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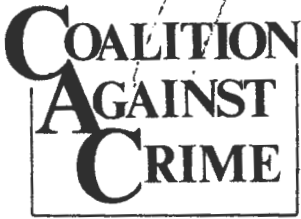
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'firm and just together across the system'

10 September 1982

Mr. Michael M. Uhlmann
Special Assistant to the President
for Legal Affairs
The White House
Washington, D.C. 20500

Dear Mr. Uhlmann:

Enclosed is a summary of a proposal for a public/private partnership to attack serious crime in America, probably our most pressing issue along with the economy. No one seems to know how to handle the crime problem and, because of this, officials seem to shy away from suggesting a particular program. We believe the most sensible approach is to support what has already proved successful. There are at least 50 public/private projects that impact in every area of the criminal justice system, including a number of successes from the President's Task Force on Private Sector Initiatives. We should support the best of these, following a set of agreed upon positions, and try to replicate them in communities across the nation. This is a genuine approach that can hardly be criticized.

The American Coalition Against Crime would not simply use traditional techniques to do this but will vigorously pursue President Reagan's private initiative theme. We already have a dozen corporate members that will provide unique transfer methodologies to supplement government techniques. We expect to gain the support of at least 50 corporations and businesses. Together, the message will get across.

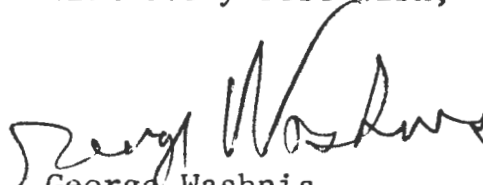
Through our organizations, we represent over 20 million Americans and within six months expect this to reach 50 million. Our approach will provide the Administration a unique opportunity to put confidence back into the American public without abundant risk.

Mr. Michael Uhlmann
September 10, 1982
Page Two

The contractual vehicle for doing this is outlined in the proposal and we have the encouragement from that entity.

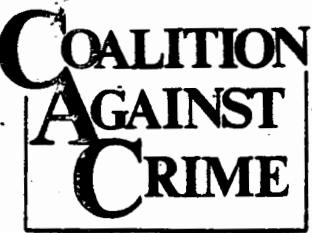
May our staff or key Board members meet with you to discuss this further?

With every best wish,


George Washnis
Executive Director

GW/cg
Enclosures

cc: Ed C. Sehmults
D. Lowell Jensen
Norman Brinker, Chairman
Judge Donohue, President
Wilson Hulley



'firm and just together across the system'

AMERICAN

COALITION

AGAINST

CRIME

A Public-Private Partnership
Against Crime

prepared by

The American Coalition Against Crime

August 31, 1982

Executive Director, George Washnis

Crime in America continues as our most pressing and persistent problem. Americans even view economic problems as less important because of the rising concern and growing fear about personal safety and violence in our free society. Billions of dollars have been poured into crime prevention and control with minimally perceived results. Highly publicized "declarations of war" against crime and resultant ineffectual achievements have fed public unease and reduced confidence in the criminal justice and government systems.

Paradoxically, there are dozens of program successes that positively impact key intervention points in preventing and controlling crime in all areas of the criminal justice system. The missing link in the replication of exemplary practices is joint participation by private citizens, businesses and corporations with local criminal justice and governmental leaders.

We know the programs that work. The need is for a planned and concentrated effort to replicate successes locally by means of a public-private partnership. The American Coalition Against Crime (ACAC) proposes such a strategy.

The Coalition was created by a cross-section of private businesses and corporations, public interest and community groups, and law enforcement and criminal justice organizations. (See Attachment B for background material.) The thrust of the Coalition's effort is to:

1. Identify doable, reasonable, measurable exemplary practices which prevent and/or control crime and its resultant human and economic consequences.
2. Provide assistance to communities, groups, and government agencies at all levels in planning and implementing exemplary practices.
3. Provide assistance to legislative bodies in implementing strategies to support exemplary practices in their jurisdictions.
4. Support the above efforts with a broad scale educational and communications program.

Since its inception early this year, this bi-partisan, non-profit (501(c)(3)) organization has received the support of some 40 organizations representing over 20 million Americans. We project that by early next year, we will be supported by over a hundred organizations, businesses and industries representing from 50 to 80 million Americans.

We have no intention of re-inventing the wheel. We will identify successes and assist local public-private partnerships to put these into practice. The reason for focusing on proven, exemplary practices is that they are virtually politically positive and non-controversial as far as the majority of the American electorate is concerned. For example, a small percentage of criminals commit the largest percentage of crime. In San Diego and the Bronx in New York City, special "career criminal" units identify repeat, multiple offenders and expedite the judicial process to get and keep these criminals off the streets. Americans solidly support this and projects like it.

The American Coalition Against Crime proposes a pilot public-private partnership anti-crime program to:

- develop the strategies and exemplary program transfer mechanism in a target city or county in each of the ten federal regions
- assist each jurisdiction in implementing exemplary practices or supplementing/improving existing programs

Diverse styles and sizes of meetings, workshops, and conferences, as well as direct visits from successful project officers will be used as methods for technology transfer of exemplary practices. Members/supporters of the American Coalition Against Crime from groups of mayors, governors, district attorneys, attorneys general, etc. will assist in publicizing, presenting subject matter, and reinforcing commitments to institute programs.

The Coalition will expend matching funds and resources to supplement the above efforts through the broad use of the media, such as prime-time television, teleconferences, and computerized video information banks, press kits, etc. Corporate members, such as the Southland Corporation, Alcoa, Control Data Corporation, and Insurance Information Institute will assist in this aspect of the program.

Private industry and individuals can more effectively promote the purposes of our government and what the nation believes. Public resources can provide us with the means to ensure the transfer of dozens of projects through in-depth technology transfer techniques involving public-private partnership. The Coalition can best use its resources for the media and the public resources for training of state and local officials and peer-to-peer contacts.

Budget requirements are \$500,000 or \$50,000 for each of the 10 pilot sites for the first 12 months.

