confront armed offenders, the consequences of such victimizations, and how offenders obtained and used their firearms. This report also summarizes information that the Federal Bureau of Investigation, under its Uniform Crime Reporting Program (UCR), obtained from the more than 17,000 law enforcement agencies nationwide on the extent of firearm involvement in murders, rapes, robberies, and aggravated assaults.

BJS is the statistical arm of the U.S. Department of Justice and is responsible for the collection, analysis, and reporting of information relating to criminal victimization and the administration of justice throughout the Nation. Each year since 1973, BJS has conducted interviews with a scientifically designed sample of more than 100,000 persons residing in approximately 40,000 American households. The National Crime Victimization Survey (NCVS) is the means for the public to describe its exposure to crime and the consequences of crime. Victims are asked about the role of firearms in the crimes they experienced.

Since 1972, BJS has conducted nationally representative surveys of offenders in local jails and State prisons. Information is gathered from inmates about their criminal and social backgrounds, histories of drug and alcohol use, and participation in drug and alcohol treatment and other correctional programs. These interviews also provide comprehensive data on the use of weapons and descriptions of the victims of violent incarcerated offenders. Findings from the most recent survey of nearly 14,000 State prisoners were summarized in the BJS report, *Survey of State Prison Inmates, 1991*.

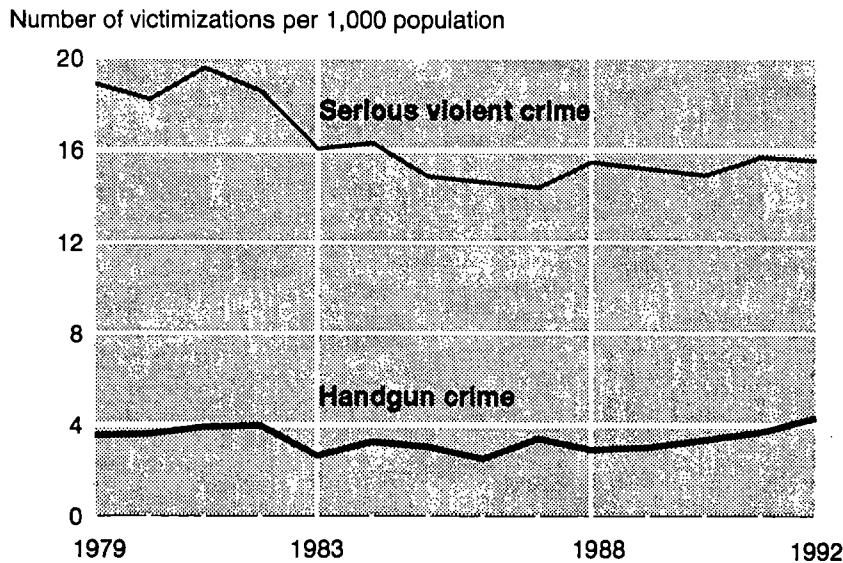
In the coming months, BJS will publish a major report on firearms and crime to provide substantially greater detail on the nature and background of crimes that involve firearms. The report will complement previous BJS reports to the Nation on crime and on drug-related crime.

Lawrence A. Greenfield
Acting Director

How often are firearms involved in crime?

The handgun crime rate in 1992 reached the highest recorded level

Rates of serious violent crime and handgun crime victimization, 1979-92



Source: BJS, National Crime Victimization Survey, 1979-92

Note: Serious violent crimes (rape, robbery, and aggravated assault) include handgun crimes.

Each year Americans experience an average of 6.7 million violent crimes — rapes, robberies, and assaults. Victims of violent crime report that in almost 13% of the crimes, the offender was armed with a firearm — an average of about 858,000 armed attacks with firearms each year. In addition, in 1992 more than 16,000 persons were murdered with firearms. (NCVS, UCR)

Between 1987 and 1992, there were just over 40 million violent crimes reported by victims of rape, robbery, aggravated assault, and simple assault. In the same years, there were an additional 134,180 murders and nonnegligent manslaughters. (NCVS, UCR)

From 1987 to 1992 victims faced armed offenders in 5.1 million violent incidents and in 85,453 of the murders and nonnegligent manslaughters. In just under 1 million of these

firearms incidents, the victim was either injured (880,000) or killed (85,000). Each year between 1987 and 1992 an average of 161,000 violent crimes with firearms resulted in injury or death. (NCVS, UCR)

Rape victims report that about 6% of their attackers used a handgun

Nationwide, rape victims reported a similar amount of weapon use — about 20% of rape victims said that their attacker used a weapon. About a third of these victims, or about 6% of all rape victims, report that the weapon was a handgun. (NCVS)

A recent study of forcible rapes reported to the police in three States found that about 5% of such crimes may involve the use of a firearm. (NIBRS)

Law enforcement agencies nationwide report that each year nearly 600,000 firearm crimes are brought to their attention

In 1992 about a third of all murders, robberies, and aggravated assaults reported to law enforcement agencies were committed with firearms —

more than 16,000 murders, 271,000 robberies, and 278,000 aggravated assaults. (UCR)

Since 1987 the number of violent attacks that involved firearms and that were reported to law enforcement agencies have increased rapidly — up 55% by 1992. The number has grown an average of about 40,000 per year. During the same years, the number of violent crimes without firearms increased 22%.

Violence involving firearms grew 2½ times faster than violent crime that involved no firearms. (UCR)

Between 1987 and 1992—
the number of crimes with firearms

increased 36% for murder
59% for robbery and
52% for aggravated assaults

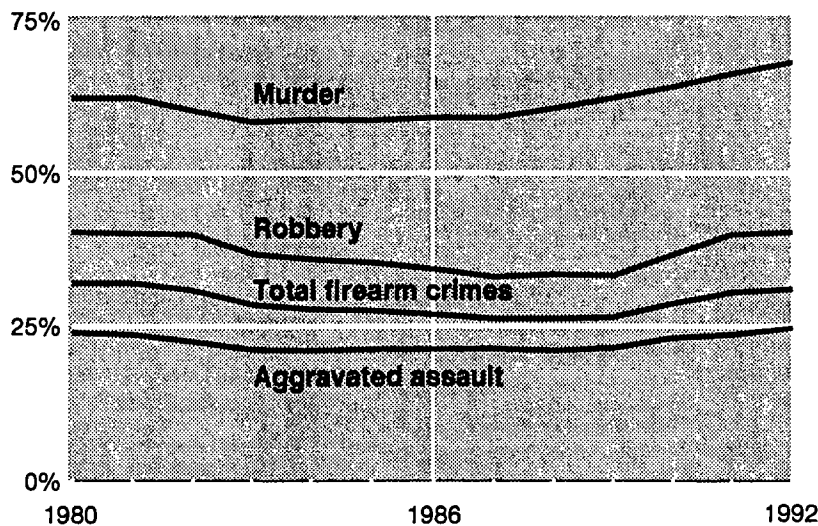
the number of crimes without firearms

decreased 8% for murder
increased 16% for robbery
increased 26% for aggravated assault.

The number of robberies with firearms grew at 4 times the rate of increase in the number without firearms; the number of aggravated assaults with firearms, at about twice the rate of increase in such assaults without firearms. (UCR)

Firearms were involved in a larger percentage of murders than in other violent crimes

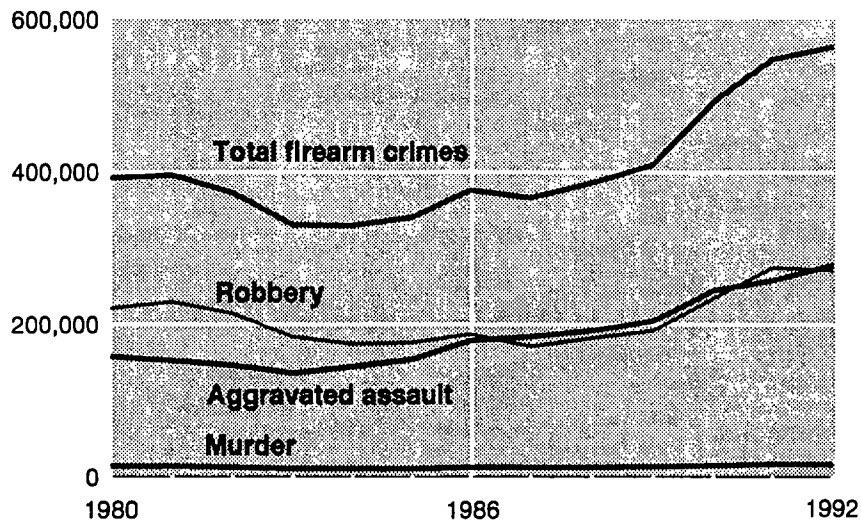
Percent of reported crime involving a firearm



Source: FBI, *Crime in the U.S.*, 1980-92.

