

KEYNOTE SPEECH TRANSCRIPTS

Keynote Address—Henry Gardner Managing Partner, Gardner, Underwood, and Bacon

About 17 years ago, shortly after I was appointed City Manager of Oakland I was asked if I would provide welcoming remarks for a very large convention. I readily consented. The person presiding was introducing me and during the introduction I became concerned because the introduction was longer than the comments that I had planned to make.

And just as that thought occurred to me, the person said I'm very pleased to introduce to you this morning our keynote speaker. I went to the podium and whispered to him that I was not the keynote speaker, that my role was simply to bring greetings.

He said, did you not receive our call, he said, our keynote speaker had to cancel and we asked if you would be the keynote speaker. Whereupon I took a deep breath and spoke for 30 minutes. Now I was given more notice than that for this morning but not much.

I understand that the designated keynote speaker is a very prominent person here in Washington and one who I'm sure you would have been very pleased to hear from. And so it is your misfortune that I have been designated to speak instead.

I thought long about what I would talk about and I had conversations and voice-mail message exchanges with Patrick Coleman. And I looked at the program and I thought what I can I talk about that others are not going to talk about.

And what could I talk about that the designated speaker probably would not have talked about. And I decided that the title of my speech and the nature of the speech is the Color of Justice. Now you can relax, this is not going to be one of those in-your-face speeches.

But I do want to talk about something that I think is extremely important to us as a nation and very important to me as a person of color. Almost 100 years ago a very fiery individual who had a sharp pen wrote:

Between me and the other world, there is ever an unasked question: unasked by some through feelings of delicacy; by others through the difficulty of lightly framing it. All, nevertheless, flutter around it. They approach me in a half-hesitant sort of way, eye me curiously or compassionately, and then, instead of saying directly, How does it feel to be a problem? they say, I know an excellent colored man in my town; or I fought at Mechanicsville; or, Do not these Southern outrages make your blood boil? At these I smile, or am interested, or reduce the boiling to a simmer, as the occasion may require. To the real question, How does it feel to be a problem? I answer, seldom a word.

And yet being a problem is a strange experience. . . . I remember well when the shadows swept across me. I was a little thing away up in the hills of New England.

. . . In a wee wooden schoolhouse, something put it into the boys' and girls' heads to buy gorgeous visiting-cards—ten cents a package—and exchange. The exchange was merry, till one girl, a tall newcomer, refused my card—refused it peremptorily, with a glance. Then it dawned upon me with a certain suddenness that I was different from the others; or like, mayhap, in heart and life and longing, but shut out from their world by a vast veil. I had thereafter no desire to tear down that veil, to creep through; I held all beyond it in common contempt, and lived above it in a region of blue sky and great wandering shadows. . . . [I decided that I would beat them at everything] by reading law, by healing the sick, by telling the wonderful tales that swam in my head—some way. With other black boys the strife was not so fiercely sunny: their youth shrunk into tasteless sycophancy, or into silent hatred of the pale world about them and mocking distrust of everything white; or wasted itself in a bitter cry, Why did God make me an outcast and a stranger in my own house?—W.E.B. DuBois, *The Souls of Black Folk*, 1903.

Could have been written today, if we changed two words, perhaps for “mayhap” and Black for “colored.” Otherwise it could have been written today. Race matters. And it’s uncomfortable to say that, but it matters in our justice system. Race matters.

There are several things that are uncomfortable for us to talk about, but talk about them I believe we must. Americans have had a historic problem talking about race, about religion, about sex, and about politics among strangers. And those are some of the most important things to us that affect us more profoundly than most others except perhaps one, and that’s family. And many of us don’t want to talk about that either. But it’s important that we do so.

We spend, at the last count that I saw, over \$200 billion on crime control. That is a lot of money—\$200 billion. I made several trips to Hong Kong and their currency is tied to the U.S. dollar and it takes several of those to make one U.S. dollar. And whenever I talk about big numbers I tell people that, the number I just gave you, those are U.S. dollars, those are not Hong Kong dollars, \$200 billion annually.

I was talking to the past superintendent of Oakland public schools several years ago. And he told me that he had visited several of the schools and during the question and answer period one young boy raised his hand and he said, “Dr. Mesa (phonetic) nobody cares about us, nobody cares.” He said the community does not care and the school does not care.

And Dr. Mesa said, “But that is not true.” And went on to explain what he and the school board and the community were doing about public education. The young boy would not back down. He said, “I visited my brother in San Jureto (phonetic) the county jail.”

And he said the jail looked better than our school. Dr. Mesa said he looked around him and saw the peeling paint and he did remember being concerned about the exterior of the building as he approached it and the surrounding community. And he said he went back with the resolve, if nothing else, at least they were going to paint the school.

But it speaks volumes to us when a child can say truthfully that the jails look better than the schools. And who is in the jails? Now before I even go through this recitation, I want to tell you that coming from a minority community and having been raised in a minority community, a poor Black community, safety is as important to minorities, in some ways more important to minorities than to the majority.

And the reason for it is that people of color in American communities, for the most part, witness crimes every single day. It is not a television story. It is real and I can think of nothing more urgent to them than to rid their communities of violence.

Nonetheless, in 1991 one-third of all Black men between 20 and 29 living in Los Angeles had been jailed at least once in that same year—one-third between the ages of 20 and 29. [There are] similar patterns in other large cities. Nonwhite males are three and one-half times more likely to be arrested for a felony than a white—three and one-half times more likely.

Ninety percent of nonwhite males can expect to be arrested sometime in their lifetime for a misdemeanor or some more serious offense. Two-thirds are likely to be arrested by the time they're 30. In inner cities the rates are much higher. We have to ask ourselves, what kind of a society is this?

Now is it that all of these young men are born criminals? I think not. In 1990, and it has not changed, it was estimated that one in every four African-American men between the ages of 20 and 29 was in prison, in jail, on parole, or on probation on any given day—one in every four. That is alarming.

It does not paint a bright future for us as a society. In the great state of California, Black men make up 3 percent of the adult population; they make up over 40 percent of the prison population. Race matters. They're not all there for homicides and rape and violent assaults—not all.

A young African-American man suffering from asthma and pneumonia was in jail for 22 days on a \$1,500 bond. He had been jailed on violation of probation for not paying \$35 in court costs on a 4-month-old shoplifting charge. While in jail, he lost his job as a truck driver.

A 38-year-old African-American electronic engineer, middle class, was jailed for allowing an unauthorized operator to drive. The woman did not have a driver's license, and he was arrested. A mentally disordered 59-year-old African-American man was arrested for breach of peace at the gate of a nearby naval base.

He tried to enter the base and refused to leave. An 18-year-old African-American was sentenced to 60 days for selling fake crack [to] vice police for \$20. A 21-year-old was arrested for stealing candy—all African-Americans. All crimes should be punished, and they should be punished equally.

Several years ago a stockbroker working for a very large investment banking firm on Wall Street violated every securities law on the books, enriched himself with hundreds of millions of dollars. He was arrested, tried, and convicted; charged an enormous fine; served less than 3 years. He's now on the national speaking circuit.

Now when I think about the person who stole the candy at Woolworth's that was worth all of \$1.38 and who spent 3 months in jail, [it] seems to me that the stockbroker, to be fair, should have been in prison at least for 2 million years. That is justice; race does matter.

I said when I was preparing my remarks that I would not talk about something that would make everybody in this room uncomfortable, Black and white, Hispanic and Asian; that's the O.J. Simpson trial. But I just changed my mind; I am going to talk about it because I remember during that trial how people were glued to their televisions.

There were people, friends of mine Black and white, who taped the proceedings so that they wouldn't miss any of it. It was a grand soap opera, and I couldn't figure why are people so fascinated about this trial. And then it occurred to me; it had all of the ingredients of absolute major sensation.

It had what gets everybody riveted. It had race and sex and murder and stardom. It had all of those things, and it put out in the open, all of those things that I said we as a nation do not want to talk about. But what was stunning to me was not the verdict, but the reaction to it—as I heard bits and pieces of the evidence, I must confess that I watched very little of it.

But I was intrigued by the evidence that I thought was incontrovertible, it was the DNA testing. And I did see a little bit of that chief criminologist who was called into court and ripped apart by O.J. Simpson's attorneys. And I thought, but criminologists don't generally go to trial, they don't generally testify. They generally do what they do and mark the exhibits and say that they did it and it's introduced and that's the end of it.

And so I kept asking why this fascination, and the press heard this question asked by so many people. And the press' response was, but this is a good chance for us to show the American people, to educate the people on how the justice system works.

How many of you believe that that's the way the justice system works, that a person accused of murder can spend several million dollars regardless of color—and only ten of those who can, do that—several millions of dollars defending himself against a murder charge. And I thought this is not the way the justice system works.

Let me tell you how the system works. It works like this. A young African-American male, age 22, is arrested for homicide. He is assigned a public defender who is grossly overworked, and [in] a few days, if the defendant is lucky, he consults with the attorney. They go into court; no criminologist is called; there is no dream team.

He is tried, convicted, and sent to San Quentin. He has a rap sheet from L.A. to the White House, but he is innocent. He is innocent. I was fascinated with the DNA evidence, and I was attending a board meeting—I'm on the board of trustees of the San Francisco Theological Seminary—and that was a good group to be with because these are good Christian people.

And they were glued to the television when it was announced that the verdict was about to be revealed. And when the clerk read the verdict, there was this deafening silence and look of profound astonishment and indeed disappointment. And as the television cameras roamed America, [I] saw the same astonishment and, indeed, disappointment on the faces of people who are white.

And when the camera scanned the faces of people who look like me, there was even cheering. I remember thinking, how utterly bizarre this is. How can it be that in the face of this mountain of evidence as it was described, they get a verdict like this and we get the reactions we get?

And it reflects the two societies in which we live. The DNA evidence and all the evidence notwithstanding, what it said to many people of color is that we do not trust the system. And we genuinely do not trust it. They genuinely did not believe the evidence. And the reason they didn't believe it is that many of them have witnessed it in some form or another.

And so they did not believe. Whites had not experienced it, found it inconceivable that the verdict could be anything else. It should have awakened us. The matter of who ends up in the criminal justice system of any country has always carried racial and ethnic implications.

While those who are confined in a country's jail or prisons are rough measure[s] of the types of criminal activity at a given time, they provide a sharper picture of who is at the bottom of the socioeconomic heap or on the political outs at that given time.

Visit Berlin's jails and count the Turks. Visit France's prisons and see the Algerians. Visit Canadian prisons and count the French-speaking and the Native populations. Visit American prisons and jails and see the Blacks and Hispanics. The patterns are far from new. They give validity to the discomfiting comment of California sociologist John Irving (phonetic) that the nation's jails exist less for programmed progress of crime control than as places of rabble management.

It's taken from Jerome Miller's *Search and Destroy*, a book that certainly is controversial in some circles, nonetheless I thought the quote to be appropriate. Drugs have virtually destroyed many American communities. They impacted the African-American community more than any other. And it is, even today, a problem that screams for solution.

I remember a woman said to me when I was city manager, "I don't care what you do, I want you to get these drug dealers from in front of my yard, I want to get them off of my front porch. You do what you have to do and get rid of them." And I think that is a sentiment of most communities. But race matters.

When you visit American jails you would be absolutely certain that the only people who sold drugs and used drugs were people of color. And we know that not to be true. When we go to rehabilitation centers, you would be absolutely certain that the majority of the people, by far, who use drugs were white.

There is a disconnect. All crimes should be punished, but the punishment should fit the crime. We all have a responsibility to make sure that there is true justice. Several years ago I had gone to a dinner party in a community which I was unfamiliar. And after the party, I was returning home and was driving at the speed limit and came into a curve and moved slightly into the opposite lane.

There was a police officer nearby and the lights went on and he stopped me and he said, “You know you crossed over into that other lane.” I said, “Yes I am aware of that.” And he said, “Where have you been?” And I said, “I was visiting some friends and I’m now going home.” He said, “Where do you live?” I said, “I live in Oakland.”

And he said, “What country are you from?” And I said, “Florida.” I found the question curious. And he said, “You were born in Florida.” I said, “Yes, and so was my father and my grandfather and my great-grandfather.” He said, “Oh, but you sound like you’re from somewhere else.”

I do not, I do not sound like what he expected me to sound like. I do not sound like I’m from somewhere else. I was walking one evening in my neighborhood, fairly nice neighborhood. It was about 9 in the evening, and it was my custom to take those walks. And all of a sudden two police cars began to converge on me.

And I thought, what’s going on? The police officers jumped out of the car and came up to me and said, “Keep your hands to your side.” I thought, keep my hands to my side. [One] approached me, and he said, “Where are you going?” I said, “I’m walking in the neighborhood, I have left home, I’m going for a walk.”

He said, “Where do you live?” And I said, “I live on Hillcrop Circle.” And I thought, you know, I’d better stop this conversation and tell them that I am the city manager. And I did. And they were extremely embarrassed. I said, “What’s happening?”—“Why did you stop me?”

And he said, “We got a call that there was a Black man wearing a black jacket, carrying an ice pick.” Well the jacket I had on, and I am color blind, was not black; it was gray. And I did not have an ice pick. So they said, “Well you should be careful. How far do you live?” And I said, “Oh, just right up the street.”

I went home and I thought about it and I mentioned [it] to the assistant city manager the next day, who happens to be white. And he thought of something that I did not. Now I was mad actually, not so much that I was stopped, the thought had really not struck me quite that way. After he told me that there was this lunatic out there with an ice pick, I thought, they let me walk home?

But Craig had another thought. Craig called the police chief [to] report the incident and asked him for a copy of the call. That was in 1986. It is 1999, and we still do not have a copy of the call; that was my department.

There was a break-in in one of our cars that was parked in the driveway a couple of weeks ago. And the person took my son's nanny's telephone and something else from the car. And the car was locked. That next morning we realized that the car had been broken into, and at the breakfast table I said somebody had broken into the car. When I came home that evening my 5½-year-old son had told his nanny that a Black man had broken into the car.

And I thought why would he say that? I never said anything about the color of the person breaking into that car. Why would he say [a] Black man had broken into the car? And so I asked him. I said, "Taylor, who broke into the car?" And he said, "A Black man." And I said, "Did you see him?" knowing full well he hadn't.

He said, "No." I said, "How did you know that the person was Black?" He said, "I don't know." And I thought here is a 5½-year-old child who sees something bad happening and his assumption is that a Black man did it. As troubling as that is, it is more troubling that we have 35-, 45-, 55-year-old men and women in American society who make the decision that it happened—it was bad, and a Black man must have done it.

Now I must admit that I bear some responsibility probably for this because, although I monitor what Taylor watches, I insist that he watches the news. And when he was 4 years old I told him that he had to watch the news. So he's been faithfully watching the news. One day I asked Taylor when he was about 4, what had he seen on the news?

And he said, "They said it's raining." I said, "It's raining. Where's it raining?" He said, "I don't know, but it's raining." Last week I came home and I asked Taylor if he had watched the news and he said, "Yes." And I said, "Tell me what happened." He said, "Well there were a lot of people and they were crying and they had a lot of children."

He said, "And they said something about these people had been run out of their homes somewhere." He said, "They say a bad man did it." He said, "I think he must be a monster." He was watching the news report on Kosovo. We do watch the news. On the local news [stories] about robberies, he has seen suspects arrested and he has seen largely people of color.

I do not want to leave with you any suggestion that the burden of justice rests only on us, those of us who are in the criminal justice system. There is a much larger, much more complex issue than that. Justice does rest also with the schools. And it rests with us a society in terms of how we value the schools and children who populate them.

It rests with quality education. I would ask you to survey the jails and prisons of this country and tell me what percentage of the inmates are high school graduates. Tell me what percentage of the inmates have set foot 1 day on any college campus, so justice is also in the quality of education.

We have to get children to school, keep them there, educate them well; the justice is in employment. I'm working on a project and just got survey results back, and I was really devastated to hear what some people were saying. They do not hire certain people who live in Oakland.

No, they do not hire any people who live in Oakland because their experience is that the people who come from Oakland have an attitude—have an attitude. Now this is one that I would leave with the Justice Department. I'm not sure how you would ferret this out, but there is something alarming about that.

Not hiring people from a certain community because of their attitude smacks of racism. The people who are not being hired because of their attitude are young Black males; these are the same ones who we're arresting—three out of four by the time they're 29 years old—they have an attitude.

You would have an attitude too. You would have a serious attitude. And speaking of employment, we all have choices when we hire people. So we want the brightest, those who are motivated, those who are respectful. And when we see jailed, convicted, arrested, we turn the page to the next applicant.

These are the uneducated and the unemployed. Justice requires work, that people be gainfully employed. The burden falls on the nonprofits and the churches and the mainstays of our community. It is not enough to talk about justice from the pulpit. The churches have a responsibility not just to be activists but to preach the value of respect for the law.

To raise money not just to build sanctuaries, but raise money to educate the members, to send them to college, to give them the one thing that can never be taken away from them, and that is knowledge. Justice requires that families do their jobs and that parents really parent. It is one thing to be poor; it is something else not to care.

I was invited to speak in Jacksonville several years ago. They invited me back to recognize my achievements, which I thought was interesting since I don't have very many of them. But I accepted the honor in any event, and I remember the mayor who introduced me. We met just before I was to give my speech.

And as we chatted we shared our backgrounds, and we discovered that we were born in the same year and that we had graduated from high school the same year. And both he and I had [been] president of our student councils and president of our senior classes. And so when he got up to introduce me he repeated this.

He said all of those things and he said, "So you see Henry and I have a lot in common." And I don't know what possessed me, as my mother would say, to do this. Because I don't know what possessed me to talk about the color of justice. But something told me to say it, and I stood up and facing an audience very much like this one.

I said, “Everything that the mayor said is true. But the mayor forgot to tell you that the reason that I attended the University of Illinois and not the University of Florida is that the University of Florida had not accepted a single Black student in its entire history.” And as I said that I could see my mother kind of slip under the table.

And after the speech I apologized to her for embarrassing her and she said, “Oh no, no, no.” She said, “You didn’t see me slip under the table.” She said, “You said what needed to be said; they needed to hear it.” But what surprised me were the number of people who came up to me afterward, those under 40, who said, “But that cannot be.”

Because their understanding of history is that it was in the 1800s that one could not attend the University of Florida and the University of Georgia and the University of Alabama, not in the 1950s and the early 1960s. It was in the late 1950s and early 1960s that not a single Black student had been on any of those campuses, and it wasn’t because they were not interested.

I asked my brother to give me a tour of the neighborhood that we grew up in, and I wanted to go back particularly to the schools. And I did that before I gave that speech, and it’s probably what prompted me to make that comment. We went back to the place where I had attended elementary school in Jacksonville, Florida.

The school was torn down, and it should have been. It should never have existed. It was an old, decrepit, dilapidated, neglected school when I was there. It was old and decrepit and dilapidated when they opened the doors. I studied from books where pages were missing and not because the Black children had torn them out.

I went to the junior high school; it too was torn down and it doggoned should have been torn down. I went to my high school, which is still standing. It is a place where James Weldon Johnson wrote, in 1900, “Lift Every Voice and Sing.”

It is the college preparatory of Jacksonville, and it doggoned should be the college preparatory of Jacksonville because it was a college preparatory when I attended it and I remembered all of that. And I remember Alfred Lord Tennyson: “I am a part of all that I have met;... though much is taken, much abides; . . . That which we are, we are—One equal temper of heroic hearts, . . . strong in will to strive, to seek, to find, and not to yield.”

I remember because I loved this opera so much, the final scene from Puccini’s “Tosca.” For those of you who know the opera you know that Tosca’s lover has been imprisoned by the chief of police, and he is a real tyrant. He agrees to release Mario if Tosca will yield to him. She is grieved that she has to be so humiliated, but in order to serve her lover, she consents.

But before she does, she gets [the chief of police] to write a note giving her and Mario safe passage from the country. And as she grasps the note and he embraces her for his kiss, she slaps him. He has told her that there will be mock execution of Mario, that he really will not be executed, but this is to allow them now the time to escape.

So Tosca goes along with the (unint.) and she goes and she tells Mario that this will be [a] mock execution. Well true to his form, Scarpia the tyrant makes it a real execution, and she realizes that she has been tricked. She climbs to the top of the tower and just before she hurls herself from the tower, she says, “Scarpia before God we shall meet.”

And it is for us who really believe in justice, who really believe in equality before the law, it is before God we shall meet. We need to dedicate ourselves and commit ourselves so that our pledge of allegiance rings true for all Americans.

That [these] two nations one Black, one white, separate and very unequal, one rich and one poor—one who can access the justice system knowing full well that they will be treated fairly, equally and that justice will be tempered with mercy, and the other knowing that they’re poor and Black are at the mercy of justice.

We must pledge that we will truly become one nation under God, indivisible with liberty, and justice for all. Thank you.

END OF TAPE

Luncheon Keynote Address—Fox Butterfield Correspondent, *New York Times*

Thank you Nancy. Good afternoon ladies and gentlemen. I've always wanted to stand here with the great seal of the Department of Justice behind me. I recently had the unusual experience of speaking to a class at Sing-Sing. There were 25 men in the room. All of them had been convicted of murder and were serving life sentences.

