

CHIEF CONCERNS

A Gathering Storm— Violent Crime in America



POLICE EXECUTIVE
RESEARCH FORUM

CHIEF CONCERNS:
**A Gathering Storm —
Violent Crime in America**

October 2006



POLICE EXECUTIVE
RESEARCH FORUM

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Foreword

In July 2005, I received a call from Louisville Police Chief Robert (R.C.) White, who comes via the Greensboro Police Department and spent his early years with the Metropolitan Police Department in Washington, D.C. R.C. knows crime and crime trends. He asked if I had heard that a number of cities—primarily in the middle of the country—were beginning to experience large increases in three major violent crime categories: robberies, aggravated assaults and murder. After speaking with R.C., I made a few calls to chiefs from Kansas City, Missouri; Indianapolis; Detroit and Milwaukee. I also talked to the chiefs in Boston, San Francisco and Charlotte. During this time, I was working in the cities of Minneapolis, Charleston and Savannah and talked to the chiefs there. It became clear to me that something was very different about crime in 2005 compared to what we had been seeing for the better part of the past eight years. Violent crime was making a comeback—not in every city and certainly not for all the same reasons that crack propelled crime in the late 1980s. But, a combination of factors was driving up these three types of violent crime in many cities across the country.

When preliminary figures for the 2005 FBI Uniform Crime Report (UCR) came out in 2006, they confirmed our concerns and those of police chiefs that violent crime had dramatically risen—the first major increase in more than a decade. In further discussions with police chiefs, we learned that this trend was continuing into 2006 and expanding into other parts of the country. Places like Sacramento, California; Orlando, Florida;

Springfield, Massachusetts; Montgomery County, Maryland; Prince William County, Virginia; Washington, D.C. and Fairfax County, Virginia were all seeing spikes in crime unlike previous years. Boston and San Francisco experienced 10 year violent crime highs.

I had worked in Minneapolis in the early 1990s when the *New York Times* referred to the city as *Murderopolis*, so when I found myself working there in 2005, I saw this violent crime trend firsthand. We did an analysis of violent crime on the north side of Minneapolis, and we picked up an unusual increase in juveniles involved in robberies, assaults and murders. At an evening crime presentation to the community, Minneapolis Mayor R.T. Ryback and Police Chief Tim Dolan suggested it would be beneficial to bring together several mayors and chiefs to see if what we were witnessing in Minneapolis was happening in other cities. Initially, we had hoped to attract 5 or 10 cities to what we were calling a *Violent Crime Summit*, but since many cities are strapped for funds we were not sure how many would come to Washington on such short notice. We started making calls and were surprised with the response. We obviously had hit a nerve as word got out that we were having this Summit, and before we knew it we had over 170 attendees comprised of police chiefs and mayors from 50 cities. We would have had more, but the room at the Mayflower Hotel in Washington was at capacity. Our good friends at Motorola supported this emergency meeting through our Critical Issues in Policing Series.

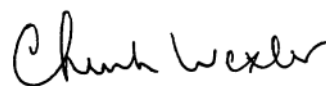
This report is a reflection of that meeting. We call the report, “*A Gathering Storm—Violence in America*,” as Chief William Bratton of Los Angeles characterized it, because that is where we think we are today. It shows there are a number of cities across the country reporting large changes in the extent and nature of violent crime. We asked cities attending the summit to provide us with crime information for both 2005 and the first six months of 2006. The 2006 information is important because this information would normally not be available from the FBI UCR until well into 2007. This report is based on the most up-to-date information that is available from reporting cities. What the 2006 data indicate are continuing increases in robberies, aggravated assaults and murder.

The statistics also showed a decrease in violent crime in some cities that had experienced high increases in 2005. Kansas City, Missouri and Prince George's County, Maryland saw a decrease in murders during the first six months of 2006 compared to the same period in 2005. This report does not suggest that all cities are experiencing large increases in violent crime, but rather shows that a cross-section of cities nationwide are witnessing increased volatility in violent crime. This merits attention. In looking back at the early 1990s when violent crime first began its meteoric rise in the United States, it did not increase all at once but rather in stages. In fact, in some cities like Chicago, violent crime remained fairly stable for a few years while increasing in other cities before it climbed in Chicago.

There are some in both academia and government who believe these increases in violent crime may represent just a blip and that overall crime is still relatively low. They argue that before we make

rash conclusions we should wait and see if the violent crime rate continues to increase over time. This thinking is faulty. It would be like having a pandemic flu outbreak in a number of cities, but waiting to see if it spreads to other cities before acting. Importantly, for many police chiefs, mayors and others living in dangerous communities, they do not have the luxury to “*see what happens*.” The time to act is now.

In the United States in 2005, we had over 16,000 homicides. Compare that to the United Kingdom, which had just over 1,000 homicides, and Canada, which had only 658. While these countries are of course smaller, we still have a higher violent crime rate than either one. If you go back over the past five years, we have cumulatively seen over 80,000 murders, 2 million robberies and 4 million aggravated assaults in the United States. And as many police chiefs will tell you—like Chief Nannette Hegerty in Milwaukee—inches separate aggravated assaults from homicides. We can do better. The nation has been hard on itself for not connecting the dots when it came to the early warning signs of terrorism and what could have been done to prevent the catastrophe of 9/11. After a number of years of record crime rates in the 1990s, we finally got it right and got crime under control. But it took us years to get everyone in the game and develop the partnerships and resources needed to impact the epidemic of crime on a national scale. We consider this report an early warning report. We have presented our own “*dots*”—cities that are experiencing significant violent crime increases. It is our hope that with this report policymakers will see what many cities are experiencing—the front end of a tipping point of violent crime.



**Executive Director
Police Executive Research Forum
Washington, D.C.**

Acknowledgments

This publication represents a culmination of the valuable contributions and hard work of many agencies and individuals. Special recognition and thanks to Ms. Marie Rosen who authored this report based on the discussions that occurred at PERF's National Violent Crime Summit. Marie brings considerable experience as the legendary editor of *Law Enforcement News* at John Jay College for many years.

We would like to thank the Mayor of Minneapolis, R.T. Rybak, for approaching PERF with his concerns regarding the increase in violent crimes across America. His concerns lead PERF to investigate the matter, which resulted in the national Violent Crime Summit. And we would like to recognize Ellen Goldberg Luger, Executive Director, General Mills Foundation and Vice President, General Mills Inc., for her considerable support of PERF's work in Minneapolis over the past decade.

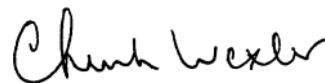
Special thanks are due to our partners at Motorola, Inc., for their support of the *Chief Concerns: Critical Issues in Policing Series*. Motorola has supported PERF for many years in our effort to provide progress in policing. We are grateful to Greg Brown, President of Networks and Enterprise; Mark Moon, Corporate Vice President and General Manager, Government and Commercial Markets; and Rick Neal, Vice President, Government Strategy and Business Development.

We would also like to thank Chief Tim Dolan of the Minneapolis Police Department and Dr. Anthony Braga from the Kennedy School of Government at Harvard University for their presentations during the Violent Crime Summit. We are grateful to

Deputy Attorney General Paul J. McNulty for addressing the summit participants and for listening to their concerns.

Critically important to the completion of this report was the willingness of an exceptional group of individuals, including mayors and police chiefs, to attend a PERF's National Violent Crime Summit. This group of extremely busy individuals graciously spent a full day in Washington, D.C., openly discussing the violent crime problem in their jurisdictions. A listing of those participants is included in appendix # 1.

Finally, this report could not have been produced without the incredible efforts of talented and dedicated PERF staff. Thanks to Joshua Ederheimer, Director of PERF's Center on Force and Accountability, who provided insight and leadership. We thank Emily Milstein-Greengart, Jason Cheney and James Cronin for their tireless efforts in arranging the Violent Crime summit in such a short period of time and producing valuable research that was used during the summit. Thanks also to Doug Abramson, Marketta Kopinski, Corleus Lockett, Drea Luna, Deirdre Mead, Rebecca Neuburger, Corina Solé-Brito, Lisa Spar and Rick Weger for their support before, during and after the summit.



Executive Director
Police Executive Research Forum
Washington, D.C.

CHIEF CONCERNS: A Gathering Storm — Violent Crime in America

OVERVIEW

For a growing number of cities across the United States, violent crime is accelerating at an alarming pace. The Federal Bureau of Investigation's (FBI) annual Uniform Crime Report (UCR) for 2005 reflects a significant increase in violent crime throughout the country compared to 2004 figures. Nationwide, the United States experienced increases in three of the four violent crime categories: homicide (3.4%), robberies (3.9%) and aggravated assaults (1.8%).¹ This rise in violent crime was experienced in all areas of the country. **The FBI statistics reflect the largest single year percent increase in violent crime in 14 years.² Importantly, statistics provided to the Police Executive Research Forum (PERF) from numerous cities reflect that the rise in violent crime is continuing into 2006.**

Concerned that these violent crime increases represent the front end of a tipping point of an epidemic of violence not seen for years, representatives

from more than 50 cities comprised of 170 mayors, police chiefs and public officials convened on August 30, 2006, in Washington, D.C., at PERF's National Violent Crime Summit. The summit was part of the "2006 Critical Issues in Policing Series," supported by Motorola. The goal of the summit was to paint a picture of violent crime across the country and determine the nature and the extent of the problem.

Many officials described a culture of violence, concentrated in parts of their cities, where arguments over seemingly minor issues escalate to the retaliatory murder of additional people. Cities reported that their successful efforts to suppress drug markets had the unintended consequence of increasing street robberies for criminal enterprises. Gang problems in the jurisdictions represented at the Summit varied in affiliation and organization. In some cities, gangs are disorganized and take their identity from the neighborhood, while others like MS-13 are internationally connected.

1. The 2005 FBI UCR Report is available at <http://www.fbi.gov/ucr/oscius>

2. This includes the largest single year increases in 14 years for homicide and robbery, and the largest single year increase in aggravated assaults in 13 years.

Officials from one part of the country to the other complained about the proliferation of handguns—a situation that could worsen if proposed federal legislation is passed that would restrict the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATFE) from sharing gun tracing information with local law enforcement agencies. Many of the representatives reported that much of the violent crime is disproportionately impacting sections of the African-American and Hispanic communities. Also, more and more offenders who have spent time in a juvenile or an adult detention facility return to their communities—often poorly prepared in their previous work experience or education.

From coast to coast, officials described a need for early intervention and many pointed to school and truancy programs that were initiated or reactivated. A number of localities are focusing their resources on hot spots and focused deterrence. In many jurisdictions, the redirection of federal resources to homeland security has left cities more vulnerable to spikes in violent crime.

Officials believe effective local policing is an important factor for *both* reducing street violence and terrorism. Many called for more flexibility in spending that would benefit both the war on terror and the war on crime. Both police and elected officials alike were greatly concerned that the country has reached a critical point when it comes to violence and that if not dealt with now the country could very well witness a return to the crime heights of the early nineties.

This publication summarizes the discussions that occurred at the National Violent Crime Summit. It captures the perspectives of law enforcement leaders throughout the United States and provides new information on violent crime trends continuing into 2006. The publication underscores the fact that violent crime is escalating today and begins to identify some of the factors possibly contributing to this emerging crisis.

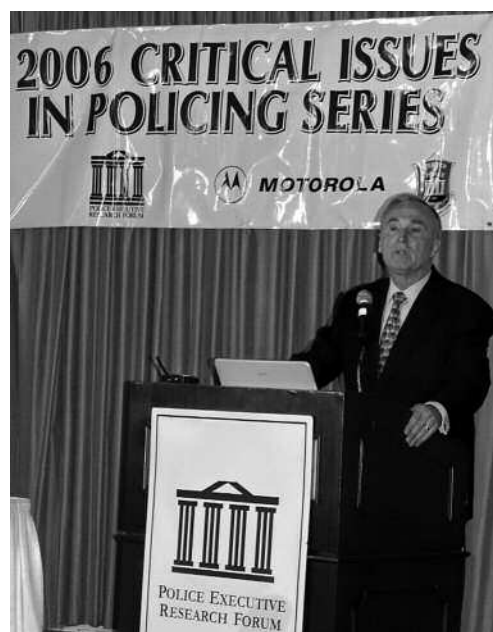
“We have a gathering storm of crime.”

