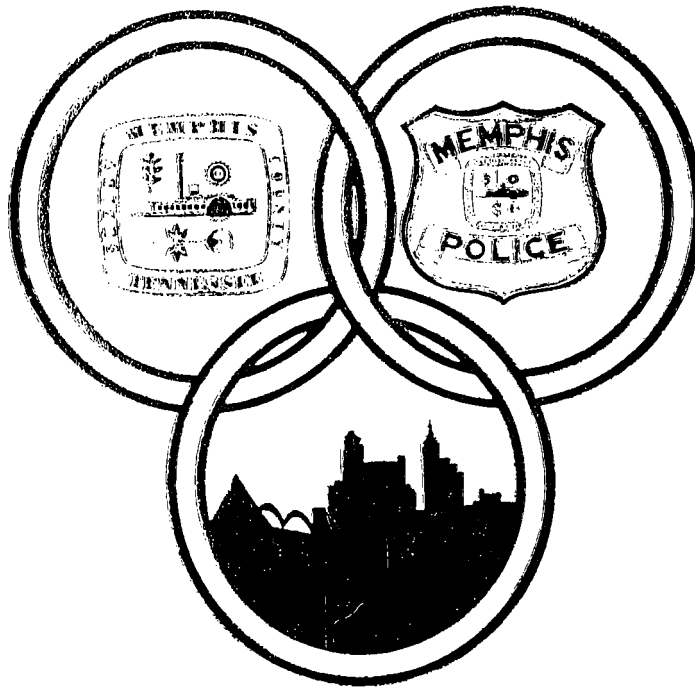


June - 1964
Given to me at
conference in
Nashville last
week by
V.P.



PHOTOCOPY
PRESERVATION

POLICE SERVICES DIVISION
MELVIN T. BURGESS, SR., DIRECTOR

PROGRESS TOWARD A BETTER FUTURE

City of
Memphis

TENNESSEE



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EDDIE B. ADAIR
Deputy Director
Division of Police Services

Opening Statement, July 30, 1993
Deputy Director, Eddie Adair
Memphis Police Department
PROGRESSIVE FOUNDATION
Family Reunion II: Reinventing Family Policy
Roundtable Discussion: "HOW DO WE TRANSCEND BARRIERS?"

GOOD MORNING. .

TO THE HONORABLE AL GORE, VICE PRESIDENT OF THE UNITED STATES, AND A MAN I HAVE LONG ADMIRER, AND TO THE MANY OTHER DISTINGUISHED AND ACCOMPLISHED LEADERS WITH WHOM I HAVE THE PRIVILEGE THIS MORNING OF JOINING IN THIS VERY CRITICAL ROUNDTABLE DISCUSSION.

I AM HONORED TO BE AMONGST YOU AND TO BE ALLOWED THIS OPPORTUNITY TO DISCUSS, FROM THE PERSPECTIVE OF LAW ENFORCEMENT -- SOME OF THE MANY BARRIERS WE ARE FACED WITH AS WE ATTEMPT TO KEEP THE CITIZENS IN OUR CITY SAFE.

AS A POLICE FORCE, WE ARE OFTEN EXPECTED TO TOSS ASIDE THE CAPS WE WEAR AND REPLACE THEM WITH THE HATS OF VARIOUS SOCIAL PROFESSIONS. ON THE STREETS, WE ARE EXPECTED TO BECOME COUNSELORS, PSYCHOLOGISTS, LAWYERS, BEST FRIENDS, YES, AND PARENTS TO THE CHILDREN WHO HAVE BECOME THE SINGLE GREATEST PERPETRATORS OF VIOLENT AND PERSONAL CRIMES IN THIS COUNTRY.

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LIKE COMMUNITIES ALL ACROSS THIS NATION, MEMPHIS HAS A PERSONALITY OF IT'S OWN. LABELED AMERICA'S DISTRIBUTION CENTER, IT IS A MAJOR TRANSPORTATION HUB, WITH AN INTERNATIONAL AIRPORT, A MAJOR WATER PORT, AND TWO MAJOR INTERSTATE HIGHWAY SYSTEMS.

WHILE ONLY ABOUT NINE HUNDRED THOUSAND PEOPLE LIVE IN THE MEMPHIS METRO AREA, IT IS NOT UNCOMMON TO HAVE OVER A MILLION AND A HALF RESIDENTS, TOURISTS, AND SUBURBAN DWELLERS WITHIN THE CITY'S BOUNDARIES AT ANY GIVEN TIME.