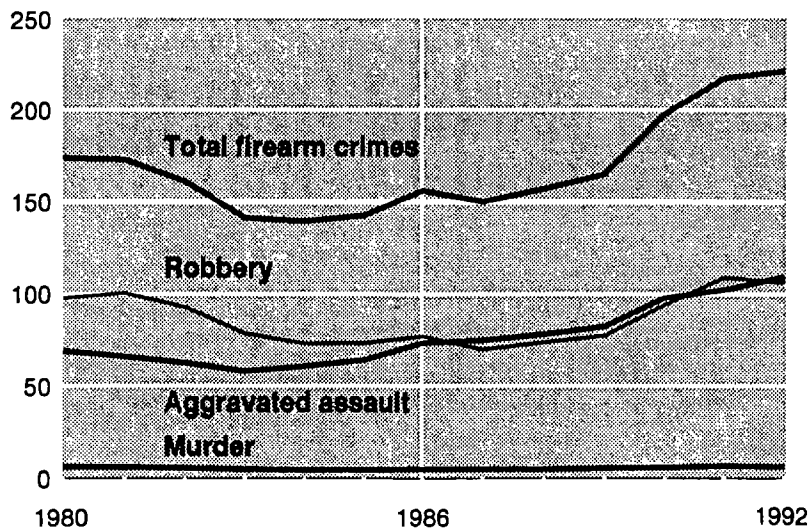
The number of violent firearm crimes reported to law enforcement authorities increased nearly a third from 1980 to 1992, but the number per 100,000 population grew more slowly

Number of violent firearm crimes reported to the police



Source: FBI, *Crime in the U.S.*, 1980-92.

Number of violent firearm crimes reported to the police per 100,000 population



Source: FBI, *Crime in the U.S.*, 1980-92.

Who are the victims of violent firearm crimes?

Rates of victimization involving a handgun were the highest among persons age 16 to 19

Persons age 16-19 had per capita rates of handgun victimization in 1992 which were 21% higher than those for persons age 20-24. The rates for those age 16-19 were more than 2 times the rate of those age 25-34, 3 times the rate of those age 35-49, nearly 8 times the rate of those age 50-64, and 15 times the rate of those age 65 or older.

(NCVS)

A disproportionate number of young black men die from gunshots

Among victims of homicides involving firearms, age 15 to 24, black males account for nearly 60% of the victims. They account for about 7% of all persons in that age group.

(UCR)

Criminals used handguns to murder 371 law enforcement officers in a 6-year period

Between 1987 and 1992, 415 law enforcement officers were killed in a felony; 91%, or 376 officers, were killed by a firearm. Of the firearms used to kill law enforcement officers (excluding the officer's own gun), 73% were handguns, 19% rifles, and 8% shotguns. During the same period, 20,381 law enforcement officers were assaulted by offenders with firearms and more than 1 in 4 of those assaulted were injured.

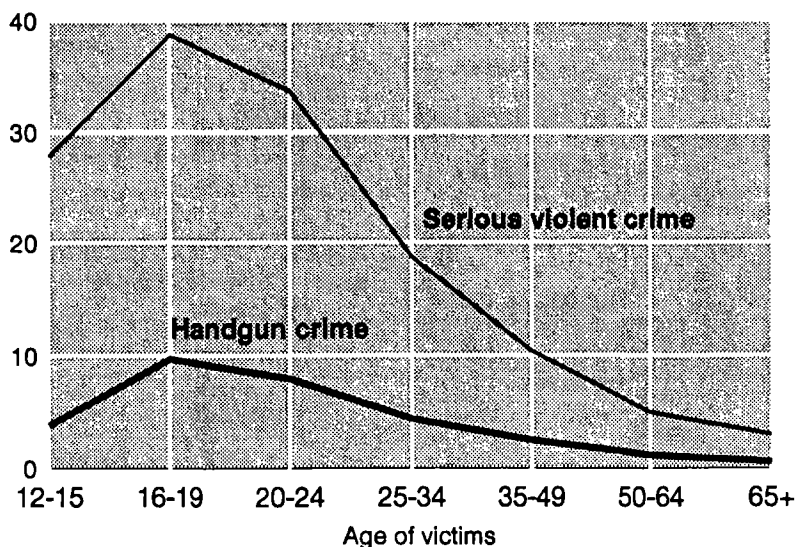
(UCR)

Among the offenders identified in the killing of law enforcement officers, 53% had a prior conviction history and 22% were on probation or parole at the time of the offense.

(UCR)

Handgun crime, like all serious violent crime, affects the young more than older persons

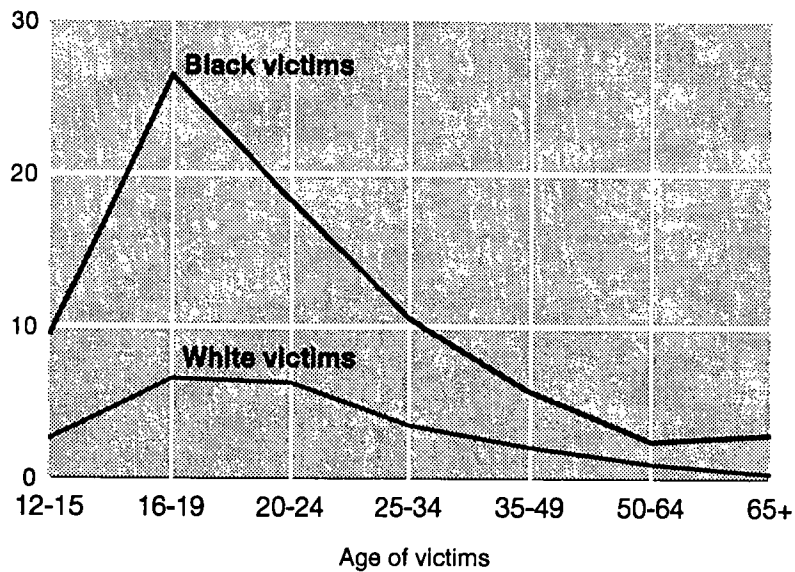
Number of victimizations per 1,000 population



Source: BJS, National Crime Victimization Survey, 1987-92

Blacks are more often victims of handgun crime than whites

Number of victimizations per 1,000 population

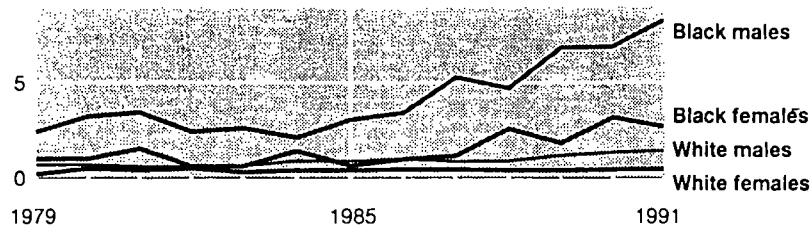


Source: BJS, National Crime Victimization Survey, 1987-92

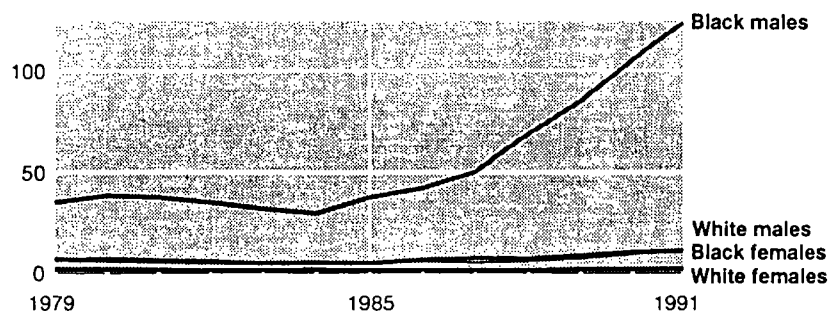
The rates of firearm homicides for young people generally increased from 1979 to 1991, especially for young black males

Number of homicides per 100,000 population

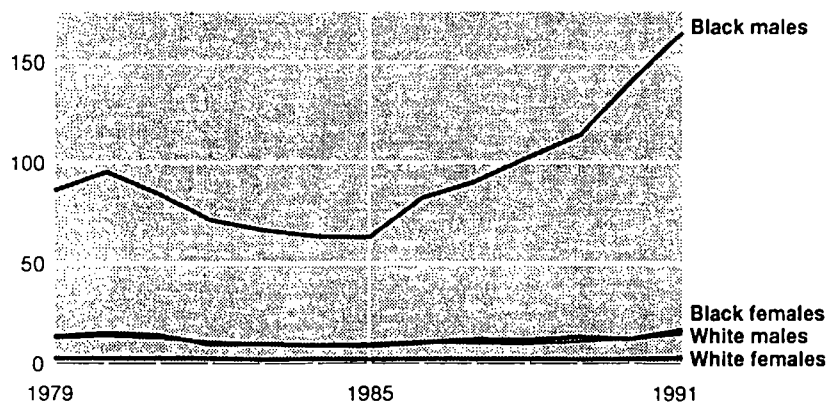
Ages 10-14



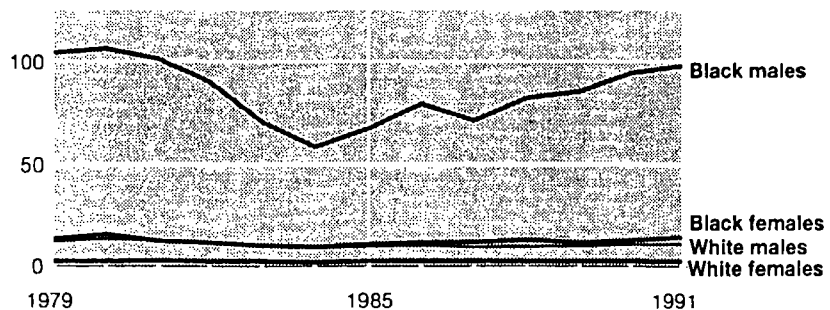
Ages 15-19



Ages 20-24



Ages 25-34



Source: Centers for Disease Control, National Center for Health Statistics, *Vital Statistics*, 1979-91

What are the characteristics and outcomes of handgun victimizations?