A vehicle exists within the U.S. Department of Justice, National Institute of Justice (NIJ), to quickly and effectively transfer these exemplary practices into targeted local communities across the country. NIJ currently funds a contract for this specific purpose. However, Congressional appropriations have significantly reduced NIJ's capability to work with local public-private partnerships to positively impact crime. Funded at \$3,000,000 a year in 1979-1980, this Research Utilization Program was funded at the \$800,000 level the past two years (Contract No. J-LEAA-004-81).

The American Coalition Against Crime requests that \$500,000 in additional U.S. Department of Justice funds be allocated to modify the existing NIJ contract in order to implement doable, successful practices, with the key theme focusing on a local public-private partnership. Through a subcontract, the Coalition would proceed to work with these local public-private partnerships with some of the additional funds remaining in the existing contract for specific related tasks.

The 10 local partnerships and the attendant national media effort, not only will provide a positive focus for private and corporate activity, but the partnership with local governments will demonstrate that our elected leaders are, in fact, serious and concerned about crime beyond the stage of rhetoric.

The American Coalition Against Crime is prepared to move immediately in submitting a detailed proposal and budget and to kick off the program no later than the end of September 1982. We believe this proposed partnership approach would have a significant positive impact both nationally and locally for public and state and local government officials.

Attached are brief summaries of proven programs funded by the U.S. Department of Justice, National Institute of Justice, local governments, and public and private organizations and businesses. A number of other successful practices ought to be explored in other vital areas of the criminal justice system and to obtain a geographical cross-section of success.

Attachement A

Summaries of Selected Successful Programs

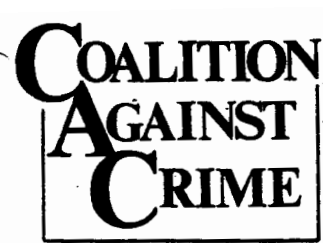
- Project New Pride, Denver, Colorado, deals with serious youth offenders in an integrated service approach.
- Community Crime Prevention (CCP), Seattle, Washington, lowers crime rates through citizen involvement.
- Street Crime Unit (SCU), New York City, police focus on serious crimes through the use of decoys.
- Witness Information Service, Peoria, Illinois, assists witnesses to appear and testify.
- Stop Rape Crisis Center, Baton Rouge, Louisiana, brings special attention and treatment to victims.
- Major Violator Unit, San Diego, California, and Major Offense Bureau, Bronx County, New York, intensify efforts against career criminals.
- Prosecutor Management Information System (PROMIS), District of Columbia, improves the effectiveness of the prosecutor's office and the courts.
- Hidden Cameras Project, Seattle, Washington, lowers crime rates in business locations.
- San Diego Fraud Division reduces economic crime and assists victims.
- Connecticut Economic Crime Unit, Wallingford, Connecticut, successfully integrates all parts of the system fighting economic crime.
- Montgomery County Pre-Release Center, Maryland cuts recidivism drastically.
- Arson prevention in Seattle, Denver and Dallas uses media campaigns, hotlines and rewards that have proved effective. The International Association of Arson Investigators and the Insurance Information Institute have identified a number of successful programs.

ATTACHMENT B

American Coalition Against Crime:

Goals, Membership,

Action Plan, and Strategy



'firm and just together across the system'

AMERICAN

COALITION

AGAINST

CRIME

AMERICAN
COALITION AGAINST CRIME
1210 Connecticut Avenue, N. W.
Washington, DC 20036
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Peter P. Lejins
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American Association of Retired Persons

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Officers

Ellie Wegener
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Civic Action Institute/
Neighborhood Coalition

Nelson T. Shields III
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Handgun Control, Inc.

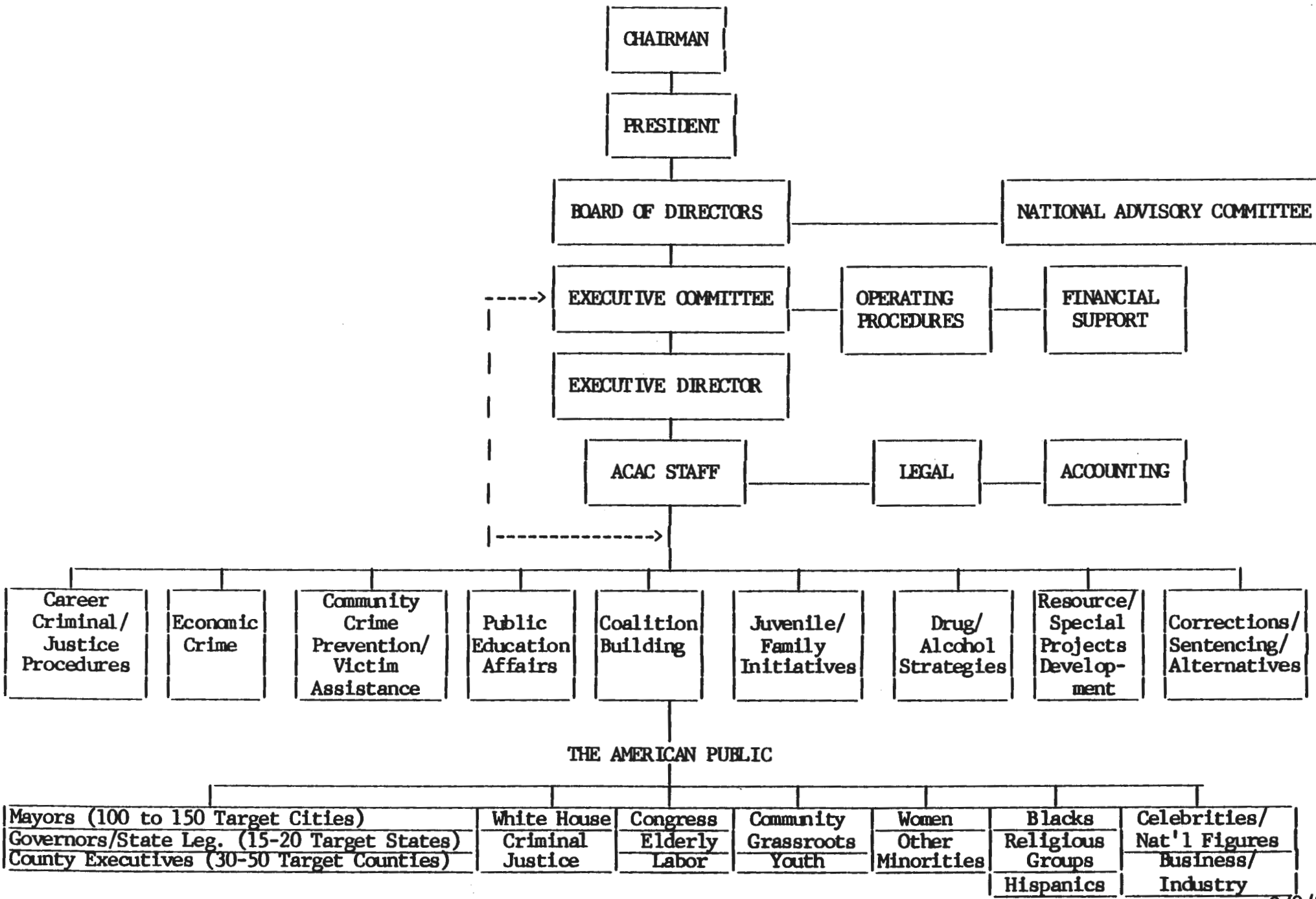
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Attorney General's Task Force on
Violent Crime