THERE ARE A LOT OF YOUNG PEOPLE IN MEMPHIS. UNEMPLOYMENT IS HIGH AND THE PER CAPITA INCOME IS ABOUT \$13,000 A YEAR FOR A FAMILY OF FOUR. TEN PERCENT OF OUR POPULATION EARN LESS THAN FIVE THOUSAND DOLLARS A YEAR, AND JUST UNDER A FIFTH OF THE PEOPLE WE SERVE LIVE IN POVERTY.

SO, ALSO LIKE OTHER LARGE CITIES, DRUGS AND CRIME IN MEMPHIS ARE GROWING PROBLEMS. VIOLENT CRIMES SUCH AS RAPES, ROBBERIES, MURDERS AND DRIVE-BY SHOOTINGS HAVE BECOME QUITE POPULAR AND HAVE INCREASED SIGNIFICANTLY. INDEED, IF THE PATTERN CONTINUES, THIS WILL BE A BANNER YEAR FOR VIOLENT AND SENSELESS KILLINGS IN MEMPHIS.

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THE UNUSUALLY HIGH CRIME RATE IS EXACERBATED BY THE INFLUX OF DRUGS, ESPECIALLY CRACK; AND IDENTIFYING MEANINGFUL WAYS OF COPING WITH THESE PROBLEMS IS OF GREAT CONCERN TO THE MEMPHIS POLICE DEPARTMENT.

WE ARE ACUTELY AWARE THAT WE CAN ONLY HELP ELIMINATE THESE ILLS, FOR SOLVING THEM REQUIRES THE CUMULATIVE EFFORTS OF COMMUNITIES, CORPORATIONS, SCHOOLS, FAMILIES AND GOVERNMENT AT ALL LEVELS. ULTIMATELY WE MUST FIND A CURE FOR THE MOST SERIOUS ILLNESS FACING THE PEOPLE WE SERVE, THE LACK OF ECONOMIC OPPORTUNITY. IN OUR COMMUNITY, THIS CONDITION IS LIKEN TO GENOCIDE.

POVERTY AND LACK OF GOOD JOBS COMPOUNDED BY WIDESPREAD FAMILY DYSFUNCTION, DISCRIMINATION AND NEIGHBORHOOD NEGLECT ARE ALL BARRIERS. AND EACH CONTRIBUTES TO THE FERTILE BREEDING GROUND FOR STREET GANGS, WHICH IS ANOTHER THREAT TO OUR CITY AND ANOTHER BARRIER FOR POLICE AND FAMILIES.

AS A RESULT, MY WORK AS A LAW ENFORCEMENT OFFICER IS MORE DIFFICULT THESE DAYS. AS A MATTER OF POLICY, WE HAVE BEEN FORCED TO SET ASIDE TRADITIONAL WAYS OF POLICING AND BECOME MORE NON-TRADITIONAL, AND A LOT MORE VERSATILE AND CREATIVE.

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EVERYDAY WE ARE FACED WITH SYMPTOMS OF THE CRUMBLING FAMILY STRUCTURE, VIOLENCE IN THE FAMILY HAS REACHED AN ALL-TIME HIGH. IN FACT, ABOUT 80 PERCENT OF THE CALLS WE RECEIVE ARE THE RESULT OF DOMESTIC VIOLENCE. AND LIKE THE WORST VIRUS IMAGINABLE, THE HATRED AND ANGER MOVE FROM THE FAMILY INTO THE STREETS - - AND BACK.

MORE AND MORE CHILDREN ARE WALKING THE STREETS AND ENTERING SCHOOL HOUSES CARRYING GUNS AND KNIVES, AND THEY'RE USING THEM. YOUNG MEN IN THE HEAT OF AN ARGUMENT KILL THEIR BEST FRIENDS OVER INCIDENTS AS MINOR AS WHO WON A CRAP GAME.

RECENTLY, IN DOWNTOWN MEMPHIS, A YOUNG WOMAN WAS ROBBED, BEATEN, RAPED, RUN OVER BY HER OWN CAR, AND EVENTUALLY KILLED - - FOR A FEW DOLLARS THAT WOULD BE SPLIT AMONG FIVE YOUNG DESPERATE MEN. THE PERPETRATORS OF THIS UNCONSCIONABLE CRIME WERE AFRICAN AMERICAN BOYS - - BETWEEN THE AGES OF 14 AND 17.