	Percent of handgun crimes	
Victim/offender relationship		
Stranger	77%	• The offender in most handgun crimes is a stranger to the victim.
Acquaintance	18	
Relative	5	
Number of offenders		
1	60%	• Most handgun crimes are committed by offenders acting alone.
2	22	
3 or 4	13	
5 or more	5	
Victim injuries		
None	85%	• 2% of victims who face offenders with handguns are shot.
Minor	10	
Gunshot	2	
Other serious	3	
Medical care received by gunshot victims		
Long hospital stay (8 or more days)	34%	• Of those victims who are injured, over a third require a hospital stay of 8 or more days.
Moderate hospital stay (3-7 days)	16	
Brief hospital stay (1-2 days)	17	
Emergency room only	29	
Care outside hospital	4	

Source: BJS, National Crime Victimization Survey, 1979-87

Between 1987 and 1992 in nearly 400,000 incidents of violence, the victim had a firearm for self-protection

In 36% of these incidents, the offender was also armed with a firearm. Victims were

seriously injured (gunshot wound, knife wound, internal injuries, broken bones, loss of teeth, loss of consciousness, or 2 or more days in a hospital) in about 7% of the incidents where they were armed. (NCVS)

Who uses firearms to commit crimes?

Almost 30% of violent inmates carried a gun during the crime for which they were sentenced to prison

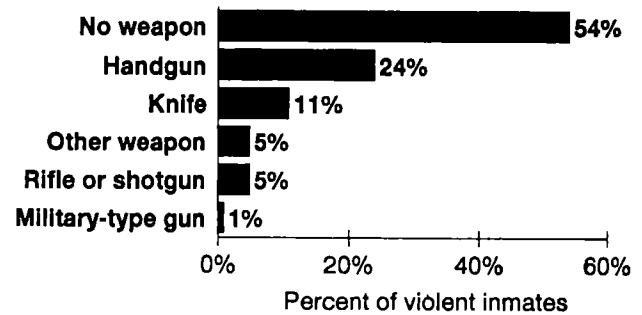
Offense	Percent of State inmates who during the crime for which they were sentenced to prison	
	Carried a gun	Fired a gun
Total	16.3%	7.8%
Violent	28.9	15.9
Murder	43.6	37.6
Rape	5.2	.4
Robbery	34.4	5.5
Assault	31.1	24.9
Property	3.2	.7
Burglary	3.8	.9
Larceny	2.1	.3
Motor vehicle theft	3.3	.3
Drugs	4.2	.3
Possession	4.4	.2
Trafficking	4.0	.3
Public order*	16.1	2.7

*Public-order offenses include weapons possession or trafficking, driving while intoxicated, gambling and commercial vice, offenses against nature and decency, and other such crimes.

An estimated 16% of State prison inmates reported that they carried a firearm when they committed the crime for which they were serving time. Half of those carrying a firearm discharged it during the course of the crime. About 4% of property and drug offenders said they carried a firearm while committing the offense for which they were serving time. (SSPI)

About a fourth of inmates serving a sentence for a violent crime carried a handgun during the crime

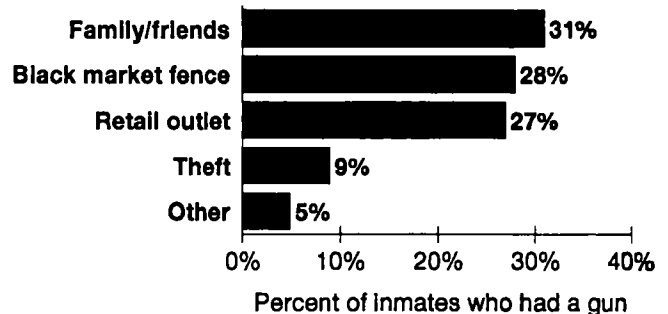
Type of weapon used by inmates



Source: BJS, *Survey of State Prison Inmates, 1991*

Over 1 in 4 inmates who had a handgun said that they bought it at a retail shop

Source of last gun obtained by inmate



Source: BJS, *Survey of State Prison Inmates, 1991*

Among offenders who had a prior adult criminal record and who possessed a handgun, 23% obtained the handgun from a retail outlet while among first-time offenders who possessed handguns 40% obtained the gun from a retail source.

More than a fourth of all inmates owned or possessed a firearm in the month before their last arrest

More than 40% of all inmates reported that they had owned or possessed a firearm during their lives — 34% had owned or possessed a handgun, 29% a rifle or shotgun, and 8% a military-type weapon. During the month before their arrest for the crime for which they were serving time, 24% said they had owned or possessed a firearm — 18% had a handgun, 12% a rifle or shotgun, and 3% a military-type weapon. (SSPI)

About 40% of respondents to a nationwide survey conducted as a part of the General Social Survey (GSS) by the National Opinion Research Center (NORC) reported owning or possessing a firearm in their household. About 20% of GSS respondents claimed ownership of a handgun; speaking of the month before their arrest, 18% of inmates reported handgun possession. (SSPI, GSS)

A larger percentage of inmates with less severe criminal records had carried or used a firearm during the crime for which they were in prison

About a quarter of State prisoners reported that they had no adult history of sentences to probation or prison. The remainder, about three-fourths of all prisoners, had a prior adult criminal record of sentences to probation or prison. (SSPI)

were more likely than inmates with such a history to have carried a gun and to have used it during the offense. Given the absence of a criminal record, the gravity of the current offense, including the possession or use of a firearm during the crime, may have been a major factor leading to a prison sentence.

Offenders serving time in State prisons without a prior history of adult sentences

(SSPI)

Offense	Percent of State inmates who during the crime for which they were sentenced to prison	
	Carried a gun	Fired a gun
First-timers	21.5%	12.8%
Violent	30.7	19.5
Property	4.4	1.0
Drugs	3.4	.4
Recidivists	14.4%	6.1%
Violent	27.9	13.9
Property	3.0	.7
Drugs	4.3	.3

Six percent of recidivist inmates in prison for murder had bought the murder handgun at a retail outlet

The 1991 Survey of State Prison Inmates interviewed a national sample of prisoners representing the more than 75,000 offenders serving time for murder or nonnegligent manslaughter. Among these offenders, just under 6% had a prior history of sentences as an adult to prison, jail, or probation and had purchased the handgun used in the offense at a retail store or gunshop. Translated into the 1993 prison population, this 6% represents an estimated 5,000 murderers in State prison.

(SSPI, NPS)

Background checks deterred inmates from purchasing handguns at a retail shop

More than half of the inmates who got their most recent handgun from an illegal source indicated that they had not bought the weapon at a retail shop because of concerns about a background check (50%), a waiting period (3%), or the necessity of completing Federal forms which could be used to trace the weapon (2%). About 1 in 6 of these inmates said that they felt they could purchase the firearm more cheaply from an illegal source.

About a fifth of prison inmates —

- who were first-time adult offenders and
- who had carried or fired a handgun during their offense and
- who had not acquired the gun at a retail gunshop

— said they had avoided a retail purchase of the firearm because of legal requirements (background check, waiting period, or Federal forms). By contrast, about half of recidivist offenders who had carried or fired a handgun

obtained at other than a retail gunshop said that they sought to obtain the weapon elsewhere because of those legal requirements.

(SSPI)

A quarter of those who obtained the handgun from family members or friends reported a concern about a background check; an additional quarter of these inmates reported that the cost for the firearm was cheaper than from a retail store.

(SSPI)

More than a third of the States perform criminal records checks or issue permits to buy firearms

In early January, the Bureau of Alcohol, Tobacco, and Firearms reported that 18 States were either conducting background checks before firearms sales or granting a firearms purchase permit. Preliminary reports from 11 of these States reveal more than 21,000 denials of purchases in 1993 because of criminal records checks.

Theft and burglary are major sources of firearms for criminals

A firearm is stolen in more than 356,000 offenses every year. Firearms are stolen in an estimated 228,000 household burglaries, 113,000 personal or household thefts, more than 7,000 motor vehicle thefts, and more than 8,000 violent crimes.

(NCVS)

How many high school students possess guns?