Oddly they had all read my book, *All God's Children*, as part of a class assignment, and they wanted to ask me questions about [it]. They were also all fathers who wanted to find some better way to connect with their children. I would like to share this story of one inmate with you because it represents what I have come to believe is a huge gap in our criminal justice system which we could do something about if we worked together.

Your theme this week. A 52-year-old inmate, named Bubba Eng sentenced for murder, said that he had been at Sing-Sing for 22 years. Recently he was in the shower room when a newly arrived inmate walked in, looked at him in the face, and then said, "Daddy."

It was his oldest son whom he had not seen since he was incarcerated. His son, he learned, had been convicted for armed robbery. At that moment Bubba Eng was devastated, he realized that not only he had wasted his life, but his son had wasted his life too, trying to imitate his father's criminal career.

This story in one form or another will be familiar to many of you, though not to the public or the politicians who pass our criminal laws. For reasons that are not well understood or researched, there is a strong intergenerational effect of incarceration on the children of men and women who are locked in our jails and prisons.

An intergenerational transmission. In some way, the violence, the criminal lifestyle is passed from father to son and increasingly from mother to daughter. And prison does not stop it. In fact prison may, unintentionally, be part of the mechanism by which crime and violence are perpetuated.

Let me offer you some statistics that illustrates this. According to the Bureau of Justice Statistics (BJS), on any given day there are now 1.96 million children who have a father or mother or other close relative who is incarcerated. [Of the] nearly 2 million children, 7 percent of these children have a mother who's incarcerated.

Ninety-three percent have a father who is locked up. The real totals though may be much higher. Denise Johnston (phonetic), at the Center for Children of Incarcerated Parents in Pasadena, believes we should also include those children whose parents are on probation or parole because they will have undergone many of the same problems in recent months.

That would add approximately another 5 million children for a total of 7 million, almost the population of New York City. Whichever figure you choose, the impact on children is enormous. Although the data [are] maddeningly imprecise, [they are] also appallingly consistent. Again according to the Bureau of Justice Statistics, 50 percent of all juveniles in locked facilities have a parent or other close relative who has been incarcerated.

That makes parental incarceration perhaps the single greatest risk factor in the making of delinquents. This 50-percent finding has been replicated in virtually every study that's been done. In Minneapolis, 50 percent of the children who were arrested under 10, had a parent who had been incarcerated.

In Sacramento County, California, 55 percent of the children between the ages of 9 and 12 who had been arrested had a parent who had been incarcerated. Leslie Icocca (phonetic), of the National Center for Crime and Delinquency, last year did a careful study of girls in detention in four counties in California: Los Angeles, San Diego, Alameda, and Marin.

Fifty-four percent of their mothers had been incarcerated and almost 50 percent of their fathers. She believes the estimate for the fathers is probably way too low because many of the girls didn't know much about their fathers. I want to stress that these findings have nothing, absolutely nothing, to do with race or ethnicity.

In the 1930s and 1940s, some of you may recall, Sheldon and Eleanor Gluck, at the Harvard Law School, did the first longitudinal study of the making of juvenile delinquents in the Boston area. They found that two-thirds of the boys who were in locked facilities in Massachusetts had fathers who had been incarcerated.

And of that group, half had grandfathers who had been incarcerated. But what was really significant in their study was that all of the boys in the sample were white. David Ferrington (phonetic) has come up with similar statistics, [in] the 50-percent range, for boys in white working-class London who have been locked up.

And if you look at adults in jails and prisons, you come up again with very similar figures. According to BJS about 40 percent of all the inmates, adult inmates in jails and prisons, have a parent who has been incarcerated. There isn't time today to explore all the possible reasons why incarceration of parents often leads to delinquency and to adult offending.

Suffice it to say there are probably a series of interlocking factors. First, children with parents who are incarcerated have many other problems in their lives, poverty, abuse, neglect, drug use, and so on—the factors you're all too familiar with.

Second, separation from a parent or loss of a parent is always a problem as with death or war. There is a rich literature on this. Third, there is the desensitizing effect. Our criminal justice system is built on deterrence and stigma.

But children who visit their parents in prison may come to think of it as normal. A judge in the juvenile court in Baton Rouge, Louisiana, told me about a case she had. The mother had been convicted of selling crack-cocaine and was also awaiting trial on charges of neglecting her four children.

A social worker, well intentioned, was taking the children to visit their mother in jail until the judge objected and ordered that the visits take place in her chambers and that the mother be dressed in civilian clothes.

She did not want the children to become accustomed to going to jail. The mother was puzzled when the judge made this order, and she wondered why jail visits were a problem. She said [that] she had been taking her kids to visit her own friends and relatives in prison for years.

Since that time, three of her four children have also been arrested and placed in juvenile prisons in Louisiana. The judge said to me sadly, "The kids have fond memories, and their only memories, of their mother behind bars."

If you have parents in jail, then it's part of your life and there is nothing offensive about it. There is a fourth factor at work too. Other research has shown that children who see their parent arrested by the police or have to be searched when they go to visit a parent in jail or prison can become angry at law enforcement or contemptuous of police and judges and jail guards.

They become particularly angry in visitors' room when they see their parents humiliated, such as when they see their parents denied permission to cross a yellow line on the floor to go to a vending machine. Only the visitors can cross those lines.

And finally, fifth, I believe simple imitation is also critical here. The incarcerated father often becomes a role model. We all know that if your father is a doctor or a lawyer, or a farmer or a policeman, there's a likelihood [that] you will go into the same line of work.

What doesn't occur to most of us because we don't have the experience, is that if your father is an incarcerated criminal, this may also be a powerful, if perverse, example. In my book, *All God's Children*, I studied the transmission of violence through four generations of a family, the Bosket family, which started out in rural South Carolina and ended up in Harlem.

The earliest member of the family to turn to a life of crime was named Pudd (phonetic) Bosket, the great-grandfather. He lived, he grew up in the 1890s in rural Edgefield County, South Carolina. When Pudd was a young sharecropper and worked on a white man's land raising cotton, he got tired of being whipped.

Whipping was still legal in South Carolina three decades after the end of the Civil War, a vestige of slavery. And so one day when the white man went to whip him, he turned and grabbed the whip out of the white man's hand and said, "Don't step on my reputation."

It was an amazing gesture at that time in South Carolina. And after that Pudd could not get hired by anybody else, so he turned to robbing stores, and he ended up on the chain gang. But instead of becoming viewed as an outlaw, he became something of a folk hero in his community.

His son and grandson and great-grandson would each seek in their own way to live up to Pudd's reputation. They would tell stories around their dinner table about the things that Pudd had done. They would draw paintings in school of Pudd. Or they would write stories in school about him.

When the youngest member of his family, Willie Bosket, was born in Harlem, his mother tried to hide the terrible truth from him that his own father had murdered two men and was in prison in Wisconsin. But whenever Willie did something bad like sneaking up behind a woman and slapping her on the rear end or stealing an old man's cane on the street, his mother would say to him, "Willie, you're real bad. You're just like your daddy, and when you grow up you're going to turn out just like him." Willie didn't know what that meant exactly, but one day when he was 6, he saw a photograph on his grandmother's dresser of a man dressed in prison fatigues.

He asked who it was, and his grandmother said, "That's your father. He's in prison in Wisconsin." And Willie said, "Why is he there?" And his grandmother said, "Because he murdered two men." That seemed pretty impressive to Willie and he began incorporating that into his own personality.

He began to tell his teachers and other boys in school, "Don't mess with me. My father is a murderer and when I grow up I'm going to be just like him." Willie was a problem from an early age. When he was 7 he snuck up to the third floor of his elementary school which was closed and he got into a storeroom and found a typewriter, went to a window, and threw the typewriter out a window, narrowly missing hitting a pregnant teacher walking outside below.

And, in fact, as Willie grew up he continued to commit crimes, 2,000 robberies by his own count. And at the age of 15 he was arrested for murdering two men. After he'd been arrested, he was examined by a panel of psychiatrists in New York. They asked him why he did what he did, and he said [that] he viewed murder as a form of competition.

He wanted to be as good at it as his father had been. So focusing on children with incarcerated parents may offer us an opportunity, a possible tool, for more effective intervention and prevention. The problem is, of course, there is no criminal justice agency responsible for implementing this.

At the most fundamental level, most jails and prisons are not required to ask newly arrived inmates whether they have children or what their names are. And even if they do ask, in some states they don't do anything with the information. Moreover there's no guarantee that the inmates will give correct answers.

Do the fathers know where their children are? Do the mothers want to risk providing a name and maybe losing custody of a child or losing government benefits? Another problem obviously is,

jails and prisons are in the security business, keeping inmates and guards safe is their primary mission.

Not surprisingly family visits are low on the priority list. They take up valuable manpower. And they can be an opportunity to smuggle in drugs or other contraband. At a more complex level, what should our policy be about fostering close relations between inmates and their children?

Are visits by children to jail to see their father and mother really good for family preservation as advocates say? Or do they tend to desensitize the child, making him or her too comfortable with the jail environment, causing the criminal justice system to lose its stigma, as the judge in Baton Rouge believes.

There is essentially now rigorous research on this issue. I would suggest what common sense tells us, to start paying more attention. Someone, some agency perhaps, should be responsible for collecting information on incarcerated parents and their children.

Someone should monitor them or at least share the information with schools, hospitals, juvenile court judges, social workers, law enforcement agencies, and so on. A few jails and prisons, on an individual basis, have begun such programs as some of you know.

The Osborne Association in New York has perhaps the best program in a prison at Sing-Sing, and has replicated [it] at Woodburn, of any place that I've seen in the country. It teaches inmates how to try to be better fathers from inside even when their children don't want to come and visit them or lie about where their fathers are.

Interestingly, only one-quarter of male inmates in state prisons are married or are able to remain married. And only about a third receive visits from family members, though at least two-thirds of male inmates have children. If you look at jails, the best example that I've seen is in San Antonio, in a county jail where there is an excellent program for fathers and mothers, begun by volunteers, that requires attendance at a parenting class 5 days a week in order to earn the right for a contact visit with your child on a Saturday.

Parents who don't participate in the class only get to visit by telephone through a glass partition. But we need much more, systematic state and national policies and partnerships. If we don't start paying attention to this issue, the cycle will continue.

Willie Bosket has no children. He's in prison for the rest of his life, three life sentences and 75 years in solitary. So he will never have children, but his favorite niece, a very bright girl, who used to go and visit him regularly, has now been adjudicated a delinquent herself.

She assaulted a man on the subway in New York and she's been placed in a state training school. So in conclusion I'd like to say the obvious, which you all know, that there is no free lunch in the prison business and that prison has more consequences than we think. Thank you very much.

I would be delighted to take some questions if people have any. I understand the microphones may be working or people could stand up and I'll try to hear them, if I can see.

Yes?

Q: You indicated [that] there's no rigorous research on the this issue. Having read the book about it and spent a lot of time with convicts, what's your hunch? Do you think exposing kids to detention facilities makes them comfortable or do you think maintaining that family linkage, or in some cases creating a family bond, is [a] preferable course for government to pursue?

A: The question was, there is no rigorous [research] on this issue, but what's my own hunch as whether it's better to try to preserve family bonds through visits or does this make the kids too comfortable with the prison environment? I guess I have to give [a] guarded, ambiguous answer because we don't have sufficient research.

My own hunch is that it's probably better to preserve the family bonds and do as much as we can but to monitor closely what's happening—to use the knowledge that these kids have an incarcerated parent to alert school authorities, social workers, whoever is working with them.

The parents themselves, to work with the parents themselves to watch for signs in the kids—this is a kind of marker that could be used effectively, I hope without stigmatizing the kids, but at least it's a way of looking at early warning signs.

So I would advocate more of these programs, but we should all be very aware of what the risks are. Sir, ma'am? Sorry I can't see.

Q: Fox, it's Ann Jacobs from the Women's Prison Association with a haircut. You know I haven't heard you focus on this desensitizing concern that you were talking about in terms of the possible result of visitation. And as a person who spent the last 10 years working with women in the criminal justice system and in seeing that in more instances than not, there isn't visitation.

I've spent a lot of my energy looking for ways of improving the conditions of visitation and the likelihood that parents will see their kids. I'm glad that you believe that there needs to be more research on this rather than you're suggesting that visitation is a bad thing, which is what I was afraid people would hear from what you were saying.

And it occurs to me that, in fact, there are a lot of other factors that are at work that have to do with this desensitizing phenomenon that you're talking about. And I wonder, even in the story of Willie Bosket, whether you might reflect a little bit about the reality for Willie of who his father was, versus the reality that we learned by reading the book.

You know the part of the story that I'm talking about. That, in fact, he had a story about who his dad was that he lived up to, then when he met his dad, [he] wasn't at all who his dad had

become, and I did wonder if he might not have turned out a little bit differently if he had more of an involving ongoing relationship with his father as he grew up.

A: Well here we have one of the leading experts on the subject, so I have to be very careful. This is a really difficult question and in the absence of research it's hard to be sure of your answer. We can only go with our instincts that visitations probably are a good thing.

But these kids do come up with ideas and Willie never met his father, never corresponded with his father, didn't know much about his father except sort of mythology until he was an adult. So he did develop his idealized portrait of his father in a vacuum because he had not been able to visit his father.

And it's possible that if he had known his father, if he had been able to go and see him in prison that he might have had a different sense. That's something that's inherently unknowable I suppose. So I guess I'll come back to the answer I gave before which is: In principle, I'm absolutely in favor of the visitation programs, and particularly teaching the parents how to be better parents while you've got them in jail or in prison, which is one of the things I didn't mention.

Of course, you've got the parents in jail or prison. If they get off the drugs, they can focus on being a better parent, they can learn some things that they haven't learned in the outside. And the hope is that, when they get back home, that they can put those things to use.

So certainly I'm in favor of this, but there is all this psychological evidence that the kids sometimes can be desensitized by the visits. Sir? I have a hard time seeing from here; the lights are bright.

Q: Jim Mustin with Family and Corrections Network. Really, appreciate your raising the issue as well. I think another theory that you might want to emphasize for examination is the basic validity and value of stigmatization as a way of preventing crime.

I think stigmatization itself is the boomerang. Then when we cast people out of the community, they have to have some type of response to that. And the response tends to be, okay, who needs you and to adopt a role of being an outlaw.

And I think your book demonstrates how this is also passed intergenerationally. But we're so dedicated in our culture to the belief [that] the stigmatization is great, that we've just got to do it, that we're pretty hesitant about examining that assumption.

And if we can take a step back, perhaps we could look at societies that don't practice, don't emphasize stigmatization but emphasize reintegration. You'll find that have emphasized strong [?], these are societies that generally have strong communal values, strong family values, and they tend to have lower crime rates, at least according to studies and work that's done by John Graithwave (phonetic) and others. And I'd like to consider that aspect as well.

A: Well you said it more eloquently than I can, so I agree that that's . . .

Q: Hi, I'm Kay Harris from Temple University in Philadelphia, and I guess I would like to follow up on your point [that] somebody should be in charge of dealing with this, tracking it, looking at the impact on families, on children of incarceration.

And it struck me that a good portion of the sessions at this conference is on community justice. And we're all involved, I think, in trying to define what does community justice mean and some of the work that's being done; I'm thinking of Todd Clear (phonetic) and David Karp's (phonetic) work on what are the characteristics of an egalitarian just community.

And they talk about one of the key characteristics being inclusion—that is, that in focusing on communities and building strong, just communities, everybody who's in the community has to be a focus and in cooperation with agents of the justice system.

So that inclusion means focusing on people who are identified as offenders, the families of offenders, as well as people who are identified as victims, the families of victims, and their supporters. And that I think, actually probably not by accident here, that the call that you're making is part of the real challenge of saying how serious are we about an emphasis on inclusion in our talking about how it is in the community and how does the community deal with all the people who are involved and affected by the justice system.

So if we're not now, as representatives of different parts of the justice system, paying attention to that, and I think a lot of the people in this are, I think a lot of [us] would embrace that as being part of our jobs, to care about exactly the kind of indirect effects, consequences, longer term effects that previously—and different kinds of models that—didn't focus on the community element of doing justice, didn't give as much attention to the consequences beyond the individual offender who's been so much of the focus traditionally.

A: It's a very good point, thank you. There's one more in the back.

Q: What if Pudd the first had not been caught or incarcerated but there had just been the story—that is, are you identifying children who are imitating the behavior of these parents so that the incarceration is sort of a proxy for the other.

How would your story have unfolded, do you think, if perhaps he killed someone and [had] gotten away with it and had been on the lam, but it was sort of a just killing element. Would the story have played out the same if it was just behavior? Are they trying to get into jail or are they trying to imitate the behavior that has been modeled for them?

A: It's an interesting question, since, unfortunately Pudd ended up in jail, ended up in the chain gang repeatedly, that experience started from the beginning and I don't know how quite to answer it. I think that the fact that he was in jail and then his son was in jail and the grandson and

the great-grandson, each one of them [was] fascinated, enamored in some strange way, not only by the criminal experience, but also by the jail experience.

They're so intertwined it's very hard to separate them. So it's an impossible question to answer, but I hope that everybody can take something from this and think about this issue of children and who have incarcerated parents because it's been really a back-burner issue that has not gotten much attention from anybody. Thank you.

END OF TAPE

Closing Keynote Address—Honorable Janet Reno, Attorney General of the United States

Thank you, Nancy, and thank you and your staff for all that you've done to make this conference possible.

And thank you for that warm welcome. But I'm the one who should be applauding you. Frankly, it's easy to come to Washington and try to remember what you learned in your community about how to get people to work together and talk about it. It's much harder to work in the community and bring people together and work through problems and get things done. I see people out there who I know have been doing that as partners in their community and as partners with us for some time. You are the people who make the difference, and I'm just very honored and privileged to be with you today.

We have come so far. We've realized that if we're going to succeed we have to work as partners. We've realized that if we are to succeed we must forget questions of turf and who gets the credit. Learning from what each of us does and where we can agree to share the load gives the whole system a greater chance to be fair, just, and effective.

I think a wonderful example of the partnership that we have talked about is the program that Nancy and BJA introduced back in 1994 called the Comprehensive Communities Program, or CCP. Last week Tom Windham, the Chief of Police of Fort Worth, and several of his colleagues presented a report called Six Safer Cities, which was published under a BJA grant to the National Crime Prevention Council. This report gets to the heart of what your partnerships can yield.

I have seen that partnership in action. I went to Fort Worth early on after I'd come to Washington, and I saw what Chief Windham and a partnership in his community could do. I have seen other examples, and now people don't look at me as if I'm crazy when I talk about prevention and intervention, because you have proved me right, all of you in this room, again and again.

Similar strategies are working in Denver, Hartford, Boston, and New York. In a column written by David Broder in the *Washington Post*, Broder quotes former Winston-Salem Police Chief George Sweatt, who said: "We can't go on locking people up. We've got to start looking at the front end of the problem. We're fast becoming the number one country for detention. We'd better start looking at kids. If you intervene at the earliest possible moment, you can reduce the number of people who wind up in the criminal justice system."

The day before yesterday I was in Winston-Salem. George Sweatt was not Police Chief; he was the director of the whole state juvenile justice system, and he was following through on what he said. It was working.

I attended a Conference of Mayors meeting last fall, and the mayors said, when you first came to talk to us in '93 and '94 we listened; we've put it into effect; and it's working. It's working because of you all who have made such an extraordinary difference in your community and have proved us right—that if we start at the front end we can make a difference.

We have done so much, but there is a tendency in this nation, once you succeed just a little bit, you become complacent and turn to other problems and focus on them. We have a golden opportunity in America right now.

Crime is down 6 years in a row. Juvenile crime is down. Let's not turn away and become complacent.

If we can keep after the goals we share, if we can develop prevention, intervention, enforcement, and aftercare programs the truly make a difference, we can continue to bring crime down in this nation, and we can have a substantial permanent impact on the culture of violence in this country. I'm convinced that we can do this.

But I would like to talk with you about how we look to the future and the pieces that I think need to be worked on and focused upon. First, I have felt that communities understand their needs and resources better than anyone and that decisions with respect to crime should be made in the community, with the Federal Government supporting you in every way that we can. But I think we have neglected the states and the counties in their relationship to communities and cities, and I would ask each of you to return to your state and figure [out] what can be done with state agencies to leverage greater resources, technical assistance, support to end fragmentation and to make sure we use the dollars as wisely as possible in every community.

I look at the dollars that are available from the Federal Government to the states: Violence Against Women moneys, Byrne grant moneys, victims' moneys. They're there, and let us make sure that they are used in the wisest way possible, by building strong partnerships between communities and state officials.

I go to a community and there probably is crime. It has spilled over from the city into the unincorporated area. What are you doing about it, I asked. And people kind of looked into space and shuffled their feet and said that they'd better start looking a little bit harder. Let us forge partnerships that don't break at any point along the line.