LOS ANGELES POLICE CHIEF
WILLIAM BRATTON

POLICE CHIEFS WARN NATION OF A DRAMATIC RESURGENCE IN VIOLENT CRIME

“We have a gathering storm of crime,” said Los Angeles Police Chief William Bratton. Chief Bratton, who also serves as the elected President of the Police Executive Research Forum, issued this warning on August 30th at PERF’s National Violent Crime Summit. His message was not lost on the police chiefs, mayors and federal officials who had convened specifically to discuss the increasing violence on the streets of America. In a growing number of cities around the country, signs of increased levels of violent crime are evident. The year 2005 was a turning point according to a PERF analysis of the latest Uniform Crime Report. After an eight year trend of relatively flat or declining crime rates, violent crime in many of the nation’s cities, from one coast to the other, has begun to spike upwards. The percentage of violent crime in America had the largest single-year increase in 14 years. Last year, more than 30,600 persons were murdered, robbed and assaulted than the year before.

From early reports provided to PERF from a number of police departments around the country, this trend shows no signs of abating. But even in localities that continue to have flat or declining homicide rates, the escalating level of violence is



box 1

Violent Crime Statistics: A 19-year Perspective

This chart contains UCR data for violent crime, murder, robbery, and aggravated assault from 1986 to 2005. The 2005 numbers were obtained from the final UCR released in September 2006. The chart indicates that violent crime reached a peak in the early 1990's and has generally decreased since, until 2005. In 2005, overall violent crime; murder; robbery; and aggravated assault increased. In 2005, there were 30,607 more violent crime committed compared to 2004.

This is the largest single year increase for violent crime in 14 years. Murder and robbery also experienced the largest single year increase in 14 years. According to the 2005 UCR, there were 544 more murders and 15,652 more robberies in 2005 compared to 2004. Murders rose by 3.4% in 2005 and robberies increased by 3.9%. Aggravated assault experienced the largest single year increase in 13 years. In 2005, there were 15,566 more aggravated assaults than in 2004, a 1.8% increase.

Year	Violent crime		Murder		Robbery		Aggravated assault	
	Number	% change from prior year	Number	% change from prior year	Number	% change from prior year	Number	% change from prior year
1986	1,489,169		20,613		542,775		834,322	
1987	1,483,999	-0.3%	20,096	-2.5%	517,704	-4.6%	855,088	2.5%
1988	1,566,221	5.5	20,675	2.9	542,968	4.9	910,092	6.4
1989	1,646,037	5.1	21,500	4.0	578,326	6.5	951,707	4.6
1990	1,820,127	10.6	23,438	9.0	639,271	10.5	1,054,863	10.8
1991	1,911,767	5.0	24,703	5.4	687,732	7.6	1,092,739	3.6
1992	1,932,274	1.1	23,760	-3.8	672,478	-2.2	1,126,974	3.1
1993	1,926,017	-0.3	24,526	3.2	659,870	-1.9	1,135,607	0.8
1994	1,857,670	-3.5	23,326	-4.9	618,949	-6.2	1,113,179	-2.0
1995	1,798,792	-3.2	21,606	-7.4	580,509	-6.2	1,099,207	-1.3
1996	1,688,540	-6.1	19,645	-9.1	535,594	-7.7	1,037,049	-5.7
1997	1,636,096	-3.1	18,208	-7.3	498,534	-6.9	1,023,201	-1.3
1998	1,533,887	-6.2	16,974	-6.8	447,186	-10.3	976,583	-4.6
1999	1,426,044	-7.0	15,522	-8.6	409,371	-8.5	911,740	-6.6
2000	1,425,486	0.0	15,586	0.4	408,016	-0.3	911,706	0.0
2001	1,439,480	1.0	16,037	2.9	423,557	3.8	909,023	-0.3
2002	1,423,677	-1.1	16,229	1.2	420,806	-0.6	891,407	-1.9
2003	1,383,676	-2.8	16,528	1.8	414,235	-1.6	859,030	-3.6
2004	1,360,088	-1.7	16,148	-2.3	401,470	-3.1	847,381	-1.4
2005	1,390,695	2.3	16,692	3.4	417,122	3.9	862,947	1.8

manifesting itself in the rising number of reported aggravated assaults and robberies in select areas of cities. For many police officials in attendance, what was particularly alarming about this emerging trend is that the violence is often gratuitous and committed for little reason. If left unchecked, they fear violent crime may once again reach the heights of the early 1990s, which at their peak in 1991 left more than 24,500 dead and thousands more injured.

A CULTURE OF VIOLENCE

In Trenton, New Jersey, what started out as an argument between two girls ended with seven people being shot in the span of only 24 hours. In Indianapolis, Indiana, seven members of a family thought to have drugs were killed in one incident. In a five-day period in August, the city experienced 11 killings. In Hartford, Connecticut, 16 people were shot in five days. In cities from one end of the country to the other, police officials reported that there is an *alarming element* of viciousness attached to many of these violent acts.

What Chief Bratton described as a “particularly troubling element” about these violent offenders and their victims is that both have had numerous encounters with the criminal justice

“What is particularly frustrating about our homicides is that they occur for no apparent rhyme or reason. They come up over the smallest issue—someone feels disrespected. I know the pattern, I get that call that there’s been a killing and within 72 hours there are two or three more killings in this retaliatory cycle.”

RICHMOND POLICE CHIEF
CHRIS MAGNUS

system, that they often are juveniles or young adults, that they are armed, and that frequently and significantly the crime is committed over a trifle occurrence. In Philadelphia, Pennsylvania, 212 of the city’s 380 homicides last year started out as an argument. Philadelphia’s experience is not unique. In an analysis of murder and victim characteristics for 2004, the FBI reported that arguments were the most often cited circumstance leading to murder. For Mayor Jerry Abramson of Louisville, Kentucky, “It appears that today there is a lower valuation of human life. You have to go back upstream to engage with these young people as they grow into adulthood and inculcate them with the ability to work through a confrontation without the use of violent force.” Sheriff Bill Young of Las Vegas strongly believes that the influence of gangsta rap music and some rap artists is having its effect on young people. He was not alone. Many at the Summit described a “thug” mentality that is being glamorized in today’s popular culture and emulated by many of those directly involved in violent crime. In Appleton, Wisconsin—a “microcosm” of the country—the influence of popular culture on street culture can be seen in the violent crime being committed in that city according to Police Chief Richard Meyers. In Richmond, California, Chief Chris Magnus noted that, “What is particularly frustrating about our homicides is that they occur for no apparent rhyme or reason. They come up over the smallest issue—someone feels disrespected. I know the pattern. I get that call that there’s been a killing and within 72 hours there are two or three more killings in this retaliatory cycle.”

Police are dealing with a more dangerous and hardened criminal element. In San Francisco, Police Chief Heather Fong, among a number of her colleagues, observed that both the victims and the criminals are often on probation or parole. Many jurisdictions represented at the Summit are experiencing a disturbing increase in the number of juveniles who are immersed in this culture of violence. For Mayor R.T. Rybak of Minneapolis a big part of the problem is “too many kids having kids and too many kids raising themselves.”

“A big part of the problem is too many kids having kids and too many kids raising themselves.”

MINNEAPOLIS MAYOR R.T. RYBAK



box 2 Violent Crime Milestones in Selected Cities

PERF asked the police chiefs of the agencies that attended the Violent Crime Summit to provide information about crime milestones their departments experienced during 2005 and/or for the first half of 2006. In 2005, 13 chiefs indicated that their agency reached a significant milestone for a violent crime. The milestone for 11 of the agencies occurred for homicides, one agency reported a

milestone for robbery and the final agency reported a milestone for aggravated assault. For 2006, two agencies reported significant milestones. Washington, D.C. declared a crime emergency based on a rash of homicides within close temporal proximity to each other. And Orlando, Florida, recorded an all-time high in homicides.

Recent Crime Milestones (occurring between 2004 and 2006)

Alexandria (VA)	Homicides doubled from 2004 to 2005
Arlington (TX)	5-year high for aggravated assaults
Boston (MA)	10-year high for homicides
Cincinnati (OH)	20-year high for homicides
Fairfax Co. (VA)	16-year high for homicides
Kansas City (MO)	6-year high for homicides
Nashville (TN)	7-year high for homicides
Orlando (FL)	All-time high for homicides
Prince George’s Co. (MD)	All-time high for homicides
Richmond (CA)	10-year high for homicides
Springfield (MA)	Nearing a 10-year high for homicides
Toronto (Canada)	10-year high for homicides
Trenton (NJ)	All-time high for homicides
Virginia Beach (VA)	10-year high for robbery

CITIES WITHIN CITIES

In Minneapolis, like many cities that had enjoyed low crime rates during the past few years, something disturbing was suddenly emerging. While the reality of a rough neighborhood is nothing new to law enforcement, it is the acceleration of violent crime in these areas that is of growing concern threatening what little stability these neighborhoods have. Mayor Otis Johnson described his city as “two Savannahs”—a sentiment shared by both mayors and police chiefs alike. Police Chief Tim Dolan told the audience that in Minneapolis the problems are not occurring citywide. “Two main precincts are the hardest hit. It’s very consolidated and concentrated with gang violence, juvenile violence and guns.” One neighborhood in Rochester, New York, according to Mayor Robert Duffy, has a homicide rate 66 percent higher than the national average. In Boston, where shootings are increasing, Dr. Anthony Braga of the Kennedy School of Government at Harvard University reported that 10 locations equaling one percent of the city was generating 33 percent of crimes involving a firearm. He described these locations as being “disadvantaged with high unemployment rates [and] numerous single-headed households whose problems are entrenched.”

NOT ALL GANGS ARE CREATED EQUAL

For a number of areas a primary issue is gangs. But not all gangs are alike. In some localities a gang is closely connected to specific sections of its community. In other areas gangs may have national and international ties. Boston Police Commissioner Albert Goslin noted that in his city gangs are taking their identity from the neighborhood, naming themselves after particular streets. One group, according to Dr. Braga, accounted for 10 percent of all Boston’s shootings, with many of the victims being in the wrong place at the wrong time. Emphasizing that “not all gangs are created equal,” he described Boston’s gangs as relatively small, informal and not well organized with only a handful of

players in each group that are truly dangerous. In Miami, according to Police Chief John Timoney, “gangs are more random and less affiliated than those in Los Angeles, Chicago, and other cities.” In Minneapolis the gangs are fragmented with younger members. One of the major problems is that some traditional gangs are being replaced by splinter gangs that remain under the radar screen of many police agencies. Latino gangs appear to be the problem in a number of California cities in the Bay Area and Sacramento. MS-13, with its roots in El Salvador and its vicious reputation, was a major source of concern in some areas.

SOUNDING THE ALARM ON ROBBERY

“There’s *something* about robbery,” said Chuck Wexler, Executive Director of PERF, who led the day’s discussion, “that makes it different from other crimes in terms of the fear it creates in victims.” Numerous departments reported that robberies were a growing problem in their jurisdictions. The latest UCR indicates that arrests of juveniles for robbery increased by more than 11 percent in 2005. From San Bernadino, California, to Charlotte, North Carolina, robbery is becoming more prevalent and, alarmingly, more deadly. In San Francisco, Chief Fong noted one of the problems is the robbery of electronic devices, like iPods. She also called attention to a phenomenon she described as “rat packing”—robbers using cell phones to call in fellow assailants at the last moment to surround the victim. A number of police chiefs, like Milwaukee’s Police Chief Nannette Hegerty, reported that a disturbing aspect in a number of robberies was that

“There’s something about robbery that makes it different from other crimes in terms of the fear it creates in victims.”

PERF EXECUTIVE DIRECTOR
CHUCK WEXLER

upon completion of the robbery the victim was shot anyway.