The Youth Risk Behavior Survey, a 1991 sample survey of 12,272 high school students nationwide, revealed that 11% of students reported having carried a handgun at least once during the 30 days preceding the survey. (CDC)

A recent survey of 758 male students in 10 inner-city high schools found that 22% of the students possessed firearms. The most common sources for guns were borrowing them from family or friends (53%) or buying them on the street (37%) or from a family member or friend (35%). (NIJ/OJJDP)

Abbreviations of sources used

CDC: Centers for Disease Control,
National Center for Health Statistics,
Morbidity and Mortality Weekly
Oct. 16, 1992

GSS: General Social Survey

NCVS: The BJS National Crime Victim-
ization Survey

NIJ/OJJDP: National Institute of Justice/
Office of Juvenile Justice and
Delinquency Prevention "Gun
acquisition and possession in
selected juvenile samples,"
Research in Brief Dec. 1993

NPS: National Prisoner Survey

SSPI: The BJS *Survey of State Prison*
Inmates, 1991

UCR: The FBI Uniform Crime Reports,
Crime in the United States or
Law Enforcement Officers Killed
and Assaulted

Appendix

Table 1. Murders,* robberies, and aggravated assaults in which firearms were used, estimated numbers of offenses and per capita rates, 1980 to 1992

	Total estimated firearm crimes		Murders with firearms*		Robberies with firearms		Aggravated assaults with firearms	
Year	Number	Rate	Number	Rate	Number	Rate	Number	Rate
1980	392,083	174.0	14,377	6.4	221,170	98.1	156,535	69.5
1981	396,197	172.9	14,052	6.1	230,226	100.5	151,918	66.3
1982	372,477	160.9	12,648	5.5	214,219	92.5	145,609	62.9
1983	330,419	141.2	11,258	4.8	183,581	78.5	135,580	57.9
1984	329,232	139.4	10,990	4.7	173,634	73.5	144,609	61.2
1985	340,942	142.8	11,141	4.7	175,748	73.6	154,052	64.5
1986	376,064	156.0	12,181	5.1	186,174	77.2	177,710	73.7
1987	365,709	150.3	11,879	4.9	170,841	70.2	182,989	75.2
1988	385,934	157.0	12,553	5.1	181,352	73.8	192,029	78.1
1989	410,039	165.2	13,416	5.4	192,006	77.3	204,618	82.4
1990	492,671	198.1	15,025	6.0	233,973	94.1	243,673	98.0
1991	548,667	217.6	16,376	6.5	274,404	108.8	257,887	102.3
1992	565,575	221.7	16,204	6.4	271,009	106.2	278,362	109.1
Percent change, 1980-92								
	+40.3	+23.9	+12.6	0	+18.8	+5	+73	+53

*Includes nonnegligent manslaughter.

Source: FBI, *Crime in the United States*, 1980-92

Table 2. Percent of murders,* robberies, and aggravated assaults in which firearms were used, 1980 to 1992

Year	Total for selected crimes		Murders*		Robberies		Aggravated assaults	
	Number	Percent with firearms	Number	Percent with firearms	Number	Percent with firearms	Number	Percent with firearms
1,980	1,226,810	32.0%	23,040	62.4%	548,810	40.3%	654,960	23.9%
1981	1,240,370	31.9	22,520	62.4	574,130	40.1	643,720	23.6
1982	1,207,942	30.8	21,010	60.2	536,890	39.9	650,042	22.4
1983	1,159,060	28.5	19,310	58.3	500,220	36.7	639,530	21.2
1984	1,189,050	27.7	18,690	58.8	485,010	35.8	685,350	21.1
1985	1,240,100	27.5	18,980	58.7	497,870	35.3	723,250	21.3
1986	1,397,710	26.9	20,610	59.1	542,780	34.3	834,320	21.3
1987	1,392,890	26.3	20,100	59.1	517,700	33.0	855,090	21.4
1988	1,473,740	26.2	20,680	60.7	542,970	33.4	910,090	21.1
1989	1,551,540	26.4	21,500	62.4	578,330	33.2	951,710	21.5
1990	1,717,570	28.7	23,440	64.1	639,270	36.6	1,054,860	23.1
1991	1,805,170	30.4	24,700	66.3	687,730	39.9	1,092,740	23.6
1992	1,823,210	31.0	23,760	68.2	672,480	40.3	1,126,970	24.7

Note: The rate is the number of crimes per 100,000 population.

The number of gun crimes is an estimate.

*Includes nonnegligent manslaughter.

Source: FBI, *Crime in the United States*, 1980-92

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University of
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Kearney

Department of Criminal Justice
University of Nebraska at Kearney
Kearney, NE 68849

January 31, 1994

RECEIVED
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'94 FEB 14 AIO:53

Office of the Attorney General
Ms. Janet Reno, Attorney General
Constitution Ave. and Tenth Street, N.W.
Washington, D.C. 20530

EXECUTIVE SECRETARIAT

Dear Attorney General Reno:

The University of Nebraska at Kearney is currently organizing its annual Criminal Justice Conference to be held April 12th, 1994. Accordingly, we would like to extend an enthusiastic invitation for you to be our principle speaker during the conference. Former principle speakers have included the Director of the F.B.I., the State Attorney General, Houston police chief Elizabeth Watkins, Connecticut State Police forensic laboratory Director Henry Lee and many other prominent justice professionals from across the nation representing law enforcement, corrections, and the judiciary.

The University of Nebraska at Kearney has an enrollment of over 10,000 with 350 students majoring in Criminal Justice studies. Additionally, the conference is heavily attended by justice practitioners from throughout our region, and is given prominent media coverage throughout a three-state area.

We would consider ourselves extremely fortunate should you decide to attend, as your comments regarding vital issues of American justice would be most insightful to our students and justice professionals.

Your address can be scheduled either in the morning or afternoon depending upon your preference. All expenses and an honorarium will, of course, be provided.

Thank you for your consideration in this matter.

Sincerely,

James N. Gilbert, Ph.D.
Chairman and Professor
Department of Criminal Justice

JNG/vv



THE CITY OF

SAN DIEGO

CITY ADMINISTRATION BUILDING • 202 C STREET • SAN DIEGO, CALIF. 92101

OFFICE OF THE
CITY MANAGER

January 20, 1994

The Honorable Janet Reno
Attorney General
Department of Justice
Washington, D.C. 20530

Dear Attorney General Reno:

Everyday you open your newspaper and read of crime, violence, guns and gangs. Please read the article attached to this letter "Lives filled with fear" written by a teenager who lives in the City Heights Community of San Diego. Do you wonder, "What can I do to make a difference? How can I get involved? Can the government really be part of the solution?"

The City Heights Partnership is committed to doing something unique and powerful about these concerns, but we need your help. April 22-24, the Partnership will host a three day **Economic and Crime Summit** (see attached fact sheet). A group of visionary leaders will be brought together to explore the issues and develop action plans for addressing the concerns in City Heights. City officials are on-line to implement these ideas.

We hope that we can count on your attendance. An RSVP card is attached for easy registration. Your participation is needed to make this **Summit** a reality. For more information, please contact Maggie Pound, Project Coordinator at (619) 563-1477, or Nancy McPherson, Manager, Neighborhood Policing at (619) 531-2158.

Sincerely,

Christine Kehoe, Councilmember

Jack McGrory, Manager

Carol Seneff, Chairperson
City Heights Partnership



DIVERSITY
BRINGS US ALL TOGETHER

FACT SHEET

CITY HEIGHTS ECONOMIC AND CRIME SUMMIT

APRIL 22ND 4:00 P.M. - APRIL 24TH 12:00 P.M., 1994

DEVELOPED AND PRESENTED BY:
THE CITY HEIGHTS PARTNERSHIP

A COOPERATIVE EFFORT BETWEEN
CITY HEIGHTS RESIDENTS AND THE CITY OF SAN DIEGO

BACKGROUND

In March 1990, the residents of City Heights held a community meeting to address quality of life issues in their neighborhoods. As an outcome of this meeting, the City Heights Partnership was formed. The mission of the Partnership is to create a collaboration between City agencies and community residents to address ongoing concerns of neighborhood trade and protection.

The Community Enhancement Sub-committee of the Partnership has had numerous accomplishments including the formation of a Neighborhood Service Team consisting of the City's departments of Police, Fire, Urban Control, Building Inspection, and Neighborhood Code Compliance. This Team has effectively addressed numerous neighborhood issues of blight and safety and has been a successful demonstration project currently being considered by other communities within the City.

The Law Enforcement Sub-committee has had a major influence in building strong relations between the community and the police. City Heights was the pilot for Neighborhood Policing, an effective approach for fighting crime using 'Problem Oriented Policing' technology.

CALL TO ACTION

Approximately six months ago, leaders of the Partnership began discussing concerns of what else could be done to impact the health and viability of the City Heights neighborhoods on a long term basis. Despite the demonstrated successes produced by the Partnership, elements of crime are still entrenched and not being sufficiently addressed by the existing programs. Although community residents are committed to resolving these issues, they are feeling frustrated and disenfranchised as the local economy suffers from minimal reinvestment, high business turnover, and increased gang activity.

Community residents realize they are so close to the problem that a fresh perspective is needed. As the conversation about these issues continued, the suggestion of a 'Summit' was brought forward.

Lives filled with fear

San Diego Union
1/18/94

We can't even dream of being alive tomorrow

By KHANH DOAN

If you really believe that teen-agers like me are the future . . . that the dream is alive for us . . . then you must help us; you must help us so that together we can stop the gangs, stop the drugs and stop the killing.

If you really think that I should believe that the dream is alive, I ask you to share the responsibility with me to ensure that I and all children and youth can grow up in safety. Without you, we can no longer dream of the future; we can no longer even dream of being alive tomorrow.

I was born in Kien Hoa, Vietnam, in March 1978. The United States had abandoned South Vietnam, and the capital city had been invaded by the North Vietnamese.