There's clear proof now that, to be successful, programs have to be comprehensive. If you develop the best Early Start program for [ages] 0 to 3 and then don't have good school systems or good afterschool programs, that foundation may come to naught. If you don't have programs after school, the great schooling that the child receives may go for naught.

So how do we improve on the comprehensive nature of the programs we have in our various communities? I think you all are doing a great job. But I would ask you to focus on the concept of aftercare. So much of what we do in enforcement is wasted because we send a child to a

detention facility or to a state training school for 9 months and then we return them to the apartment over the open-air drug market where they got into trouble in the first place, with no support, little concern, no adult to talk to, and they're going to be right back in our system.

I ask you to expand your thoughts beyond the juveniles to that category of people 18 to 35 who have prior records, who too often are running into closed doors across this nation because people won't hire them, won't give them a chance because of their prior record. They don't know anybody; they don't know where to go. If we can focus on aftercare and support of this category of offender, I think we can make a significant difference.

So much has been said about drug treatment in America, its lack thereof, or its development. When I first became a prosecutor in 1978, people looked at me as if I were crazy when I said drug treatment works. Now I don't think I can go anywhere in this country where somebody doesn't have a family member, friend, neighbor, fellow employee who has benefited from drug treatment.

But we've got to make it a coherent continuum. Why do we wait until somebody gets arrested when we see someone who has an obvious drug problem, who's not getting help because they can't afford it? Something is wrong with a nation that says that a man can have five stiff drinks tonight, drive up the Beltway at 90 miles an hour, crash into a car, kill two people, break his two arms, and have the two arms set tonight in a public hospital because he can't afford it, and yet we turn too often to that person pleading for help and say, you've got to be on a waiting list. They get back into trouble.

Let us make sure that we have in our communities across this nation a continuum of prevention programs, of intervention programs before arrest, of drug courts, of programs within prisons, of aftercare programs that can truly make a difference.

Let us refine what we've learned about case management so that we have one person, sensitive and thoughtful, managing that person who is a user, so that [she doesn't] get conned because we have had to shift the person from one program to another and he can con his way out of everything because nobody knows what he did in the prior program.

Let us focus on women and children, as we see crime rise among women and as we see more people with small children afraid to seek treatment because they're afraid they will lose their children. Let us figure out new and innovative ways to deal with them.

Let us institutionalize some concepts so that it doesn't have to be done based on a grant program or somebody's charity. Let me give you an example. There are so many wonderful conflict resolution, problem-solving programs afoot in this nation today teaching young people how to resolve conflicts without knives and guns and fists.

I have a dream for this nation, and that is that [all] teacher[s] will receive course work before they graduate from teachers college or with a degree in teaching in how to teach conflict resolution to their students, how to teach problem solving to their students, and that every police

officer in basic law enforcement training will receive similar training in how to work with young people on the streets to achieve the same goal.

We can do so much if we realize how effective these programs can be. At the same time, we can talk about programs and we can talk about partnership for a long time, but it won't matter one bit unless we look behind the partnerships, behind the programs, to the people involved.

Among the people in the community, we have got to build trust. Programs don't do it. It is the people in the programs, people who care and are dedicated, such as yourselves, who can build that trust. We've got to learn to listen to each other and, as my mother would say, listen with a listening ear, and we've got to hear what other people are saying.

We've got to hear through the anger of somebody who has reached the end of his or her rope the goodness that's there if only we can unlock the door and bring it out. We've got to learn to listen and talk to young people. The day before yesterday I was in Winston-Salem, where a basic law enforcement academy is in the school, a school for kids at risk. Five trainees sat with five students, and one young man said: "I didn't like police; I thought they were the bad guys. I ran the other way when I saw them coming. I was suspicious. Then these guys started talking to me, and I turned away, and I didn't want to listen to them. But suddenly I started hearing them and what they said made sense."

When you looked at those five trainees and those young people who have been through so much in their young lives, and when you listen to them talk and acknowledge each other, these were not strangers, these were not enemies; these were people [who] had formed confidence and trust in each other.

We can do so much if we return to our communities and make sure that we look at the people we are working with and develop that trust—trust that does not have to come from constant agreement, but trust that comes from respect and regard for each other.

One of the people we must look at as a person here and react to is the victim. We must do that, first of all, because of common humanity. The law has done a good deal about that. The law in state and federal systems now provides a large number of protections for victims. But too often we don't put substance behind the laws, either because the legislature won't fund the system properly or because the person doesn't know how to talk to the victim.

Again, we can do so much if we start thinking about, how would I want my mother to be treated if she were sitting across the table from me now? And if we put it in human terms, we can make the system more effective, people will be more willing to testify. There are a number of reasons why we should do it, leaving aside the most important, which is the humane reason.

But there is another reason we must focus on victims. Children who have been the witnesses or the victims of violence too often come to accept violence as a way of life and perpetuate violence as they grow older by their own conduct and their own actions. We should intervene in any

instance in which a child has been the victim of violence, in which the child has witnessed terrible violence, to provide counseling to let them know that violence does not have to be part of their life for the rest of their life.

One area that you'll be surprised to hear me mention, but it is a critical area, for the system will break down without it, is provision for indigent defense. There are too many cases continued because there are not adequate lawyers available. There are too many cases reversed because there was incompetent counsel. And unfortunately, ladies and gentlemen, there are innocent people who have been convicted because they did not have appropriate counsel.

If we are to make *Gideon v. Wainwright*, the Supreme Court decision guaranteeing counsel to those who could not afford it, a reality, if we are to make the law in this country worth something more than the paper it's written on, we've got to make sure that everyone is properly represented in our courts.

But I have a challenge to defense lawyers. Most of them think that their job is to get the person off, get the motion to dismiss granted, and they think they've won the case. But too often their client walks out, back into violence, back into drug use, and I think it's time to rethink the traditional role of the public defender.

I just received from my old public defender at home, an adversary who I've said I've gotten more provoked at than probably anybody in the criminal justice system, a remarkable statement. It's the Public Defender Anti-Violence Initiative (AVI) of the 11th Judicial Circuit in Dade County, Florida: "It is the primary goal of the Anti-Violence Initiative to reduce the likelihood of our clients engaging in future criminal conduct."

Here are examples of ongoing AVI partnerships and projects in Dade County:

"The Public Defender is a partner of the University of Miami Child Service and Policy Research Program in evaluating the effectiveness of the Juvenile Justice Sentencing Project."

"Teamed with the University of Miami School of Medicine Center for Family Studies in a community partnership to prevent violence."

"Worked closely with the Florida Department of Juvenile Justice,"—and on and on, focusing on what they can do to make sure their client never returns to violence.

If we all thought in those terms about what each of us can do, we can all make a difference. This is a golden opportunity. We have a chance in this country to give our children strong and positive futures so that nobody is left by the wayside, so that nobody is written off, so that everyone has equal opportunity.

But we won't do it waiting until they grow up. We've got to start early, with the building blocks of life, with strong and healthy parents, with health care that can make a difference, with solid education, with good schooling, with supervision during afternoons and evenings, truancy

prevention, conflict resolution skills, school-to-work opportunities, but most of all giving our kids the spirit and the feeling that they can grow up to make a difference in this life.

You all are shining examples of what one person can do in your community to make a difference. Ladies and gentlemen, because of your work, if we keep at it, we are going to make a difference and we are going to end the culture of violence in this country for the lifetime of the people in this room and I'd say even on to your grandchildren.

God bless you all.

(Applause.)

We have some time for questions and I'd be happy to take your questions, but I have a question for you. If you don't want to ask me a question, you might answer this one: If you were the Attorney General of the United States, what would you do to address the concerns that I've talked about today or that are a matter of concern to you and or community?

Q: Ms. Attorney General—

A: This lady is one of the first people I met when I came to Washington. She told me about her program, and she's been there ever since.

Q: Ms. Attorney General, it's so good to see you. One of the things that I think that from your position would be very helpful to local communities is, as we look at the corrections system, people think it's the corrections system that has to fix itself. I would ask you and other Cabinet members to convene a session of agencies at the local level, such as United Ways, such as school districts, such as our local community resources, because together, as we begin to look at the full spectrum of care, if we literally sit at the local level and connect the dots and find our resources locally, what's happening in corrections is all of our problem, but it has always only been relegated to the criminal justice system to take care of itself.

I think we can work very, very well with our workforce development commissions, our United Ways, to be able to look at peer-run group recovery homes, our local funding entities that actually fund treatment where we can fund it properly and do some things. It would be very, very good if you could convene a meeting of some of those lead agencies and people to be able to get them involved in this whole situation.

A: Could you do me a favor and make sure I have your card?

Q: Yes, ma'am.

A: So I can follow up with you and get more of the details.

Q: I will. Thank you.

A: That's a wonderful idea.

(Applause.)

Q: Honorable AG, this is Roland Smallwood, Columbia, South Carolina.

In response to your question, I think the group assembled in this hall today happens to be the members of the church and choir, so the problem does not lie within the members who are assembled here. The problem lies with those persons in law enforcement, particularly those who are chiefs of police and sheriffs, who have not embraced the concept of community policing and community mobilization that you so diligently try to push through.

I think with the upcoming National Crime Prevention Council's conference in November that some effort needs to be made to make sure that persons in the upper echelon levels of law enforcement who have not embraced the concept of police, of community policing, be brought into this conference so that they can see communities that have accepted it and it is working.

In rural America you've got a lot of sheriffs and police officers who still do not believe, still want the nightsticks and believe that they can get people to submit by beating them across the head with a stick. I think unless those persons are brought to the forefront, part of America is going to move forward and part of America is going to stay in the back because of their beliefs.

A: I think your point is well taken, and you will be interested to know that I'm going from here to a conference on just that subject. I think the great issue that we have now is how we recognize that there are many, many police officers who are dedicated, doing an extraordinary job for their community. The great majority of police chiefs and sheriffs support community policing, support sensitive and professional policing, but there are some police officers, as there are some lawyers and some doctors, who abuse the confidence and the trust that we place in them.

I think those few have created a sense of concern among a significant part of the population. It is imperative that all of us, police and the community, work together to address this issue, in efforts such as I saw in Winston-Salem, where I had seen trust developed that was just extraordinary, or in High Point, North Carolina, where the faith community had been involved and the complaints against police officers had fallen dramatically because people had learned how to talk to each other. We are pursuing efforts within the Civil Rights Division.

But I think your point is very well taken, and I would continue to appreciate specific suggestions you have, such as you made with respect to the fall conference, on what we can do.

Q: Attorney General Janet Reno, I am deeply in admiration for all the work that you've done, and I have a request to make. I run halfway houses for offenders coming out of prison. I am seeing a trend coming out of Washington—I'm in the state of Nevada. I'm seeing a trend come out of Washington that says we need to become bean-counters when it comes to substance abuse treatment, how many people attended a process group, how many people received one-on-one counseling.

This is all in the substance abuse treatment field, and this is just one aspect of the work that we do. This level of bean-counting to me doesn't really address the problem of what are we actually producing. I would like to see a stronger emphasis coming out of the work we're doing as to what we are actually producing. In other words, how many people are not going back to prison, how many people are not using 3 months and 6 months later, and get away from this fee-for-service bean-counting, toward a more results-oriented objective throughout the whole field, get away from that managed care model and move more toward a results-oriented field for all of the social service agencies throughout the United States.

It's probably my Scotch nature, but this is what I want to see for my tax money, and I would appreciate your backing in this. Thank you.

A: I need to know who's requiring you to do that bean-counting.

(Laughter.)

Q: There goes my funding, Attorney General.

A: Here's what I would appreciate your doing.

Q: Okay.

A: Do you have a card?

Q: Yes.

A: If you can figure out who's asking you to do it, then I'll call you or have somebody call you in about a week and let's work through it and understand it.

You will not achieve, however, the results until we develop a better case management generally across the country, and I referred to that earlier, so that we know what the results are. And if we can develop information as to results, it can make a tremendous difference in terms of persuading Congress and the legislatures to fund programs that produce results.

We've got so much to do in showing results, whether it be in drug treatment or other efforts, and sometimes you can't show results overnight. You've got to invest in children before you have the proof of the pudding. But I think we can do a lot more, and I'm proud of what Nancy and others have done in terms of developing an ability to evaluate results, not the beans.

Q: I see that coming out of the Bureau of Justice. It's other agencies that I'm having problems with.

A: Let me find out who.

(Laughter.)

A: So make sure I get a card.

Q: Okay, you've got it. Thank you.

Q: Good morning, Attorney General. I thought I'd better chime in here because we're getting left out in the back of the room.

A: Let me just—please excuse me just for a moment. I can take you and two other people in the time that I've got, and I apologize. So I didn't want people to stand and think that I could get to everybody.

So forgive me, but we'll take you and two others.

Q: My name is Rod Gatula. I am a family physician and, looking over the list of participants, I suspect I'm the only physician here and certainly probably the only individual from a medical school.

One of my concerns and one of the things I've been working on for about 4 years is to get the issues that you're discussing regarding domestic violence, drug abuse, et cetera, into the health education field. When you ask about what sort of things can be done to have an impact, I think as I look at health education and have looked at it there is almost no curriculum in the medical schools, nursing schools, on how to identify and how to treat individuals who are involved in domestic violence, drug abuse, et cetera.

If you want to look at a longitudinal impact, if you train healthcare professionals before they get out of those institutions to look for issues around domestic violence, to ask families about whether members have been incarcerated, to look at drug abuse issues, they're one of the constants in the life of a child, besides the school system, where you know that that child will be seeing a healthcare professional for all those years, and that they may also be able to change the system.

So I would encourage the Bureau of Justice to get more involved in pushing health care institutions to teach those types of curriculums, so that practitioners who come out know how to deal with them.

A: Doctor, you've just become a great force for me.

But first of all, I can't see you that well from this distance, but you sound like Garrison Keillor.

(Laughter.)

First of all, when I first had some public hearings in Florida on substance abuse, I discovered that then, in about 1987, there was no curriculum on addictionology in any major medical school. I hope that's changing, and Donna Shalala and I have both written to deans of medical schools urging the change.

Now I've got to go back, prodded by you, to see what's being done.

I was very pleased to see that the American Pediatric Association—I'm not sure what its name is—had developed some protocols and some guidelines for pediatricians, because I think that pediatricians can be powerful forces for talking to children about violence, violence prevention, how to treat it, what to do, and that the combination of the public health discipline and the criminal justice law enforcement discipline can be very powerful.

I then asked, well, if the pediatricians are doing this, what are the family physicians doing about domestic violence? Someone recently had a conversation with a representative of the American Medical Association and I'm told some good progress is being made.

I'm going to go back and look at it all and see if I can't translate more effort into health education. I think your point is extremely well taken, and I'd appreciate any other suggestions you have, too.

Q: Ms. Reno, my name is Michael Smith. I'm a member of the National Youth Network. First I'd like to just thank you for your support to young people across this nation. You have truly been a great leader in making sure that young people are constantly at the table and that we're being heard in all sorts of areas.

A: Michael, you wouldn't let me do otherwise.

(Laughter.)

Q: Thank you.

I just wanted to say to you, if I were Attorney General for a day, one of the things that I would like to see is, any time a decision is going to be made that affects the life of young people, whether it's a sheriff making a decision for a curfew or whether it's a district attorney deciding to represent a different type of opinion, I think there should be a committee of young people, of diverse young people, not just the straight-A students, but the young people who have been through those experiences, who could be there to advise that person on that decision.

A: I think that's an excellent point.

(Applause.)

I will tell you, Michael, that, with the caseload a district attorney has or many public officials have, if you left it to advice by committee, we'd never get anything done that you and I wanted to get done.

What good persons will do in the community if they are sensitive to your recommendation is make sure that they listen to young people wherever they go and that they float an idea, that they try out something new, that they say, what do you think about this. I try, as I think you know, as I've said before, whenever I go to a new community to talk to young people who are in trouble or

who have been in trouble, to ask them what they think. I try to involve as many young people as possible in my thought processes.

So it may not be by committee all the time, but it's clear that young people have so much to say. When I go to schools, I explain to them that they ask better questions than anybody, including newspaper reporters. You can learn volumes from them.

Q: Thank you.

Q: (Speaks in Native-American tongue). I greeted you, Attorney General Janet Reno, in my language, acknowledging you also as a relative and thanking you for the work that you've done so far.

My name is Waunetta Lonewolf. I'm a member of the Oglala Lakota Nation from Pine Ridge, South Dakota. I live in Phoenix, Arizona. I have an organization called Dream Weavers, which consists of ex-Native gang members. One of my concerns is the funding that is starting to become more and more available to remote areas and tribal nations is really geared toward federal juvenile institutions.

I would just like to encourage you in your position to work more with the judges across the United States to look more at alternative forms of incarceration and look at other forms of creative sentencing, as opposed to putting our youth in the warehousing system, because that makes our job a lot more difficult when they come out.

Also, to take into consideration those youth who are locked up. Taking a look at the curriculum—I do believe that institutions can rehabilitate. We look at them as not being able to. The issues that you are concerned with in terms of the drugs, the alcohol, the violence, also exists within the juvenile prisons, and we have a lot of crimes that are being committed inside the prisons. So if you would take a look at some of the programs that are being instituted, the curriculum that has been developed for youth while they are locked up, I think that would make, those of us who really have a passion in working with our youth, our jobs a lot easier.

A: I've assigned somebody to do that and to work on both curriculum alternatives, sentencing circles, learning from Native-Americans as to what can be more effective in giving young people a chance for a strong and positive future, and I would appreciate any specific suggestions that you can provide me.

Thank you all so very, very much.

(Applause.)

SPEAKER BIOGRAPHIES

GARY L. ACEVEDO has been a member of the Confederated Salish and Kootenai Tribes' judiciary since November 1998. He is active in general jurisdiction work as well as being the tribal court's designated juvenile court judge. Judge Acevedo is a member of the Montana Juvenile Justice Council. He is a member of the Montana Court Improvement Program's Advisory Committee, served 6 years on the Montana Children's Trust Fund Board, served 2 years on the Montana Governor's Council on Families, and is a member of the Montana Bar Association's Judicial Relations Committee.

MARIE ALMONTE has been working since February 1998 as an outreach counselor for the Street Outreach (SOS) project of the Midtown Community Court in New York City. Ms. Almonte is a certified HIV counselor who works closely with the New York City Police Department's community policing units to offer immediate assistance to those on the streets who have fallen between the cracks of traditional law enforcement and social service systems. Prior to joining the SOS program, Ms. Almonte was the bilingual educator at the Midtown Community Court for the Foundation for Research on Sexually Transmitted Diseases, running health education groups for misdemeanor offenders.

S. CAMILLE ANTHONY serves as the executive director of the Utah Commission on Criminal and Juvenile Justice, a position to which she was appointed in November 1992 by Gov. Michael O. Leavitt. The commission, made up of 19 criminal and juvenile justice professionals and a citizen chair, is charged with promoting broad philosophical agreement concerning the objectives of the criminal and juvenile justice system in Utah, as well as providing a mechanism for coordinating the functions of the various branches and levels of government involved. In addition, Ms. Anthony is on Gov. Leavitt's Senior Staff and Cabinet Council. Previously, she worked as an intern for U.S. Sen. Jake Garn (R-Utah), and participated in a study abroad program in London, England, with Brigham Young University (Utah). In 1992, she was selected by Rotary International to participate in its Group Study Exchange to Sweden. Ms. Anthony received a Juris Doctor from the University of Utah College of Law.

CARLA M. ARRANAGA is deputy-in-charge of the Hate Crime Suppression Unit for the Los Angeles County (Calif.) District Attorney's Office and is responsible for the prosecution of all adult hate crimes in Los Angeles County. Ms. Arranaga has helped establish a hate crimes response in every police department and sheriff station in Los Angeles County. Ms. Arranaga has been a prosecutor for the office for more than 14 years. She assists a variety of federal, state, and local agencies responsible for the prosecution and abatement of hate crimes. In 1997, Ms. Arranaga served as a panelist for the White House Hate Crime Summit. Ms. Arranaga received a bachelor of arts degree in political science and Chicano studies and a Juris Doctor from the University of California at Berkeley.

NICK ATHAS is a film producer with Olmos Productions, Inc. His work includes producing *It Ain't Love* and serving as marketing director for *Dominick and Eugene*, *The Ballad of Gregorio Cortez*, *Triumph of the Spirit*, and *American Me*. He served as producer and director of outreach of the Lives in Hazard Film and Educational Campaign and has 4 years' experience working on violence and abuse issues. He attended the University of California at Los Angeles Film School.

CLEMENTINE BARFIELD-DYE is president of Save Our Sons and Daughters (SOSAD), which she founded in 1987 after the shooting death of one of her teenage sons. SOSAD provides a support network for victims of homicide and creates positive, peaceful alternatives to violence. Ms. Barfield-Dye has been a guest lecturer at numerous colleges and served on the board of directors of the National Victim Center, the Black Community Crusade of the Children's Defense Fund, the Community Violence Prevention Project, the International Convening Committee of the Citizens' Assembly for a Weapons Free World, and the National Organization of Victim Assistance. She has a degree in interdisciplinary studies from Wayne State University (Mich.) and honorary doctoral degrees from Marygrove College (Mich.) and Siena Heights University (Mich.).