Conversely, Police Chief Thomas Streicher of Cincinnati noted that, “approximately 10 percent of our homicides would be classified as justifiable. There has been a willingness on the part of some victims to fight back or defend themselves particularly in robbery cases. Some victims have been able to overpower their assailant or have actually been able to take the gun away from the bad guy and shoot him in defense of themselves.” Ironically, the success of law enforcement efforts to suppress drugs in some jurisdictions has led to an increase in street robbery as a way to make money. Like Milwaukee and Rochester, Minneapolis Chief Dolan noted, “We’re seeing a growing gang problem with younger kids who have less access to narcotics engaging in robberies for money and terrorizing the streets in their areas.” In the 2005 National Crime Victimization Survey, attempted robbery with injury is up almost 36 percent.³

WHERE THERE ARE SHOOTINGS, THERE ARE GUNS

Gun availability is a growing factor in the commission of many types of crimes according to information presented by many participants. Most of the law enforcement and elected officials present called for a federal response to the availability of illegal weapons, particularly since many guns were purchased in one State and used in another State. Participants said it is a national problem and it needs a national response and many expressed their concern over the need for a coordinated federal response. “This problem is far bigger than the usual debate on Capitol Hill. We need an immediate, efficient, effective federal emergency response and not the traditional debate about responsible gun ownership,” noted Mayor Kwame Kilpatrick of Detroit, Michigan. Mayor Mark Mallory of Cincinnati was of the same opinion, “There needs to be a discussion about illegal firearms in America—a national discussion.”

“There needs to be a discussion about illegal firearms in America—a national discussion.”

CINCINNATI MAYOR MARK MALLORY

box 3

Firearms Corrections and Improvements Act, H.R. 5005

On May 18, 2006 the House Judiciary Subcommittee on Crime, Terrorism and Homeland Security approved H.R. 5005, a bill which limits the disclosure of firearm trace data.⁴ Known as the “Firearms Corrections and Improvements Act,” the bill allows gun trace information to be accessible to law enforcement, but only those involved in a bona fide criminal investigation. The data is also limited to the jurisdiction in which the investigation is

taking place. Under the provisions of the bill, only statistical information related to total numbers of firearms produced, imported, and exported can be released. This bill was introduced by Lamar Smith (R-TX) as a modification of the “Tiahrt” amendment. The Tiahrt Amendment, named for Rep. Todd Tiahrt (R-KS), has been repeatedly offered to the Commerce-Justice-State appropriations bill for fiscal years 2004–2006.⁵

3. The crime victimization survey is available at <http://www.ojp.usdoj.gov/bjs/pub/pdf/cv05.pdf>

4. The full text of the *Firearms Corrections and Improvements Act* can be found at <http://thomas.loc.gov/cgi-bin/query/C?c109:./temp/~c109rStOy4>

5. More information about the Tiahrt Amendment can be found at <http://thomas.loc.gov/cgi-bin/cpquery/T?report=hr221&dbname=108&> (Rollcall No.2)

Many chiefs and elected officials also expressed serious concern over gun legislation that would make it more difficult for the ATF to share information with local police. Seattle, Washington, Police Chief Gil Kerlikowske reported that, “Congress is considering legislation that would keep local law enforcement from sharing gun tracing information with each other” hindering already difficult investigations. In Seattle, Washington, where homicides are low, there is a 25 percent increase in gun crimes. In Minneapolis, Minnesota, like elsewhere, the combination of guns and youth is a major contributor to increases in violent crime. In Orlando, Florida, where homicides this year are at a record high, guns remain the weapons of choice. In Philadelphia there were 1,700 shootings last year. Even in New York City, which continues to see a decrease in its overall crime rate, police department officials are struggling with the impact of illegal guns on crime. That homicides are not higher, for many of these seasoned police officials, is just a matter of luck and aim. Chief Hegerty of Milwaukee summarized the feelings of many by noting that, “The difference between a shooting and a homicide may be only one-quarter of an inch.” A particularly haunting description of the problem facing a growing number of neighborhoods throughout the country came from Michael Heidingsfield, Director of the Memphis Crime Commission, who recently returned from military duty in Bagdad. “In Iraq there is a palpable sense of fear every moment of every hour of every day...that fear is promulgated by the presence of young men with guns. It is not a huge leap to suggest that we don’t already face that situation in some areas of our cities.”

“The difference between a shooting and a homicide may be only one-quarter of an inch.”

MILWAUKEE POLICE CHIEF
NAN HEGERTY

DEALING WITH RACE

City after city reported that much of this violence is hitting some of the nation’s minority communities the hardest as both victims and perpetrators of violent crime. Sheriff Bill Young of Las Vegas, Nevada, Metropolitan Police Department noted that young black males constitute some 90 percent of the suspects in armed robberies cases. In San Francisco, nearly two-thirds of the homicides involve African Americans even though they make up eight to nine percent of the city’s population. In Alexandria, Virginia, street violence is overrepresented in the Hispanic community. The same holds true for Montgomery County, Maryland.

“A small segment of our youth has become a ‘throw away’ generation. Nobody cares for them. They lack parental, educational or social support.”

MESA POLICE CHIEF
GEORGE GASCON

For a significant number of officials in attendance, the issue goes back to one of “kids having kids.” “Black on black crime is a problem in many cities. We need more black elected officials and other leaders in the black community to step up. As black leaders in this nation, we have to face it,” noted Savannah Mayor Otis Johnson. Police Chief George Gascon from Mesa, Arizona, said that “a small segment of our youth has become a ‘throw away’ generation. Nobody cares for them. They lack parental, educational or social support.” A “victimized mentality” that exists in some segments of the African-American community is a factor in black on black crime for Mayor Jay Williams of Youngstown, Ohio. He noted, “We need to acknowledge that there are still disparities that exist economically. African-American males don’t have the same access to assistance and opportunities that their white counterparts do, but that is still no excuse. You have to take on personal responsibility.” Although the

participants candidly discussed the preponderant role that race plays in violent crimes for both the victims and suspects of crime, Michael Heidingsfield pointed out that, “We couldn’t have this conversation today in Memphis. Everything in the city is seen through the prism of race, so I think it’s naïve to think people will stand up and shed the historical trappings that go with a discussion about race.”

THE REVOLVING DOOR OF JUSTICE

Recidivism has long been a significant part of the country’s crime problem. While there has always been a revolving door in the criminal justice system, for some police chiefs, the door is spinning at an accelerated rate these days. “Re-offending takes place very quickly, within three to four months. Unless or until it becomes a homicide, the offender will just go through a revolving door,” according to Chief Hegerty of Milwaukee. Statistics released in August from the Department of Justice indicated that from 1990 through 2002, the period studied, the median prison length was five years for robbery and four years for assault. For Superintendent Edward Davis of Lowell, Massachusetts, as well as many others, a major concern is the issue of prisoner re-entry. Referring to a problem that has been 10 years in the making, he noted that, “Jeremy Travis, President of John Jay College of Criminal Justice, predicted this problem seven years ago when he was the Director of the National Institute of Justice. We locked up a significant number of people 10 years ago and now

“All the people we put in jail 10 years ago are now back. They come out of the system, more hard core than when they went in.”

ATLANTA POLICE CHIEF
RICHARD PENNINGTON

they are getting out...with no parole and no services at the end of their sentences.” Although Lowell has a small reentry program, it lacks funding for all the services that are needed to help these individuals re-adjust to society—a problem exacerbated by federal cuts also made in social services programs, a source of major concern since more than half of all prison and jail inmates have mental health problems.

Some police departments have programs to get to the households of returning offenders within a few days of release. With between 400 to 700 prisoners released each month, Police Chief Richard Pennington of Atlanta believes that working closely with corrections can make a difference in recidivism. “All the people we put in jail 10 years ago are now back. They come out of the system, more hard core than when they went in,” he said also noting that more attention should be paid to rehabilitation. For many in the audience, the juvenile justice system needs to be examined. “More than half of the offenders and victims now have spent time in an adult or juvenile facility,” Dr. Braga said of Boston’s escalating violent crime. His description of the problem easily fits many of the localities represented at the Summit.

DWINDLING RESOURCES

For many police jurisdictions there is a direct relationship between resources and crime reduction, and there appeared to be a consensus by both police and elected officials alike that there is an important role for the federal government in partnering with local law enforcement in order to impact violent crime. Programs in the past that proved effective have been COPS⁶ supported initiatives, support for innovative programs, research on “what works,” and prevention efforts.

The combination of local, state, and federal cuts in local crime fighting and prevention, and increased attrition as the baby-boomers leave the work force has resulted in fewer officers in some

6. Office of Community Oriented Policing Services at the U.S. Department of Justice

places like Minneapolis, Boston and Detroit. Richmond, California, for example, has experienced a 25 percent drop in police personnel. In Cleveland, the police department is 30 percent smaller than it was four years ago even as Part I crimes are increasing. In Detroit, Police Chief Ella Bully-Cummings said she was down 1,000 officers from five years ago. Only recently has she been able to hire back some of the laid off officers. Regardless of the number of officers, though, the increasing level of violence is putting more pressure on officers' caseloads as many departments aim their resources at their

cities' hot spots. In some places, like Boston, the result is a declining clearance rate. Some localities have had to scale back their investigations resulting in a drop in prosecutions. Many jurisdictions reported that they are simply spread too thin. In some areas it is a battle to keep precincts opened amid increasing calls for service. Just as importantly, the reduction in federal funding for innovative projects to reduce crime and research on "what works" has undercut the ability of local jurisdictions to successfully combat violence.

box 4 Factors Influencing the Rise in Violent Crime

Overall, summit participants agreed that young, disaffected youth—who are more likely to be attracted to gangs—are driving violent crime increases in many communities and that African-American and Hispanic youth are disproportionately both the victims and offenders. However, there were numerous factors that were discussed that participants believed were contributing to the increasing violent crime trend. Factors discussed included:

- a decrease in police department staffing levels;
- an increase in robberies that involve shootings (even when a victim complies);
- high recidivism rates;
- an increasing number of retaliatory shootings, as well as shootings that stem from disagreements or feeling disrespected;
- a strain on police resources to respond to violent crime as well as other calls for service;
- crime becoming "a sport;"
- the ready availability of guns;
- a focus on homeland security and away from local law enforcement issues;

- decreased federal involvement in crime prevention and community policing;
- a strained social service community, educational system and criminal justice system, particularly courts and corrections;
- Offenders re-entering the community who commit new crimes;
- Challenges with the educational system – to include poor high school graduation rates;
- the glamorization of violence and the "thug" pop culture; and
- the resurgence of drugs, particularly methamphetamines.

Participants agreed that law enforcement must focus on violent crime, but that it could not solve it alone. They believed that other municipal agencies and social services organizations—including schools, mental health, public health, courts, corrections, and conflict management groups—need to be brought together to partner toward the common goal of reducing violent crime. Further, they agreed that there needed to be stepped-up involvement of the federal government in all of these areas.

SOLUTIONS

Departments from around the country offered a number of examples of how they were dealing with the problem of increasing violence. In Washington, D.C., where the Summit was held, Police Chief Charles Ramsey had recently declared a state of emergency, allowing him to change shifts and re-deploy officers to the streets *en masse*. He obtained substantial overtime money, closed-circuit televisions and the ability to have presumptive detention for gun running. The nation's capital had experienced a wave of crime during the summer months that needed immediate attention—the city was averaging 642 violent crimes each month for the first half of this year. Reports from Chief Administrative Officer Nola Joyce of the Metropolitan Police Department indicate that the department's action has had a significant positive effect. Homicide is down compared to the same period last year. But just how long a department can keep up the pressure is the question facing the department. Ms. Joyce summed up the remarks of many of those present, "Police can take back the street with enough resources, but the question is how do you sustain it?"

In Minneapolis, a young man had more than a dozen interactions with the criminal justice system in four years culminating in a robbery murder. "Nothing was happening with this kid," stressed Chief Tim Dolan of Minneapolis, "There should have been opportunities to intervene at some point earlier in the system." One of the most depressing statistics to come from the 2005 UCR is that arrests of juveniles for murder climbed almost 20 percent compared to 2004. More than a few jurisdictions spoke about the juvenile justice system and the school system as being able to play a role in crime prevention. In Minneapolis, the city offered free college tuition for two years, and it extended the school day. Minneapolis Police Chief Tim Dolan reinstated the juvenile unit, and working in conjunction with the Hennepin County Corrections Department, dedicated a team of officers to work together in a coordinated focus on high-risk juveniles.