My dad, a soldier in the South Vietnamese army, feared for his safety and for the future of his family. He had been told that the children of those who had opposed communism would be prevented from even receiving an education and would be sent into the rural areas to become field hands for the remainder of their lives.

With my parents and a cousin, I fled Vietnam. I was about 4 months old. For my parents, leaving was bittersweet — bitter at leaving behind their parents who would die in Vietnam without ever again seeing their children or grandchildren; sweet in their belief that by leaving their homeland they would be giving me a chance at life.

We lived in a refugee camp until we were resettled in the United States in October 1979, first in Florida and then eventually in San Diego.

DOAN, 15, is a City Heights resident and a sophomore at Francis W. Parker School. He gave this speech yesterday at the All People's Breakfast here honoring Dr. Martin Luther King Jr. and sponsored by the National Conference, formerly the National Conference of Christians and Jews.

I live in two worlds. On the school campus I feel safe . . . but I am afraid to go out of my house.

It is here that our new lives were to begin. But it is also here that I wonder if I can meet my parents' expectations . . . if I can fulfill the dream that took them from Vietnam and from their families.

I live in two worlds. I am a scholarship student at Francis Parker High School. On the school campus I am accepted and I feel safe. I have friends at school but seldom do I socialize with them outside of school. Most of them live far different lives than I do. I live in City Heights. Have you ever heard of City Heights? Have you ever been there?

City Heights is a neighborhood in the mid-city of San Diego. It is a dangerous place. I don't leave my house except when I have to. There are gang fights and drug deals, and many nights all other sound is drowned out by the police helicopter overhead or by gunshots.

I am afraid to go out of my house . . . afraid I will die and destroy the hope that my parents had for me when they left Vietnam. The risks of going out are too great, so I stay inside.

When my parents leave the house to go shopping, I fear for them. If they are late returning, I am frightened that they have been gunned down. If I lived someplace safe and they were late, I would think that they had been caught in a traffic jam. When they are late where I live, I worry that they won't return alive.

Lots of kids adapt to the violence in my community and become part of the gang life, making the gangs the family that they wish they had. I don't want to adapt like

that. If I died in a gang fight I would destroy my parents' hopes, I would destroy the dreams that caused them to leave their home and families in Vietnam.

Is the dream alive? It is if you care about what happens to my generation; if you don't only talk about our being the future but you listen to our needs, provide us with good role models and help us and our families get jobs so that we can rise out of poverty.

The dream will be alive if we have activities to keep us off the streets so that we don't drift into gangs.

The dream will be alive if you are there when some of us need a surrogate parent, someone to care about us, someone to talk to when our own parents can't.

The dream will be alive if you support us more and criticize us less.

The dream will be alive if you listen to us and try to understand what we are telling you rather than assuming that you know and understand what it is like to grow up where I live.

Dr. Martin Luther King said, "Let us not seek to satisfy our thirst for freedom by drinking from the cup of bitterness and hatred. We must forever conduct our struggle on the high plane of dignity and discipline. Again and again we must rise to the majestic heights of meeting physical force with soul force."

I need your help to stop the violence. I need your help to provide a safe place for me and my family. I want to live Dr. King's dream, but to do so, I need your help simply to stay alive.

GBC GREATER BALTIMORE COMMITTEE

5/2
Logg Mason Tower
111 South Calvert Street
Suite 1500
Baltimore, Maryland 21202-6174
(410) 727-2820
Fax (410) 539-5705

January 19, 1994

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Donald P. Hutchinson
(President)

The Honorable Janet Reno
Attorney General
Department of Justice
10th Street & Constitution Ave., N.W.
Washington, D.C. 20530

Attention: Ms. Roxie Lopez

Dear Ms. Reno:

The Greater Baltimore Committee would be truly honored for you to accept this invitation to be the keynote speaker at our annual meeting on May 2, 1994, at 6:00 p.m., at the Stouffer Harborplace Hotel in Baltimore.

The Greater Baltimore Committee (GBC) is an association of businesses and corporate leaders who share a common concern for the future of the Baltimore region and are willing to make significant commitments of resources to support the organization's broad mission. Economic development is at the core of the GBC's mission, but it is economic development defined broadly. The GBC recognizes that issues affecting the quality of life of the community - for example, developing the future workforce through a quality educational system and ensuring the personal safety of all citizens - are as important in fostering economic growth as are traditional economic development strategies.

One of the most critical issues of the Baltimore region is CRIME. Addressing the impact of crime on the health and economy of the region is a key component of the GBC's work plan for 1994 and beyond. We are heartened that Baltimore City's new Police Commissioner-elect, as well as the recently appointed Police Commissioner in Baltimore County, are eager to work with the business community to attack the crime problem with both prevention and intervention strategies.

The GBC's executive vice president heard you speak at the Governor's Summit on Violent Street Crime in Baltimore last May. She said that your's was the most eloquent and meaningful speech on crime prevention she had ever heard. It is exactly what the GBC membership would like to hear, i.e., what the business community (working with the educational, public safety, and other systems) can do to prevent or significantly reduce crime.

The Honorable Janet Reno
January 19, 1994
Page 2
Attn: Ms. Roxie Lopez

Please consider our request to be the keynote speaker at our annual meeting, usually attended by 900 business and community leaders including the Governor and the Mayor of Baltimore. We would be, indeed, honored.

If you have any questions or need additional information, please call me or Bonnie Copeland, executive vice president, at 410/727-2820. Thank you.

Sincerely,

A handwritten signature in cursive script, appearing to read "Donald P. Hutchinson".

Donald P. Hutchinson
President

DPH:mb

MINNEAPOLIS POLICE DEPARTMENT
350 South Fifth Street - Room 130
Minneapolis Minnesota 55415-1389

(612) 673-2853

JOHN T. LAUX
CHIEF OF POLICE

194 JAN 28 1994

January 19, 1994

Reno 3/22

minneapolis
city of lakes

Attorney General Janet Reno
Department of Justice
10th and Constitution N.W.
Washington, D.C. 20530

Dear Attorney General Reno:

I am writing today to invite you to Minneapolis in late March to be the keynote speaker to open a citizen participation program known as Direct Dialogue.

In my role as a Major City Chief, I have met and heard you on several occasions when you've talked about citizen involvement and collaboration. Direct Dialogue is a process where this takes place by bringing citizens together to discuss the pressing issues surrounding police/community relations. We will raise a modest sum of money locally to support a small stipend for the citizens' time, offer them some resources to better understand and research an issue, and pay for any other reasonable incidentals to make their meetings productive. A final report will be published which I pledge to publicly respond to and enact suggestions as requested.

We are anticipating having five forums or discussion groups that would meet for up to a year. One of the groups would be high school and/or college age people to assure that the youth issues are being given a voice.

I am asking you to be the person of prominence that sets the tone for the group. We anticipate 350-400 citizens attending this opening event. We will then, based on individual interest, select up to 15 people to form each of the five discussion groups. I would further point out that these citizens will be true grass roots people involved in the day to day issues, not the vocal few or the prominent people in our community.

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Attorney General Reno

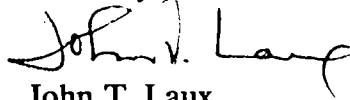
1/19/94

Page 2

I hope you will be able to join us. I have set aside the tentative dates of March 22nd, 23rd, or 24th as options. If these would not work, but some time a few weeks later could, I'm still in a position to reschedule. I would ask that you let me know as soon as possible so other arrangements can be made if you're unable to join us.

I look forward to hearing from you soon.

Sincerely,

A handwritten signature in cursive script, appearing to read "John T. Laux".

John T. Laux

Chief of Police

Minneapolis Police Department

JTL:njd

January 13, 1994

Roxie --

This came to me .. a request that the Attorney General attend the Baltimore Sun's Police Officer of the Year awards luncheon April 28.

It strikes me as far too marginal an event to justify the time away from the office. I am not aware of any crime initiative or crime bill matter that is likely to need a boost on that date.

Nonetheless, you might see if it strikes a responsive chord with the AG.

Carl

(Phase reject)



'94 JAN 24 10:37

Washington Bureau
1627 K Street NW
Suite 1100
Washington, DC 20006-1792
(202) 452-8250

EXECUTIVE SECRETARY

Paul West
Bureau Chief

January 11, 1994

Mr. Carl Stern
Director, Public Affairs
Department of Justice
Washington, D.C.

Roxie

Dear Mr. Stern:

On April 28, the Baltimore Sun will be holding its 37th annual Police Officer of the Year awards luncheon. Some 60 police men and women from throughout the state of Maryland are expected to be nominated this year. Two awards will be given: one for community service and one for law enforcement.

We would be greatly honored if the Attorney General would agree to be this year's luncheon speaker. With her abiding interest in law enforcement and the administration's pending effort to put 100,000 more officers on the street, there is no better choice.

Among those expected to attend the luncheon, in addition to the nominated officers and their families, are Mayor Schموke and other elected officials from the state. The luncheon typically draws several hundred people, although if the Attorney General were to speak, we would expect a larger audience.

Last year's speaker was one of the creators of the television program "Homicide," which, as you may know, is set in Baltimore. Certainly there are few places in the country these days more closely associated in the public mind with law enforcement than Baltimore.