CERTAINLY, NOT AS AN EXCUSE FOR THE MIND-BOGGLING CRIME THEY COMMITTED - - BUT I DARE SAY THAT OUR YOUTH ARE AS MUCH A VICTIM AS THE WOMAN THEY KILLED. YOUNG, BLACK, UNEMPLOYED YOUTH ARE OVERWHELMED WITH FEELINGS OF

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HOPELESSNESS, HELPLESSNESS AND FEAR FOR THEIR OWN FUTURES.

THEY FEEL THE ACUTE PAIN OF JOBLESSNESS AND THEY ARE NOT ENCOURAGED ABOUT ATTENDING SCHOOL BECAUSE IN OUR COSMETIC AND VERY MATERIAL SOCIETY, EXPENSIVE FASHION SYMBOLS HAVE BECOME THE ORDER OF THE DAY - - AND YOUTH ARE DESPERATELY LOOKING FOR WAYS TO COMPETE AND RETAIN THEIR SELF-ESTEEM. AND THEY ARE QUICK TO REMIND ME THAT THEY CAN SELL DRUGS FOR JUST ONE DAY AND HAVE ACCESS TO MORE MONEY THAN THEY WOULD EARN IN MONTHS IF THEY WERE WORKING FULL-TIME FOR MINIMUM WAGE. BUT MORE OFTEN THAN NOT, WHICH TO CHOOSE IS A NOT A DECISION THESE YOUTH WILL HAVE TO MAKE. MANY AREN'T EVEN CONSIDERED FOR THE MINIMUM WAGE JOB. SO, THE LACK OF EMPLOYMENT IS INDEED, A BARRIER.

I DARE SAY THAT THE LACK OF ECONOMIC OPPORTUNITY IS THE SINGLE GREATEST THREAT TO THE AMERICAN FAMILY AS WE KNOW IT. AND THE ABSENCE OF MEANINGFUL ALTERNATIVES IS LITERALLY RIPPING APART THE VERY FABRIC OF THE FAMILY.. AND IN PARTICULAR, THE AFRICAN AMERICAN FAMILY.

VIOLENT CRIME, A SYMPTOM OF THIS ECONOMIC TRAVESTY, IS

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SO SERIOUS THAT RECENTLY OUR STATE LEGISLATORS, JOINED BY GRASSROOTS ORGANIZATIONS, BEGAN PROMOTING THE NOTION OF DUSTING OFF THE ELECTRIC CHAIR AND RE-INSTITUTING THE DEATH PENALTY.

AS MORE IMMEDIATE REMEDIES, AND IN AN EFFORT TO DO AS MUCH AS WE CAN TO HELP, THE MEMPHIS POLICE DEPARTMENT IS DEVELOPING A BETTER-TRAINED, MORE COMMUNITY-ACCESSIBLE WORK FORCE. WE ARE EMPLOYING A PHILOSOPHY THAT WE CALL, "COMMUNITY-ORIENTED POLICING."

IN OTHER WORDS, WE ARE ENDEAVORING TO HELP TRANSFORM EVEN THE MOST CRIME-INFESTED NEIGHBORHOOD INTO A SAFE PLACE FOR CITIZENS LIVE AND WORK. WE ARE COMBINING CIVIL AND CRIMINAL REMEDIES AND DEVELOPING A COMPREHENSIVE STRATEGY FOR SOLVING THE PROBLEMS FACING THE COMMUNITY AND ULTIMATELY, THE CORE OF THE COMMUNITY, WHICH OF COURSE, IS THE FAMILY.

THE DEMAND FOR CREATIVE NON-TRADITIONAL POLICING INCLUDES WORKING WITH CITIZENS AND VARIOUS PUBLIC AND PRIVATE ORGANIZATIONS, AND PLAYING AN ACTIVE ROLE IN ESTABLISHING THE GROUND WORK FOR LONG-TERM COMMUNITY IMPROVEMENTS AND DEVELOPING AGGRESSIVE CAMPAIGNS THAT ENCOURAGE, ESPECIALLY OUR YOUTH TO, "STOP THE VIOLENCE."

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AT THE HELM OF MANY OF OUR COLLABORATIVE EFFORTS IS MEMPHIS MAYOR, DR. W. W. HERENTON.

RECENTLY, MAYOR HERENTON INSTITUTED A BLACK-ON-BLACK CRIME TASK FORCE THAT HAS BEEN VERY ACTIVE IS VERY HELPFUL TO OUR DEPARTMENT. MANY OF THEIR RECOMMENDATIONS ARE BEING CONSIDERED, SOME ARE BEING TESTED.