Such interventions, while successful in many respects, do not reach those who are going back and forth in the criminal justice system and in all likelihood have dropped out of the educational system. The city's juvenile detention centers were filled largely due to cuts in social service systems. In Rochester, New York, seven out of ten kids drop out of the ninth grade according to Mayor Robert Duffy who also served as Rochester's police chief prior to his election. He also noted that, "One hundred percent of our street level drug dealers are high-school dropouts." He believes that graduation rates and homicide rates have a direct connection. In addition to using Compstat, Operation Cease-fire, and Project Exile, the city will be putting in a curfew and is bringing back its truancy program. Charlotte, North Carolina, is similarly focusing its attention on truancy. The city partnered with the school system, identified schools with substantial absentee problems and put in truancy officers in addition to their school resource officers. The schools committed extra counselors. Both counselors and officers visit the family. Unless there is a significant problem, parents must make sure their children are in school or face a misdemeanor charge. A number of attendees also pointed to the need for young people to learn conflict resolution.

In Los Angeles, Chief Bratton's approach, emulated by many of his fellow chiefs, is to identify and focus on the 10 percent who are committing the most crime. His advice is to get good intelligence and not just limiting it to a rap sheet alone. In Lowell, Massachusetts, the police department engages in *focused deterrence*—the practice of concentrating on those who have repeatedly committed violent crimes. These violent offenders are subject to an array of restrictions, including home visits and stay-away orders. Further, those under house arrest are required to wear ankle bracelets so their whereabouts can be monitored. To address the problem of crime, the other branches of the criminal justice system need to be refined according to Indianapolis Police Chief Michael Spears, who called for an end to early release and the creation of more night courts to move cases more quickly

through the judicial system where they have a tendency to bottleneck. Some police chiefs, like Police Director Joseph Santiago of Trenton, New Jersey, believe that the social problems of this core criminal element need to be addressed and that collaboration with the juvenile agencies is critical to get at the heart of the problem.

Deputy Superintendent James Molloy of the Chicago, Illinois Police Department indicated that his city has experienced a large crime drop after years of sustained crime increases and attributed the success to a number of initiatives started three years ago. The department put in a management accountability system. It created a deployment operations center where all specialized units (like gang and gun teams) are staffed by taking officers from a number of districts. The center can facilitate an immediate response by employing mobile resources. It increased its intelligence teams and targeted particularly violent zones with marked cars for high visibility. The city strengthened its asset forfeiture laws and put “more teeth” into curfew violations. It also put in a juvenile intervention center that is multi-disciplinary in its approach, with numerous agencies represented, to provide more thorough and helpful case management.

HOMETOWN SECURITY VS. HOMELAND SECURITY

From the very outset of the conference, what Police Chief Edward Flynn of Springfield, Massachusetts, called “the monster that ate criminal justice”—homeland security in his view—was present and often referred to throughout the day. What is happening according to Chief Flynn, who was police chief in Arlington, Virginia, when the Pentagon was attacked on September 11, 2001, and who subsequently served as Secretary of Public Safety in Massachusetts, is that the present situation has turned into “a zero sum game between criminal justice funding and homeland security funding.” He expressed concern that “local police departments cannot be effective homeland security partners if they are overwhelmed by their core mission

“We are sacrificing hometown security for homeland security.”

TRENTON MAYOR DOUGLAS PALMER

responsibilities.” Mayor Douglas Palmer of Trenton, New Jersey, described it as sacrificing “hometown security for homeland security.”

There needs to be a more coordinated approach between homeland security and neighborhood safety. Terrorist attacks in London, England, last year and in 2004 in Madrid, Spain, have taught many in the law enforcement community worldwide to pay more attention to the important role that a local police officer plays by engagement with the community and its ethnic groups. Such interaction, according to many officials, could also help in preventing a terrorist attack or aid in its investigation. In August 2006, a terrorist attack was thwarted by the Metropolitan Police in London that had targeted airliners on their way from London to the United States. In England the benefit of good police work and cooperation paid off. In the United States, much has been made of “connecting the dots” with local police working with federal authorities. Local law enforcement agencies are acutely aware that those who would harm the country—be they home-grown, foreign, or both—live and plot in local communities. At least one of the September 11th hijackers was stopped for a driving infraction. Local police departments are, in many ways, the country’s first line of defense. One Summit participant described the situation as, “the Department of Homeland Security and the Department of Justice might as well be two critical ships passing in the night.” He emphasized that one of the greatest weapons against terrorism in the United States is the 17,000–18,000 law enforcement agencies nationwide.

There is a need for a coordinated effort on two fronts. Although police officials at the Summit understand the attention and resources given to homeland security, they strongly felt that the concept of homeland security should be expanded to include rising levels of local crime that show little

“During World War II, we fought on two fronts. We have to do this with terrorism and crime. We need to find a way to fight terrorism outside our country, prevent it inside our country, and to also deal with the problem of crime with its impact on human suffering.”

LOS ANGELES POLICE CHIEF
WILLIAM BRATTON

sign of dissipating anytime soon. A number of police and elected officials felt that there is common ground between homeland security and hometown security. **Flexibility in spending homeland security funds, which could be used for added personnel, overtime or equipment, might be beneficial to reducing both local crime problems and the terrorist threat.** Chief Bratton emphasized at the outset that, “During World War II, we fought on two fronts. We have to do this with terrorism and crime. We need to find a way to fight terrorism outside our country, prevent it inside our country, and to also deal with the problem of crime with its impact on human suffering.” The Police Chief of Providence, Rhode Island, Dean Esserman described the government’s response to terrorism as that of a “Cyclops,” which can only focus its attention on one thing at a time. He said, “I think the United States is this great giant, and that when it focuses on a problem it can tackle it. But that sometimes, I fear this giant is a Cyclops and has but one eye, and when it pivots to address a new problem it loses attention on what it was looking at.” This tunnel vision, he believes, can lead to more unnecessary loss of life on the streets where many are being terrorized on their own block.

THE VIOLENT CRIME TREND CONTINUES IN 2006

PERF surveyed 72 law enforcement agencies of varying sizes between August and October 2006, asking for statistics regarding the number of homicides, robberies and aggravated assaults that occurred in their jurisdiction from January to June of 2005 and 2006. Of the 72 agencies, 55 provided the requested information.⁷ The results of the survey indicated the volatility of crime increases over 2004–2006 was a mixture of significant increases with some decreases as police agencies responded to crime spikes. Some cities that experienced record increases in 2005 saw reductions in some categories and increases in others. The bottom line, however, was that there were overall increases in homicides, robberies, and aggravated assaults.

In the 55 cities participating, during the first half of 2006, homicides rose 4.24% compared to 2005, representing 103 more murders. Robberies rose by 9.71%, an increase of 6,445 more robberies. Aggravated assaults rose slightly, less than 1%, representing 112 more assaults. Box 5 on the next page reflects the aggregate information for the 55 cities.

While the data collected from these 55 police agencies is just a snapshot of the data that will be collected in the future from over 17,000 police agencies for the UCR, it comes from a cross section of well-known cities. Importantly, however, the preliminary UCR data for 2006 will not be made public until mid-2007, and the full UCR will not be published until well into 2007. The data gathered by PERF is the most timely information that paints a picture of 2006 violent crime trends. Based on this information, the number of homicides and robberies occurring in the United States is continuing the upward trend started in 2005, and aggravated assaults appear to be remaining steady at their 2005 increased rate.

7. For a listing of all participating agencies and their complete violent crime statistics for this period, see Appendix #1.

Comparison of Violent Crime Statistics for Surveyed Cities: January to June 2005 and 2006

	Homicide			Robbery			Assault		
	2005	2006	% change	2005	2006	% change	2005	2006	% change**
All Cities	2,427	2,530	4.24%	66,399	72,844	9.71%	76,676	76,788	0.15%

* Los Angeles is excluded from the aggravated assault analysis due to a change in the definition of aggravated assault. Detroit is also excluded due to the inability of their computer system to separate aggravated assaults and simple assaults.

CONCLUSION

Everyone attending the Summit remembered the crime wave of the late 1980s and early 1990s. More than 20,000 people, many of them young, were dying each year on the streets of the country. Tens of thousands more were injured. Increasing crime and public fear on the local level grew like wildfire and swept the nation. No one, neither police officer nor resident nor politician, wants a return of those days.

Chief Bratton reminded those in attendance that at the time, “the Federal Government for the first time historically joined in a partnership with local authorities to fight crime. They didn’t just talk about it, they funded it.” The Omnibus Crime Bill of 1994, with its emphasis on community policing and problem solving—along with its emphasis on collaboration and partnerships—enabled a proactive, rather than reactive, approach to the problems of safety and crime. The resources were used to increase a police presence and community policing through research on a number of successful programs, multi-jurisdictional task forces and localized interagency partnerships. The efforts focused on the holistic treatment of a community—a golden age of

understanding, inquiry, innovation and experimentation when it came to crime reduction. And by all accounts, those resources and partnerships significantly helped to achieve the sizeable crime reductions of the late 1990s.

In 2006, American law enforcement finds itself once again facing a tipping point in violence on its streets, and it is spreading from city to city. While the nation has understandably focused on homeland security, it must recognize that there is a gathering storm of violent crime that threatens to erode the considerable crime reductions of the past. For the past 18 months, we have seen a significant increase in rates for violent crime in medium to large cities throughout the country. Over the past five years, there have been more than 80,000 people murdered—disproportionately affecting the country’s minority communities. Crime reports from numerous cities indicate that violence is continuing its upward trend this year. For the chiefs and elected officials at the Summit, public attention and public policy are necessary to address violent crime at this important juncture. Intervening now, could prevent a return to the horrendous crime rates of the past and save thousands of lives.

About the Author

Marie Simonetti Rosen is the Senior Editor in the Office of Institutional Advancement at John Jay College of Criminal Justice. Prior to assuming this position, she was the Publisher of *Law Enforcement News*, a 30 year-old publication of John Jay College for and about American policing. She recently served as Editor of Volume I, *State and Local Law Enforcement*, of the *Encyclopedia of Law Enforcement* (3 vols. Sage Publications, 2005).

About the Police Executive Research Forum

The Police Executive Research Forum (PERF) is a professional organization of progressive chief executives of city, county and state law enforcement agencies who collectively serve more than 50 percent of the U.S. population. In addition, PERF has established formal relationships with international police executives and law enforcement organizations from around the globe. Membership includes police chiefs, superintendents, sheriffs, state police directors, university police chiefs, public safety directors, and other law enforcement professionals. Established in 1976 as a non-profit organization, PERF is unique in its commitment to the application of research in policing and the importance of higher education for police executives. Besides a commitment to police innovation and professionalism, PERF members must hold a four-year college degree.

PERF continues to conduct some of the most innovative police and criminal justice research and provides a wide variety of management and technical assistance programs to police agencies throughout the world. PERF's groundbreaking work on community and problem-oriented policing, racial profiling, use of force, less lethal weapons, and crime reduction strategies has earned it a prominent position in the police community. PERF is one of the founding agencies of the Community Policing Consortium and the Commission on Accreditation for Law Enforcement Agencies (CALEA). PERF continues to work toward increased professionalism and excellence in the field through its publications and training programs. PERF sponsors and conducts the Senior Management Institute for Police (SMIP).

This program provides comprehensive professional management and executive development training to police chiefs and law enforcement executives. Convened annually in Boston, SMIP instructors include professors from leading universities, though they are primarily from Harvard University's Kennedy School of Government.

PERF's success is built on the active involvement of its members. The organization also has types of membership that allow the organization to benefit from the diverse views of criminal justice researchers, law enforcement professionals of all ranks and others committed to advancing policing services to all communities. As a nonprofit organization, PERF is committed to the application of research in policing and to promoting innovation that will enhance the quality of life in our communities. PERF's objective is to improve the delivery of police services and the effectiveness of crime control through the exercise of strong national leadership, the public debate of criminal justice issues, the development of a body of research about policing and the provision of vital management services to all police agencies.