GENE BARNES is the district administrator for the California Department of Alcoholic Beverage Control's San Diego district office. He has been employed with the department since 1974. Mr. Barnes conducts L.E.A.D. (License Education on Alcohol and Drugs) training, is a presenter for police seminars regarding ABC disorderly premises investigations, has served on committees concerning conditional use permits, and is an adviser to Youth Access to Alcohol Panels. He has a master's degree in education administration from San Bernardino State University (Calif.), a community college teaching credential for police science, and a Management Peace Officer Standards Training certificate.

JOSEPH BEARD has been responsible for the Snohomish County (Wash.) Police Department's Sex Offender Unit since 1992. His responsibilities include preparing sex offender community notification bulletins, conducting all sex offender community education meetings, tracking the registered sex offenders residing within the county, and preparing failure-to-register cases for prosecution. He conducts sex offender community notification training with local school districts, child protection services, the state Department of Corrections, and other police agencies within the county. He was appointed a voting member of the Department of Corrections End of Sentence Review Committee and is a member of the End of Sentence Review Subcommittee that determines the distribution of the "Notice of Release" on sex offenders within the state of Washington.

JAMES BELL has been a staff attorney at the Youth Law Center in San Francisco, California, for 17 years, representing children confined in adult jails, juvenile detention centers, and training schools. He is currently involved in litigation in San Francisco, New Orleans, and Kentucky. He has written articles analyzing death penalty sentences for children and testified before Congress on federal legislation that impacts adolescents. He continues to assist the African National Congress in the administration of the juvenile justice system in South Africa. Similarly, he worked with Palestinians and Israelis on alternatives to juvenile incarceration. He has recently returned from Cambodia, where he trained lawyers.

SHAY BILCHIK has served as administrator of the U.S. Department of Justice, Office of Juvenile Justice and Delinquency Prevention since October 1994. He previously served as associate deputy attorney general in the Office of the Deputy Attorney General. Mr. Bilchik began his career in 1977 as an assistant state's attorney for the 11th Judicial Circuit of Florida in

Miami. In 1979, he was promoted to juvenile division chief and later to deputy chief assistant for administration. Mr. Bilchik became chief assistant for administration in 1985 and had supervisory authority over the juvenile prosecution program. He established and oversaw the Child Advocacy Center, which is a multidisciplinary intake unit for cases involving victims of child abuse. He has lectured extensively on juvenile justice issues and served on the faculty of the National Council of Juvenile and Family Court Judges. Mr. Bilchik received a bachelor's degree and a Juris Doctor from the University of Florida.

BETHANY BLAKEY is management/program analyst with the U.S. Department of Justice Drug Enforcement Administration, and is currently detailed to the Crime Mapping Research Center of the U.S. Department of Justice, National Institute of Justice (NIJ). Her primary responsibility at NIJ is staffing the Joint National Partnership for Reinventing Government/Department of Justice Crime Mapping & Data-Driven Management Task Force. She has worked in a variety of nonprofit human services organizations and in all three levels of government, including the mayor's office of Pittsburgh, the Pennsylvania Department of Corrections Community Correctional Centers, and now the Justice Department. She earned two master's degrees from the University of Pittsburgh, including a master of public administration with a specialty in management of nonprofit organizations and a master of social work with a concentration in community organization and planning.

ROBERT J. BODISCH, SR., is the director of the Texas Narcotics Control Program, in the office of the governor. The Texas Narcotics Control Program directs the activities of 47 Narcotics Task Forces spread throughout Texas. Mr. Bodisch is also the state coordinator for the Texas Military Surplus Property and Procurement Program. Prior to accepting his current position, Mr. Bodisch was a Harris County (Tex.) deputy sheriff, a lieutenant investigator with the Harris County District Attorney's Office, chief investigator with the Texas Prosecutors Council, senior criminal investigator with the Texas Attorney General's Office, and reserve captain with the Taylor (Tex.) Police Department. Mr. Bodisch serves as an advisory board member of the U.S. Department of Justice's Border Research and Technology Center; a member of the Joint Command Group, Operation Alliance; a member of the Organizational Command Group, Southwest Border States Anti-Drug Information System; a member of the Drug Policy Task Force, Council of State Governments; and chairman of the Organizational Command Group for the Texas Narcotics Control Program.

ROBERT C. BORUCHOWITZ has been the executive director of the Seattle-King County (Wash.) Public Defenders Association since 1978. He is the author of numerous articles and frequently serves as a trainer at continuing legal education seminars. He is a member of the National Legal Aid and Defenders Association Board of Directors and the Washington Minority and Justice Commission. He received a bachelor of arts degree in political science from Kenyon College (Ohio) and a Juris Doctor from Northwestern University School of Law (Ill.). Other activities include: panelist, "What Defenders Can Learn from Racial Bias in the Courts Studies," NLADA, December 8, 1994; participant, forum on "Post-Sentence Detention of High-Risk Offenders," Ministry of Justice, Ottawa, Canada, May 12-13, 1995; recipient of Reginald Heber Smith Award, National Legal Aid and Defenders Association, 1987, and William O. Douglas Award, Washington Association of Criminal Defense Lawyers, 1993; member, National Legal

Aid and Defenders Association Board of Directors, Defender Council; and technical support member, Washington State Minority and Justice Commission.

JOSEPH E. BRANN has served as director of the U.S. Department of Justice, Office of Community Oriented Policing Services since 1994. Mr. Brann began his law enforcement career in Santa Ana, California. In 1990, he became chief of police in Hayward, California. He has written and lectured extensively on community policing. Mr. Brann has a bachelor's degree in criminal justice from California State University at Fullerton and a master's degree in public administration from the University of Southern California. He is a graduate of the Federal Bureau of Investigation's National Academy.

BARBARA BRODERICK has been the state director for adult probation for the Arizona Supreme Court for the past 4 years. In her current position, Ms. Broderick has responsibility for strategic planning, budgeting, and program oversight of the 15 probation departments within the superior court. Prior to joining the Arizona judicial system, she was the New York state director of probation and correctional alternatives and the director of policy analysis and information for the New York state parole division. Ms. Broderick is the southwest regional representative on the American Probation and Parole Association's Board of Directors. She holds a master of arts degree from the University at Albany School of Criminal Justice (N.Y.).

THOMAS C. BROWN is the owner of Summit Quest Consulting and a national speaker, workshop facilitator, and executive retreat leader in the areas of organizational and personal empowerment and leadership development. He has a doctor of philosophy degree in lifestyle management and organizational change.

GARLAND BRUNOE is vice chairman of the Confederated Tribes of Warm Springs Indian Reservation of the Dog River Band of Wascoe's. He is also the director for compensation and benefits and managed care branch for the Confederated Tribes of Warm Springs.

HEZEKIAH BUNCH, JR., is the chief of police for the Housing Authority of Baltimore City (Md.) Police Force. Prior to accepting this position in March 1993, Mr. Bunch retired from the Baltimore City Police Department with 22 years of active duty. During his career, he performed duties in the Patrol Division; Foot Patrol Unit; Special Operations Unit; Tactical Operations Unit; Tactical Public Housing Drug Enforcement Unit; District Community Relations Unit; Criminal Investigations Division Narcotics Unit Drug Enforcement Administration Task Force; State's Attorney's Office Investigative Unit; and the Executive Protection Unit. Mr. Bunch recently became an assessor for the Commission on Accreditation for Law Enforcement Agencies, Inc. He has an associate in arts degree in law enforcement from Baltimore Community College (Md.) and a bachelor of science degree in criminal justice from Cooper State College (Md.). He is a graduate of the National Academy of the Federal Bureau of Investigation.

KEVIN S. BURKE is a district court judge in Hennepin County (Minn.). He presently presides in the Hennepin County Drug Court and is the assistant chief judge of the district. He is former chief judge of the district. He was appointed to the bench in 1984 and was elected in 1986 and

re-elected in 1992 and 1998. Before becoming a trial court judge, he was an assistant public defender and in private practice. He is a member of the board of directors of the National Center for State Courts and serves as an adjunct professor of law at the University of Minnesota. For a number of years, Judge Burke chaired the Minnesota State Board of Board Defense. He graduated from the University of Minnesota Law School.

DOTTIE BURKETT is an elder service officer with the Seminole County (Fla.) Sheriff's Office and has been an active TRIAD participant/presenter at the local, regional, and national levels for the past 6 years. Ms. Burkett has been a presenter/consultant at numerous academy and agency training locations in Florida and other states.

DONNA BURNS serves as director of the Special Projects Division of the Georgia Emergency Management Agency (GEMA). This division includes Public Information Training, the Consequence Management Program, the Excess Property Program, and Information Management. Prior to joining GEMA in 1991, Ms. Burns was the executive assistant to the chief of staff for the State Olympic Law Enforcement Command during the 1996 Centennial Olympic Games in Atlanta, Georgia; a criminal justice consultant with the Georgia Department of Community Affairs; the director of training for the Georgia Sheriffs' Association; and deputy sheriff with the Cobb County (Ga.) Sheriff's Office. Ms. Burns is a certified peace officer and peace officer instructor. She has a bachelor of arts degree in criminal justice from West Georgia College and a master of government administration degree from Georgia State University.

FOX BUTTERFIELD is a national correspondent for the *New York Times*, reporting on crime and criminal justice policy. He has worked as a *Times* correspondent for 30 years, serving as bureau chief in Saigon, Tokyo, Hong Kong, Beijing, and Boston and as a correspondent in Washington and New York. During that time, he was awarded the Pulitzer Prize as a member of the *New York Times* team that published the Pentagon Papers, the Pentagon's secret history of the Vietnam War, in 1971. He is also the author of several books; has published articles in numerous publications other than the *Times*; has appeared frequently as a guest on television news programs; and has lectured to a wide variety of groups. He received a bachelor's degree, master's degree, and doctor of philosophy in Chinese history from Harvard University (Mass.).

SEAN M. BYRNE is executive director of the New York Prosecutors Training Institute, which provides capital prosecution training and technical assistance to members of the New York State District Attorneys Association. Previously, Mr. Byrne served as deputy commissioner of the New York Division of Criminal Justice Services; counsel to the director of criminal justice in the executive chamber of former New York Gov. Mario M. Cuomo; and law clerk for Judge W. Bellacosa of New York's Court of Appeals. He also served in the New York Division of Parole and in the counsel's office of the New York Department of Correctional Services.

JOHN A. CALHOUN is executive director of the National Crime Prevention Council, a nonprofit organization whose work includes public service advertising, training and technical assistance, work with the 122-member Crime Prevention Coalition of America, substance abuse prevention, municipal strategies, youth initiatives, publications, policy development, and fundraising. He created and launched the Youth as Resources program, an initiative that asks

youth to identify social issues that concern them and then design and run service projects to address those issues. Former Massachusetts commissioner of the Department of Youth Services, Mr. Calhoun served as a presidential appointee under President Carter as commissioner of the Administration for Children, Youth and Families. A graduate of Brown University (R.I.), Mr. Calhoun also holds a master's degree in theology from Episcopal Divinity School (Mass.) and a master's degree with honors in public administration from Harvard University (Mass.).

WILLIAM H. CARBONE is executive director of the Court Support Services Division in the state of Connecticut's Judicial Branch. He was formerly director of the state's Office of Alternative Sanctions; undersecretary of the Management and Justice Planning Division, Connecticut Office of Policy and Management; and chairman of the state's Prison and Jail Overcrowding Commission. Mr. Carbone holds a practitioner-in-residence appointment at the School of Public Safety and Professional Studies of the University of New Haven (Conn.). He teaches courses at the undergraduate and graduate levels in various aspects of the juvenile and adult criminal justice systems.

THOMAS H. CARR serves as the director of the Washington/Baltimore High Intensity Drug Trafficking Area program, a project sponsored by the Office of National Drug Control Policy. Mr. Carr retired from the Maryland State Police after 23 years of service. He was assigned to the Attorney General's Office, where he worked as a white-collar crime investigator and supervisor. He also served as an associate instructor with the Maryland Police and Correctional Training Commission. Prior to that, he was commander of the Criminal Investigation Division and the Narcotics Division and was chief of the Bureau of Drug Enforcement. Mr. Carr has been a faculty member of the University of Maryland, Department of Criminal Justice and Criminology since 1993. He also serves as director of the University of Maryland Law Enforcement/Criminal Justice Technology Research Program. Actively involved in the development of new criminal justice policy within the state of Maryland, he was the vice chairman of the Maryland Governor's Prescription Drug Commission, a vice chairman of the Governor's Drug and Alcohol Abuse Commission, and executive director of the state Office of Strategic Drug Enforcement Coordination, a forum that coordinated state antidrug initiatives. Mr. Carr has a bachelor of arts degree in history from Towson University (Md.) and attended the Federal Bureau of Investigation's National Academy and the Federal Executive Institute.

JAMES D. CAYCE is presiding judge for the King County (Wash.) District Court. Prior to his appointment to the bench in 1989 he spent 9 years in private practice. Judge Cayce chaired a task force that led to the creation of a mental health court in King County. He also created a speaker's bureau, which provides court outreach to immigrant and ethnic communities. The bureau focuses on opening communication between the courts and the community, providing education about the services available in the courts and giving people an opportunity to meet elected officials in an informal atmosphere. Judge Cayce serves on numerous committees.

JAN M. CHAIKEN, PH.D., has been director of the U.S. Department of Justice Bureau of Justice Statistics since September 1994. Previously he served as an assistant professor in the Mathematics Department of Cornell University (N.Y.), a research associate at the Massachusetts

Institute of Technology, a senior mathematician at the RAND Corporation, an adjunct associate professor at the University of California at Los Angeles System Sciences Department, and a principal scientist in law and justice at Abt Associates Inc. Dr. Chaiken has a doctor of philosophy degree in mathematics from the Massachusetts Institute of Technology.

MARCIA CHAIKEN is director of research for LINC, where she has developed and carried out research and produced research-application reports and presentations for many of the federal research agencies included in the U.S. Departments of Justice and Health and Human Services and the U.S. Congress. Private foundations for whom she has developed research, reports, and presentations include the W.K. Kellogg Foundation, the John D. and Catherine T. MacArthur Foundation, and the Carnegie Corporation of New York. She has also carried out a number of evaluations for national youth organizations, including Girl Scouts of the USA and Girls Clubs of America. Dr. Chaiken is taking the lead in a partnership of senior research analysts, eight municipal and county law enforcement departments, and three tribal governments, including tribal police, for a U.S. Department of Justice, National Institute of Justice-sponsored project involving locally initiated research in support of community policing. The project is concentrating on reducing violence against women and girls. As principal investigator, Dr. Chaiken recently completed a project funded by the Carnegie Corporation of New York and NIJ with the goal of providing safer environments for youth during nonschool hours. In 1995, Dr. Chaiken was cochair of the American Society of Criminology Task Force on Prevention, Research, Policy and Practice, which convened at the request of U.S. Attorney General Janet Reno.

MARCIA CHOO is the assistant director of museum programs at the Simon Wiesenthal Center Museum of Tolerance where she is responsible for the coordination and integration of museum education programs such as the Arts & Lectures Series, Special Exhibitions, the Tools for Tolerance for Professionals Program, and Special Events. As the past executive director of the Asian-Pacific-American Dispute Resolution Center, Ms. Choo has an extensive background in mediation and race relations and conflict resolution. She designed and team-taught a course on race relations and community conflict resolution at California State University, Dominguez Hills, and continues to be a part-time faculty member with the Straus Institute for Dispute Resolution at the Pepperdine University School of Law (Calif.). Ms. Choo is a member of the Community Advisory Council to the Los Angeles (Calif.) chief of police and was appointed to serve as an adviser to the Los Angeles City Human Relations Commission. She does extensive volunteer work with the International Visitors Council of Los Angeles. She has a bachelor of science degree in social psychology from the University of California, Los Angeles (UCLA), and earned a certificate in management development for entrepreneurs from the Anderson School at UCLA. She is also a graduate of the City Focus Public Affairs Programs of the Coro Foundation.

KEITH G. CHVAL is an assistant attorney general for the state of Illinois. He serves as the supervisor of Illinois Attorney General Jim Ryan's Internet Criminal Activity Unit, which targets Internet-based exploitation of children. Mr. Chval also serves as the attorney general's legal liaison to the National Association of Attorneys General for computer crime. He previously served as an assistant state's attorney in the Criminal Division of the DuPage County (Ill.) State's Attorney's office where he served as a prosecutor in misdemeanor, juvenile, and felony

courtrooms. He is a graduate of the Illinois Institute of Technology, Chicago-Kent School of Law.

ROCH O. CLAPP is the director of the Boise County (Idaho) Community Justice Department. He previously served the county as a juvenile probation officer. Prior to his employment in Boise County, he served in Nez Perce County (Idaho) as assistant to the tribal court administrator, misdemeanor probation officer, jury commissioner, and court administrative officer. He has a bachelor of arts degree in political science from the University of Idaho.

PETER CLAVELLE has served as mayor of Burlington, Vermont, since 1989. He previously served in numerous city management and public service positions in Vermont, including town manager of Castleton, city manager of Winooski, and personnel director of Burlington, and as Burlington's first director of community and economic development. In 1993, he founded Burlington Associates, a consulting firm specializing in community development and planning for municipal and state governments and nonprofit organizations. His consulting work has taken him to Brazil, the Gaza Strip, and Grenada, where he worked and lived for one year. His experience led to his appointment to the board of directors of the Vermont-based Institute for Sustainable Communities, which promotes environmental protection and participatory decisionmaking in Central and Eastern Europe. Mayor Clavelle received a bachelor's degree in urban studies from St. Anselm College (N.H.) and a master's degree in public administration from Syracuse University (N.Y.).

SAM COCHRAN is a 24-year, career law enforcement officer with the Memphis (Tenn.) Police Department, where he is the coordinator of the Critical Incident Services Hostage Negotiation Team and Crisis Intervention Team. He serves on numerous boards of directors and committees that focus on community issues pertaining to mental health, jail diversion, and homelessness. He has a bachelor of science degree in criminal justice and a master of science degree in political science, with a minor in criminal justice, from the University of Southern Mississippi.

LEE COLWELL, PH.D., is a professor of criminal justice, and the director of the Criminal Justice Institute and the National Center for Rural Law Enforcement, which are divisions of the University of Arkansas. He retired from the Federal Bureau of Investigation, where he served as associate director. He also served as a senior policy adviser on criminal justice to the governor of Arkansas. He serves as an adjunct professor at the University of Virginia and the University of Southern California. Dr. Colwell is chairman of the National Youth Gang Center Advisory Board and serves on the Executive Panel of the U.S. Department of Justice, National Institute of Justice Technology and Policy Assessment Committee. He has a bachelor of science degree from Little Rock University (Ark.), a master of public administration degree, and a doctor of philosophy degree in public administration from the University of Southern California.

FOSTER COOK is an assistant professor and the director of the substance abuse programs in the Department of Psychiatry at the University of Alabama at Birmingham (UAB). He is currently principal investigator for the Office of National Drug Control Policy/U.S. Department of Justice, National Institute of Justice (NIJ) Breaking the Cycle project, the NIJ Arrestee Drug

Abuse Monitoring project, and the U.S. Department of Justice, Office of Justice Programs Drug Court initiative, as well as other projects. He is immediate past president of the Alabama Association of Community Corrections, director of Birmingham Treatment Alternatives to Street Crimes (TASC) and its past president, and serves on the board of directors of National TASC and the Office of National Association Drug Control Professionals. Mr. Cook received his bachelor of arts degree and master of arts degree from UAB. He is a certified alcohol and drug abuse counselor.

GREGORY M. COOPER serves as chief of police of the Provo (Utah) Police Department and as chairman of the Utah Criminal Tracking and Analysis Project (UTAP). Prior to this position, Mr. Cooper was employed by the Federal Bureau of Investigation, serving in various investigative and supervisory positions. Before joining the FBI, he served as chief of police in Delta (Utah) and as a police officer in Provo. He coauthored the *Crime Classification Manual*, a landmark book on homicide, arson, and sexual assault. Mr. Cooper has consulted internationally with law enforcement agencies on more than 1,000 cases. He is an expert witness in crime scene analysis. He has provided expert testimony that linked multiple homicides in separate jurisdictions by behavioral traits, contributing to the conviction of a serial killer. Mr. Cooper also instructs at the Utah Police Academy and Utah Valley State College and was an adjunct faculty member at Salt Lake Community College (Utah) and the University of Virginia. He serves as chairman of the board for the Utah County Major Crimes Task Force and is a board member on the Utah Council on Victims and the Massachusetts State Police Behavioral Science Unit. Additionally, he is the president of Shield International, Inc., an international training, consultation, and research company for law enforcement, public safety, and private industry organizations.