I know how crowded the Attorney General's schedule is and how many speaking requests she receives. But given the relatively short travel time and the timeliness of this event, we are hopeful she can accept this one.

Thanks for your help.

Very truly yours,

Paul West



East Tennessee Victims' Rights Task Force

P.O. Box 872 • Knoxville, Tennessee • (615) 673-4561

4/25-29

January 10, 1994

94 JAN 25 10:53

Attorney General Janet Reno
U.S. Department of Justice
10th St. & Constitution Ave., N.W.
Washington, D.C. 20530

RE: Invitation for Speaking Engagement Victims' Rights Week '94

Dear General Reno:

When this group first thought of Victims' Rights Week and celebrating the accomplishments of the Victims' Rights Movement, we naturally thought of you who symbolizes justice in our country and in our community. You are our "shero" standing for law enforcement in a sometimes lawless society. You have come to symbolize justice for innocent victims whose rights have historically been ignored.

Like yourself, we are also saddened by the dramatic increase in the number of police officers killed in the line of duty in 1993 by predators on our streets. The empty space on the Police Memorial will be lessened considerably with the addition of 152 names. As we mourn those who gave their lives in service to the community we are reminded of the inscription on the Memorial that states, "It is not how these men died that made them heroes, but how they lived their lives."

The East Tennessee Victims' Rights Task Force is a grassroots organization comprised of representatives from our local law enforcement agencies, Victim-Witness Programs on a local, state and federal level, Battered Women's Advocates, Rape and Sexual Assault Crisis Center, Safe Campuses Now, MADD, SADD, RID and Homicide Survivor's Groups. We represent a community that has martialled resources to carry out community policing efforts.

I am proud to announce that in our city, domestic violence homicides reduced from 77% of total homicides to 7% in 5 years. Our overall crime rate decreased by 11% while other areas of the state saw increases. Our police department is accredited and has received national recognition for their reduction of domestic homicides as well as in other areas. We owe thanks, at least in part, to Duane Regan with OVC and the Law Enforcement Training and Technical Assistance Grant that our state received that made advocating pro-arrest policies and liability management strategies legitimate.

I refer to our efforts as community policing because victims' groups such as ours police the system while the system works in partnership with the community for a record to be proud of which has resulted in an overall decrease in violent crime. Our

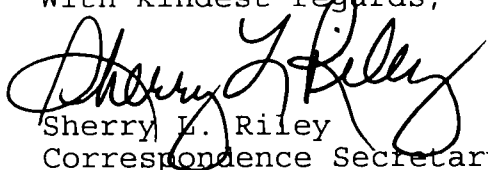
Task Force sponsors legislative forums to educate the community while making us informed voters and at the same time holding elected officials accountable to the public.

We would like to cordially invite you to be our keynote speaker for a Victims' Rights Week luncheon. We could schedule our luncheon anytime that week around your availability Monday through Thursday. On Friday the Task Force is sponsoring a gubernatorial forum that will be covered by our local NBC affiliate and Scripps Howard Broadcasting Co. We would be honored if you would accept.

I am sure that you receive many invitations to speak. We feel that our community is unique in that we embody a community working in partnership and mutual respect with law enforcement. We are also unique in that we have seen our efforts effectively reduce violent crime in our community, and where efforts have been concentrated (such as domestic violence) the reductions have been dramatic.

As you are our first choice for a luncheon speaker, I would very much appreciate your R.S.V.P. at your earliest convenience. Please call me, Sherry Riley, at (615)974-1313. That is my work number at the University of Tennessee Institute for Public Service. I look forward to hearing from you or your staff. Please keep up the good work!

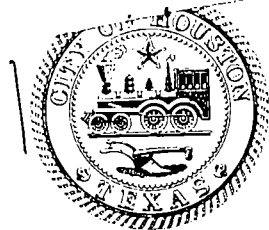
With kindest regards,



Sherry L. Riley
Correspondence Secretary

* The ETVRTF is a non-profit agency registered with the Tennessee Secretary of State, currently completing application for 501(c)(3) status with IRS.

3/21



CITY OF HOUSTON

Houston Police Department

61 Riesner Street Houston, Texas 77002 713/247-1000

Bob Lanier, Mayor

CITY COUNCIL MEMBERS: Helen Huey Michael J. Yarbrough Martha J. Wong Alfred J. Calloway Joe Roach Ray F. Driscoll John Kelley Felix Fraga
Ben T. Reyes Gracie Guzman Saenz Eleanor Tinsley Lloyd Kelley Sheila Jackson Lee Judson W. Robinson III CITY CONTROLLER: George Greanias

January 10, 1994

Sam Nuchia
Chief of Police



The Honorable Janet Reno
Attorney General of the United States
Department of Justice
10th and Constitution Avenue., N.W.
Washington, D.C. 20530

Dear Attorney General Reno:

On behalf of the Planning Committee for the FIRST ANNUAL CONFERENCE FOR WOMEN IN POLICING: "Building on Traditions," to be held in Houston, Texas on March 28 - 29, 1994, I am inviting you to be a guest speaker. The conference will take place at the Allen Center Doubletree Hotel, 400 Dallas Avenue, and we would be honored if you would speak at a luncheon on March 29th at 12:00 noon.

As leader of the nation's law enforcement personnel, your participation in this conference will motivate others to strive toward excellence in policing. The two day symposium will develop strategies to address issues that are of special concern to women in law enforcement. The workshops will include Mentoring/Networking, Stress Management Unique to Women in Law Enforcement, Balancing Work and Family, Problem Solving, Training/Issues in Supervision, Sexual Harassment, Training/Self Defense, Training/Skills Assessment and Development, and Open Forum.

I hope your schedule will permit you to accept this invitation. It will be a privilege to have you as an honored guest in our city. Please have a member of your staff R.S.V.P. to Lieutenant G.S. Stewart of the Planning Committee at (713) 247-8693 or 1-800-252-0473 prior to February 1, 1994. Thank you for your consideration of this request.

Sincerely,

A handwritten signature in black ink, appearing to read "Sam Nuchia".

Sam Nuchia
Chief of Police

cmn



4/30
PSR/Hawaii 47-410 Lulani St Kaneohe HI 96744
J.I. Frederick Reppun MD, Coordinator
Phone: 808-239-8383 Fax: -7037

'94 JAN 14 P1:11

26 December 1993

FREDERICK REPPUN

Attorney General Janet Reno
U.S. Department of Justice
Washington DC

Dear Attorney General Reno

I enclose a copy of a letter I addressed to you on 30 October 1993, inviting you to be a keynote speaker at our symposium on violence on Saturday 30 April 1994 in Honolulu.

To date I have had no response, neither from you nor from anyone on your staff.

In view of the fact that whether you come or not will make a big difference in the size of the expected audience, the time is growing short for us to reserve an auditorium.

I hope you will be able to make it.

Aloha,



encl

PSR/Hawaii 47-410 Lulani St Kaneohe HI 96744
J.I.Frederick Reppun MD, Coordinator
Phone: 808-239-8383 Fax: -7037

30 October 1993

U.S.Attorney General
Janet Reno Esq
The Justice Department
Washington DC

Dear Attorney General Reno

We, the Hawaii Chapter of the Physicians for Social Responsibility, together with the the Hawaii Chapter of Psychologists for Social Responsibility, have in mind to organize a 1-day symposium on the subject of Violence: How Do We Deal with it ?

Tentatively, it is to be scheduled for all day Saturday on either the 23rd or the 30th of April 1994.

We invite you to come to Hawaii to be one of the keynote speakers. We realize how busy you must be with your duties; on the other hand, we are in hopes that you might like to include Hawaii as you criss-cross the country in an attempt to deal with the epidemic of violence occurring in our society. Incidentally, we here in Honolulu have our share of the national problem.

Our joint working committee has narrowed the agenda, tentatively, to four sub-headings: (1) Interpersonal and in the family; (2) in the community and in our State; (3) nationally, in our country; and (4) internationally, in the world.

Many details remain to be worked out, but we have already received expressions of interest in the project from the Matsunaga Institute for Peace at the University of Hawaii, from the Wo International Center at Punahou School, and we hope to involve the churches and other organizations.

We await your response with eagerness.

Best wishes and Aloha

November 18, 1993

4/9

The Honorable Janet Reno
Attorney General of the United States
U.S. Department of Justice
Tenth Street & Constitution Avenue, N.W.
Washington, D.C. 20530

RECEIVED
DEPT. OF JUSTICE

Dear General Reno:

'93 NOV 18 P4:30

At the end of July, I wrote you expressing how vitally important the speech you delivered to this summer's meeting of the National Association of Counties had been. In that speech you brought a critical message about your commitment to the nation's children and your views concerning the necessity for the various branches of government and the public schools to work together to bring a unified approach to children's services at the earliest age possible.

I believe strongly that your message must be heard by our nation's local school board members. They hold the real responsibility for educating youngsters in the more than 15,000 local public school districts in the United States. Thus, I reiterate our invitation that you address this year's 54th Annual Conference and Exposition of the National School Boards Association to be held in New Orleans, Louisiana, April 9-12, 1994. ✓

I want to restate how important I believe our audience of local public school district governance officials can be to moving ahead your agenda. At our forthcoming annual conference, we expect more than 7,000 school board members and school administrators from every section of the United States (including almost all of our nation's large urban school districts). These are the people who are in a real position to take your message back home and act on it. And they have begun to move in the direction you wisely counsel. (See, for example, the enclosures.)