PERF has developed and published some of the leading literature in the law enforcement field. Recently, PERF released two publications on contemporary law enforcement issues. The books—entitled *Chief Concerns: Exploring the Challenges of Police Use of Force* and *Police Management of Mass Demonstrations: Identifying Issues and Successful Approaches*—serve as practical guides to help police leaders make more informed decisions. In addition, PERF has also released a series of white papers on

terrorism in the local law enforcement context, *Protecting Your Community from Terrorism: Strategies for Local Law Enforcement*, which examined such issues as local-federal partnerships, working with diverse communities, bioterrorism, and intelligence sharing. Other recent publications include *Managing a Multijurisdictional Case: Identifying Lessons Learned from the Sniper Investigation* (2004) and *Community Policing: The Past, Present and Future* (2004). Other PERF titles include the only authoritative work on racial profiling, *Racial Profiling: A Principled Response* (2001), *Recognizing Value in Policing* (2002); *The Police Response to Mental Illness* (2002); *Citizen Review Resource Manual* (1995), *Managing Innovation in Policing* (1995); *Crime*

Analysis Through Computer Mapping (1995); *And Justice For All: Understanding and Controlling Police Use of Deadly Force* (1995); *Why Police Organizations Change: A Study of Community-Oriented Policing* (1996); *Police Antidrug Tactics: New Approaches and Applications*; *Under Fire: Gun-Buy Backs, Exchanges and Amnesty Programs* (1996). PERF publications are used for training, promotion exams and to inform police professionals about innovative approaches to community problems. The hallmark of the program is translating the latest research and thinking about a topic into police practices that can be tailored to the unique needs of a jurisdiction.

To learn more about PERF visit www.policeforum.org.

About Motorola

Motorola is a *Fortune* 100 global communications leader that provides seamless mobility products and solutions across broadband, embedded systems and wireless networks. Seamless mobility means you can reach the people, things and information you need in your home, auto, workplace and all spaces in between. Seamless mobility harnesses the power of technology convergence and enables smarter, faster, cost-effective and flexible communication. Motorola had sales of U.S. \$31.3 billion in 2004.

Today, Motorola is comprised of four businesses: Connected Home Solutions, Government & Enterprise Mobility Solutions, Mobile Devices and Networks.

Connected Home Solutions provides a scalable, integrated end-to-end system for the delivery of broadband services that keeps consumers informed, entertained and connected. Its technology enables network operators and retailers to create and execute on new business opportunities by providing innovative products and services to the home.

Government and Enterprise Mobility Solutions is a leading provider of integrated radio communications and information solutions, with more than 65 years of experience in meeting the mission-critical

requirements of public safety, government and enterprise customers worldwide. It also designs, manufactures and sells automotive and industrial electronics systems and telematics systems that enable automated roadside assistance, navigation and advanced safety features for automobiles.

Mobile Devices offers market-changing icons of personal technology—transforming the device formerly known as the cell phone into a universal remote control for life. A leader in multi-mode, multi-band communications products and technologies, Mobile Devices designs, manufactures, sells and services wireless subscriber and server equipment for cellular systems, portable energy storage products and systems, servers and software solutions and related software and accessory products.

Networks delivers proven capabilities in cellular, wireless broadband and wireline access technologies, with recognized leadership in integrating core networks through wireless IP, wireless softswitch and IP multimedia subsystems. The Networks group is advancing seamless mobility with innovative technology solutions, as well as a billion dollar services business with an expanded portfolio delivering support, integration, applications and management.

For more information go to <http://www.motorola.com>.

APPENDIX 1

Participants at the PERF National Violent Crime Summit, Washington, D.C., August 30, 2006

Constable Doug Abrahamson
VICTORIA
POLICE DEPARTMENT

Mayor Jerry Abramson
CITY OF LOUISVILLE

Acting Chief David Baker
ALEXANDRIA
POLICE DEPARTMENT

Deputy Executive Director
Chris Becker
NATIONAL LEAGUE OF CITIES

Chief William Blair
TORONTO
POLICE DEPARTMENT

Director Jocelyn Bogen
MAYORS INSTITUTE FOR
COMMUNITY POLICING,
U.S. CONFERENCE OF MAYORS

Dr. Anthony Braga
HARVARD UNIVERSITY

Chief William Bratton
LOS ANGELES
POLICE DEPARTMENT

Captain Dale Brown
HOUSTON
POLICE DEPARTMENT

City Manager Michael Brown
CITY OF SAVANNAH

Chief Ella Bully-Cummings
DETROIT
POLICE DEPARTMENT

Special Assistant to the
President Toby Burke
THE WHITE HOUSE

Assistant Director Chip Burrus
CRIMINAL INVESTIGATIONS,
FEDERAL BUREAU OF
INVESTIGATION

Chief Administrative Officer
John Burturla
NEW HAVEN
POLICE DEPARTMENT

Director Rebecca Byers
FEDERAL AFFAIRS,
CITY OF LOUISVILLE

Chief of Staff Kimberly Byrd
PHILADELPHIA
POLICE DEPARTMENT

Former Chief Executive Officer
Jack Calhoun
NATIONAL CRIME
PREVENTION COUNCIL

Commissioner David Campos
SAN FRANCISCO
POLICE DEPARTMENT

Deputy Assistant Director
Carson Carroll
BUREAU OF ALCOHOL,
TOBACCO AND FIREARMS

Chief Michael Celeski
DEARBORN
POLICE DEPARTMENT

Assistant Chief Sharon
Chamberlin
NORFOLK
POLICE DEPARTMENT

Social Science Analyst
Brett Chapman
NATIONAL INSTITUTE OF JUSTICE

Project Assistant Jason Cheney
PERF'S CENTER ON
FORCE AND ACCOUNTABILITY

Executive Director
Tom Cochran
U.S. CONFERENCE OF MAYORS

Assistant Chief Ray Colgan
PRINCE WILLIAM COUNTY
POLICE DEPARTMENT

Special Assistant to the
Mayor Barry Colicelli
CITY OF TRENTON

Deputy Chief Earl Cook
ALEXANDRIA
POLICE DEPARTMENT

Chief James Corwin
KANSAS CITY
POLICE DEPARTMENT

Research Associate Jim Cronin
PERF'S CENTER ON
FORCE AND ACCOUNTABILITY

Chief of Staff Patrick Curley
CITY OF MILWAUKEE

Superintendent Edward Davis
LOWELL
POLICE DEPARTMENT

Chief Kim Dine
FREDERICK
POLICE DEPARTMENT

Management and Program
Analyst Robin Dinerman
FEDERAL BUREAU OF
INVESTIGATION

Chief Tim Dolan
MINNEAPOLIS
POLICE DEPARTMENT

Deputy Chief Neil Dryfe
HARTFORD
POLICE DEPARTMENT

Mayor Robert Duffy
CITY OF ROCHESTER

Superintendent Robert Dunford
BOSTON
POLICE DEPARTMENT

Director Josh Ederheimer
PERF'S CENTER ON
FORCE AND ACCOUNTABILITY

Senior Advisor Steven Edwards
BUREAU OF JUSTICE ASSISTANCE

Chief Dean Esserman
PROVIDENCE
POLICE DEPARTMENT

Mayor Bill Euille
CITY OF ALEXANDRIA

Student Tommy Feola
POLICE EXECUTIVE
RESEARCH FORUM

Chief Edward Flynn
SPRINGFIELD
POLICE DEPARTMENT

Chief Heather Fong
SAN FRANCISCO
POLICE DEPARTMENT

U.S. Marshal Al Garber
U.S. MARSHAL SERVICE

Chief George Gascon
MESA
POLICE DEPARTMENT

Undersheriff Doug Gillespie
LAS VEGAS
POLICE DEPARTMENT

Supervising Detective
Jeff Godown
LOS ANGELES
POLICE DEPARTMENT

Acting Commissioner Al Goslin
BOSTON
POLICE DEPARTMENT

Deputy Superintendent
Darrin Greeley
BOSTON
POLICE DEPARTMENT

Legislative Specialist
Kevin Greene
POLICE EXECUTIVE
RESEARCH FORUM

Executive Director Teny Gross
INSTITUTE FOR THE STUDY &
PRACTICE OF NON-VIOLENCE

Mayor Michael Guido
CITY OF DEARBORN

Chief Gary Hagler
FLINT
POLICE DEPARTMENT

Chief Marlene Hall
UNIVERSITY OF NORTH CAROLINA
POLICE DEPARTMENT

Commissioner Leonard Hamm
BALTIMORE
POLICE DEPARTMENT

City Manager Jim Hartmann
CITY OF ALEXANDRIA

Chief Nannette Hegerty
MILWAUKEE
POLICE DEPARTMENT

Commissioner
Michael Heidingsfield
MEMPHIS CRIME COMMISSION

Director Domingo Herraiz
BUREAU OF JUSTICE ASSISTANCE

Chris Hickling
CONGRESSMAN MARTIN
MEEHAN'S OFFICE

Chief Melvin High
PRINCE GEORGE'S COUNTY
POLICE DEPARTMENT

Deputy Director Eric Holland
INTERGOVERNMENTAL AFFAIRS
AND PUBLIC LIAISON,
DEPARTMENT OF JUSTICE

Chief Jimmy Hughes
YOUNGSTOWN
POLICE DEPARTMENT

Sergeant John Ingoldsby
NEW YORK
POLICE DEPARTMENT

Chief Alfred Jacocks
VIRGINIA BEACH
POLICE DEPARTMENT

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Associate Bruce Kubu
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VICTIMS OF CRIME

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Officer Al Lenhardt
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Statistician Marianne Zawitz
BUREAU OF
JUSTICE STATISTICS

APPENDIX 2

Updated Violent Crime Statistics (CY 2004-2005 / Jan-June 2005 — Jan-June 2006)

City	Type of offense	2004	2005	percent +/-	Jan-June 2005	Jan-June 2006	percent +/-
Alexandria	Homicide	2	4	*	1	3	*
	Robbery	187	197	5.35%	85	105	23.53%
	Aggravated Assault	213	201	-5.63%	90	96	6.67%
Appleton	Homicide	2	0	-100.00%	0	0	0.00%
	Robbery	23	17	-26.09%	9	10	11.11%
	Aggravated Assault	98	139	41.84%	64	77	20.31%
Arlington, TX	Homicide	14	24	71.43%	11	2	-81.82%
	Robbery	662	768	16.01%	402	353	-12.19%
	Aggravated Assault	1,017	1,399	37.56%	660	862	30.61%
Atlanta	Homicide	112	89	-20.54%	35	42	20.00%
	Robbery	3,116	2,861	-8.18%	1,296	1,288	-0.62%
	Aggravated Assault	4,427	4,039	-8.76%	1,690	2,123	25.62%
Baltimore	Homicide	276	269	-2.54%	137	133	-2.92%
	Robbery	4,050	3,910	-3.46%	1,825	2,072	13.53%
	Aggravated Assault	7,159	6,907	-3.52%	3,498	3,257	-6.89%
Baltimore County	Homicide	29	40	37.93%	15	17	13.33%
	Robbery	1,563	1,765	12.92%	791	1,019	28.82%
	Aggravated Assault	4,363	3,665	-16.00%	2,050	1,715	-16.34%
Boston	Homicide	61	73	19.67%	29	37	27.59%
	Robbery	2,428	2,649	9.10%	1,220	1,302	6.72%
	Aggravated Assault	4,159	4,489	7.93%	2,005	2,286	14.01%
Broward County	Homicide	26	22	-15.38%	10	9	-10.00%
	Robbery	1,331	1,299	-2.40%	665	686	3.16%
	Aggravated Assault	2,745	3,015	9.84%	1,563	1,410	-9.79%
Charleston	Homicide	10	11	10.00%	4	10	150.00%
	Robbery	221	268	21.27%	112	99	-11.61%
	Aggravated Assault	766	666	-13.05%	257	319	24.12%
Charlotte- Mecklenburg	Homicide	60	85	41.67%	34	37	8.82%
	Robbery	2,786	3,649	30.98%	1,436	1,579	9.96%
	Aggravated Assault	4,118	3,876	-5.88%	1,898	1,817	-4.27%
Chicago	Homicide	449	448	-0.22%	210	201	-4.29%
	Robbery	15,974	16,021	0.29%	7,048	7,277	3.25%
	Aggravated Assault	22,233	21,736	-2.24%	11,116	10,704	-3.71%

* The raw number of violent crime is too small to produce meaningful percent changes.