JAMES E. COPPLE is the executive deputy director for the National Crime Prevention Council (NCPC). In this position Mr. Copple oversees units represented by the Justice Programs and Community Action Team and serves as one of the spokespersons for the organization. Prior to his position with NCPC, Mr. Copple was the founding president and CEO of the Community Anti-Drug Coalitions of America, a privately funded, nonpartisan membership organization of 4,300 antidrug and violence-prevention coalitions. Mr. Copple served as special assistant to the superintendent of schools in Wichita (Kans.), where he also was the founding director of Project Freedom, a local comprehensive coalition addressing drug abuse and violence; the founding principal of the Downtown Law, Public and Social Service Magnet High School; and served on the Governor's Advisory Committee on Juvenile Crime. Mr. Copple formerly served on the Advisory Committee for the U.S. Department of Health and Human Services, Substance Abuse and Mental Health Services Administration, Center for Substance Abuse Prevention and the National Advisory Committee for the Robert Wood Johnson Foundation. Currently, he is secretary of the board of directors of the Treatment Advisory Center. Mr. Copple has a bachelor of arts degree in history from Eastern Nazarene College (Mass.) and a master of divinity degree from Nazarene Theological Seminary (Mo.) and has done further graduate work at Boston College (Mass.) and Johns Hopkins University (Md.). Mr. Copple is currently on leave from the doctor of philosophy program in the history and philosophy of education at the University of Kansas.

RONALD P. CORBETT is second deputy commissioner of the Massachusetts Probation Department. He has worked in corrections for 25 years as a probation officer, an assistant chief, a regional director, and a director of training and development. He is past president of the National Association of Probation Executives.

FERNANDO CUBILLAS has been general manager for Olmos Productions, Inc., since 1989. He previously worked for the Entertainment Department of Universal Studios Tours and in production for the Universal Studios Television Department. He received a bachelor of science degree in business from California State University at Fullerton.

CRAIG CUSSIMANIO is manager of Web site development for the Justice Research and Statistics Association (JRSA). In this role, Mr. Cussimanio manages the content and development of the association's Web site (www.jrsa.org). His latest project involves managing the development of the new BJA evaluation Web site (www.bja.evaluationwebsite.org), designed to provide state administrative agency staff, criminal justice planners, researchers, and evaluators, as well as local practitioners, with a variety of resources for evaluating criminal justice programs.

LINDA DAHLBERG, PH.D., is a senior behavioral scientist at the U.S. Department of Health and Human Services, Centers for Disease Control and Prevention (CDC), National Center for Injury Prevention and Control, Division of Violence Prevention in Atlanta, Georgia. Before joining the CDC in 1990, she held a faculty appointment at Emory University (Ala.). Dr. Dahlberg has worked in the past several years in the area of adolescent health, addressing such problems as interpersonal violence among youth and sexually transmitted diseases, including HIV/AIDS. Currently, Dr. Dahlberg conducts research on interpersonal violence among youth and is a technical consultant on a number of youth violence prevention projects across the United States. Dr. Dahlberg received a master of arts degree and a doctor of philosophy degree in sociology from Indiana University-Bloomington.

JAMES L. DANFORTH has served as the chief of police on the Oneida Reservation in Wisconsin for 13 years. In addition to overseeing police personnel, he is responsible for gaming security and observation personnel. Previously he served as a sheriff's deputy for Outagamie County for 11 years. Chief Danforth sits on numerous committees and organizations, including the Great Lakes Native American Law Enforcement, Wisconsin Chiefs of Police Association, National Sheriff's Association-Indian Affairs, and Wisconsin Attorney General's Children In-need Task Force. Chief Danforth is a graduate of the Federal Bureau of Investigation's National Academy, and is actively pursuing a degree in criminal justice administration while attending numerous conferences and seminars.

MARI ANN DANIELS is the director of the Baltimore City (Md.) Department of Juvenile Justice. Ms. Daniel is responsible for the overall administration of delinquency programs in the city. Ms. Daniel has previous experience as an assistant area director, a program director in two of Maryland's institutions, and a probation officer. She is the current chair of the Maryland Female Population Task Force and vice-chair of the National Girls' Caucus. Ms. Daniel received

a bachelor of science degree from Coppin State College (Md.) and a master of science degree from the University of Baltimore (Md.).

PRESTON A. DANIELS is mayor of Des Moines (Iowa). He also works for Employee and Family Resources, Inc. (EFR), where he is the director of community and court services for the National Council on Alcoholism/The Iowa Plan. He also served as a central assessment counselor, a family counselor, director of a Treatment Alternatives to Street Crimes program, a correctional officer/counselor, a probation officer, and a youth shelter counselor. Mayor Daniels received his bachelor of arts degree in psychology and a master of science degree in health science and counseling from Drake University (Iowa).

BEVERLY WATTS-DAVIS is a national trainer in community mobilization, resource development, and forming effective partnerships and collaboratives to address systemic problems. Ms. Davis is the current executive director of San Antonio (Tex.) Fighting Back and past statewide coordinator for Texans' War on Drugs. San Antonio Fighting Back is a comprehensive prevention and relapse prevention intervention, treatment, community empowerment, and community improvement program that addresses substance abuse, crime, and violence. Ms. Davis also provided community mobilization services to rural, high-risk, and ethnic minority communities.

M. BETH DAVIS is executive director of the Mississippi Public Defender's Commission. She served as the public defender for the city of Jackson (Miss.) for 13 years and as deputy chief public defender for Hinds County (Miss.) for 6½ years. She is a past president of the Mississippi Public Defender Association and currently serves on its board of directors. She has been chosen to participate in the National Defender Leadership Project by the Vera Institute of Justice in New York as a trainer for public defenders throughout the nation. She recently attended the National Judicial College and the National Chief Defender Roundtable and has been selected to participate in the Executive Session on Indigent Defense Systems at Harvard University's John F. Kennedy School of Government (Mass.). She is a graduate of Mississippi State University and the University of Mississippi School of Law.

RAYMOND DAW serves as executive director of two rural programs—Northwest New Mexico Fighting, whose mission is to reduce the demands for alcohol and drugs through community mobilization, public information, and technical assistance, and Na'nizhoozhi Center, Inc. (NCI), whose mission is to reduce public intoxication and related problems. NCI is a model, 150-bed program with protective custody, social detoxication, Native-American treatment, and shelter components. Both programs have contributed significantly toward a 48-percent drop in public intoxication and the formation of youth programs.

ALICE W. DERY became assistant chief in the U.S. Department of Justice Criminal Division Asset Forfeiture Office, now the Asset Forfeiture and Money Laundering Section, in 1994. Since joining the Department of Justice in 1986, she has worked as a special assistant U.S. attorney and as the Law Enforcement Coordinating Committee/Victim-Witness Coordinator for the Middle District of Georgia, an attorney-advisor in the Financial Litigation Unit in the Executive Office

for U.S. Attorneys, and a special counsel in the Asset Forfeiture Office. She graduated from Mercer University (Ga.) in 1983 and was a 1986 graduate of the Mercer University Law School.

DREW DIAMOND is a senior associate at the Police Executive Research Forum (PERF), where he has directed several community policing projects. During 1995, he carried out a 9-month assignment as director of the Community Policing Consortium project funded by the U.S. Department of Justice, which provides community policing training and technical assistance nationwide. He worked in Bosnia during summer 1996, providing technical assistance to the International Police Task Force. Prior to joining PERF, he served in the Tulsa (Okla.) Police Department for 22 years. He was chief of the department from October 1987 to November 1991. He also was an agent in the U.S. Army Criminal Investigations Command and an employee of the Federal Bureau of Investigation (FBI). He is a graduate of Northeastern Oklahoma State University and the FBI's National Academy and National Executive Institute.

WALTER DICKEY has been a member of the faculty of the University of Wisconsin-Madison Law School since 1976 and is currently the Evjue-Bascom Professor of Law. He is the faculty director of the Remington Center for Research, Education and Service in Criminal Justice, which gives law students the opportunity to provide service, perform research, and gain experience in criminal justice. He was the secretary of the Wisconsin Department of Corrections from 1983 to 1987 and, in an earlier leave of absence from the law school, drafted the administrative rules for the department. He chaired the Wisconsin Judicial Council when it modernized the law pertaining to homicide and is the author of two books and numerous articles on criminal justice issues and professional responsibility. He has been a member of the American Law Institute since 1989 and chaired the Wisconsin Governor's Task Force on Sentencing and Corrections. He has worked extensively with the Campaign for an Effective Crime Policy in Washington.

MARY D. DORMAN started her private law practice in New York City in 1975. Her first-amendment advocacy has resulted in her work on behalf of various artists, galleries, alternative art venues, and collectors. Much of her practice consists of age, gender, and race discrimination cases, reflecting her commitment to equality in the workplace. Ms. Dorman holds an appointment as a special master of the Supreme Court of New York. She currently serves on the advisory board of the Midtown Community Court in New York City.

JEREL A. EAGLIN is director of youth crime prevention for the National Crime Prevention Council and program director for the National Youth Network, an organization dedicated to strengthening the voice of young people. He is the author of numerous publications.

GEORGE EPP is serving his third term as sheriff of Boulder County (Colo.). Sheriff Epp has worked in the Boulder County sheriff's office in numerous capacities since 1972. He is chairman of the Colorado Drug Control and System Improvement Board, president of the board of directors of the Boulder Shelter for the Homeless, and a member of the board of directors of the County Sheriffs of Colorado, the Boulder County Community Corrections Board, and the National Criminal Justice Association. Sheriff Epp has a bachelor's degree in sociology from the University of Colorado in Boulder.

JOSEPH R. FARMER is the program manager of the Drug Control & System Improvement component of the Byrne Formula Grant program administered by the Arizona Criminal Justice Commission. He has held this position since his retirement following 32 years of service as a police captain with the city of Phoenix (Ariz.) Police Department. Capt. Farmer commanded the Phoenix Police Drug Enforcement Bureau and the Communications Bureau during its transition to the 911 emergency call system, and administered the department's police academy and advanced training sections. He also served as a patrol supervisor, homicide investigator, and field officer.

MICHAEL J. FARRELL is deputy commissioner for policy and planning for the New York City Police Department, where he is in charge of the department's crime statistics, grant programs, system of orders and directives, crime strategies, resource allocation plans, and performance measurement indicators. He has also served the department as director of special projects, assistant commissioner in the Office of the First Deputy Commissioner, and deputy commissioner for policy development. Mr. Farrell also served on the director's staff of the U.S. Department of Justice National Institute of Justice and as a presidential management intern. He has a bachelor of arts degree and a master's degree in public administration from New York University. He attended the program for senior executives in state and local government at Harvard University's Kennedy School of Government (Mass.).

RAYMOND C. FISHER has served as associate attorney general of the United States since November 1997. As the third-ranking official of the U.S. Department of Justice, he oversees the work of the Civil, Civil Rights, Antitrust, Tax, and Environment & Natural Resources Divisions, the Office of Justice Programs, and the Office of Community Oriented Policing Services. Mr. Fisher, a business trial lawyer, was the founding partner of the Los Angeles office of Heller, Ehrman, White & McAuliffe. He served as a law clerk to Justice William J. Brennan, Jr., at the U.S. Supreme Court and, the year prior, to Judge J. Skelly Wright of the U.S. Court of Appeals for the District of Columbia Circuit. Prior to joining Heller Ehrman in March 1988, he practiced with the firm of Tuttle & Taylor. Mr. Fisher is a fellow of the American College of Trial Lawyers and the American Bar Foundation. He is the past chair of the Lawyer Representative Coordinating Committee of the Ninth Circuit Judicial Conference and was a member of the Executive Board of the Federal Bar Association for the Central District of California. He served as president of the five-member Los Angeles (Calif.) Police Commission and was deputy general counsel for the Independent Commission on the Los Angeles Police Department ("Christopher Commission") in 1991. He has also been a member and is a past president of the board of directors of the Constitutional Rights Foundation and served on the board of directors of the Brennan Center for Justice and the Legal Aid Foundation of Los Angeles. He was a member of the Los Angeles City Civil Service Commission, and served as commission president from 1987 to 1988. In 1975 he was special assistant to the governor of California. He received a bachelor of arts degree from the University of California at Santa Barbara and a bachelor of law degree from Stanford Law School (Calif.).

GLENN M. FLOTHE, a lifelong Alaskan, retired from the Alaska Troopers in July 1998 after 24 years. During the 10 years he worked throughout Alaska as a homicide and violent crimes investigator, Mr. Flothe was responsible for solving the first bombing of the Trans-Alaska

Pipeline and for bringing to justice a serial murderer responsible for kidnaping and murdering 19 Alaskan women. While serving as commander of the Alaska State Troopers Criminal Investigation Bureau, Mr. Flothe brought online Alaska's Violent Criminal Apprehension Program and National Center for Missing and Exploited Children's programs and assisted in writing legislation establishing Alaska's mandatory statewide Uniform Homicide Reporting System. Mr. Flothe currently is employed as the director of security for Doyon Universal and volunteers his time teaching at the Alaska Department of Public Safety Training Academy and assisting the Native American Rights Fund. He has a bachelor of arts degree in organizational management from Alaska Pacific University and is a graduate of the Federal Bureau of Investigation's National Academy.

EDWARD A. FLYNN is chief of police of Arlington County (Va.). He began his career in 1971 with the Jersey City (N.J.) Police Department, where he served as a patrol officer, sergeant, lieutenant, captain, and inspector. He also has served as chief of police in Braintree, Massachusetts, and reform chief in Chelsea, Massachusetts. He is a member of the National Community Oriented Policing Resource Board, a peer review consultant at the U.S. Department of Justice, National Institute of Justice (NIJ), and a consultant and instructor for the International Association of Chiefs of Police. He has a bachelor of arts degree from LaSalle University (Pa.) and a master of arts degree in criminal justice from John Jay College of Criminal Justice (N.Y.). He is a graduate of the Federal Bureau of Investigation's National Academy and was an NIJ Pickett Fellow at Harvard University Kennedy School of Government's program for local government executives.

RITA ALIESE FRYE was reappointed to a second 6-year term as the Cook County (Ill.) public defender in June 1998. In this capacity, she is the chief executive of the Office of the Cook County Public Defender. Her duties and responsibilities include designating liaisons to all county and court agencies involved in the administration and funding of the office; serving as ex-officio member of all office committees and as director of all internal office operations; and monitoring all activities of the office, including all requests for expenditures, budgets, and allocation of resources. She has an associate of arts degree from Prairie State College (Ill.), a bachelor of arts degree from Loyola University (Ill.), and a Juris Doctor from Northwestern University College of Law (Ill.).

DENNIS GABRIEL is a substance abuse counselor for Tulane University's (La.) Project Return, which he joined after 15 years of incarceration. He also has worked as a stevedore, a supervisor with marine and offshore catering companies, and a recreational supervisor for the New Orleans (La.) Recreation Department and served in the U.S. Air Force, where he specialized in aircraft mechanics.

FRANCES GALLEGOS is a Santa Fe, New Mexico, municipal court judge, having been elected to a 4-year term in 1996. In this capacity, she adjudicates DWI/criminal cases, domestic violence and shoplifting cases, as well as traffic/parking offenses. In her short tenure, she has initiated and implemented a number of innovative programs at the court that promote alternative sentencing. Prior to her election, Judge Gallegos served as ombudsman for the New Mexico Lt.

Governor's Office, urban initiative coordinator for the Santa Fe Community Partnership for Substance Abuse Prevention, and National Guard broadcast journalist on the "War on Drugs" project. She also served as a U.S. Air Force staff sergeant during the Vietnam War, and was a member of the National Guard in the Persian Gulf War. In 1993, Judge Gallegos was appointed to the Santa Fe DWI Task Force and to the New Mexico Legislative DWI Oversight Task Force.

FRED W. GARCIA is the chief programs officer for Washington state's alcohol and drug authority. In this position, he leads a large staff in developing, implementing, and evaluating policies and programs concerning the prevention and treatment of alcohol and other drug problems. Prior to arriving in Washington state, Mr. Garcia was a senior presidential appointee with the Clinton administration. From 1993 to 1996 he was the deputy director for demand reduction within the White House Office of National Drug Control Policy. Accomplishments during this tenure included building a partnership between the national pharmaceutical industry and Federal Government to fight drugs and to establish a National Prevention League—a coalition of drug prevention organizations. After leaving the White House in 1996, Mr. Garcia joined the U.S. Department of Justice, Office of Justice Programs, where he served as a senior advisor to the assistant attorney general. His responsibilities included leading community-based initiative efforts, coordinating the Safe Kids/Safe Streets program, and building bridges between the national criminal justice system and the nation's substance abuse systems.

LUIS GARCIA, PH.D., is a professor of sociology at Suffolk University (Mass.) and chief criminologist for the Boston Police Department's Office of Research and Evaluation. He has designed and managed extensive research projects on criminal justice and social issues, including community policing, hate crimes, Boston's citizen police academy, fear of crime, violence against police officers, and prostitution. He has conducted collaborative projects with various universities, the Massachusetts Supreme Judicial Court, the National Institute of Justice, the Bureau of Justice Assistance, and the Federal Bureau of Investigation. He is one of the leading practitioner-researchers in the criminal justice field, and has developed the Boston Police Department's capacity for conducting empirical research on over a dozen topics during the past 4 years. He is currently developing further research on community policing, restorative justice, and race and class issues in crime and justice.

HENRY L. GARDNER is managing partner of Gardner, Underwood, and Bacon, a municipal management consulting firm he established in 1995. He previously served as senior vice president of Donaldson, Luftkin & Jennette Securities Corporation and city manager of Oakland, California, where he began his career as an assistant personnel analyst in 1971. He serves on numerous boards of directors and is past president of the National Forum for Black Public Administrations. He has a bachelor of arts degree in political science and speech from the University of Illinois at Urbana-Champaign and a master of arts degree in government from Southern Illinois University at Carbondale.

BRADLEY GEHRING has been a member of the Outagamie County (Wis.) Sheriff's Department since 1983, serving as both a patrol officer and an investigator. Since his election in 1991, Sheriff Gehring has been involved in many statewide criminal justice issues. He served as president of the Badger State Sheriffs Association in 1996. He currently serves on the Wisconsin

Governor's Commission on Law Enforcement and Crime and was recently appointed to the Criminal Penalties Study Committee. He has served on several boards of directors and committees in Outagamie County. He is currently the chair of the Outagamie County Drinking Diversion Program. Sheriff Gehring received a degree in criminal justice from Mount Senario College (Wis.).

MARTHA GILLAND has served as director of the Georgia Criminal Justice Coordinating Council (CJCC) since 1996. The state agency is responsible for administering many of the U.S. Department of Justice, Office of Justice Programs grants within the state. Prior to her appointment to the CJCC, she was special assistant for 15 years providing law enforcement liaison during Zell Miller's tenure as Georgia's lieutenant governor and governor. Ms. Gilland serves as a board member on the state's Commission on Family Violence and the Georgia D.A.R.E.® Board. She attended Georgia State University.

NANCY E. GIST is the director of the Bureau of Justice Assistance (BJA). Ms. Gist is the first presidentially appointed director of BJA, and she is responsible for administering the Justice Department's only grant agency authorized to support all components of the criminal justice system. Formerly, Ms. Gist served for 10 years as deputy chief counsel of the Massachusetts Committee for Public Counsel Services. Prior to that, Ms. Gist was the director of Midwest Legal Services and assistant director of the United Auto Workers Legal Services Plan. In 1992, Ms. Gist participated as foreign expert at a conference in Johannesburg, South Africa, on the establishment of a constitutional right to counsel in the new South Africa. Ms. Gist received a bachelor of arts degree in economics from Wellesley College (Mass.) and a Juris Doctor from Yale Law School (Conn.).

JOHN S. GOLDKAMP is a professor of criminal justice at Temple University (Pa.) and the president of the Crime and Justice Research Institute. Dr. Goldkamp's research has focused generally on criminal courts and more recently on criminal justice and treatment. He helped develop, implement, and evaluate pretrial release guidelines in the Philadelphia (Pa.) courts in response to jail crowding and completed a study examining pretrial release supervision in a series of full experiments. Dr. Goldkamp published an evaluation of the Miami, Florida, Drug Court funded by the State Justice Institute and the U.S. Department of Justice National Institute of Justice (NIJ) and recently completed an NIJ-funded experimental evaluation of Miami's Domestic Violence Court as it focused on the role of substance abuse in domestic violence. He has written about the drug court movement, served as a faculty member in drug court training programs, and is the evaluator member of the drug court planning team in Philadelphia. Dr. Goldkamp is principal investigator of NIJ's Drug Court Evaluation I and leads an evaluation of the Philadelphia Commission on Crime and Delinquency. He also serves as the evaluator of Philadelphia's criminal justice treatment network for female offenders.

JAMES GREEN is the deputy director of program and staff development for the Court Support Services Division of the Connecticut Judicial Branch. He previously served as a consultant to the Office of Alternative Sanctions of the Connecticut Judicial Branch and director of programming

for the Connecticut Prison Association. He also has served as a consultant to several states in the area of community-based strategies to overcome prison crowding.