**AMERICAN COALITION AGAINST CRIME
(ACAC)**



BRIEFING UPDATE

AMERICAN COALITION AGAINST CRIME (ACAC)

Chairman and President Named

- Norman Brinker -- Chairman of the Board, S&A Restaurant Corporation (Burger King/Steak & Ale) is named chairman of the American Coalition Against Crime to assume an active role in mobilizing the Coalition.
- Judge Michael Donohue, Chairman of Judges of America, assumes the Presidency of ACAC to gain the support of the world of criminal justice.

Tax Exempt Status Attained

- ACAC receives final IRS 501(C)(3) non-profit status.

100 Target Cities to be Named

- U.S. Conference of Mayors -- John Gunther will meet with 20 key mayors Wednesday 9/8/82 to begin the selection of 100 target cities and coordinators to help implement ACAC's program from the grassroots level.
- American Association of Retired Persons/Teachers -- George Sunderland and Lea Pearson will identify successful anti-crime projects for the elderly and match them with the above cities.

Swelling Business Support

- American Business Conference -- Jack Albertine, President, endorses ACAC Program. National Association of Manufacturers, Retail Merchants, Transportation Association support Coalition anti-crime initiatives. Chamber of Commerce awaits President's message on crime.
- ACAC meets with Direct Selling Association -- Neil Offen to gain the support of 5 million members. A meeting is scheduled 9/30/82 with the Government Relations Committee to encourage them to undertake promotion of Neighborhood Watch and similar programs.

President Reagan to Deliver Crime Message

- President's Task Force on Private Sector Initiative -- Jerry Guth identifies scores of successful anti-crime projects for ACAC and begins to place Coalition exemplary practices into their data-bank. Also, this information will go into ACTION's Volunteer Liaison program.
- ACAC meets with the President's Task Force on Victims of Crime to develop a working relationship of how to support recommendations after the Task Force's expiration on December 31, 1982.

ACAC Evolves as the Vehicle

- ACAC is the vehicle for 60 to 80 million Americans to take an active role in reducing crime and fear in this country.

AMERICAN COALITION AGAINST CRIME

1210 Connecticut Avenue, N.W.

Washington, D.C. 20036

(202) 452-1156

GOAL: To reduce the fear of crime and develop both immediate and long-range strategies that effectively prevent or control serious crime in America, particularly violent crime.

OBJECTIVES: To form a non-partisan coalition representing 50 to 80 million Americans and identify and support certain recommendations, policies and practices of the recent Attorney General's Task Force on Violent Crime, Federal Criminal Code revisions, model state and local laws, exemplary practices, crime suppression projects and other firm but just proposals.

CHARACTER: Unique — Unite business, corporate, civic, criminal justice, service, labor, religious, community and others into a single force to gain national understanding and control of the crime problem.

Non-partisan/non-profit — Develop strategies aided by experts, practitioners, business and others at national, state and local levels.

Comprehensive — Deal aggressively with priority crime issues across the entire criminal justice system and related disciplines.

Timely — Review what has already been researched and developed over the past 10 years and promote and help to transfer proven exemplary practices that are doable, reasonable and measurable.

Cost-effective — Demonstrate crime strategies that improve productivity, cut costs and impact on arson, internal theft, and other economic crimes that affect the public and business to the tune of billions of dollars.

STRATEGY AND ACTION PLAN: Lay minor differences aside in favor of drawing national consensus on the most important and effective strategies that will benefit the nation.

Educate the public and the nation's leaders through a massive communications program, national committee, expert analysis, seminars, press conferences, direct and organizational mailings, TV and radio, telecommunications, speakers bureau, target city demonstrations and peer to peer contacts.

Lobby the Congress, White House, state and local legislative bodies, and key committee chairmen utilizing Coalition members and allies to get model legislation passed and policies and practices implemented.

Form links and action steps with mayors, county executives, Governors, Attorneys General, businesses, grass-roots, and others in target areas.

PROGRAM

- Corrections, Sentencing and Alternatives
- Drugs and Alcohol
- Victims, Witnesses and Community Organization
- Handguns
- Career Criminals
- Juveniles and Youths
- Economic Crime
- Criminal Procedures and Practices
- Arson
- Exemplary Practices

PURPOSE

To reduce the fear of crime and to support both immediate and long-range steps that a non-partisan coalition endorses as the most effective ways to attack serious crime in America, particularly violent crimes that prey upon our citizens, engender fear, inflict physical, mental, and economic damage, and make life less bearable in a free and democratic society.