THE PRIMARY VICTIMS OF BLACK-ON-BLACK CRIME ARE OUR 30,000 RESIDENTS WHO LIVE IN PUBLIC HOUSING. LAST YEAR, WE IMPLEMENTED "OPERATION SATURATION." THE POLICE PROVIDES 24-HOUR FOOT PATROLS, AND WE HAVE SUCCESSFULLY EDUCATED RESIDENTS TO MONITOR AND HELP PROTECT THEIR OWN COMMUNITY.

TO ADDRESS DOMESTIC VIOLENCE, THROUGH OUR FAMILY TROUBLE CENTER, WE PROVIDE TEMPORARY HOUSING AND COUNSELING FOR HUNDREDS OF CHILDREN AGES 0 - 5 AND FOR THEIR PARENTS WHO ARE OR HAVE BEEN CAUGHT-UP IN THE ENTANGLEMENTS OF DOMESTIC VIOLENCE.

TO EDUCATE AND CREATE ALTERNATIVES TO DRUGS AND VIOLENCE, WE NOW SPONSOR AFTER SCHOOL PROGRAMS, DRUGS EDUCATION CONFERENCES, SUMMER YOUTH CAMPS, AN EVEN A BOY'S CHOIR.

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AND WHEN THEY BECOME RESTLESS, WE OFFER YOUTH BASKETBALL, RATHER THAN BURGLARY AT MIDNIGHT.

WE HAVE ALSO BEGUN "OPERATION SAFE STREETS," WHICH IS AN AGGRESSIVE EFFORT BY OUR DEPARTMENT TO GET YOUTH "OFF THE STREET" AT LATE HOURS OF THE NIGHT AND IN EARLY MORNING - - WHEN SOME OF THE MOST SENSELESS OF VIOLENT CRIMES ARE COMMITTED.

MR. VICE PRESIDENT, POLICE DIRECTOR MELVIN BURGESS AND I AGREE THAT INDEED, VIOLENT OFFENDERS SHOULD RECEIVE MANDATORY SENTENCING, AND NON-VIOLENT FIRST-TIME OFFENDERS SHOULD BE ALLOWED REHABILITATION.

WE FURTHER AGREE THAT THE BRADY HANDGUN BILL SHOULD BE PASSED AND THAT IT MUST BECOME MORE DIFFICULT FOR VIOLENT OFFENDERS TO OBTAIN HANDGUNS.

AND WE BELIEVE THAT RACIAL, ETHNIC AND GENDER DISCRIMINATION AND DISHARMONY IN AMERICAN SHOULD BE PUT TO REST BY RESTORING CIVIL RIGHTS ENFORCEMENT AND BY ENFORCING LAWS THAT ENSURE EQUAL OPPORTUNITY FOR ALL AMERICANS. WE UNDERSTAND THIS OBJECTIVE IS A TOP PRIORITY FOR ATTORNEY GENERAL JANET RENO, AND WE

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HUMBLY SUBMIT, THAT THIS AND ALL APPLICATIONS OF EQUITY AND FAIRNESS ARE IMPERATIVE IN MEMPHIS, TENNESSEE.

AND WHILE WE HAVE SUCCESSFULLY EMPLOYED SOME LOCAL REMEDIES, KNOW THAT OUR CITY AND POLICE DEPARTMENT REMAIN OPEN TO AND INDEED, IN SEARCH OF MORE AND BETTER REMEDIES FOR MAKING THE FAMILY STRONGER AND FOR IMPROVING THE QUALITY OF LIFE FOR ALL CITIZENS.