SAUL A. GREEN is the U.S. attorney for the Eastern District of Michigan. He is a fellow of the Michigan State Bar Foundation and the American Bar Association Foundation and a member of the Attorney General's Advisory Committee and chair of its Violent/Organized Crime Subcommittee. He has a bachelor of arts degree in prelegal studies and a Juris Doctor from the University of Michigan.

REUBEN M. GREENBERG has served as chief of police of the Charleston (S.C.) Police Department since April 1982. He previously served as the undersheriff of the San Francisco County (Calif.) Sheriff's Department, a major with the Savannah (Ga.) Police Department, chief of police with the Opa-Locka (Fla.) Police Department, chief deputy sheriff of Orange County (Fla.) Sheriff's Department, director of public safety of Mobile (Ala.), and a deputy director of the Florida Department of Law Enforcement. He also was an assistant professor at California State University at Hayward, taught political science at the University of North Carolina at Chapel Hill, and taught criminal justice at Florida International University. He is the immediate past president of the South Carolina Law Enforcement Officers' Association and a board member of the South Carolina Commission on Racial Relations, the South Carolina Crime Victims Compensation Board, and the South Carolina Sentencing Commission. He received a bachelor of arts degree from San Francisco State University (Calif.) and master's degrees in public administration and city planning from the University of California, Berkeley. He is a graduate of the U.S. Department of Justice, Federal Bureau of Investigation's National Academy.

ELLEN HALBERT is the director of the Victim Witness Division at the District Attorney's Office in Travis County, Texas. In addition, she is the editor of *Crime Victims Report*, a national publication. In 1991, she was appointed as the first victim to serve on the Texas Board of Criminal Justice, the board that oversees the adult criminal justice system in Texas: prisons, probation, parole supervision, and the new state jail division. This 6-year appointment ended in March 1997. Ms. Halbert has testified as an authority on victims' needs and services before Congress, appeared on national television, and participated in national forums and conferences on the rights and roles of victims in the criminal justice system.

GUY J. HARGREAVES is a supervisory special agent with the U.S. Department of Justice U.S. Drug Enforcement Administration (DEA) and is currently assigned to DEA headquarters as the staff coordinator for the methamphetamine program—Operation Velocity. Special Agent Hargreaves also served as the program manager for the DEA Clandestine Laboratory Training Facility. Special Agent Hargreaves has executed numerous raids on drug laboratories in the United States. He conducted law enforcement training in more than 20 foreign countries while assigned to the DEA Office of International Training. Prior to joining DEA, he served as a Dallas, Texas, police officer and Central Intelligence Agency special agent.

TRENTON HARGROVE has been chief deputy attorney general of the Civil Rights Enforcement Section of the Pennsylvania Office of the Attorney General since July 1992. In addition to prosecuting violations of Pennsylvania's civil rights laws, the Civil Rights

Enforcement Section participates in various education and training programs with municipal governments and community groups. Mr. Hargrove chaired the Pennsylvania Attorney General's Youth Violence Task Force, and served as an instructor for the Federal Law Enforcement Training Center's program for the investigation and prosecution of hate crimes. Mr. Hargrove is one of the original members of the Affirmative Civil Rights Litigation Working Group of the National Association of Attorneys General (NAAG), and has served as an adviser to the Pennsylvania Governor's Alliance for Law Enforcement and Community Relations to develop recommendations on the law enforcement response to community tension. He is the current chair of the Pennsylvania Attorney General's Arson Task Force and the Internet Civil Rights Subcommittee of NAAG. Mr. Hargrove is also a member of the attorney general's Hate Crimes Working Group on state and local law enforcement training. Mr. Hargrove is a graduate of Bucknell University (Pa.) and the Dickinson School of Law (Pa.).

DANIEL A. HARO is director of community relations for Olmos Productions, Inc., and producer of *It Ain't Love*. He received a bachelor of arts degree in history/Latin American studies from Boston University (Mass.) and a Juris Doctor from Antioch School of Law (D.C.).

M. KAY HARRIS is an associate professor and chair of the Department of Criminal Justice, as well as an affiliated professor of women's studies at Temple University (Pa.). She currently is working on two major projects. One is a policy review of BJA's formula grant program under the Edward Byrne Memorial State and Local Law Enforcement Assistance Program. The other involves assisting in implementation of the city of Philadelphia's comprehensive alternatives-to-incarceration plan. Before joining the Temple faculty in 1981, Professor Harris served as director of the Washington office of the National Council on Crime and Delinquency. Earlier she held positions with the American Bar Association, the Unitarian Universalist Service Committee, and, within the U.S. Department of Justice, the Office of the Attorney General, the National Institute of Law Enforcement and Criminal Justice, and the Bureau of Prisons. She also served as assistant director of the National Advisory Commission on Criminal Justice Standards and Goals.

D. ALAN HENRY is the executive director of the Pretrial Service Resource Center (PSRC), a position he has held since 1984. PSRC is the national clearinghouse for information about pretrial issues—programs, research, and legislation—established with Justice Department funding in 1976. Mr. Henry is a nationally known expert on pretrial and jail-related issues and has testified on these issues before numerous state legislative bodies and congressional committees and the Standards Committee of the American Bar Association. Mr. Henry has written extensively about pretrial issues and has provided technical assistance to state, local, and federal officials involved in pretrial release, supervision, diversion, and drug testing court procedures in the criminal and juvenile justice systems.

SUSAN HERMAN is executive director of the National Center for Victims of Crime, which works with more than 10,000 grassroots organizations forging a national commitment to help victims of crime rebuild their lives. Ms. Herman previously served as director of community services at the Enterprise Foundation, which provides technical assistance to cities, nonprofit organizations, and community development corporations in community planning, supportive

housing, workforce development, and community safety; director of New York City's Domestic Violence Division of Victim Services; special counsel to the New York City police commissioner; director of mediation services at the Institute for Mediation and Conflict Resolution; an attorney for the NOW Legal Defense and Education Fund; and an instructor at New York University's School of Law and Wagner Graduate School of Public Service. She has an undergraduate degree from Bryn Mawr University (Pa.) and a Juris Doctor from Antioch School of Law (D.C.).

STEPHEN L. HILL, JR., became U.S. attorney for the Western District of Missouri in December 1993. His office has targeted illegal drug dealing, particularly methamphetamine. Mr. Hill has made public awareness a key part of the antimethamphetamine effort and has held over 175 public meetings on the subject.

TOM HINZ is serving his second term as sheriff of Brown County (Wis.). He previously served in the Green Bay (Wis.) Police Department as a patrol officer, detective sergeant, detective lieutenant, detective captain, chief deputy of detectives, and assistant chief. He is president of the board of directors of the Family Violence Center in Brown County and an executive board member of the Brown County Drug Alliance. He is an original member of the committee that puts together the annual Multi-Jurisdictional Conference in northeastern Wisconsin. The purpose of the conference is to improve the relationships between tribal law enforcement and other law enforcement agencies in the area.

GARY HINZMAN is director of the Sixth Judicial District's community correctional agency in Cedar Rapids, Minnesota. He previously served as director of a police academy and as a police chief, served on and chaired several statewide task forces and boards of directors, and taught at local colleges. In 1992, he founded the Community Corrections Improvement Association. He has a master's degree in public administration.

ERIC M. HOLDER has served as deputy attorney general since July 1997. In this capacity, he is responsible for the day-to-day operation of the U.S. Department of Justice and is the highest ranking African-American in law enforcement in the history of the United States. He previously served as U.S. attorney for the District of Columbia, as an associate judge of the Superior Court of the District of Columbia, and in the Public Integrity Section of the Justice Department. He has a bachelor of arts degree in American History and a Juris Doctor from Columbia University (N.Y.).

JERIJEAN HOUCHINS is a gubernatorial appointee to the Texas Planning Council for Developmental Disabilities. She has more than 30 years of experience in human services, disability issues, criminal justice, mental health/mental retardation, rehabilitation law, public relations, training/education, governmental affairs, leadership/administration, counseling, and public service. Ms. Houchins has a bachelor of arts degree in psychology from the University of Texas at Tyler and a master of education degree in counseling/rehabilitation from Stephen F. Austin State University (Tex.). She is a licensed professional counselor.

M. PATRICIA HOVEN is vice president of social responsibility for Honeywell, Inc. She also served at Honeywell as vice president of community and local government affairs. In that position she was responsible for the Honeywell Foundation, of which she remains president. She first joined Honeywell as a manager of policy and program development for the company's Corporate and Community Responsibility Department. Ms. Hoven has been a board member of the University of Minnesota YMCA, the Metro YWCA, Minnesota Early Learning Design, Courage Center, Cricket Theater, Minneapolis Downtown Council, Minneapolis Initiative Against Racism Leadership Board, and the National Retiree Volunteer Coalition and has chaired the Minneapolis Chamber Business Action Resource Council. She currently serves on the Minnesota Meeting Steering Committee and the Minnesota Women's Economic Roundtable and is a member of the Conference Board Contributions Council, the United Way of America's Corporate Associates Committee, and the Center for Corporate Community Relations at Boston College (Mass.)

HENRY IZUMIZAKI is the executive director of Eureka Bay Area, a part of the national Eureka Communities organization, which develops nonprofit leaders through a 2-year fellowship program. Building on his early experiences as a migrant farm worker, streetworker, and community organizer, Mr. Izumizaki served as a program executive of the San Francisco Foundation; trustee and chief financial officer of the California Consumer Protection Foundation; chief strategist of the Urban Strategies Council of Oakland, California, one of four chief technical advisors for HOPE VI—a U.S. Department of Housing and Urban Development initiative; assistant superintendent of the Oakland Unified School District; and the highest ranking staff civilian in the San Francisco (Calif.) Police Department. He directed the Oakland Metropolitan Forum, which links the University of California at Berkeley resources with community needs. He is a member of the National Funders Collaboration on Empowerment Zones and the National Advisory Board for the Pew Civic Entrepreneur Initiative and served as part-time director of special initiatives for the East Bay Community Foundation.

KEVIN M. JACKSON is a senior program manager and corrections leader for the U.S. Department of Justice, National Institute of Justice, Office of Science and Technology. He served earlier as acting director of NIJ's Technology Assessment Division, which is responsible for NIJ's National Law Enforcement and Corrections Technology Centers. Prior to coming to NIJ, he spent 5 years at the U.S. Department of Justice, National Institute of Corrections (NIC); at the Training Academy in Colorado; and later at the National Aeronautics and Space Administration's as technology project director in Washington, D.C. He served in both adult and juvenile corrections in New Mexico and held various positions, including deputy secretary of the Youth Authority and state director of probation and parole. Currently, he is serving as chairman of the American Probation and Parole Association's Technology Committee and serves on the national "Drug Detection Working Group." He is a graduate of West Point (N.Y.) and the Army Command and General Staff College.

TRUDY JACKSON is a member of Healthy Families Idaho and was asked to be part of the group's Steering Committee for Community Justice. She owns and operates Trudy's Kitchen, a

family-style restaurant that is a large employer in the Idaho City (Idaho) area. She is a current member of the Idaho City Community Club and Historical Foundation.

ANN L. JACOBS is the executive director of the Women's Prison Association, which focuses on programs for both incarcerated women and ex-offenders with an emphasis on providing clients with a graduated structure, a continuum of care, opportunities to participate in the design and delivery of their own service plans, and opportunities to contribute to the community. Ms. Jacobs previously served in former New York Mayors Koch's and Dinkins' administrations as deputy director of the Office of Program Planning for the deputy mayor for public safety and assistant director of the Mayor's Office of Operations; as project director for the National Institute for Dispute Resolution; as training director of the National Pretrial Services Resource Center; and as director of research and evaluation at the national office of Cities in Schools. Ms. Jacobs has a degree from the University of Maryland.

WERIS JAMA is a program specialist for Project Outreach to New Americans at the National Crime Prevention Council (NCPC). The project was established in 1993 by NCPC in partnership with the U.S. Department of Health and Human Services, Office of Refugee Resettlement and BJA. The purpose of the project is to assist U.S. communities in building collaborative relationships between law enforcement and refugees to prevent and reduce crime and victimization. Ms. Jama, a refugee from Somalia, fluently speaks three languages; she has lived in Somalia, Egypt, Turkey, Kenya, and the United Arab Emirates. Besides working on her bachelor's degree, she has been volunteering with agencies, such as Lutheran Social Services, Community Refugee Ecumenical Outreach, and Virginia Family Services, and providing outreach and assistance to the Somali communities in Northern Virginia.

SUZANNE H. JAMES is the court administrator for Maryland's Seventh Judicial Circuit. She previously has held positions with the District of Columbia Courts and the U.S. Department of Justice, Law Enforcement Assistance Administration. She is president of the National Association for Court Management and was founding president of the Mid-Atlantic Association for Court Management. She received a master of arts degree in criminal justice administration from the State University of New York at Albany and is a graduate fellow of the Institute for Court Management.

VICTOR JAMMERS is head of the Crime Prevention Group of the Dutch Department of Justice. He is secretary of the Dutch Platform on Crime Control and from 1993 to 1996 was a member of the Commercial Robbery Task Force.

JANIE L. JEFFERS serves as deputy executive director of the White House-DC Interagency Task Force. The Task Force was created to serve the dual purpose of advising the president on the District's affairs and to coordinate delivery of technical and other forms of assistance to the District of Columbia. She previously served as senior policy adviser to Vice President Al Gore at the President's Crime Prevention Council and was responsible for developing strategies and policy options for program integration of prevention programs created by the 1994 Crime Act. Ms. Jeffers has worked for the U.S. Department of Justice Federal Bureau of Prisons, Community Corrections and Detention Division, serving as branch chief for the National Office of Citizen

Participation and deputy commissioner in the New York City Department of Corrections. During her tenure with New York City, she worked at the U.S. Department of Justice, National Institute of Corrections (NIC) in Colorado through an intergovernmental loan. While working at the Jail Center in Boulder (Colo.), she provided technical assistance to more than 300 counties in 10 states in the areas of management, policy, and planning and training. Ms. Jeffers has been a consultant to the United Nations World Health Organization on the management of HIV/AIDS in jails and prisons in Europe and Africa. She has authored numerous articles and has numerous media credits. She served as a field instructor at the Columbia University School of Social Work (N.Y.) and as adjunct professor at Baruch College (N.Y.), taught at the NIC Academy in Colorado, and is currently a field instructor at the Howard University School of Social Work (D.C.). Ms. Jeffers was chair of the D.C. Reclaim Our Youth Initiative and served on the board of the National Reclaim Our Youth Initiative. She received graduate and undergraduate degrees from Howard University.

PATRICIA COATS JESSAMY is the first woman to serve as Baltimore City (Md.) state's attorney, a position she has held since February 1995. Ms. Jessamy began her legal career in Maryland as an assistant state's attorney in the Office of the State's Attorney for Baltimore City. She served as chief of the Economic Crimes Unit and deputy state's attorney for administration. Ms. Jessamy is the secretary of the board of the National District Attorneys Association, treasurer of the Maryland State's Attorneys Association, and a member of the board of the American Prosecutor's Research Institute. She is on the executive committee of the Baltimore-Washington High Intensity Drug Trafficking Area and the Vehicle Theft Prevention Council.

CLAIRE JOHNSON is the special adviser to the director for the D.C. Initiative at the U.S. Department of Justice, National Institute of Justice (NIJ). NIJ's D.C. Initiative is an effort by the Federal Government to assist the nation's capital as it undergoes major justice reform and significant functions and operations are transferred to the Federal Government. Prior to joining NIJ, she was director of governmental relations and senior researcher at the National Council on Crime and Delinquency (NCCD). While at NCCD, Ms. Johnson directed projects to validate the D.C. youth risk assessment instrument, the national boot camp evaluation, the national correctional options program, Weed and Seed case studies, a study of minority overrepresentation in the (D.C.) juvenile justice system, and an assessment of the District's Youth Services Administration. From 1987 to 1993, and again in 1996 and 1997, she served as project director for the Study of Crime and Justice Trends in the District of Columbia for the Washington, D.C., government. She also served as project director for two studies of homicide in the District of Columbia and as codirector for the Drug Abuse Research Program for the District.

MICHAEL P. JUDGE is the chief public defender for the County of Los Angeles, California, with responsibility for 40 offices with more than 600 lawyers. He is a trustee of the Los Angeles County Bar Association, is a member of the Los Angeles Superior Court Bench/Bar Coalition, has served on the Executive Board of the National Association of Drug Court Professionals, is on the Executive Board of the Criminal Courts Professionals, is the vice chairperson of the Los Angeles Drug Court Oversight Committee, and is an officer of the California Public Defender Association.

CANDICE M. KANE, Ph.D., has served as the acting director of the Illinois Criminal Justice Information Authority since December 1996. She is also the associate director of the Authority's Federal and State Grants Unit. In that role Dr. Kane is responsible for 10 federal- and state-supported grant programs in the areas of law enforcement, corrections, victim services, violence against women, and motor vehicle theft prevention. Dr. Kane is also the coprincipal investigator of a national evaluation of a model gang prevention, intervention, and supervision project funded by the U.S. Department of Justice Office of Juvenile Justice and Delinquency Prevention and of a second evaluation of the Cook County (Ill.) state's attorney's Victim-Witness Program funded by the U.S. Department of Justice National Institute of Justice. Dr. Kane's previous work includes positions with public and private agencies at the local and state levels. She holds a doctor of philosophy degree from Northwestern University (Ill.) and a Juris Doctor from Northern Illinois University.

JOHN KAYE has been the Monmouth County (N.J.) prosecutor since 1983. Mr. Kaye is a member of the U.S. Department of Justice Executive Working Committee and a member of the board of directors of the National College of District Attorneys, the American Prosecutors Research Institute, and the International Association of Prosecutors. He was president of the National District Attorneys Association (NDAA) in 1996 and chairman of NDAA's board of directors in 1997. Mr. Kaye holds a bachelor of arts degree from the University of Scranton (Pa.) and a Juris Doctor from the Dickinson School of Law (Pa.).

JAMES CRAIG KEENER is a program manager for the Criminal Justice Planning Agency of the American Samoa Government. Mr. Keener previously served as a law enforcement officer in California. He has a bachelor's degree in sociology and criminal justice from California State University and is currently doing his graduate work at Oregon State University in anthropology.

GEORGE KEISER has been chief of the Community Corrections Division at the U.S. Department of Justice National Institute of Corrections (NIC) for the past 16 years. For 15 years prior to joining NIC, Mr. Keiser worked in a variety of assignments for the Iowa Department of Corrections ranging from correctional officer to institution superintendent. Mr. Keiser is one of the authors of the Iowa Community Corrections Act.

MICHAEL E. KELLY is assistant to Phoenix (Ariz.) Mayor Skip Rimsza, specializing in economic development and community organization and development. Mr. Kelly is an expert in behavioral health services with more than 20 years of experience in training and education, community organization, and development and productivity. Mr. Kelly holds a master of arts in teaching and a bachelor of arts in sociology from the University of Pittsburgh (Pa.).

THERESA KELLY is the director of special projects for the National Crime Prevention Council (NCPC), a nonprofit organization dedicated to enabling people to act individually and together to build safer, more caring communities. She manages planning support and other technical assistance for nearly 30 municipalities, including large cities, metropolitan areas, and smaller communities. Specifically, Ms. Kelly works closely with the 16-site BJA-funded Comprehensive Communities Program (CCP) in Freeport, Illinois, and Dubuque, Iowa, among others. Recently, Ms. Kelly developed a BJA technical assistance program to support

development of communitywide crime prevention strategies in seven small cities. Through workshops, onsite consultation, and conferences, she currently presents and coordinates municipal assistance on comprehensive crime prevention and control planning and training of local government and community leaders; develops best practices documents in local and community crime prevention; develops crime prevention resource centers for localities; and produces newsletters chronicling local innovation. In addition, she serves as a liaison for the development of partnerships with national membership organizations that represent municipal and community crime prevention interests. She has contributed to numerous NCPC publications. Formerly a consultant to NCPC on youth violence prevention, she was a lobbyist for a state environmental regulatory agency and the coordinator of international exchange programs for a nonprofit organization. Ms. Kelly has a bachelor of arts degree in political science and history from Drew University (N.J.), where she was a Drew Scholar, and a master of arts degree from Rutgers University (N.J.), where she was a fellow of the Eagleton Institute of Politics.

CATHY KENDALL is the grants planning bureau chief for the Montana Board of Crime Control, where she oversees a bureau staff responsible for monitoring and oversight of 13 block grants programs. She is responsible for planning and development of the multiyear drug strategy submitted to BJA and has been involved in that process since 1989. Ms. Kendall began her tenure with the state of Montana in 1972 serving with the Department of Social and Rehabilitation Services initially as a social services worker and advancing in 1978 to administrative positions within the public assistance and medical assistance divisions. She transferred to the Montana Board of Crime Control in 1985, a move that initiated extensive involvement in state and local public safety issues. Ms. Kendall is a graduate of the University of Montana.