1) To form a Coalition composed of as many major groups, citizens and experts in the nation as possible to support the fight against serious crime and to act as a catalyst in encouraging appropriate national, state and local legislation, policy, practices and other actions to reduce crime.

2) To develop an education campaign through use of the Coalition, the national print and broadcast media, organizational publications, lectures, seminars, influential leaders and other other means to reach the American public and government policy-makers in order to develop a national consensus on the causes and the appropriate strategies to attack serious crime.

3) To identify and support certain recommendations, policies and practices of the recent Attorney General's Task Force Force on Violent Crime report, Federal Criminal Code revisions, model state and local laws and ordinances, and other proposals and findings that have a reasonable chance of getting implemented and holding down or reducing the high rate of crime.

4) To reduce the climate of fear in this nation by a perceptible level as measured by opinion polls and other means through a realistic and genuine program of education, understanding and cooperation among citizens, business and political leaders, and the human and criminal justice systems.

OVERVIEW

AMERICAN COALITION AGAINST CRIME

Purpose and Objectives

The purpose of the American Coalition Against Crime is to reach a consensus, publicize and push for the implementation of the most effective strategies to deal with serious crime in this nation at all levels of community life. Most criminal justice organizations focus on particular areas of the criminal justice system. The Coalition deals with the full range of issues, taking positions and developing action programs in each discipline. Since criminal justice, social and economic problems are interrelated, the Coalition intends to deal with all meaningful issues and to balance its approach between curative and punitive measures in a firm but just way.

Crime has increased steadily over the past two decades, and it will undoubtedly take many years to decline substantially, so public expectations should not be unduly aroused. The Coalition understands that there are no quick fixes to this complex problem; on the other hand, it recognizes that there are successful programs and strategies in all fields that could very well be emulated nationwide. After 15 years of serious research and demonstrations by a multiple of organizations and agencies and over 8 billion dollars invested in the criminal justice system by the Law Enforcement Assistance Administration (LEAA) alone, it appears we, as a nation, ought to be ready to pursue tested and successful strategies rather than wait for the so-called ultimate solutions that may never surface. The patience of the American public has grown thin, the tolerance bubble about to burst.

The Coalition will develop realistic priorities, educate the public and officials, and press for action through a consensus of criminal justice groups, experts, practitioners, and business and grassroot persons. The goals, capabilities, limitations and needs of the interrelated system must be communicated in a factual and clear way to gain public support. A massive and accurate education program are needed. It must be done, however, in a manner that will not increase fear but rather renew public confidence in our ability to gain control from the criminal element. As a priority, we will identify and support successful projects against rape, muggings, burglary and robbery, school violence, and drugs and alcohol that reduce crime and fear when effectively applied.

The Need For An Educated Public

Most all of us agree that the public should be kept fully informed and that we should be willing to face any risk of emotion overcoming good judgement. The National Criminal Justice Association, for example, has stated, "Only if the public understands the nature of crime and the criminal justice system capability to respond, can the informed citizenry make decisions that will assist the criminal justice system to perform its assigned duties. An educated public will have realistic expectations of what the criminal justice system can do and achieve within its assigned resources." And the National Forum on Criminal Justice agrees that crime control necessitates a broad societal response because the answers do not reside entirely within the criminal justice system. Ridicule can only further damage a system whose capacity is limited to managing the crime brought before it. The public needs more reliable information, and the data it receives needs to be verified by a wide spectrum of knowledgeable persons.

The Need For A Program

Crime continues to be the first or second priority in most opinion polls. And we need not grow complacent over recent FBI and some local data that show crime leveling off in certain major categories or because of favorable demographics projected for the decade ahead that show smaller numbers in the high crime youth age groups. These ages may not necessarily decline in the high crime corridors of our cities. Moreover, youth unemployment is on the rise and single parent families with children have risen from 9 percent in 1960 to 19 percent (double for black families) in the latest census. A whole host of factors involving drugs and alcohol, unwed mothers, deteriorated neighborhoods, income and lack of opportunity appear unfavorable. It is well understood that we will never solve the problems of crime entirely without dealing with these issues that mostly rest outside the criminal justice system. Needless to say, the law enforcement community needs to take positions on these issues as well; otherwise, it will simply go on managing a larger number of crimes. Conservative and liberal observers agree that these factors may very well be the causes of crime but they do not seem to agree on what to do about it. Not this or any other coalition alone will solve the problems of rehabilitation and prevention but we can make headway by supporting projects that suppress crime, some with 70 percent or more demonstrated effectiveness.

The Need to Support Existing Efforts

Public education need not compete with the diverse purposes of criminal justice organizations. In fact, it should complement and stimulate additional resources for the system. Each group has its place and mandate. Successful and tested strategies need to be pushed by many different organizations from within and without the system. Saturation of the public's knowledge or of the transfer of exemplary practices is unlikely to occur in any case. More groups and resources are needed to enlighten communities, gain citizen and police cooperation, establish crime prevention programs, improve prisons, publicize the alternatives, and encourage the private sector to take on projects of their own. Without concerted, timely and cooperative efforts, resources could very well be directed to other, perhaps less important priorities.

Existing crime fighting efforts need to be supported. The National Crime Prevention Coalition's program of citizen organization, target hardening, security and other prevention techniques is a necessary part of the whole. The National Forum on Criminal Justice's focus on management and training and drafting positions in various problem areas can be a continuing contribution to effective manpower and practices and the cooperation of governmental units. The Eisenhower Foundation for the Prevention of Violence and its implementation of unique crime fighting projects is an ideal laboratory for the substance of our crime education program to transfer success across the nation. The Center for Community Crime Prevention must continue to promote the Criminal Justice Standards and Goals of the National Advisory Commission. The Foundation on Violence in America is also a sound basis for data and action. Groups like Justice for All and National Victims of Crime are natural grassroots complements to our broader approach. Many more specialized associations and coalitions are also part of the whole. The American Coalition Against Crime will analyze and attempt to make sense out of all of these positions and choose its own set of priorities based on a complementary and comprehensive approach.