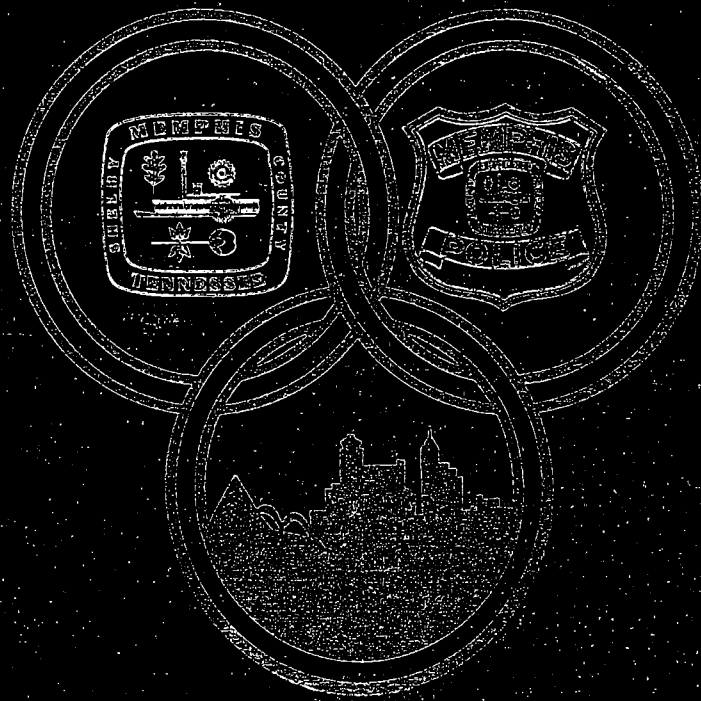
I APPRECIATE HAVING HAD THIS OPPORTUNITY.

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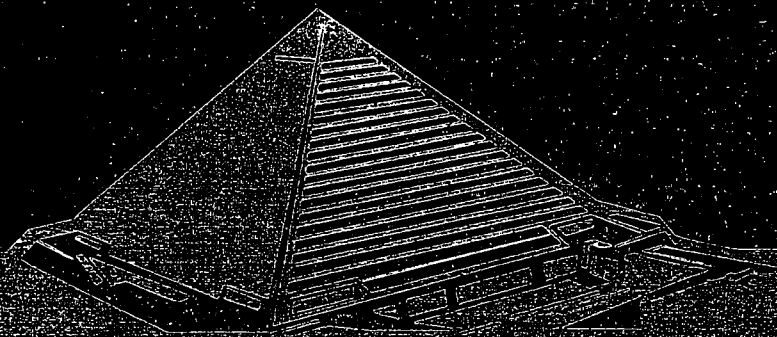
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Memphis Police 1992 Annual Report



POLICE SERVICES DEPARTMENT
1000 NORTH GUYTON AVENUE
MEMPHIS, TENNESSEE 38103

PROGRESS TOWARD A BETTER FUTURE

CRIME BILL -- DOLLARS FOR TENNESSEE, 1995 - 2000

(Revised 8/22/94)

LAW ENFORCEMENT

* **100,000 POLICE** -- Guaranteed minimum of \$44 million -- more than 500 police officers at \$75,000 per officer.

** Given Tennessee's share of the population and the additional \$6.5 billion in discretionary dollars, Tennessee should expect a total of about \$180 million over the next 6 years.

** Of the total, up to 85% can be used to hire about 2,000 police officers. At least 15% -- \$27 million -- can be used to help pay the training, overtime and administrative costs of implementing community policing in Tennessee.

* **PRISONS & BOOT CAMPS** -- \$77 million for prison grants, including military-style boot camp prisons. An additional estimated \$77 million is possible if Tennessee meets the "Truth in Sentencing" target of second-time violent offenders serving 85% of their sentences.

* **BYRNE ENFORCEMENT GRANTS** -- \$1 billion in the Trust Fund will help continue full funding for these grants, including Tennessee's \$8 million annual share.

* **RURAL LAW ENFORCEMENT GRANTS** -- \$2.5 million for drug and crime enforcement in Tennessee's rural areas.

* **DISCRETIONARY GRANTS** -- Tennessee's law enforcement agencies and courts may apply for:

** \$1,000,000,000 -- Drug Court programs (treatment backed up by drug testing and certain punishment for non-violent offenders currently on probation.) Estimated \$20 million for Tennessee -- enough for about 9,800 offenders over six years.