MIKE KING is the director of the Criminal Justice Support Unit of the Utah Attorney General's Office. A 20-year police veteran, Lt. King started his career with the Pleasant View (Utah) Police Department in 1979. Lt. King also worked for the Ogden City (Utah) Police Department, where he served in patrol, motors, SWAT, and detective capacities, and the Weber County (Utah) District Attorney's Office, where he was the administrative officer and investigator. While at Weber County, Lt. King was the lead agent in the Zion Society Ritual Child Sex Abuse case. In 1993, Lt. King was hired by the Utah attorney general to conduct an indepth study on ritual crime in Utah. Lt. King has a bachelor of arts degree in criminal justice from Weber State University (Utah).

ROBERT A. KIRCHNER is the senior adviser for evaluation at BJA, where he has served since January 1989. Dr. Kirchner also held positions with the Executive Office of the President, the U.S. Departments of the Interior and Transportation, and the General Accounting Office. He served as a director of research and taught at various universities and colleges prior to government service.

LARI K. KOGA is the administrator of the Crime Prevention and Justice Assistance Division of the Hawaii Department of the Attorney General. She has been with the division since 1989. She previously worked as a social worker with delinquent girls, research director on juvenile justice,

and juvenile justice specialist. Ms. Koga has master's degrees in social work and public administration.

YVONNE KORN is director of National Crime Prevention (formerly known as the National Campaign Against Violence and Crime) for the Commonwealth Attorney-General's Department, Australia. National Crime Prevention is in the process of implementing a high-profile strategic program to reduce crime and violence across Australia in cooperation with state and territory colleagues. Ms. Korn held a senior position for 6 years with Crime Concern UK. In the late 1980s, she worked for the London, England, Borough of Southwark, developing and implementing its groundbreaking community safety strategy.

EDWARD J. KRUEGER is chair of the Fox Valley Technical College's (Wis.) Criminal Justice Department. Mr. Krueger serves as a special consultant to the Wisconsin Department of Justice's Training and Standards Bureau regarding civil disturbance issues, crime prevention, and recruit officer training. He also serves as a consultant to the Wisconsin Department of Licensing and Regulation pertaining to the regulation of private security agencies. As president of E.J. Krueger and Associates, Inc., he provides security and crime reduction consulting services. Mr. Krueger received a master of arts degree in education administration from Loras College (Iowa) and a bachelor of science degree in business administration and economics from the University of Wisconsin, Platteville.

DAPHNE KWOK has served as executive director of the Organization of Chinese Americans (OCA) since September 1990. She has been an active member of OCA since 1985, serving as president of the Northern Virginia chapter for 2 years and as an officer and board member for 5 years. She is currently an executive board member of the Congressional Asian Pacific American Caucus Institute and has served as a board member of the Organization of Pan Asian American Women and an alumni-elected trustee of Wesleyan University (Conn.). Ms. Kwok received a bachelor of arts degree in East Asian studies and music from Wesleyan University and a master's degree in public administration from Baruch City College of New York.

JULIUS LANG has been the Coordinator of the Midtown Community Court, an experimental branch of the New York criminal court in Manhattan's Times Square neighborhood, since October 1996. The court handles misdemeanor arrests in Manhattan's Times Square, Chelsea, and Clinton neighborhoods, and its mission is to respond constructively to "quality-of-life" crime and work to prevent crime before it occurs. As Midtown's coordinator, he worked with the New York City Police Department to launch Street Outreach Services, its joint homeless outreach program, and also recently launched Times Square Ink, the court's job training program. Prior to joining the court, he was chief of staff to New York City's Commissioner of Housing Preservation and Development. A graduate of the University of Pennsylvania and the Villanova University of Law, Mr. Lang also spent several years as an associate at the law firm of Shearman & Sterling.

KATHERINE N. LAPP serves as New York state's director of criminal justice and commissioner of the Division of Criminal Justice Services. In these capacities, Ms. Lapp is the governor's chief adviser and policymaker on criminal justice matters and is responsible for

developing and promoting the state's criminal justice agenda. Ms. Lapp is also responsible for coordinating all of the state's executive criminal justice agencies. She previously served as the criminal justice coordinator for the city of New York, as chief of staff and counsel to the New York City deputy mayor for public safety, and in the Appellate Division of the New York state Supreme Court for the presiding justice. Ms. Lapp received a bachelor of arts degree in history from Fairfield University (Conn.) and a Juris Doctor from Hofstra University (N.Y.).

ALTA LASH is the executive director of United Connecticut Action for Neighborhoods, a position she has held since 1978. Recently she was named the director of the Trinity Center for Neighborhoods at Trinity College (Conn.). She teaches courses in community organizing at both the University of Connecticut School of Social Work and Trinity College. Ms. Lash was one of the principal designers of the Comprehensive Communities Partnership program in Hartford (Conn.).

MICHAEL LAWLOR is serving his seventh term as a member of the Connecticut House of Representatives. He represents the 99th district, which comprises East Haven and the Short Beach area of Branford. Rep. Lawlor has been recognized for his work in reforming Connecticut's criminal justice system, including alternative forms of punishment, drug policy, juvenile justice reform, victims' rights, sexual offender registration, and reducing racial disparities in the corrections system. In 1998, 1994, and 1993, Rep. Lawlor led successful attempts to increase gun control in Connecticut.

ERIC LEE is deputy director for the Center for Court Innovation—a public/private partnership that develops national models for adjudicating quality-of-life, domestic violence, and drug crimes. Mr. Lee directs the center's national technical assistance programs and oversees technology development. Prior to joining the Center, Mr. Lee served as the director of operations at the Midtown Community Court in New York City. He led the development of the award-winning computer system at the Midtown Community Court and, most recently, of the innovative systems at the Brooklyn (N.Y.) Treatment Court and Domestic Violence Court. Mr. Lee has also held positions in community and economic development in New York and Los Angeles, California. He is a graduate of Vassar College (N.Y.) and the Graduate School of Public Policy and Social Research at the University of California, Los Angeles.

PATRICK A. LEE is chief judge of the Oglala Sioux Tribal Court in Pine Ridge, South Dakota. He previously served as vice president of instruction at Oglala Lakota College (S.D.) and has taught both college and high school students. He received a bachelor of science degree in education from Black Hills State University (S.D.) and a Juris Doctor from Arizona State University.

SUNNY LEE is the program coordinator for the Tools for Tolerance for Law Enforcement Professionals Program at the Simon Wiesenthal Center Museum of Tolerance. Ms. Lee is responsible for coordinating programs for more than 20,000 members of law enforcement from the recruit- to command-level staff. Her responsibilities include organizing workshops on hate crimes, valuing diversity, and ethical decisionmaking. She has been conducting workshops on

ethical decisionmaking for hundreds of police officers from more than 25 agencies throughout California. She also works closely with the National Conference on Community and Justice to present a facilitator training program for law enforcement personnel. Ms. Lee has a bachelor of arts degree in history from the University of San Diego and has been trained as a facilitator by the National Conference through the “Facilitating In A Diverse Environment” program.

GINGER LERNER-WREN is the presiding criminal court and administrative judge for the Broward County (Fla.) Mental Health Court, which was established to better address the complex needs of the mentally ill in the criminal justice system. She previously directed the county’s Office of the Public Guardian. She oversaw, on behalf of the Advocacy Center for Persons with Disabilities, implementation by the state of Florida of a stipulated settlement agreement affecting the South Florida State Hospital. Also on behalf of the center, she investigated and drafted a legislative report on a fire at a Broward County assisted living facility, which killed six people. Judge Lerner-Wren has a bachelor of arts degree in politics and public affairs from the University of Miami (Fla.) and a Juris Doctor from Nova Southeastern University in Fort Lauderdale (Fla.).

WILMA A. LEWIS has served as U.S. attorney for the District of Columbia since 1998. Ms. Lewis began her legal career with the Washington, D.C., law firm of Steptoe & Johnson in 1981. In 1986, she joined the Civil Division of the U.S. attorney’s office in Washington, D.C., as an assistant U.S. attorney. During her tenure with that office she attained the position of deputy chief of the Civil Division. In 1993, Ms. Lewis joined the Office of the Solicitor of the U.S. Department of the Interior as the associate solicitor for the Division of General Law. She served as associate solicitor until her confirmation as inspector general for the Department of the Interior in 1995. Ms. Lewis has a bachelor of arts degree with distinction from Swarthmore College (Pa.) and a Juris Doctor from Harvard Law School (Mass.).

TOM (T.J.) LEYDEN, a former neo-Nazi skinhead, is with the Simon Wiesenthal Center’s National Task Force Against Hate. As a leading recruiter, organizer, and propagandist for the white supremacist and neo-Nazi movements, Leyden spent more than half of his 30 years promoting hate, bigotry, and racism. He now speaks for the Wiesenthal Center to thousands of students, teachers, at-risk teens, youth groups, universities and colleges, military professionals, and law enforcement officials throughout the United States. He has spoken to U.S. Department of Justice, Federal Bureau of Investigation, and Pentagon officials of his experiences in the movement and the methods of recruiting youth people into hate groups. Leyden was also a featured speaker at the White House Conference on Hate Crimes in Washington, D.C.

WAUNETTA LONEWOLF is an Oglala-Lakota from the Pine Ridge Indian Reservation who has been working with all types of street gangs, including Native-American gangs, since 1989. She believes the foundation for encouraging youth to trade their street “family” for traditional family is spirituality, reclaiming a sense of identity, and self-pride. She is currently working on a book about Native-American youth gangs, their lives, and poetry and a film documentary, with proceeds going to a youth camp in South Dakota for Indian gang members.

MARY LOPEZ is the director of SafeFutures, a consortium of collaborative groups in the Omaha (Nebr.), metropolitan area. SafeFutures’ mission is to create an environment for youth

that is free of violence and negative influence. Ms. Lopez has coordinated the planning of communitywide initiatives related to drug prevention, truancy reduction, and school safety. She has held leadership positions in public housing and welfare reform at the local, state, and national levels. Her professional background also includes work in education and mental health. Ms. Lopez is a staff member in the Department of Public Administration at the University of Nebraska at Omaha. She has a bachelor's degree in education and a master's degree in special education and public administration.

SCOTT LYONS is the chief of police of Duluth, Minnesota. Chief Lyons serves in a variety of capacities in both public and private partnerships within his community and is also involved in several state organizations. He is a board member of the Minnesota Chiefs of Police Association; vice chair of the Minnesota Gang Strike Force; and chair of the Narcotics Enforcement Coordinating Committee, which is responsible for all the Edward Byrne Grant Drug Task Force funds in Minnesota. Chief Lyons is involved in many community activities and serves as an assistant high school football coach.

DENNIS MALONEY is the director of the Deschutes County (Ore.) Department of Community Justice. There he initiated a variety of juvenile and adult corrections programs that have gained national attention. Mr. Maloney has written numerous books and articles. The book he wrote on juvenile probation is the most widely distributed textbook in the history of the National Council of Juvenile and Family Court Judges.

GEORGE P. MARCH is the chief county detective of the Chester County (Pa.) District Attorney's office. He recently retired as deputy commissioner of the Pennsylvania State Police. He continues to serve as the chairman of the Commonwealth of Pennsylvania Justice Network (JNET) Steering Committee, the governance body directing implementation of Pennsylvania's criminal justice-integration effort, and previously served as a member of the Pennsylvania Governor's Office of Information Technology Leadership Group and the Pennsylvania Commission on Crime and Delinquency Technology Automation Advisory Committee.

JIMENA MARTINEZ is the coordinator of technical assistance for the Center for Court Innovation, where she spearheads the center's efforts to promote dialogue about court-community collaborations and support jurisdictions that are planning community courts. Ms. Martinez is currently working with 20 cities that are actively planning community courts. Ms. Martinez has 15 years of experience with education and business organizations that provide technical assistance and consulting. She has a bachelor of arts degree in economics from Barnard College, Columbia University (N.Y.).

MARC MAUER, assistant director of the Sentencing Project, has directed programs on criminal justice reform for 25 years. He has written and lectured widely both in the United States and abroad on issues of sentencing policy, racial disparity, and international comparisons in the use of incarceration.

JUDITH WHITE MCBRIDE is senior adviser to the assistant attorney general for the U.S. Department of Justice, Office of Justice Programs, where she currently focuses on issues related to mental health, school violence, aftercare, and community building. Prior to coming to the department, Ms. McBride served as deputy director for administration at the Lawyers' Committee for Civil Rights under Law in its national office in Washington, D.C., directing its Criminal Justice Standards Project from 1995 to 1997, its Evaluation of Judicial Performance Project, and a number of other projects over a 12-year period. Ms. McBride has worked as a consultant to the National Center for State Courts on judicial evaluation and to the University of Massachusetts at Amherst on alternative dispute resolution. Ms. McBride has also served as a legislative assistant at the (D.C.) City Council, as an assistant for congressional and intergovernmental relations at the U.S. Department of Housing and Urban Development, and with the House Select Committee on Aging. Ms. McBride holds a bachelor of arts degree from Wellesley College (Mass.), a master's degree in developmental psychology from George Washington University (D.C.), and a Juris Doctor from Georgetown University (D.C.).

MICHAEL S. MCCAMPBELL currently directs Circle Solutions, Inc.'s, Clandestine Laboratory Model Enforcement Program, which is funded by BJA. This multiyear project involves developing guidelines and training programs for states and localities that wish to implement coordinated multiagency approaches to clandestine laboratory cleanup and law enforcement. Mr. McCampbell also directed two other BJA-funded clandestine laboratory cleanup and enforcement projects and is the associate director for two training projects funded by the U.S. Department of Justice, Office of Community Oriented Policing Services. He has more than 30 years of experience as a criminal justice expert, including a 23-year career with the Arlington County (Va.) Police Department and 1 year as a visiting fellow at the U.S. Department of Justice National Institute of Justice.

ANNE McDIARMID is a criminal justice consultant and manager of program services for Dakota County (Minn.) Community Corrections. For 4 years, she was employed under contract to the U.S. Department of Justice, National Institute of Corrections (NIC), in Washington, D.C. She has 27 years of experience in the correctional field as a probation officer, lawyer, manager of a residential program for women offenders, planner, correctional specialist, manager, and consultant. In her capacity as a consultant, Ms. McDiarmid provides technical assistance and training to other state, county, and private agencies on developing intermediate sanctions for women offenders, a project she managed at NIC. In her position with Dakota County, she assists in designing, developing, and implementing restorative justice policies and practices for adult and juvenile offenders. She received a bachelor's degree in psychology from the University of Minnesota, a master's degree from St. Thomas College (Minn.), and a Juris Doctor from William Mitchell College of Law (Minn.)

JAMES J. MCGIVNEY is deputy director for government relations at D.A.R.E.[®] America. Prior to joining D.A.R.E.[®] America, he spent 28 years as a special agent of the U.S. Department of Justice, Drug Enforcement Administration (DEA). In addition to his investigative and undercover assignments, Mr. McGivney was active in the DEA's demand reduction efforts and community programs. During his last 4 years at DEA, he served as chief of public affairs. Mr. McGivney has been a contributor to several prominent law enforcement journals and, in 1997,

was the guest editor of *The Police Chief*, the national magazine of the International Association of Chiefs of Police. Mr. McGivney has had extensive experience in training law enforcement officers throughout the country and has been a guest instructor at the U.S. Attorney General's Advocacy Institute and the University of Virginia's Curry School of Education. Mr. McGivney is a veteran of the U.S. Army. He has a bachelor of science degree in marketing from Northern Illinois University and a master's degree in education from the University of Virginia.

STAN M. MCKINNEY has been director of the Emergency Preparedness Division of the South Carolina office of the Adjutant General since February 1993. Previously, Mr. McKinney served for 6 years as the director of the Division of Public Safety Programs in the South Carolina governor's office, where he provided advice and support to the governor and his executive staff on public safety issues and developed program and legislative initiatives to improve various areas of the justice system as well as highway safety and statewide emergency/disaster response and recovery. He served as the 1997–1998 president of the National Emergency Management Association (NEMA). Mr. McKinney holds a bachelor of arts degree in political science/public administration and a master of criminal justice degree from the University of South Carolina.

GARRY A. MENDEZ, JR., PH.D., is currently the president of the National Trust for the Development of African-American Men. He founded the National Trust in response to the litany of problems faced by African-Americans, especially males. The organization concentrates on solving problems through the use of African and African-American values. Prior to founding the trust, Dr. Mendez was a visiting fellow at the U.S. Department of Justice, National Institute of Justice, where he worked on developing and evaluating a program that he designed titled, "Crime Is Not a Part of Our Black Heritage." For 12 years he was director for the administration of justice for the National Urban League. He also worked as a drug counselor and a street worker in New York (N.Y.). Dr. Mendez earned his doctorate at the University of Michigan.

ANDY MITCHELL is the deputy director of the U.S. Department of Justice, Office of Justice Programs' Office for State and Local Domestic Preparedness Support, which is responsible for developing training programs for state and local first responders; administering a grant program to provide specialized equipment to enhance the capacity of state and local agencies to respond to nuclear, biological, explosive, and chemical incidents; and providing specialized technical assistance to state and local public safety agencies. He has held numerous positions at BJA, including chief of the National Initiatives Branch, chief of the South Branch in BJA's State and Local Law Enforcement Assistance Division, and senior policy analyst in the Policy Development and Management Division. Prior to joining BJA, Mr. Mitchell served as business unit manager for public safety and technology in the Government Services Division of Aspen Systems Corporation, director of special projects for the National Criminal Justice Association, and director of financial and grants administration for the Georgia State Crime Commission. He received a bachelor's degree in business administration from Georgia Southern College.

CRANSTON J. MITCHELL has served as the chairman of the Missouri Board of Probation and Parole since April 1986. Prior to Mr. Mitchell's appointment to the board, he was regional supervisor of jobs for Missouri Graduates, Inc. He has served at the management level in

government for several years, including while at the Department of Elementary and Secondary Education, Division of Vocational Rehabilitation, and while a police officer for the St. Louis (Mo.) Metropolitan Police Department. He also worked in the private sector for the Mitchem-Thayer Corporation as a marketing representative. Mr. Mitchell currently serves as a consultant for the U.S. Department of Justice's Office of Justice Programs and the National Institute of Corrections. He is past president of the Association of Paroling Authorities International and serves as board member for the Missouri Victim Assistance Network. Mr. Mitchell serves as a member of the Missouri Sentencing Commission. He served on the City of Jefferson Housing Authority and previously served as a member of the Board of Regents of St. Mary's Medical Center for 8 years, 4 years as its vice-chair. Mr. Mitchell earned a bachelor's degree in political science from the University of Missouri. As a Danforth fellow, he participated in the State and Local Government for Senior Executives program at the John F. Kennedy School of Government, Harvard University (Mass.).

RICHARD MOORE has served as the administrator of the Iowa Division of Criminal and Juvenile Justice Planning since 1988. In this capacity, he oversees research and evaluation projects, planning efforts, and grant programs to support state agencies, the courts, the legislature, and local officials as they develop and implement criminal justice and juvenile justice system policies and initiatives. Mr. Moore has more than 25 years of experience collecting, analyzing, and reporting crime and other justice system data.

CHARLES A. MOOSE is chief of the Portland (Ore.) Bureau of Police, where he has served in various capacities since 1975. He is a member of the adjunct faculty of Portland State University (Ore.) and a major in the Oregon Air National Guard. He serves on numerous boards of directors. Chief Moose has a bachelor of arts degree in U.S. history from the University of North Carolina at Chapel Hill, a master of public administration degree, and a Ph.D. in urban studies/criminology from Portland State University. He is a graduate of the U.S. Department of Justice, Federal Bureau of Investigation National Academy and National Executive Institute.

DENNIS MURPHY has practiced law in Washington, D.C. (where he worked for the U.S. Department of Justice, the U.S. Attorney's Office, and D.C. Law Students in Court); Tucson, Arizona (where he was a private criminal defense attorney and public defender); and New York City (where he was attorney-in-charge of the Legal Aid Society's Criminal Defense Division and now handles death penalty trial litigation for the statewide Capital Defender Office). He has taught, lectured, and testified on mental health and law and other legal subjects in schools (high schools, community colleges, universities, law schools, medical schools, and business schools) and before legal groups and legislatures. He has been a consultant to public defenders, organizations, and communities experiencing difficulties in the funding and delivery of quality legal representation to indigents.

JAMES MUSTIN is president and founder of Family and Corrections Network, a national, volunteer information clearinghouse that upholds the value of families of offenders. He is the editor of the *Directory of Programs Serving Families of Adult Offenders* and the chief editor and publisher of *FCN REPORT*, the only national publication on families of offenders. He recently organized the Fifth North American Conference on the Family and Corrections in Bethesda

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DAVID F. MUSTO is professor of child psychiatry and the history of medicine at the Yale University School of Medicine (Conn.), where he has been on the faculty since 1969. He began his study of the history of drugs in 1967 while a member of the U.S. Public Health Service. He is the author of *The American Disease: Origins of Narcotic Control* (third edition). Dr. Musto serves on the national advisory committee of the Fighting Back program of the Robert Wood Johnson Foundation and is a charter fellow of the College on the Problems of Drug Dependence. Dr. Musto is a graduate of the University of Washington School of Medicine and completed his graduate work in history and residency in psychiatry at Yale.