City	Type of offense	2004	2005	percent +/-	Jan-June 2005	Jan-June 2006	percent +/-
Cincinnati	Homicide	63	79	25.40%	36	43	19.44%
	Robbery	2,389	2,291	-4.10%	1,063	1,127	6.02%
	Aggravated Assault	1,208	1,276	5.63%	637	578	-9.26%
Cleveland	Homicide	86	115	33.72%	56	59	5.36%
	Robbery	3,325	3,776	13.56%	1,678	1,881	12.10%
	Aggravated Assault	2,465	2,543	3.16%	1,225	1,243	1.47%
Dallas	Homicide	244	198	-18.85%	106	99	-6.60%
	Robbery	7,466	6,882	-7.82%	3,238	3,382	4.45%
	Aggravated Assault	7,863	7,783	-1.02%	3,883	3,688	-5.02%
Dearborn	Homicide	4	3	-25.00%	1	2	*
	Robbery	160	205	28.13%	92	76	-17.39%
	Aggravated Assault	827	845	2.18%	418	418	0.00%
Denver	Homicide	90	61	-32.22%	21	25	19.05%
	Robbery	1,221	1,160	-5.00%	651	453	-30.41%
	Aggravated Assault	2,585	2,633	1.86%	1,283	1,323	3.12%
Detroit	Homicide	384	359	-6.51%	170	194	14.12%
	Robbery	5,435	6,725	23.74%	3,433	3,997	16.43%
	Aggravated Assault	9,330	13,273	42.26%	16,491	15,011	-8.97%
Fairfax County	Homicide	9	24	166.67%	8	5	-37.50%
	Robbery	548	484	-11.68%	214	268	25.23%
	Aggravated Assault	375	379	1.07%	172	156	-9.30%
Ft. Wayne	Homicide	22	25	13.64%	13	11	-15.38%
	Robbery	305	375	22.95%	182	189	3.85%
	Aggravated Assault	234	248	5.98%	120	107	-10.83%
Frederick	Homicide	0	0	0%	0	1	*
	Robbery	144	118	-18.06%	40	57	42.50%
	Aggravated Assault	435	361	-17.01%	195	167	-14.36%
Hartford	Homicide	17	25	47.06%	13	14	7.69%
	Robbery	890	689	-22.58%	296	382	29.05%
	Aggravated Assault	578	683	18.17%	318	358	12.58%
Houston	Homicide	275	336	22.18%	159	201	26.42%
	Robbery	10,182	11,128	9.29%	5,109	5,635	10.30%
	Aggravated Assault	12,065	11,653	-3.41%	5,826	5,934	1.85%
Kansas City	Homicide	91	119	30.77%	56	36	-35.71%
	Robbery	1,923	2,000	4.00%	861	941	9.29%
	Aggravated Assault	4,120	4,110	-0.24%	2,156	2,021	-6.26%
Los Angeles	Homicide	518	486	-6.18%	247	233	-5.67%
	Robbery	14,024	13,487	-3.83%	6,528	6,981	6.94%
	Aggravated Assault	25,853	15,476	-40.14%	7,827	6,957	-11.12%
Lowell	Homicide	5	2	-60.00%	1	6	*
	Robbery	169	213	26.04%	103	90	-12.62%
	Aggravated Assault	771	753	-2.33%	364	331	-9.07%
Memphis	Homicide	107	136	27.10%	62	89	43.55%
	Robbery	3,773	4,464	18.31%	1,888	2,552	35.17%
	Aggravated Assault	5,765	7,624	32.25%	2,810	3,018	7.40%
Miami	Homicide	69	54	-21.74%	26	30	15.38%
	Robbery	2,367	2,019	-14.70%	945	1,013	7.20%
	Aggravated Assault	3,870	3,949	2.04%	1,952	1,854	-5.02%

* The raw number of violent crime is too small to produce meaningful percent changes.

City	Type of offense	2004	2005	percent +/-	Jan-June 2005	Jan-June 2006	percent +/-
Milwaukee	Homicide	88	122	38.64%	56	49	-12.50%
	Robbery	2,656	2,917	9.83%	1,176	1,600	36.05%
	Aggravated Assault	1,823	2,804	53.81%	1,207	1,588	31.57%
Minneapolis	Homicide	54	47	-12.96%	31	33	6.45%
	Robbery	2,246	2,584	15.05%	1,070	1,464	36.82%
	Aggravated Assault	2,026	2,439	20.38%	1,085	1,427	31.52%
Montgomery County	Homicide	18	19	5.56%	6	10	66.67%
	Robbery	789	1,035	31.18%	426	584	37.09%
	Aggravated Assault	987	875	-11.35%	422	431	2.13%
Nashville	Homicide	58	97	67.24%	46	43	-6.52%
	Robbery	2,138	2,426	13.47%	1,115	1,227	10.04%
	Aggravated Assault	6,202	6,081	-1.95%	3,085	2,897	-6.09%
Newark, NJ	Homicide	84	97	15.48%	46	51	10.87%
	Robbery	1,345	1,250	-7.06%	561	665	18.54%
	Aggravated Assault	1,365	1,391	1.90%	653	719	10.11%
New Haven	Homicide	15	15	0.00%	8	10	25.00%
	Robbery	738	848	14.91%	336	366	8.93%
	Aggravated Assault	925	977	5.62%	465	470	1.08%
Norfolk	Homicide	35	58	65.71%	28	11	-60.71%
	Robbery	684	886	29.53%	296	378	27.70%
	Aggravated Assault	541	803	48.43%	389	396	1.80%
Orlando	Homicide	17	22	29.41%	7	30	328.57%
	Robbery	962	1,204	25.16%	525	673	28.19%
	Aggravated Assault	2,322	2,324	0.09%	1,166	1,254	7.55%
Pasadena	Homicide	9	6	-33.33%	2	5	*
	Robbery	298	285	-4.36%	165	135	-18.18%
	Aggravated Assault	343	488	42.27%	230	147	-36.09%
Philadelphia	Homicide	330	377	14.24%	176	185	5.11%
	Robbery	9,757	10,069	3.20%	4,532	5,041	11.23%
	Aggravated Assault	9,814	10,139	3.31%	4,900	5,194	6.00%
Phoenix	Homicide	208	224	7.69%	109	118	8.26%
	Robbery	3,723	4,237	13.81%	2,053	2,096	2.09%
	Aggravated Assault	5,050	5,701	12.89%	2,810	2,931	4.31%
Prince George's County	Homicide	134	151	12.69%	72	53	-26.39%
	Robbery	3,527	4,446	26.06%	2,199	1,628	-25.97%
	Aggravated Assault	3,220	3,365	4.50%	1,609	1,581	-1.74%
Prince William County	Homicide	6	13	116.67%	7	9	28.57%
	Robbery	206	250	21.36%	108	157	45.37%
	Aggravated Assault	282	347	23.05%	173	197	13.87%
Richmond, CA	Homicide	35	40	14.29%	19	17	-10.53%
	Robbery	500	526	5.20%	251	240	-4.38%
	Aggravated Assault	509	574	12.77%	316	281	-11.08%
Rochester	Homicide	38	52	36.84%	22	20	-9.09%
	Robbery	936	1,030	10.04%	418	618	47.85%
	Aggravated Assault	723	1,013	40.11%	537	560	4.28%
Sacramento	Homicide	54	53	-1.85%	24	35	45.83%
	Robbery	1,909	2,034	6.55%	1,006	1,080	7.36%
	Aggravated Assault	219	251	14.61%	118	161	36.44%

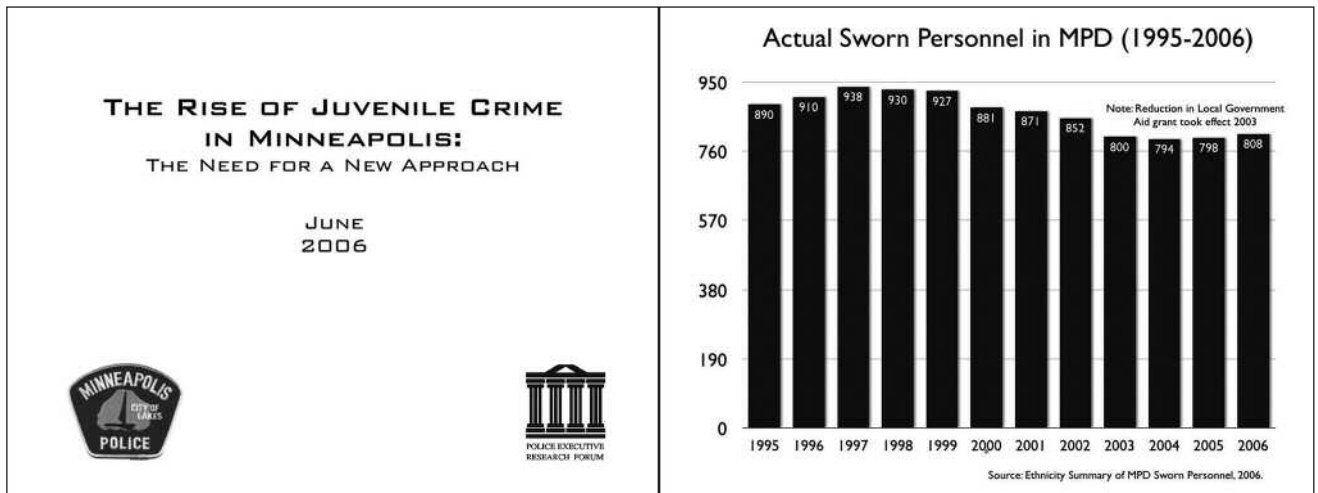
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City	Type of offense	2004	2005	percent +/-	Jan-June 2005	Jan-June 2006	percent +/-
St. Louis	Homicide	114	131	14.91%	60	56	-6.67%
	Robbery	2,632	2,965	12.65%	1,269	1,416	11.58%
	Aggravated Assault	4,041	4,949	22.47%	2,298	2,468	7.40%
San Antonio	Homicide	95	87	-8.42%	42	67	59.52%
	Robbery	2,134	2,167	1.55%	844	1,149	36.14%
	Aggravated Assault	4,948	5,174	4.57%	2,774	2,152	-22.42%
San Jose	Homicide	24	26	8.33%	13	14	7.69%
	Robbery	785	884	12.61%	425	504	18.59%
	Aggravated Assault	2,314	2,319	0.22%	1,152	1,152	0.00%
Savannah-Chatham	Homicide	25	31	24.00%	12	8	-33.33%
	Robbery	643	650	1.09%	240	286	19.17%
	Aggravated Assault	419	478	14.08%	244	192	-21.31%
Seattle	Homicide	24	25	4.17%	18	14	-22.22%
	Robbery	1,588	1,603	0.94%	764	744	-2.62%
	Aggravated Assault	2,041	2,343	14.80%	1,065	1,195	12.21%
Springfield, MA	Homicide	17	18	5.88%	8	9	12.50%
	Robbery	692	772	11.56%	326	331	1.53%
	Aggravated Assault	1,931	1,792	-7.20%	925	825	-10.81%
Toronto	Homicide	64	79	23.44%	31	34	9.68%
	Robbery	5,348	5,645	5.55%	2,575	2,768	7.50%
	Aggravated Assault	426	585	37.32%	304	251	-17.43%
Trenton	Homicide	18	30	66.67%	12	6	-50.00%
	Robbery	576	805	39.76%	310	326	5.16%
	Aggravated Assault	716	658	-8.10%	328	301	-8.23%
Virginia Beach	Homicide	18	22	22.22%	14	9	-35.71%
	Robbery	477	670	40.46%	272	310	13.97%
	Aggravated Assault	383	430	12.27%	209	217	3.83%
Washington, D.C.	Homicide	198	195	-1.52%	87	81	-6.90%
	Robbery	3,057	3,502	14.56%	1,659	1,923	15.91%
	Aggravated Assault	3,863	3,854	-0.23%	1,634	1,665	1.90%
West Palm Beach	Homicide	18	22	22.22%	8	12	50.00%
	Robbery	560	528	-5.71%	243	296	21.81%
	Aggravated Assault	568	574	1.06%	309	251	-18.77%
White Plains	Homicide	0	2	*	2	2	0.00%
	Robbery	66	45	-31.82%	25	25	0.00%
	Aggravated Assault	97	57	-41.24%	19	23	21.05%