The Method

Education, of course, is the basis for stimulating the public and getting officials to act, laws on the books, policies and practices changed, and successful projects implemented. The multiple of criminal justice laws does not mean that we do not need improvement or codification or more thorough treatment. Certain pending national and state legislation on career criminals, prison industries, code revisions, research and exemplary practices, drug treatment, victim

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assistance, juvenile policies, and other elements are worthy of support and are needed. Education and resolutions of support from our own target city mayors and crime commission heads will help to improve local practices. The same techniques will be used in the counties and states. Church, civic, and other grassroots individuals will be organized with specific results in mind. Since federal monies cannot be used for the most effective advertising in radio and television, private resources will be needed to get these messages across. Lobbyists from member organizations will make the necessary direct contacts as complementary advocates. Education, the use of advocates, and the improvement of laws, policies and practices are the process.

The Priorities

Our list of concerns set organizational tone but may change as conditions change. The high rate of incarceration in the United States is well known, yet rational sentencing policies to deal with the serious career criminal and sensible, cost-effective prison alternatives for the lesser offender are still not widely used. Prison industries and the development of marketable skills deserve high attention to help reduce recidivism and costs. Rational, presumptive sentencing policies need to be developed in many areas with sensible ranges and other choices. Statewide major offender programs with speedy trials and appeals are a priority, as is beefing up manpower to apprehend serious interstate fugitives who normally turn out to be repeat, active offenders. Proper identification and the availability of records to the judiciary on serious juvenile offenders, while maintaining a separate and effective juvenile justice system, are appropriate. National guidelines on victim assistance, pragmatic handgun controls, exemplary practices in drug/alcohol treatment and control, elderly assistance, youth gang control, and youth employment and crime suppression projects are parts of a comprehensive program.

Economic Crime

Also on top of the list is economic crime which primarily raises costs to the consumer but also puts whole businesses out of operation. Economic crime jeopardizes our free enterprise system. Employee theft, shoplifting, arson, bribery and fraud cost billions of dollars more than the total of robbery and burglary. It pales in interest to serious and violent crime yet costs over \$50 billion annually. Tough programs for the street wise offender need to be balanced by an attack on white collar and organized crime. Southland Corporation, for example, has reduced crime against its stores

by 25 percent in one year; and the same techniques can be adapted by most retail outlets. But we also need to look at internal theft in most industries and more effective employee investigations. Regional economic crime coordinating units need to be boosted. A number of tested strategies need to be explored here, many in use for years but not widely applied.

Summary

In brief, the crime message has not been effectively communicated to the American people. We believe the American Coalition Against Crime is needed to do that. The criminal justice, business, labor, civic, and grassroots world need to know the facts and press for action with as large a consensus as possible. We need to do this with priorities across the entire system, realizing the interrelationships and the folly to push for special interests above the good of the whole. The rational mind of the American public can help this cause. We need to proceed in a timely and fair fashion for those caught in the system and those looking in from outside.

v

Coalition Against Crime
Education and Legislation Program
1982-1983

COALITION AGAINST CRIME

SUMMARY

- The doubling of serious crime over the past decade is of the utmost concern to almost all Americans. A non-partisan Coalition that will eventually represent from 50 to 80 million Americans is needed to help suppress the spiraling crime rate through the strategies of education, legislation and policy implementation at the national, state and local levels.
- The bandaid approach in dealing with crime is insufficient. The problem must be attacked on every front across the criminal justice and social systems. The collective mind of the nation's leaders must determine the most effective priorities and strategies through the analysis of the multiple studies and approaches taken over the past decade. The Coalition will not re-invent the wheel but will rather get it moving on the correct course.
- Differences must be laid aside in favor of the most important strategies; and the Coalition must not be afraid to look at any cause or cure whether social, economic, budget or other. Our purpose will be to draw a national consensus where it does not now exist.
- The organizational structure relies on extensive national leadership support, expert executive committee and adviser input, resources and influence of Coalition members, and a three month planning phase and one to three year action program, depending on the degree of success.
- The action program will build a coalition, mobilize allies, utilize member power, and launch a communications strategy that will reach most Americans, policy-makers and others of influence.
- The planning budget is \$40,000 and each action year budget approximately \$400,000 to be raised from corporate, organizational and foundation sources.

INTRODUCTION

After the economy, nothing is more important to Americans than the effects of violent crime. Reducing serious crime must be top priority if we are to work and play again without fear in a free and democratic society. Mere organization and rhetoric are not enough. The support and implementation of tangible policies, practices and programs are needed.

We do not intend to re-invent the wheel, but do resolve to get it moving again. We will not conduct new research but rather will analyze the multiple of important studies and proposals already made. Endorsing those recommendations of the Attorney General's Task Force on Violent Crime (The Bell-Thompson Report), Federal Criminal Code revisions, exemplary practices, crime suppression projects, and other successful strategies that might have the greatest chance of reducing crime and getting implemented is a practical way to begin. Naturally, differences, omissions and additional strategies will have to be considered; nevertheless, it makes sense to join forces and support those strategies that will have an immediate as well as a long-term effect. It is time that we all pulled together on the most important issues to solve a serious problem.

We believe that an action program can best be accomplished through a broad coalition of supporters from every segment of American life that will eventually represent from 50 to 80 million Americans. Education and follow-up action for legislation and other steps for a more effective criminal justice system deserve the attention of the public-at-large and all private and public leaders in the nation.

Serious crime has more than doubled over the past decade in this nation, and fear has penetrated the heart of every age group. In this respect, we propose to mobilize the citizens of this nation and the moral resources to combat an epidemic of crime. We will form a Coalition Against Crime through a significant array of organizations and businesses that will be prompted into very specific actions.

A small number of organizations will support initial planplanning, while we continually work to add allies that will support the program over the next several years, depending on the degree of success. An aggressive media campaign will be conducted and resources will be used both to educate the public and to get necessary legislation passed and programs implemented. Influential leaders will deliver the important messages and help to carry the program. Recommendations with the greatest potential for reducing serious

crime will be emphasized; others will be analyzed and supported as consensus reveals and in proper sequence. The collective mind of the nation's criminal justice, business and social experts will help make the decisions in as non-partisan a fashion as possible. Our purpose is to find the right answers regardless of what that outcome might be.