SCOTT C. NEWMAN has served as prosecuting attorney for Marion County (Ind.) since January 1995. He has initiated new services for crime victims, including the Center of Hope facilities at four area hospitals, which address the emotional, medical, and legal needs of sexual assault victims outside the hospital emergency room. He also created the Street-Level Advocacy Program, which places full-time deputy prosecutors and paralegals in neighborhood offices located in police district stations. Prior to taking office, Mr. Newman served as an assistant U.S. attorney for the Southern District of Indiana and as a deputy prosecutor in the Marion County Prosecuting Attorney's office. He has an undergraduate degree from Princeton University (N.J.) and a Juris Doctor from the University of Michigan.

LEONARD NOISETTE is the director of the Neighborhood Defender Service, a community-based public defender's office located in Harlem (N.Y.), which has sought to broaden the role of public defenders. Mr. Noisette has been a public defender of indigents for 15 years. He serves on the board of directors of the New York State Defenders Association, the New York State Association of Criminal Defense Lawyers, and the National Legal Aid and Defender Association. He is involved in a number of volunteer activities with youth. Among them are serving as a mentor for Legal Outreach, an educational and college preparatory program for inner-city teens; a basketball coach and workshop instructor for B.A.K.E. (Brothers Against Killing Each Other), a youth program in the low-income neighborhood in which he grew up; and a counselor/mentor with the Rites of Passage program sponsored by Allen A.M.E. Church for seventh- and eighth-grade young men attending the church's school.

ROSE OCHI has served as director of the U.S. Department of Justice's Community Relations Service since June 1996. In this position, she has served on the President's Initiative on Race Task Force, played a major role in the Hate Crime Initiative, and mobilized a Church Burning Crisis Response Team. Previously, she was the associate director of the White House Office of National Drug Control Policy and served as the Los Angeles City (Calif.) director of criminal justice planning.

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JEAN F. O'NEIL serves as the director of research and policy analysis and editor-in-chief for the National Crime Prevention Council (NCPC). Among her primary responsibilities is overseeing the design and implementation of program evaluations of the agency's efforts. She served for 15 years on the staff of a member of the U.S. House of Representative in a variety of policy and constituent-service positions. Prior to her present position with NCPC, she developed the world's first computerized database of crime prevention programs for the agency. Ms. O'Neil has authored and coauthored more than a dozen books and monographs on topics ranging from community organizing to program evaluation, including major national policy statements on crime prevention. She has helped design evaluations for the National Citizens' Crime Prevention Campaign; the Teens, Crime, and the Community curriculum; Community Responses to Drug Abuse; Youth as Resources; two major annual national conferences; and numerous other programs. A graduate of Georgetown University's School of Foreign Service (D.C.), Ms. O'Neil earned a master of public administration degree from Harvard University's John F. Kennedy School of Government (Mass.). She has earned more than half the credits needed for an associate of arts degree in computer science.

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RAE ANN PALMER is coordinator of special projects and community programs in the Hartford (Conn.) city manager's office. In this position, Ms. Palmer manages federal criminal justice grant funds; serves as the project leader for the design and implementation of the city's community court; coordinates the city's efforts to make city government have more of a "community-oriented" focus; and manages the City Action Line, a nonemergency citizen request/complaint telephone system.

MARIO PAPAROZZI is an assistant professor in the Law and Justice Department at the College of New Jersey. He retired from the New Jersey Department of Corrections in 1998 after a 26-year career. His highest rank at the department was assistant commissioner. Dr. Paparozzi also served as the deputy compact administrator for interstate inmate and parole matters. He is president of the American Probation and Parole Association. From 1992 to 1994, Dr. Paparozzi served as an elected county legislator in Union County (N.J.). Dr. Paparozzi has conducted numerous training seminars on corrections and public administration, published numerous articles in scholarly and practitioner journals and magazines, and appeared on many television and radio programs.

TYRONE C. PARKER serves on the staff of the court-appointed receiver for the Washington, D.C. Housing Authority. He also is the president of the Alliance of Concerned Men, of which he is a founding member. He previously served as the assistant administrator for the D.C. Institution of Behavior for Youth and an intake specialist with the D.C. Department of Corrections. He is best known for his intervention in negotiating a truce between the Avenue and Circle crew members at the Benning Terrace Housing Development in Washington, D.C. He frequently speaks at forums to eradicate violence, drugs, and gangs and makes media appearances.

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RICK PHILLIPS is the executive director of Community Matters, a nonprofit organization that provides training, materials, and technical assistance to schools and communities in the areas of strengthening and sustaining community partnerships; involving youth in service through service learning, peer help, and mediation; providing violence and substance abuse prevention education; and increasing organizational effectiveness. He is the past president and a current board member of Youth Service California and the California Association of Peer Programs.

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DAVID J. ROBERTS has served as deputy executive director of SEARCH since 1987. Mr. Roberts provides technical assistance to justice agencies throughout the nation, addressing such issues as automation planning and integration of information systems. He directed SEARCH's 1999 Symposium on Integrated Justice Information Systems, 1997 Conference on Justice Agencies and the Internet, 1996 Symposium on Integrated Criminal Justice Information Systems, and 1994 International Symposium on Criminal Justice Information Systems and Technology. In addition, Mr. Roberts presently serves as the director of a project to assist the U.S. Department of Justice, Office of Justice Programs in developing a comprehensive funding plan to support integrated justice information systems at the local, state, and national levels and as director of a project on National Incident-Based Reporting System (NIBRS) implementation among law enforcement agencies. Mr. Roberts holds a bachelor of science degree in law enforcement and criminology from Metropolitan State College (Colo.); a master of arts degree from the School of Criminal Justice, State University of New York at Albany; and a master of criminal justice administration degree from Oklahoma City University.

ROBERT E. ROBERTS is the executive director of Tulane University's (La.) Project Return, a prison aftercare program that offers community-building workshops; vocational counseling and job placement; addiction treatment; training in conflict resolution, relationship skills, and communication; and family and individual counseling. He also is a clinical assistant professor at Tulane University's School of Public Health and Tropical Medicine. In 1989, he was awarded a 3-year grant to conduct literacy and community-building research at the Dixon Correctional Institute, a medium-security state prison in Louisiana. He makes frequent media appearances.

LAURIE O. ROBINSON has served as assistant attorney general since September 1994. She heads the U.S. Department of Justice, Office of Justice Programs, and oversees implementation of crime bill grant programs on Violence Against Women, Corrections, and Drug Courts. Prior to joining the Justice Department, Ms. Robinson served for 14 years as director of the American Bar Association's (ABA's) Criminal Justice Section, where she founded the ABA Juvenile Justice Center and was instrumental in the decade-long effort to implement the ABA Criminal Justice Standards. For 7 years, she also headed the ABA's Professional Services Division in Washington, D.C. Ms. Robinson has served on a number of national boards, including those for the National College of District Attorneys, VALOR (the Victim Assistance Legal Organization), the National Forum on Criminal Justice (of which she was chair from 1991–1993), and the *Federal Sentencing Reporter*. Ms. Robinson is a graduate of Brown University (R.I.).

JEANNE ROBISON is a senior assistant city prosecutor for Salt Lake City, Utah, and has served as the city's Weed and Seed and Comprehensive Communities Program coordinator. Ms. Robison is on the board of trustees for the Multi-Cultural Legal Center and chairs its Mediation Committee. Ms. Robison has a Juris Doctor from the University of Utah College of Law.

MAUDE S. SAUNDERS serves as assistant director for resident services for the Richmond (Va.) Redevelopment and Housing Authority. Her responsibilities include delivery of case management, employment, job training, and substance abuse intervention services to public housing residents, management of all drug elimination grants applications, and monitoring of contractual services.

MICHAEL SCAGNELLI is an assistant chief of police for the New York (N.Y.) Police Department. He is currently the executive officer of the Manhattan South patrol borough, which oversees 10 police precincts in Manhattan. Since joining the department in 1970, Mr. Scagnelli has performed patrol duties, was an undercover narcotics officer, was a detective for 10 years, and commanded the 66th Precinct, the Motor Transport Division, the 12th Division, the Traffic Control Division (which includes Highway Patrol and the Mounted Unit), and the Transit Division. He is currently president of the Honor Legion of the Fraternal Organization of Police Heroes.

MICHAEL D. SCHRUNK has been the elected district attorney in Multnomah County, Oregon, since 1981. Multnomah County encompasses the largest metropolitan area in the state of Oregon and has a population of 636,000. The Multnomah County District Attorney's office has over 200 staff members, including 82 attorneys. Approximately 30,000 cases are reviewed annually, and close to 9,000 felonies and over 10,000 misdemeanor cases are issued each year. Mr. Schrunk is a graduate of the University of Oregon Law School. He has extensive experience in prosecution of criminal cases and, while in private practice, represented plaintiffs and defendants in civil litigation and defended criminal cases. He served as a Captain in the U.S. Marine Corps in Vietnam and is past president of the Multnomah County Bar Association and the Oregon District Attorney's Association. Mr. Schrunk currently chairs the Regional Organized Crime Narcotics Task Force and is a member of the Governor's Commission on Organized Crime and Multnomah County's Public Safety Coordinating Council. Mr. Schrunk has served as a lecturer for the National College of District Attorneys and the Drug Enforcement Administration and has provided articles and reviews for the Bureau of Justice Assistance and the National Institute of Justice. Mr. Schrunk is the recipient of several national awards, including the U.S. Department of Justice's Public Service Award for Community Leadership.

DOUGLAS F. SMITH is the director of the Arizona High Intensity Drug Trafficking Area (HIDTA) Center. He previously served as deputy chief of the Tucson (Ariz.) and Ann Arbor (Mich.) Police Departments and as deputy chief of the Minneapolis (Minn.) Police Department. In all three cities, he was responsible for community-based law enforcement programs.

PATRICIA SMITH is the assistant director of the Comprehensive Communities Program and the Baltimore City (Md.) Hotspot Initiative Program administered by the Mayor's Coordinating Council on Criminal Justice. Both programs are community-based crime prevention initiatives that involve partnerships with the community, government agencies, nonprofit organizations, and

institutions. Ms. Smith has also worked with the Maryland Department of Juvenile Justice, Youth and Adults, and nonprofit organizations to develop and implement a youth tribunal in southwest Baltimore. The youth tribunal incorporates the restorative justice models of a youth court and the community conferencing model. Ms. Smith also works with issues involving addiction through community support for recovering addicts.

RODNEY A. SPRAUVE is the project director for the Harlem (N.Y.) Community Justice Center. Mr. Sprauve worked previously in the Metal Fabricating Division of General Motors as a governmental affairs liaison to the U.S. Department of Defense. He has extensive experience in the public policy sector, including working as regional campaign coordinator for former New York Governor Mario Cuomo and State Comptroller H. Carl McCall's 1994 campaigns. Mr. Sprauve also headed the legal defense fund for former U.S. Rep. Floyd H. Flake. Mr. Sprauve is a graduate of Hampton University (Va.) and received his Juris Doctor from the City University of New York School of Law.

RICHARD L. STALDER has served as secretary of the Louisiana Department of Public Safety and Corrections since January 1992. He began his career with the department in 1971 as a correctional officer and has served as superintendent and warden of major juvenile and adult facilities. In 1994, he was elected to a 6-year term on the Commission on Accreditation for Corrections. Selected by the membership of the American Correctional Association to serve as president, he began a 2-year term in August 1998. He has a bachelor of arts degree and a master's degree from Louisiana State University.

HENRY J. STEADMAN is president of Policy Research Associates, Inc. Previously, Dr. Steadman ran a nationally known research bureau for 17 years for the New York State Office of Mental Health. His work has resulted in 6 books, more than 100 journal articles in a wide range of professional journals, 18 book chapters, and numerous reports. Among Dr. Steadman's major current projects are: (1) the National GAINS Center for Persons with Co-occurring Disorders in the Justice System; (2) the John D. and Catherine T. MacArthur Foundation Violence Risk Assessment Study; (3) the National Resource Center on Homelessness and Mental Illness under contract to the U.S. Department of Health and Human Services, Substance Abuse and Mental Health Services Administration (SAMHSA), Center for Mental Health Services; and (4) the Women and Violence Coordinating Center funded by SAMHSA.

MARK C. THOMPSON is the director of administration for the New Hampshire Department of Justice, where he is responsible for both the fiscal and administrative management of the agency. He serves as the state official responsible for U.S. Department of Justice, Office of Justice Programs funding to the state. He also is the director of the Statistical Analysis Center and the administrator for both the state's drug forfeiture program and the multijurisdictional drug task force. Mr. Thompson worked for the New Hampshire State Police before assuming his current position in 1982. He has served on the National Criminal Justice Association's Board of Directors and is the current first vice president. He has a bachelor of arts degree in government and a master's degree in public administration from Golden Gate University (Calif.).

JEREMY TRAVIS has served as director of the National Institute of Justice (NIJ), the research arm of the U.S. Department of Justice, since 1994. Before joining NIJ, Mr. Travis was the deputy

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R. LEWIS VASS currently serves as the criminal justice information services officer for the Criminal Justice Information Services Division of the Virginia Department of State Police. He is a representative on the Federal Bureau of Investigation National Crime Information Center (NCIC) Southern Region Working Group, the Virginia representative and a member of the board of directors for SEARCH, and the agency representative for the Agency Advisory Committee to the Virginia Council on Information Management. He currently serves as a member of the Brady Act Task Group on Functional Requirements for the National Instant Check System for firearms purchases. He also serves as a coordinator of legislative liaisons to the Virginia General Assembly for the Department of State Police. Capt. Vass graduated from the Virginia State Police Academy in 1967. He is a graduate of Northwestern University Traffic Institute and received a bachelor's degree in the administration of criminal justice from Virginia State University.

MARIA THERESA VIRAMONTES has been executive director of the East Bay Public Safety Corridor Partnership in Oakland, California, since April 1986. Prior to this she served as chief of staff for a former California state assembly member. For 5 years she was a partner and senior consultant in a private consulting business doing grant research, writing, educational program development, service contract negotiation, and fundraising. Her community involvement spans 30 years and includes local, regional, and national work providing technical assistance, fundraising, and development for community groups and nonprofits working in low-income areas to build sustainable communities. She has served on numerous nonprofit boards of directors serving the needs of high-risk children and families and for the protection of regional parks and open spaces. As a former state-appointed official, she served terms on the Economic Development Commission of Zoning and Adjustment, the Port/Waterfront Committee Board of Zoning and Adjustment, and the Planning Commission in the city of Richmond, California.

JOANN WALLACE has been director of the Public Defender Service for the District of Columbia since 1994. Before becoming the director, she was the deputy chief of the Appellate Division. She previously served the agency as the coordinator of the Juvenile Services Program, which provides advocacy for children incarcerated in the District of Columbia detention facilities, and as a staff attorney. Ms. Wallace currently serves on the board of directors of the National Legal Aid and Defender Association (NLADA) and is the chair of the Defender Council. In 1995, she chaired NLADA's Blue Ribbon Advisory Panel on Defender Services. She has been a member of the American Bar Association's Criminal Justice Standards Committee. In 1994, Ms. Wallace founded the District of Columbia Appellate Practice Institute. She previously

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IRWIN WALLER, PH.D., is director general of the International Centre for Prevention of Crime, which was created in 1994 to assist cities and governments in reducing delinquency, violence, and insecurity by harnessing experience and know-how internationally to solve local problems. Dr. Waller is on leave from his post as professor of criminology at the University of Ottawa (Canada) and is the immediate past president of the World Society of Victimology and cochair of the society's Symposium Victimology 2000, which is scheduled to take place in Montreal, Canada, in August 2000. In the 1970s, he held the position of director general in the Canadian Ministry responsible for policing and prisons. He received a doctor of philosophy degree in law (criminology) from the University of Cambridge (England).

NANCY M. WARE is the director of technical assistance and training for the U.S. Department of Justice, Office of Justice Programs, Executive Office for Weed and Seed. She previously served as the director of national programs for BJA; the executive director of the Rainbow Push Coalition and the Citizenship Education Fund; a cabinet member of former Mayor Sharon Pratt Kelly's administration in Washington, D.C., and the executive director of the Mayor's Youth Initiatives Office; the chief of emergency mental health services and outreach for children in the District of Columbia; the director of the Paul Robeson Psychoeducational School for emotionally disturbed children; and a clinical psychologist for the (D.C.) Public Schools Special Education Department. She received her graduate training in educational psychology at Howard University (D.C.) and clinical psychology at American University (D.C.).

RANDY A. WEAVER is the manager of the National and Regional Threat Assessment Program at the National Drug Intelligence Center in Johnstown, Pennsylvania. In his current position, Mr. Weaver supervises process development and publication of National and Regional Threat Assessments, incorporating information from hundreds of agencies and organizations at the federal, regional, state, and local levels. An authority on methamphetamine and Mexican drug-trafficking organizations, Mr. Weaver has spoken to diverse audiences at international, national, regional, and state conferences and has authored and supervised publication of intelligence studies on a wide variety of drug and crime topics. He is a retired U.S. Army Intelligence officer, having served in intelligence positions in the United States and abroad specializing in intelligence support to unconventional operations. Mr. Weaver has a bachelor of science degree in political science from the State University at Albany and a master of science degree in strategic intelligence from the Defense Intelligence College (Washington, D.C.). He is a graduate of the Defense Language Institute, the Foreign Language Training Center-Europe, and the National Interagency Counternarcotics Institute.

DAVID M. WERTHEIMER is services and systems integrations administrator for the King County (Wash.) Department of Community and Human Services. In this capacity, he is working to develop an integrated human services continuum for King County, which crosses the traditional boundaries of systems, including the mental health, substance abuse, and criminal justice systems. Mr. Wertheimer is a member of the adjunct faculty in the graduate program in

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STEPHEN L. WESSLER is an assistant attorney general in the Maine Department of the Attorney General, where he has served since 1976, except for a 3-year period in private practice. In spring 1992, Mr. Wessler was asked to design an enforcement program under the Maine Civil Rights Act, a civil injunction type of hate crime law. The Civil Rights Unit, established in summer 1992, has two key design features: first, it is staffed by volunteer assistant attorneys general and, second, the department asks every police department in the state to designate an officer to be trained and certified by the department as a designated civil rights officer. The Civil Rights Unit receives approximately 250 complaints each year, most of which are forwarded by local civil rights officers, and brings 25 to 30 enforcement cases, which are handled by volunteer assistant attorneys general, in state court. In fall 1996, Mr. Wessler began a school harrasment prevention program known as the Civil Rights Team Program. This coming fall, the program will involve approximately 100 schools, each of which will establish a Civil Rights Team consisting of students and faculty advisers. The teams strive to address issues of bias-motivated harassment in their schools. The teams are trained and supported by the department. Mr. Wessler graduated from Harvard University (Mass.) with a bachelor of arts degree and received a Juris Doctor from Boston University School of Law (Mass.).

NIGEL WHISKIN has been chief executive of Crime Concern since its inception in 1988. He represents Crime Concern on the Board of the International Centre for the Prevention of Crime and the Association of Chief Police Officers' Sub-Committee for Crime Prevention. He is a fellow of Loughborough University (Leicestershire, UK). He previously worked with the National Association for the Care and Resettlement of Offenders from 1972 to 1988, and helped set up the first victim support scheme in the United Kingdom. Mr. Whiskin was a probation officer from 1965 to 1972.

JANET K. WIIG is the associate director of the Institute on Criminal Justice at the University of Minnesota Law School. From 1992 to 1998, Ms. Wiig was an assistant Hennepin County (Minn.) attorney working on special assignment to develop policies and programs in the areas of child welfare and juvenile justice. There she directed a crime prevention initiative based upon her research involving children under the age of 10 who have committed delinquent acts. From 1987 to 1992, she was assistant commissioner and director of children's services with the Minnesota Department of Human Services. From 1979 to 1987, she held positions with the Los Angeles (Calif.) Superior Court overseeing policy and program development; developing training workshops for judges, lawyers, and social workers; and as founding director of the Child Advocate's Office. In addition, she has been a consultant and has presented at educational programs for several national and state organizations on the subjects of child advocacy, juvenile justice, and child welfare. Ms. Wiig has a master's degree in social work from the University of Minnesota School of Social Work and a Juris Doctor from Loyola Law School (Calif.).

B. DIANE WILLIAMS is president of the Safer Foundation, the nation's largest private nonprofit provider of social services, education, and employment training and placement services exclusively targeting offenders and ex-offenders. She serves as an adjunct professor of marketing

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NEIL R. WOODCOCK is the director of law enforcement support services for the North Carolina Department of Crime Control and Public Safety. He retired from the Air National Guard in 1994. During his military career he served in various positions in the U.S. Air Force and National Guard, including national guard liaison to BJA, deputy director of plans and support in the office of the secretary of defense; reserve component adviser to the U.S. Air Force chief of security police and director of staff support in the Air Force Office of Security Police headquarters; director of resource management for the 123d Tactical Reconnaissance Wing; and base commander, Kentucky Air National Guard. He has a degree from the University of North Carolina at Chapel Hill and a graduate degree from Webster University (Mo.).

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