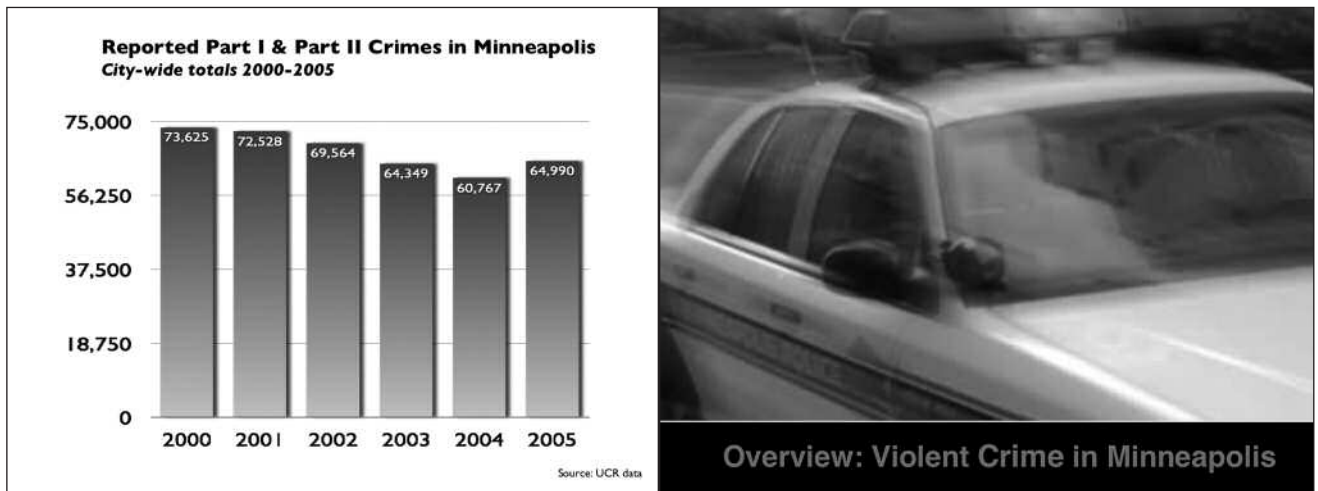
* The raw number of violent crime is too small to produce meaningful percent changes.

APPENDIX 3

The Rise of Juvenile Crime in Minneapolis: The Need for a New Approach (Minneapolis Presentation)



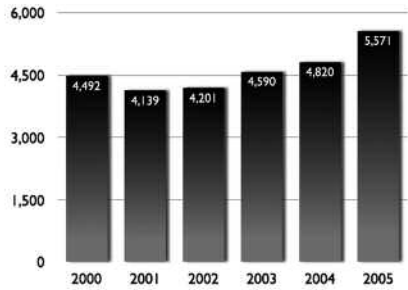
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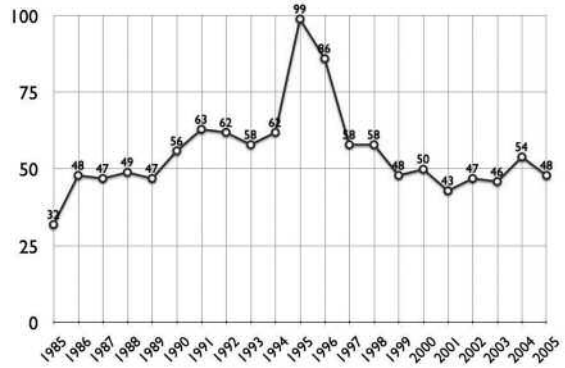
Reported Part I Violent Crime in Minneapolis (2000-2005)

Violent crime up 24% since 2000
Increase of 15% from 2004 to 2005
Driven by violent crime other than homicide



Source: UCR data, including Homicide, Robbery, Rape, Aggravated Assault.

Reported Homicides in Minneapolis (1985-2005)



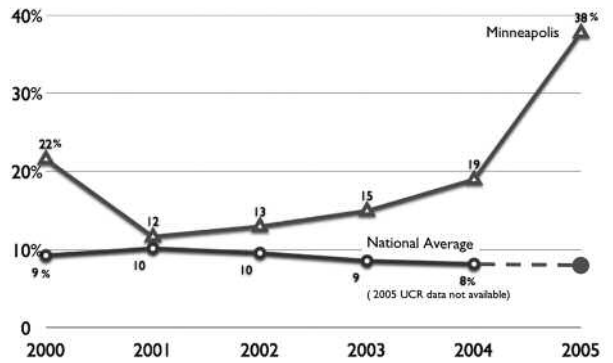
Source: MPD 2006 Homicide Report. Prepared by Lt. Lee Edwards, Allan Knox.

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Juvenile Crime in Minneapolis

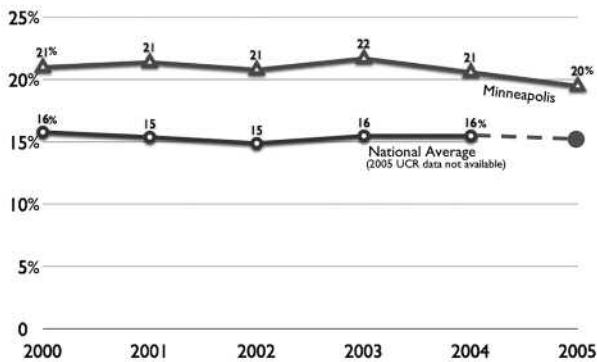
Percentage of Homicide Arrests Involving Only Juvenile Offenders Comparison between Minneapolis and the National Average



Source: UCR data 2000-2004. *National UCR 2005 data not available.

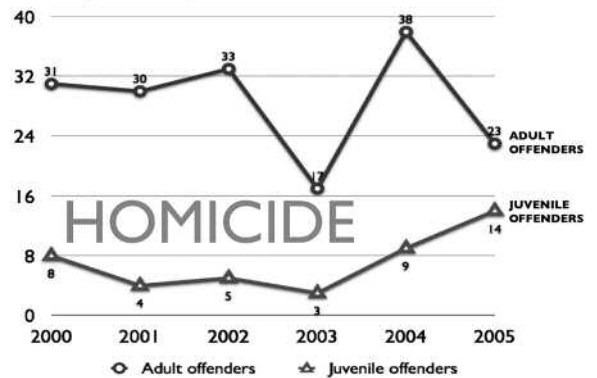
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Percentage of Violent Crime Arrests Involving Only Juvenile Offenders Comparison between Minneapolis and the National Average



Source: UCR data 2000-2004. *Violent Crimes include Homicide, Robbery, Aggravated Assault and Rape. *National UCR 2005 data not available.

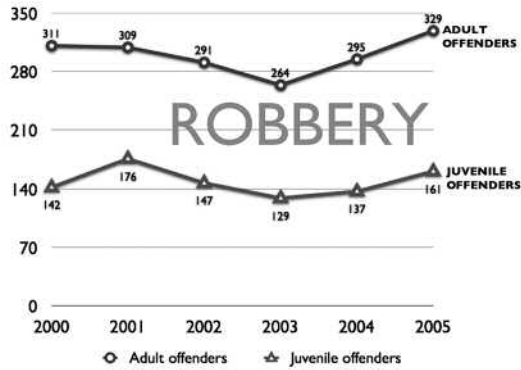
Homicide Arrests in Minneapolis (2000-2005)



Source: UCR data

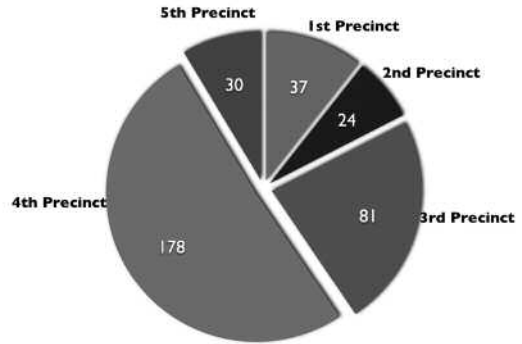
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Robbery Arrests in Minneapolis (2000-2005)



Source: UCR data

Firearms Recovered (by Precinct) YTD May 2006

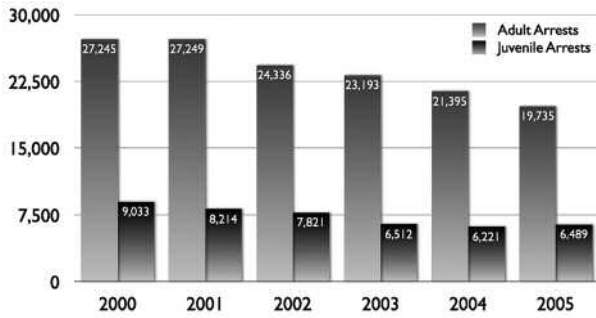


Source: Minneapolis Citywide Crime and Arrest Statistics, YTD 1/1 through 5/22. Prepared by Alan Knox.

11 | 12

Total Number of Adult & Juvenile Arrests by MPD

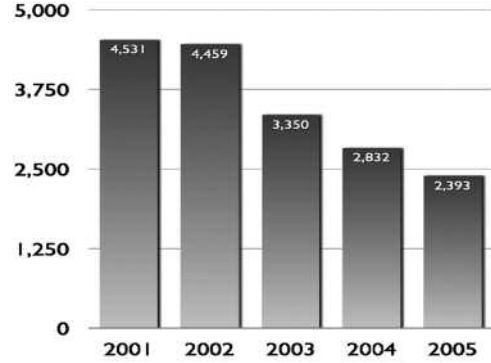
Persons Arrested for Part I & Part II Crimes (2000-2005)



Source: UCR data

Juvenile Cases Presented for Prosecution in Court

MPD Arrests Prosecuted by Hennepin County Attorney's Office

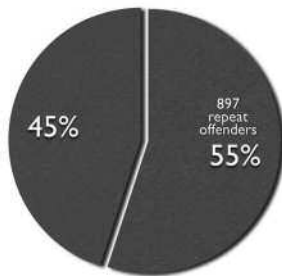


Source: MPD Juvenile Unit, May 2006

13 | 14

Repeat Offenders Admitted to JDC in 2005

As a Percentage of Total Admissions



- 4500 juvenile referrals to JDC in 2005
- 897 repeat offenders accounted for 55% of juvenile offender bookings in 2005

Source: Hennepin County Department of Community Corrections

Juvenile Probation



15 | 16

JUVENILE CASE HISTORIES

The Criminal History of a Juvenile

From the age of 12 until age 16...