The Coalition will educate, press for legislation and policy changes, and motivate the public and leaders of this nation to support concrete steps against crime. We must not be led to believe that the Coalition's proposals alone will solve the crime problem. However, we can begin by pressing for the implementation of some clearly needed steps. As appropriate, other worthwhile recommendations and strategies will be taken to the Congress, White House and state and local officials. Recognizing that 94 percent of criminal cases are tried at the state and local levels, considerable emphasis will be placed on making changes at those levels. It is our hope that with the implementation of a comprehensive package of recommendations, techniques and practices supported by the Coalition, a significant step will be taken against serious crime in this country.

The executive committee will finally devise a program that will be submitted to all Coalition members for their approval or modification. There will be no surprises to any member, as they will be kept fully informed and given full opportunity to express opinions and make necessary changes. A degree of compromise will be needed, and some members may express agreement only on certain parts of the program. The basic elements of the program will be formulated in a series of small sub-committee and advisory meetings during the planning period. The minds of many of the nation's top experts will be drained during this period.

STRUCTURE

Prior to engaging a full-fledged program to effect education and legislation on crime in America, a structural framework of participants and timetables must be designed. We view this structure as having five basic components:

1. LEADERSHIP -- Potential leadership support and degree of involvement must be determined. Already we have the cooperation of some of the nation's top business and public interest group leaders. Our list of leadership support must be expanded to involve corporate, government, academic, association, labor, public interest group and celebrity leaders. Those individuals would serve on a National Committee of concerned and committed citizens.
2. EXECUTIVE COMMITTEE -- A body for supervising and organizing this crime control program needs to be put together. The membership of this group is flexible and may consist of 20 to 25 persons, some of whom may be added as the program progresses. A small steering committee of six or seven persons would guide the executive committee. These committees would be supported by a small staff for program implementation, supervision and follow-up activities.
3. COALITION MEMBERSHIP -- One of the primary functions of this project is to build a broad base of support from all key sectors to reduce serious crime. Those potential Coalition members must be identified (see Action Program section), and a system of approach for support must be constructed. The best approach method we have found is the personal approach -- first by phone, and then by an actual meeting. This would be followed by suggested cooperative programs and projects, and, finally, by a working relationship.

4. PLANNING PHASE -- The timetable for setting up these structures begins with a planning phase of three months. This will pave the way for a one-year action program which may be followed by second and third action years as necessary to accomplish the tasks.

5. ACTION PROGRAM -- Once the structures are in place and funds raised or committed, the action program can be put into play. That action program is laid out in the following section, but briefly it has two goals:
 - Education
 - Legislation and Policy Implementation

To decrease the incidence of serious crime in America. Those goals will be accomplished through a program which includes:

- Coalition Building
- Communications Strategy

B. Supporters/Advisers/Reviewers to Date

For formal membership certain groups require approval from their boards or memberships or must wait until the program is formed. All organizations will participate in various degrees of planning, analysis and other forms of assistance and advice. Numerous other groups will be contacted, a process that will continue for several months.

Law Enforcement and Related

- Police Executive Research Forum
- Crime Prevention Coalition
- National Criminal Justice Association
- National Coalition for Jail Reform
- National Coalition to Prevent Shoplifting
- National Forum on Criminal Justice
- Police Foundation
- John Jay College of Criminal Justice
- National District Attorneys Association
- National Sheriffs Association
- National Victims of Crime
- Handgun Control, Inc.
- National Association of Criminal Justice Planners
- International Association of Chiefs of Police
- National Association of Chiefs of Police
- American Law Enforcement Officers Association
- American Federation of Police
- American Association of Correction Officers
- National Jail Association
- National Police Officers Association of America
- International Association of Arson Investigators
- Patrolmen's Benevolent Association
- International Association for Identification
- American Jail Association
- Eisenhower Commission on Violence
- National Association of Pretrial Services Agencies
- National Council of Juvenile and Family Court Judges
- American Judges Association
- American Judicature Society
- Conference of Chief Justices and the Conference of State Court Administrators
- International Halfway House Association, Inc.

- National Association of Attorneys General
- National Association of Criminal Defense Lawyers
- National Organization of Black Law Enforcement Executives
- Police Management Association
- Office of Criminal Justice Planning, State of California

Corporations/Businesses/Associations

- Allstate Insurance Company
- Southland Corporation
- American Retail Federation
- Shopping Center Businesses
- National Federal of Independent Business
- International Franchise Association
- Transportation Association of America
- Cooperative Food Distributors of America
- Control Data Corporation
- Chemical Manufacturers Association
- National Retail Merchants Association
- Sears, Roebuck Company
- Quaker Oats Company

Public Service Groups and Related

- United States Conference of Mayors
- National Governors Association
- National Association of Counties
- National Conference of State Legislatures
- National League of Cities
- National Retired Teachers Association
- American Association of Retired Persons
- National Urban League, Inc.
- The Urban Consortium
- International City Management Association
- National Association for the Advancement of Colored People
- American Institute of Architects

C. Legislative Strategies.

One of the most effective ways to get legislation implemented is to gain the support of allies and members by contacting key legislative leaders. Each organization has one or more lobbyists and persons who can influence the right people in the Congress and the state legislatures. For example, the Chamber of Commerce, American Association of Retired Persons, and many others each have dozens of lobbyists.

Once organizations agree with our program, we can provide their personnel with information and legislative lists. If 20 executive committee members or 30-40 coalition members each contact their favorite legislator, the Coalition's influence will be significant.

We will match pending bills with the objectives of our program and begin to push for passage of those we feel most strongly agree with our position. We will also recommend model legislation and appropriate policy changes and practices. We will identify the most influential legislators and solicit our members to press them into action. We will arrange face-to-face meetings over a period of time until we reach our objectives. The number of persons to be contacted and the timing appear in the timetable. In the first action year, we intend to influence legislation and policy in approximately six states and ten cities, in addition to the Congress.