Specifically, we invite you to keynote the opening general session to be held at 11:00 a.m. Saturday, April 9, in the New Orleans Convention Center. The keynote speech at this opening session is the most visible address given to the leaders of public education in the nation each year.

General Reno, we'd be honored to have you keynote our annual meeting this year. But, even more important, I believe it is essential for public school district leaders across our nation to hear your views on this critical subject firsthand. In order to move forward with final plans for announcing conference speakers and then into production of the program book, I hope you'll be able to review your schedule and give us a commitment to accept this invitation at the earliest possible time. Once again, you may have your appointments director contact our assistant executive director in charge of the conference, Bob Lucas, whose direct telephone number is 703-838-6790.

We will look forward to hearing from you.



1680 Duke Street
Alexandria, Virginia 22314-3493
(703) 838-NSBA
FAX: (703) 683-7590

Very truly yours,

Thomas A. Shannon
Executive Director

SERVICE TO AMERICA'S YOUTH: A JOINT STATEMENT-----
PARTICIPANTS

American Association of School Administrators
International City/County Management Association
National Association of Counties
National Association of Towns and Townships
National League of Cities
National School Boards Association
U.S. Conference of Mayors

Children are our nation's most valuable resource and represent the nation's future. It is essential that each child have the support needed to become a productive citizen in the world of the twenty-first century. Also, it is essential to change the delivery of services to provide improved access and quality services for those most at risk.

However, demographic trends, including trends in American family life, have given rise to complex needs not easily addressed by current service delivery approaches. For example, the difficulties which many children experience at school frequently are the results of poor health, inadequate nutrition, lack of parental support, troubled family lives, or a dangerous environment, and are not just educational. At the local level, the services provided to address these needs are often distributed across a variety of governmental agencies, with the result that children remain at risk and are receiving fragmented services.

Because the healthy development of children is so critical, the national associations representing local government have met for the purpose of collaborating on a process of change to secure the collective future of our children, and ultimately the well-being of the nation. Foremost, we believe that a greater commitment must be made by all governmental agencies, at all levels of government, to serve youth. This must be done in a holistic child-centered manner, emphasizing collaboration among local governmental agencies.

To foster greater collaboration among local governments, the participating associations agree that a common vision for providing services should be established. This vision should recognize the necessity for: 1) services which address the needs of the whole child and the child's family; 2) service interventions at the earliest appropriate age levels, including pre-natal health care; 3) services which are brought to the child, especially the full utilization of school sites and other neighborhood centers. Successful collaboration will require each governmental agency to provide the funding and services for which it is responsible in a spirit of change, recognizing that needed services are interrelated and must be integrated.

Additionally, the participating national associations representing local government agree to work together to:

- Plan a sustained collaborative effort at the national level to provide leadership in serving children.
- Launch a national advocacy campaign to increase public awareness concerning the vital importance of interagency collaboration. Major goals of this campaign would include:
 - A National Summit on Serving the Whole Child, bringing together policymakers from all governmental levels, the private sector, and the general public to explore policy and program options for the coordination of services, and
 - Joint legislative initiatives to further interagency collaboration.
- Establish association policies that strongly encourage collaboration.
- Encourage a shift in emphasis to cost-effective preventative programs in recognition of the enormous resources now being devoted to institutional care.
- Develop approaches for local action, including information concerning successful programs, to assist their members at the state and local level to implement interagency collaborative programs.
- Encourage their members at the state and local level to exercise a leadership role in:
 - Evaluating existing programs in terms of meeting the needs of children and effectively coordinating services;
 - Developing governmental policies to encourage collaboration in the delivery of services; and
 - Involving the community in these efforts.

It is the hope that this historic meeting, which is the first between the leaderships of national associations representing school districts, cities, counties, towns, and townships, will set an important course in the delivery of services. The participating associations are confident that interagency collaboration will benefit children and will build a strong, prosperous nation.

February 17, 1991
Wingspread Conference Center
Racine, Wisconsin

LOCAL COLLABORATION FOR CHILDREN AND YOUTH
(revised 9/8/93)

OUR VISION

Children are our nation's most valuable resource and represent the nation's future. It is essential that each child have the support needed to become a productive citizen in the world of the twenty-first century. These children live, grow up and work in our cities, towns, counties, townships, and school districts. The local elected leaders, managers, and administrators of these cities, towns, counties, townships, and school districts have a vested interest in strengthening their individual and collective roles in addressing the needs of children and youth. To this end, the seven organizations representing local governance agree, through an historic Joint Statement on Services to America's Youth (see attached), to collaborate on a process of change to secure the collective future of our children and ultimately the well-being of the nation.

OUR DEFINITION OF COLLABORATION

It is understood by these organizations that collaboration is joint planning, management, and implementation of integrated services that builds on the strengths of participating organizations, and works toward a common goal.

OUR COMMITMENT

We commit ourselves to implement the vision in the following ways. We shall:

- A. plan a sustained collaborative effort at the national level to provide leadership in serving children;
- B. establish association policies that strongly encourage collaboration;
- C. undertake a national advocacy campaign to increase public awareness concerning the vital importance of interagency collaboration; and
- D. develop approaches for local action to implement interagency collaborative programs.

A. PLAN A SUSTAINED COLLABORATIVE EFFORT AT THE NATIONAL LEVEL TO PROVIDE LEADERSHIP IN SERVING CHILDREN

1. Establish a national task force that will a) identify and break down barriers that impede effective service delivery for children and youth, and b) develop incentives to promote effective collaboration at the local level.

Time: 18-24 months
Lead: National Association of Counties
National School Boards Association
Funds: seek outside funding

2. Prepare a summary of the proceedings of the Wingspread Conference

Time: Completed
Lead: National School Boards Association
Funds: No funding necessary

3. Establish a formal organizational structure, including provisions for a Policy Board composed of the executive directors of the respective organizations and a Steering Committee composed of the members of the staff working group, procedures for decision-making, etc.

Time: Completed
Lead: National School Boards Association
Internat'l City/County Management Assoc.
Funds: none required

4. Encourage members to engage in discussions about youth issues and collaborations.

- a) Include a session on the subject of collaboration at each organization's annual conference or other national meeting.

Time: 1991-92
Lead: National Association of Towns & Townships
Funds: self-funded

- b) Each organization will publish a major article or "insert" on collaboration in a member-oriented publication at least once annually and circulate the publication among the other six Associations.

Time: seven times per year (one time per organization)
Lead: Internat'l City/County Management Assoc.
Funds: self-funded

A. continued

4. Encourage members to engage in discussions about youth issues and collaborations [continued].

- c) Encourage each state association to replicate a) and b) above.

Time: ongoing
Lead: all seven groups individually
Funds: self-funded

5. Increase organization staff awareness of and interest in collaborative efforts.

- a) Exchange publications among all seven organizations.

Time: completed
Lead: National School Boards Association to circulate mailing lists
Funds: self-funded

- b) Collect and exchange other information on each organization's activities to promote collaboration within its own membership.

Time: process to be in place prior to February 1992 meeting of larger group from our organizations
Lead: National Association of Counties
Funds: self-funded

- c) Conduct a seminar on successful collaboration for staff members and perhaps principals and members from the DC area.

Time: to be determined
Lead: National League of Cities
Funds: seek outside funding or charge registration fee

6. Engage leadership of the seven organizations in discussions about youth issues and collaboration to include:

- a) An annual meeting of the elected and appointed leadership.

Time: annually
Lead: National League of Cities
Funds: self-funded

A. continued

6. Engage leadership of the seven organizations in discussions about youth issues and collaboration to include [continued]:

b) Regular meetings of the policy board.

Time: at least annually (may be in conjunction with another meeting)
Lead: National League of Cities
Funds: self-funded

c) Regular correspondence among the executive directors.

Time: seven times per year (each organization's executive director to write one letter per year)
Lead: National League of Cities
Funds: self-funded

B. ESTABLISH ASSOCIATION POLICIES THAT STRONGLY ENCOURAGE COLLABORATION

1. Each organization shall reaffirm the Wingspread Joint Statement and facilitate the passage by its governance structure (delegate assemblies or comparable entities) of policies/resolutions endorsing the Wingspread Joint Statement and/or the concept of local collaboration to provide services to children.

Time: 1991-92
Lead: National School Boards Association
Funds: no funding necessary

2. Collect organizations' current policies addressing youth issues and collaboration and identify common elements.

Time: September 1991
Lead: National School Boards Association
Funds: no funding necessary

3. Develop a model policy/resolution that includes elements identified as essential to assist the organizations in drafting appropriate policies/resolutions and to serve as an example for the state affiliates of the seven organizations.

Time: to be determined
Lead: National School Boards Association
Funds: no funding necessary

C. UNDERTAKE A NATIONAL ADVOCACY CAMPAIGN TO INCREASE PUBLIC AWARENESS CONCERNING THE VITAL IMPORTANCE OF INTERAGENCY COLLABORATION

1. Review the activities of other national organizations in support of collaboration and assist these organizations as appropriate in disseminating publications, information, meeting plans, and other activities.