** \$320,000,000 -- Criminal record systems (Brady Law), communications equipment, and DNA testing; and

** \$200,000,000 -- Judges, prosecutors and public defenders (estimated \$4 million for Tennessee).

PREVENTION PROGRAMS

- * **LOCAL PARTNERSHIP ACT** -- \$23 million in direct grants to cities and towns in Tennessee. Wide discretion permits local governments to use the dollars for education, drug treatment, and jobs programs.
- * **VIOLENCE AGAINST WOMEN ACT** -- \$15 million in grants for police, prosecutors and victims services; \$6 million in grants for shelters for battered women and their children; and Tennessee can apply for a share of \$500 million in several discretionary programs.
- * **AFTERSCHOOL AND IN-SCHOOL "SAFE HAVENS" FOR AT-RISK CHILDREN** -- \$18 million for non-profit, community-based organizations in Tennessee.
- * **DRUG TREATMENT IN PRISONS** -- \$4 million to treat up to an estimated 3,900 drug-addicted prisoners in Tennessee prisons over the next 6 years.
- * **LOCAL CRIME PREVENTION BLOCK GRANT** -- \$7 million in direct grants to cities and towns for various programs, including:
 - ** **ANTI-GANG GRANTS** -- to give young people positive alternatives to gangs, such as academic and athletic after-school activities, mentoring programs and scout troops.
 - ** **MIDNIGHT SPORTS LEAGUES** -- to give at-risk youth nightly alternatives to the streets, and for the U.S. Olympic Committee to develop supervised sports and recreation programs in high-crime areas.
 - ** **BOYS AND GIRLS CLUBS** -- to establish clubs in low-income housing communities, and to encourage police officers to live in those communities.
 - ** **TRIAD** -- for partnerships between senior citizens groups, police chiefs and sheriffs to combat crimes against elderly Americans.
 - ** **POLICE PARTNERSHIPS FOR CHILDREN** -- for partnerships between law enforcement and social service agencies to fight crimes against children, and for the creation of youth councils to combat crime.
 - ** **VISITATION CENTERS** -- for supervised centers for divorced or separated parents to visit their children in "safe havens" when there is a history or risk of physical or sexual abuse.

- ** YOUTH DEVELOPMENT CENTERS -- to develop more effective education, training, research, prevention, diversion, treatment and rehabilitation programs for violent juveniles, including alternatives to school suspension and juvenile court diversion.**
- ** SAFE SENIORS CORRIDORS -- to provide older Americans with enhanced protection from crime by increasing police presence and crime prevention activities by community groups.**
- ** HOPE IN YOUTH -- to create Family Outreach Teams composed of youth, parents and school-parent organizers for mentoring, community organizing and peer counseling.**
- * DISCRETIONARY GRANTS -- State agencies and non-profit organizations may apply for a share of:**
 - ** MODEL INTENSIVE GRANTS -- \$626 million for intensive, comprehensive and flexible aid to areas, urban and rural, hardest hit by crime and violence.**
 - ** NATIONAL COMMUNITY ECONOMIC PARTNERSHIP -- \$270 million to extend lines of credit of up to \$2 million to community development corporations to provide small, low-interest loans to businesses in low-income neighborhoods.**
 - ** GANG RESISTANCE EDUCATION AND TRAINING ("GREAT") -- \$45 million for school-based programs to teach children to resist peer pressure and understand the negative impact of gangs and drugs.**
 - ** URBAN RECREATION AND AT-RISK YOUTH -- \$4.5 million to expand recreational facilities in high-crime areas.**

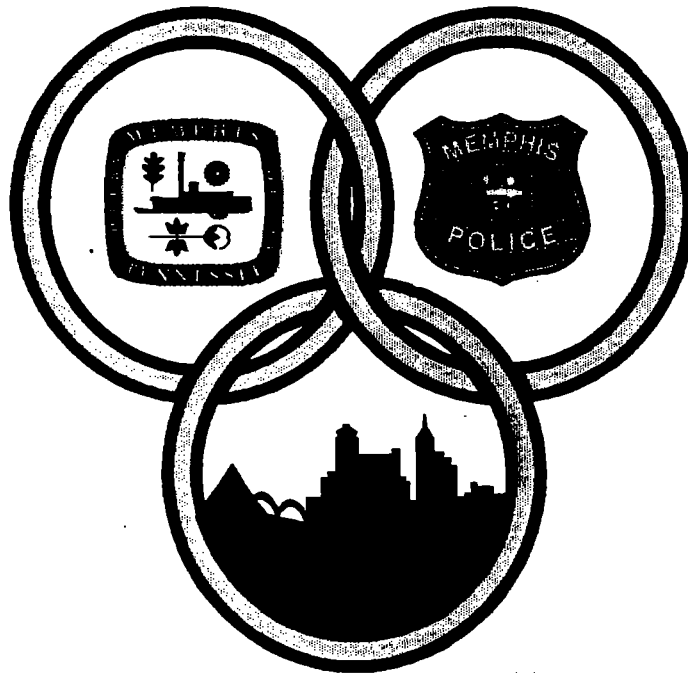
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THREE YEAR COMPREHENSIVE COMMUNITY POLICING DRUG ELIMINATION PLAN



Memphis Police Department
Memphis, Tennessee

Dr. W.W. Herenton
Mayor

Melvin T. Burgess, Sr.
Director of Police