D. Program Content.

Some believe that it is an impossible task to get diverse people or organizations to agree on a common program against crime. We have already discussed program content with over 100 individuals and organizations and can see many points of agreement. Controversial issues that have little effect on reducing crime can be placed on the back burner so as not to hold up the entire Coalition. Large impact issues must be considered.

For example, changes in the "exclusionary rule of evidence" is highly controversial and yet has little effect on the rate of crime - a fraction of one percent. On the other hand, identifying the repeat/high rate offender for purposes of longer incarceration reportedly would have an extremely beneficial effect on reducing crime. Recent studies by RAND and others indicate 10 to 15 percent reductions in the overall crime rate through this type of program implementation. Also, certain crime suppression projects in the Chicago area show crime reductions of 39 to 68 percent while persons are in these programs. Naturally, the Coalition must review these probabilities and make decisions.

A series of subcommittee meetings involving experts and practitioners in each area of concern will be held over a period of several months to devise the initial program. The Coalition will identify seven or eight areas where we have reached agreement and can proceed. Other areas will be identified in later months as well as a second or third action year. There is every confidence that an effective program can be outlined by this technique. We will also identify areas of conflict and areas where the Coalition will not proceed or will proceed at a later date.

The initial program areas are outlined on the following page. The details of these areas are in the process of being delineated. New areas and ideas may be added. Ultimately, the half dozen or dozen points of greatest effect will be identified, reviewed and supported by top experts and practitioners and pursued by the Coalition. We hope to build a national consensus from this. The program will also include the estimated monies it would take for implementation.

During the Action Year, seminars and conferences will be conducted on crucial points, and existing organizations will be asked to consider and debate aspects of interest to them. This could have the effect of modification on some positions of the Coalition, which will always be open to further analysis and review.

Other seminars will be held nationally and regionally to convey the Coalition's position and to shed new light in certain complex areas. We hope to gain full public support and also the credence of the most knowledgeable people in the field by a continual process of review and modification. Nevertheless, the Coalition will have formulated a sound, basic position in each area of concern and will pursue its strategy with all vigor unless there are serious, factual objections to a particular position.

In areas of doubt or need of additional factual information, the Coalition may recommend that further research or experimentation be conducted, after which the Coalition may take a position. We will also identify exemplary practices in many areas and encourage support of these proven programs. Estimates will be made of how a series of these projects across the nation might affect crime or to what degree they would be cost-effective. We will attempt to identify what good has already been accomplished and where and how these programs should be duplicated. We will work closely with the National Institute of Justice, Urban Consortium and other agencies in the identification and evaluation of successful programs. Eventually, we would hope to see a pattern emerge and the utility of what we already know put to good use.

MAJOR PROGRAM AREAS

"COALITION AGAINST CRIME"

1. Corrections and Sentencing

- Model correctional institutions and effective community alternatives plus national sentencing guidelines based on uniformity, fairness and crime suppression.

2. Drugs

- Implementation of a coherent enforcement and treatment policy on dangerous drugs, including international interdiction, interception, enhanced ability to prosecute, and treatment strategies.

3. Victims and Witnesses

- Federal and state standards for the fair treatment of victims, witnesses and jurors, and the provision of adequate compensation, protection and care.

4. Handguns

- Stringent sentences for the use of a firearm in a felony, reporting of theft or loss of a handgun, waiting period before purchase of a handgun, separate registry of serious firearm violators, and prevention of importation of unassembled parts of handguns prohibited when assembled.

5. Juveniles and Youths

- More rational approach to the investigation and prosecution of violent juvenile and youth offenders and street gangs, fingerprinting and identification for serious crimes, and implementation of successful crime suppression projects.

6. Economic Crime

- Effective federal, state and local laws, ordinances and procedures to combat economic crime, residential burglary, computer and white-collar crime, shoplifting and robbery, interstate theft, organized and other serious crime that raise the cost of doing business and the cost to consumers.

7. Criminal Procedures and Practices

- More effective policies in such areas as identity and apprehension of interstate fugitives, arson investigation, transfer of career-criminal and other exemplary practices, and legislation and regulation that might impede or enhance law enforcement.

I. Communications

A. Communications Goal

To reach all segments of American leadership and society in general in order to develop a national consensus as to the causes of serious crime and the strategies most likely to be effective in reducing serious crime in the nation.

B. Background

There appears to be general agreement that there is no national consensus on what this nation and the criminal justice system need to do to reduce serious crime. Many public interest groups agree in this assessment, and the U.S. Conference of Mayors believes steps ought to be taken to draw such a consensus. Until a common understanding is reached as to what is most likely to succeed, little incentive exists among the legislative and executive bodies to develop a comprehensive plan of action, enact laws, and pass budgets necessary to accomplish results.

Furthermore, the extent of cooperation and coordination among the various elements of the criminal justice system, as well as related organizations and agencies, are minimal. Too many groups push for what they believe is important to them without taking into consideration how this might affect other parts of the system or without thought of supporting the plans and policies of other related factors. Developing and communicating a common strategy for all these units are extremely important in order to convince the policymakers of the most appropriate action for them to take. Generating and mobilizing public opinion are of prime significance to encourage officials to act and the media to respond.

C. Program Ideas

1. National Communications Program. The first priority will be to work with the national media, i.e., wire services, major newspapers, magazines, networks, syndicates and columnists who have substantial national circulation or visibility. Working in conjunction with many organizations and business members of the Coalition Against Crime, staff will develop a market basket of national media materials that can be used in target cities and states. Some existing materials from crime prevention and related organizations plus that from the insurance industry and other businesses can be used with some modification once the Coalition agrees on its own program. We will not spend a great deal of time developing new material where effective publications and other print already exist. It is likely that almost all members of the Coalition

will allow use of their copy when appropriate. Several Coalition members have volunteered staff time to help develop materials and perform other work.