Time: ongoing
Lead: American Assoc. of School Administrators
Funds: no funding necessary

2. Plan a meeting similar to the Wingspread Conference of approximately 250 leaders (up to 50 from the state and constituent leadership of each organization) to increase awareness of and expand the commitment within our organizations to collaboration and to implementation of the Wingspread joint statement.

Time: 1995
Lead: logistics: Internat'l City/County
Management Assoc.
content: National League of Cities
Funds: grant and/or registration fees

3. Establish a plan for an awards program to recognize exemplary collaborative efforts at the local level.

Time: such a program implemented in 1992
Lead: National League of Cities
Funds: self-funded

4. Continue to share information on legislative initiatives and, where appropriate, combine advocacy activities.

Time: ongoing
Lead: National School Boards Association
Funds: not applicable

D. DEVELOP APPROACHES FOR LOCAL ACTION TO IMPLEMENT INTERAGENCY COLLABORATIVE PROGRAMS

Time: to be determined
Lead: Steering Committee
Funds: foundations (e.g., Annie E. Casey, Kellogg, or Robert Wood Johnson)

1. Prepare an informational program that communicates the core values of Local Collaboration for Children and Youth to be used at the local level.
 - a) Develop a handbook with a facilitator's guide.
 - b) Develop a videotape about Local Collaboration for Children and Youth that can be used alone or with the handbook.
2. Develop publications, as needed.
3. Develop a data base regarding existing programs (e.g., insert into Local Exchange).
4. Develop a bibliography of resources for use at the local level.
 - a) maintain and enlarge a list of resources (examples, books, articles, organizations, etc.)
 - b) provide the list to the seven associations and to Local Exchange
 - c) share information quarterly (suggested uses include publishing in associations' member publications).
5. Develop a program (including establishment of criteria for participation) to assist communities in collaborative projects, to include:
 - a) a resource bank of representatives from the participating organizations and local representatives from communities that have developed successful collaborations.
 - b) teams of approximately three persons each to go to communities and provide consulting services as requested.
 - c) a training program to prepare the consulting teams for their task.
 - d) informational material about the consulting service.

NATI SCHOOL ARDS ASSOCIATI
November 18, 1993

4/9

The Honorable Janet Reno
Attorney General of the United States
U.S. Department of Justice
Tenth Street & Constitution Avenue, N.W.
Washington, D.C. 20530

Dear General Reno:

'93 NOV 18 P4:30

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General Reno, we'd be honored to have you keynote our annual meeting this year. But, even more important, I believe it is essential for public school district leaders across our nation to hear your views on this critical subject firsthand. In order to move forward with final plans for announcing conference speakers and then into production of the program book, I hope you'll be able to review your schedule and give us a commitment to accept this invitation at the earliest possible time. Once again, you may have your appointments director contact our assistant executive director in charge of the conference, Bob Lucas, whose direct telephone number is 703-838-6790.

We will look forward to hearing from you.



1680 Duke Street
Alexandria, Virginia 22314-3493
(703) 838-NSBA
FAX: (703) 683-7590

Very truly yours,

A handwritten signature in dark ink, appearing to read "Tom Shannon". The signature is fluid and cursive, written over a horizontal line.

Thomas A. Shannon
Executive Director

SERVICE TO AMERICA'S YOUTH: A JOINT STATEMENT-----
PARTICIPANTS

American Association of School Administrators
International City/County Management Association
National Association of Counties
National Association of Towns and Townships
National League of Cities
National School Boards Association
U.S. Conference of Mayors

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February 17, 1991
Wingspread Conference Center
Racine, Wisconsin

ENCLOSURE #2

LOCAL COLLABORATION FOR CHILDREN AND YOUTH
(revised 9/8/93)

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Lead: National Association of Counties
National School Boards Association
Funds: seek outside funding

2. Prepare a summary of the proceedings of the Wingspread Conference

Time: Completed
Lead: National School Boards Association
Funds: No funding necessary

3. Establish a formal organizational structure, including provisions for a Policy Board composed of the executive directors of the respective organizations and a Steering Committee composed of the members of the staff working group, procedures for decision-making, etc.

Time: Completed
Lead: National School Boards Association
Internat'l City/County Management Assoc.
Funds: none required

4. Encourage members to engage in discussions about youth issues and collaborations.

- a) Include a session on the subject of collaboration at each organization's annual conference or other national meeting.

Time: 1991-92
Lead: National Association of Towns & Townships
Funds: self-funded

- b) Each organization will publish a major article or "insert" on collaboration in a member-oriented publication at least once annually and circulate the publication among the other six Associations.

Time: seven times per year (one time per organization)
Lead: Internat'l City/County Management Assoc.
Funds: self-funded

A. continued

4. Encourage members to engage in discussions about youth issues and collaborations [continued].
 - c) Encourage each state association to replicate a) and b) above.

Time: ongoing
Lead: all seven groups individually
Funds: self-funded
5. Increase organization staff awareness of and interest in collaborative efforts.
 - a) Exchange publications among all seven organizations.

Time: completed
Lead: National School Boards Association to circulate mailing lists
Funds: self-funded
 - b) Collect and exchange other information on each organization's activities to promote collaboration within its own membership.

Time: process to be in place prior to February 1992 meeting of larger group from our organizations
Lead: National Association of Counties
Funds: self-funded
 - c) Conduct a seminar on successful collaboration for staff members and perhaps principals and members from the DC area.

Time: to be determined
Lead: National League of Cities
Funds: seek outside funding or charge registration fee
6. Engage leadership of the seven organizations in discussions about youth issues and collaboration to include:
 - a) An annual meeting of the elected and appointed leadership.

Time: annually
Lead: National League of Cities
Funds: self-funded

A. continued

6. Engage leadership of the seven organizations in discussions about youth issues and collaboration to include [continued]:

b) Regular meetings of the policy board.

Time: at least annually (may be in conjunction with another meeting)

Lead: National League of Cities

Funds: self-funded

c) Regular correspondence among the executive directors.

Time: seven times per year (each organization's executive director to write one letter per year)

Lead: National League of Cities

Funds: self-funded

B. ESTABLISH ASSOCIATION POLICIES THAT STRONGLY ENCOURAGE COLLABORATION

1. Each organization shall reaffirm the Wingspread Joint Statement and facilitate the passage by its governance structure (delegate assemblies or comparable entities) of policies/resolutions endorsing the Wingspread Joint Statement and/or the concept of local collaboration to provide services to children.

Time: 1991-92

Lead: National School Boards Association

Funds: no funding necessary

2. Collect organizations' current policies addressing youth issues and collaboration and identify common elements.

Time: September 1991

Lead: National School Boards Association

Funds: no funding necessary

3. Develop a model policy/resolution that includes elements identified as essential to assist the organizations in drafting appropriate policies/resolutions and to serve as an example for the state affiliates of the seven organizations.

Time: to be determined

Lead: National School Boards Association

Funds: no funding necessary

C. UNDERTAKE A NATIONAL ADVOCACY CAMPAIGN TO INCREASE PUBLIC AWARENESS CONCERNING THE VITAL IMPORTANCE OF INTERAGENCY COLLABORATION

1. Review the activities of other national organizations in support of collaboration and assist these organizations as appropriate in disseminating publications, information, meeting plans, and other activities.

Time: ongoing
Lead: American Assoc. of School Administrators
Funds: no funding necessary

2. Plan a meeting similar to the Wingspread Conference of approximately 250 leaders (up to 50 from the state and constituent leadership of each organization) to increase awareness of and expand the commitment within our organizations to collaboration and to implementation of the Wingspread joint statement.

Time: 1995
Lead: logistics: Internat'l City/County
Management Assoc.
content: National League of Cities
Funds: grant and/or registration fees

3. Establish a plan for an awards program to recognize exemplary collaborative efforts at the local level.

Time: such a program implemented in 1992
Lead: National League of Cities
Funds: self-funded

4. Continue to share information on legislative initiatives and, where appropriate, combine advocacy activities.

Time: ongoing
Lead: National School Boards Association
Funds: not applicable

D. DEVELOP APPROACHES FOR LOCAL ACTION TO IMPLEMENT INTERAGENCY COLLABORATIVE PROGRAMS

Time: to be determined
Lead: Steering Committee
Funds: foundations (e.g., Annie E. Casey, Kellogg, or Robert Wood Johnson)

1. Prepare an informational program that communicates the core values of Local Collaboration for Children and Youth to be used at the local level.
 - a) Develop a handbook with a facilitator's guide.
 - b) Develop a videotape about Local Collaboration for Children and Youth that can be used alone or with the handbook.
2. Develop publications, as needed.
3. Develop a data base regarding existing programs (e.g., insert into Local Exchange).
4. Develop a bibliography of resources for use at the local level.
 - a) maintain and enlarge a list of resources (examples, books, articles, organizations, etc.)
 - b) provide the list to the seven associations and to Local Exchange
 - c) share information quarterly (suggested uses include publishing in associations' member publications).
5. Develop a program (including establishment of criteria for participation) to assist communities in collaborative projects, to include:
 - a) a resource bank of representatives from the participating organizations and local representatives from communities that have developed successful collaborations.
 - b) teams of approximately three persons each to go to communities and provide consulting services as requested.
 - c) a training program to prepare the consulting teams for their task.
 - d) informational material about the consulting service.