2. Priority Cities and States. The second focus will be a media program targeted to a cross section of large, medium and small or rural cities and counties. The U.S. Conference of Mayors has agreed to contact the hundreds of major cities in its membership, request mayors to serve or appoint liaison representatives to the Coalition, and suggest those cities that are most concerned and likely to cooperate. From this analysis, target cities will be chosen for a major project or event to serve as a publicity wheel around which will rotate talk shows, newspaper features, editorial board meetings, letters to the editor, etc. Similar participation will be sought from the National Association of Counties, National League of Cities, Urban Consortium, Police Executive Research Forum, National District Attorneys Association, International Association of Chiefs of Police and other locally-oriented bodies.

This same strategy will be pursued with the states by working closely with the National Governors' Association, National Conference of State Legislatures, National Association of Attorneys General, and other state-oriented groups.

The communications tools for the target cities and states will be the same as those used for the national media program (i.e., news releases, op-ed articles, media tours, talk shows, editorial board meetings), but they will be localized.

For example, a national feature news release given to the wire service might be on a celebrity of national reputation who supports the Coalition's strategies in a particular area or across the field, while a target city feature news release might focus on a police chief, district attorney, judge or program director who can testify to the success of various parts of our program.

To maximize publicity efforts, we will develop materials designed to help local Coalition supporters generate visibility through good communications. A summary of each position will be backed by a brief concept paper and the experts and important names of people who support each position. Caution will be taken against things that might backfire or cannot be substantially supported by data or expert opinion.

To create a neutralizing effect, the dozens of newsletters, papers, magazine reports and other publications of Coalition members will be used whenever possible to convey and reinforce our positions. We will prepare releases and backgrounders more directly related to each organization.

II. Messages

A. Need for the Message

Fundamental to all communications to be undertaken for the Coalition Against Crime is an accurate and concise statement of its true character and mission. It must be clearly stated that the Coalition is a non-partisan body that is honestly, faithfully and in a most professional way searching out the causes of serious crime and the strategies that might have the greatest chance of success. Furthermore, we will not be afraid to tackle or avoid any issue that will help us reach that goal. We will put minor issues or controversial ones that would not have significant effect in reducing crime on the back burner so as not to hold up the Coalition's forward momentum. Some of these may be attacked at a later date. We will be firm but just in our approach.

B. Basis for the Message

- The Coalition Against Crime is an umbrella group that invites all organizations, associations, businesses, religious and racial groups, and other crime-fighting coalitions to join its program. It encourages any group that agrees with its strategy to join the effort.
- The Coalition is non-partisan and will arrive at decisions after the most thorough analysis by experts, those highly notable in the field and practitioners and grass roots persons most affected by crime.
- The Coalition is unafraid to deal with any issue or strategy that will tend to reduce serious crime, whether these be procedural changes, social consequences, budget requests, additional research and other matters.
- The Coalition will not attempt to re-invent the wheel; however, it will try to get what many call a "flat tire" going again. We will review research of the last 10-15 years and the recommendations already made, but we will also support new approaches when appropriate. These strategies must be clear and believable and well-delivered to the public and officials.

- The Coalition is unique because it has attracted businesses, corporations, service groups, law enforcement organizations, and other bodies into a single, unified effort that has never been accomplished before. Many say that this sort of thing should have been done a long time ago.
- The Coalition will be cost-effective in saving consumers and businesses alike a great deal of expense and preventing considerable human misery and heartache. The precise steps to accomplish this will be defined and repeated over and over again.

C. Use of Message

The importance of using these messages in all communication materials cannot be understated. Repeating a communication reinforces its influence. These messages will be used consistently over the next year and beyond; and at the end of our program, they should be well established in the public's mind.

III. Slogan

To reach many publics, a single slogan is recommended that will be used on all materials, brochures, letterhead, news releases and reinforced by repetition in spoken messages. The slogan should be incorporated into all PSA's, print advertising and other communication materials. Use of a single slogan will facilitate a total reach to the general public. The slogan must be memorable, rather than lengthy and forgettable. It should be short and simple and reinforce concepts easily and positively. The statement "firm but just" is one example.

The Coalition Against Crime should not be confused with other crime-fighting groups. The importance and success of this Coalition must be clearly conveyed in written and oral form. Certain symbols, logo, slogans and perhaps changes will be necessary to accomplish this. For example, some businesses not familiar with the multiple law enforcement groups may confuse the Coalition Against Crime, National Crime Prevention Coalition, Shoplifting Coalitions and others. The distinction must be made clear.

WORK PLAN AND BUDGET

Work Item

1. Establish an executive committee of approximately 9 to 15 members who will meet two to three times during the planning phase to help formulate the action plan and who will receive progress reports every two weeks. Individual tasks will be determined for the committee and sub-divisions.
2. Through personal contact, recruit 50 major allies for the coalition who represent a broad spectrum of the American public.
3. With the help of the executive committee, contact and select prominent, individual leaders and experts in support of the Coalition, who will carry the anti-crime message and help raise funds.
4. Target fundraising efforts to specific groups for action program monies:
 - Individual donors
 - Corporations
 - Associations
 - Unions
 - Other organizations and foundations
 - Celebrities
5. Develop logo, information brochure, profiles, letterhead, and other material to identify the Coalition as an established, viable group. This information package will be distributed to other potential allies, supporters, and for general information purposes.
6. Analyze the report of the Attorney General's Task Force on Violent Crime and other significant anti-crime plans, categorize, and highlight the most significant proposals in clear, understandable language for all members of the Coalition.
7. Popularize the main features of the anti-crime proposals for understanding by the Coalition and the general public. Indicate the financial impact as the result of a reduction in crime.
8. Analyze in depth proposals and recommendations and prepare papers on the pros and cons of each critical issue for review by the executive committee.

Work Item

9. Review those features of the Federal Criminal Code inter-related with the Task Force's report and determine which issues should be considered by the executive committee. Those members of the Congress and the Administration who support this effort should be clearly identified.
10. Complete final action plan (phase II) proposal and project budget. Prepare summary of planning phase results and send to all coalition members.

THREE MONTH PLANNING BUDGET	\$ 40,000
TWELVE MONTH ACTION BUDGET	\$400,000