12 yrs	February 1999	Criminal Sexual Conduct
12 yrs	June 1999	Receive Stolen Property
13 yrs	January 2000	Drug Possession
13 yrs	July 2000	Possession of Firearm
13 yrs	August 2000	Assault Level II (shooting)
14 yrs	March 2001	Curfew Breach
14 yrs	March 2001	Assault Level V (simple)
14 yrs	March 2001	Curfew Breach
14 yrs	March 2001	Curfew Breach
14 yrs	August 2001	Warrant Arrest
15 yrs	April 2002	Disorderly Conduct
15 yrs	April 2002	Warrant Arrest
15 yrs	October 2002	Warrant Arrest
15 yrs	November 2002	Warrant Arrest
16 yrs	January 2003	Possess Stolen Automobile
16 yrs	May 5 th 2003	Assault Level II (shooting)
16 yrs	May 17 th 2003	HOMICIDE

17 | 18

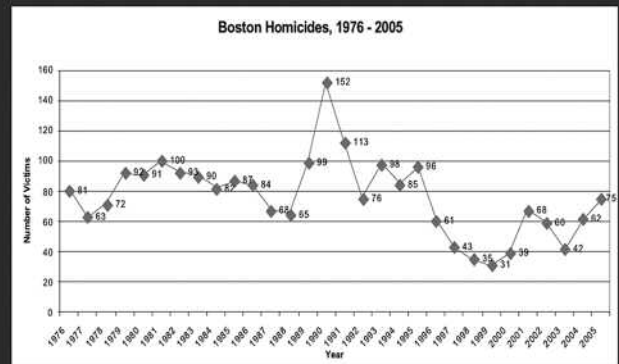
APPENDIX 4

Understanding Homicide and Non-Fatal Gun Violence Trends in Boston (Dr. Anthony A. Braga Presentation)

Understanding Homicide and Non-Fatal Gun Violence Trends in Boston

Anthony A. Braga
David Hureau

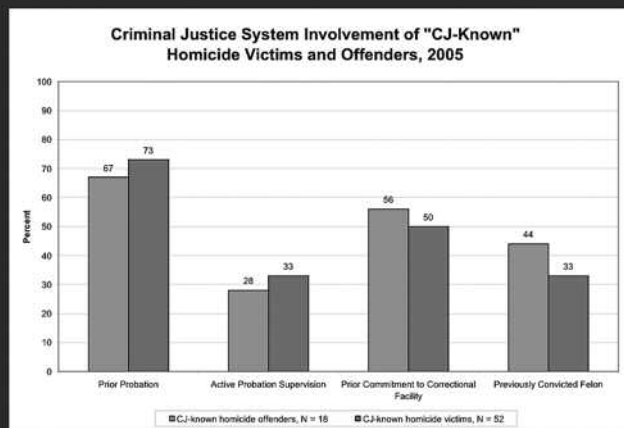
*John F. Kennedy School of Government
Harvard University*



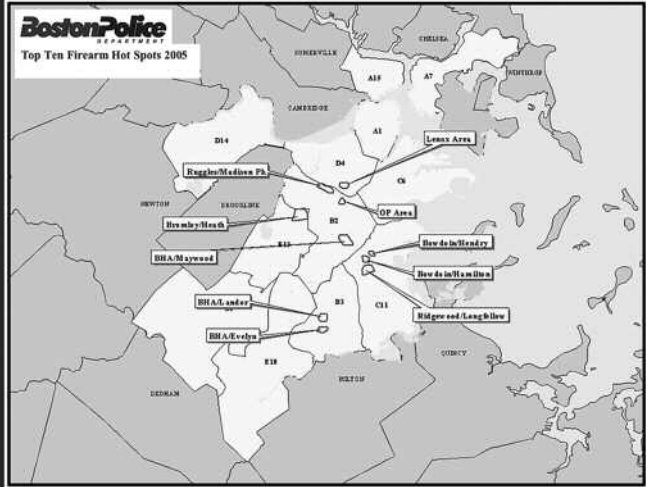
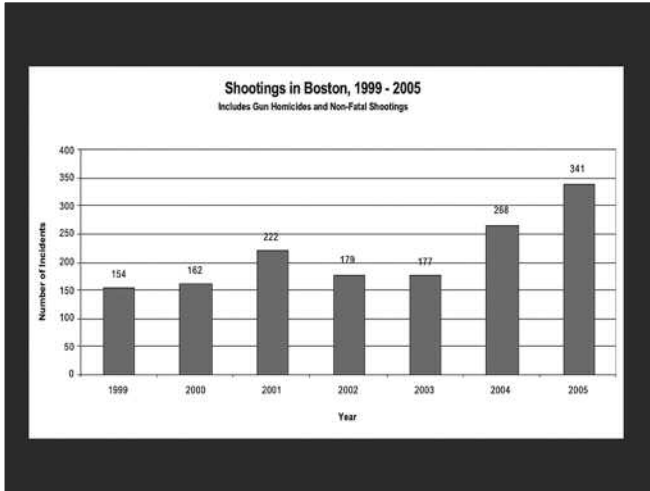
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Homicide Victims and Offenders, 2005

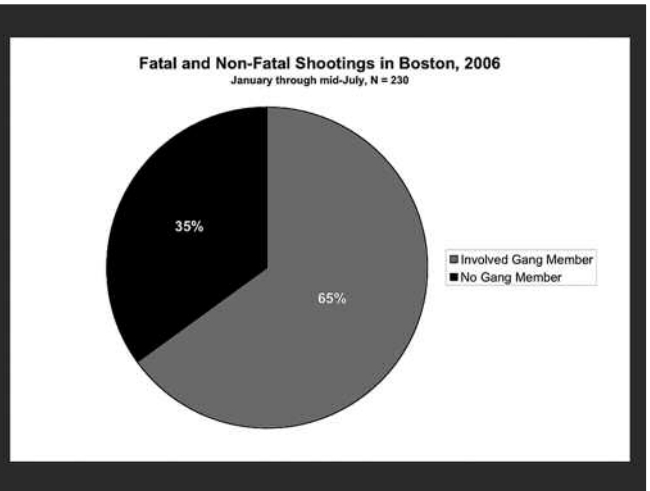
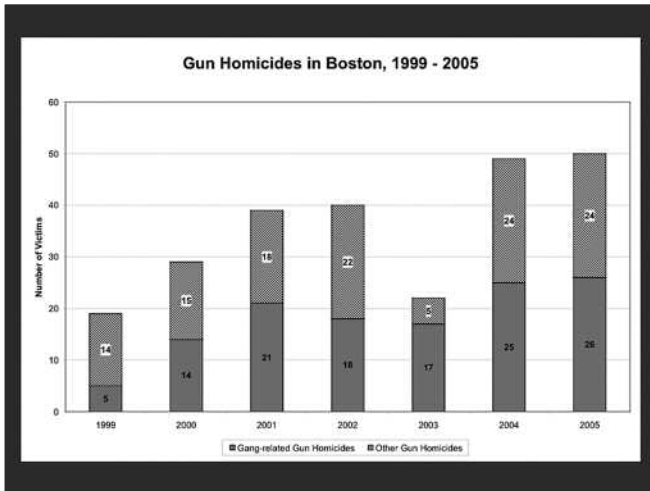
- 75 homicide victims
 - 67% were killed by gun shot wounds.
 - 53% were ages 24 and under, mean age = 29.
 - 69% were known to CJ system *before* they were killed.
 - These CJ-known victims had, on average, 12 prior arraignments for a wide variety of offenses.
- 26 identified homicide offenders
 - 46% were ages 24 and under, mean age = 23
 - 69% were known to CJ system *before* they killed.
 - These CJ-known victims had, on average, 9 prior arraignments for a wide variety of offenses.



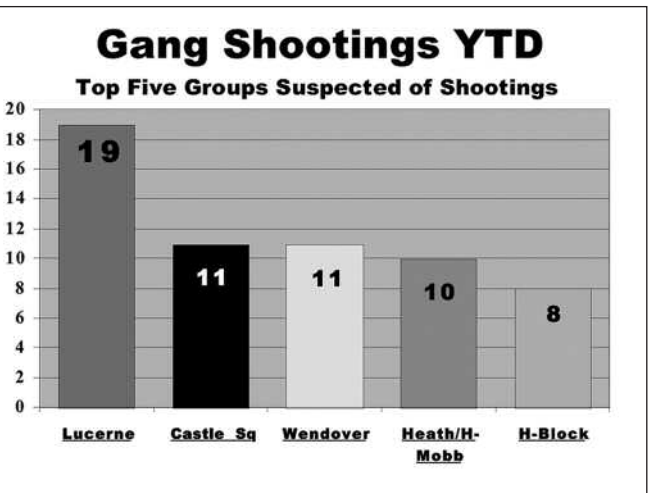
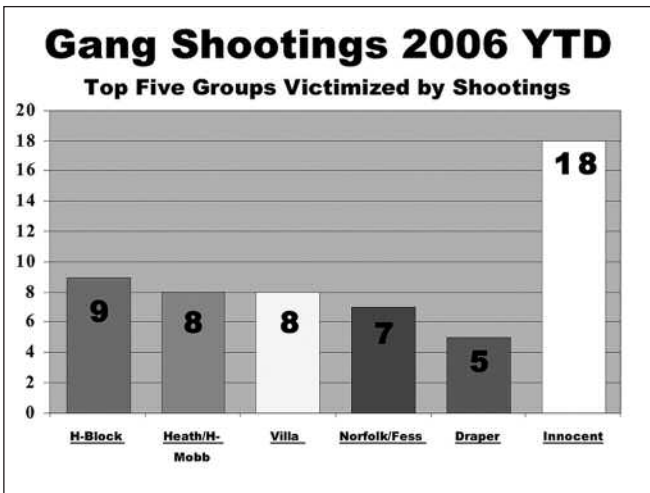
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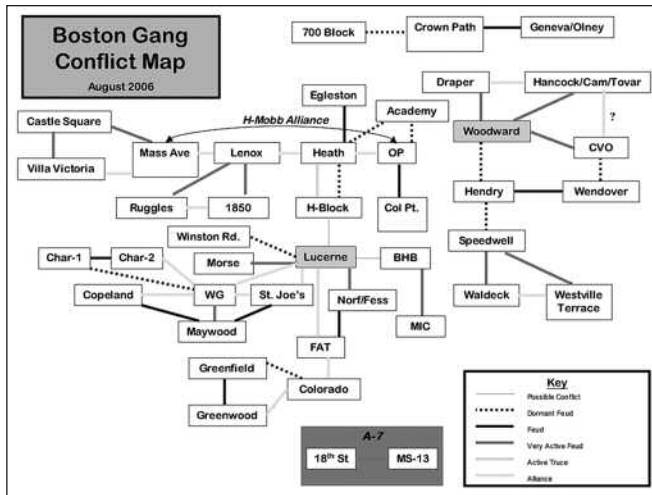
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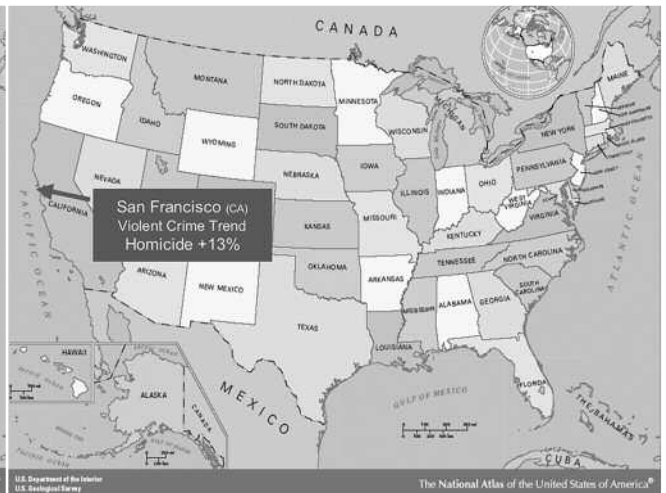


Boston's Capacity to Respond Evolves

- New responsibility of homeland security
- Fewer police officers (from ~2,300 to ~2,000 officers)
- Federal support of community-based crime prevention dwindled
- Juvenile population, prisoner reentry growth

APPENDIX 5

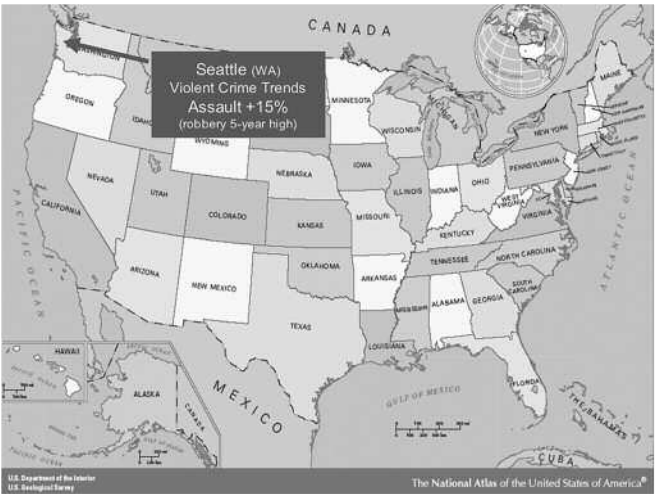
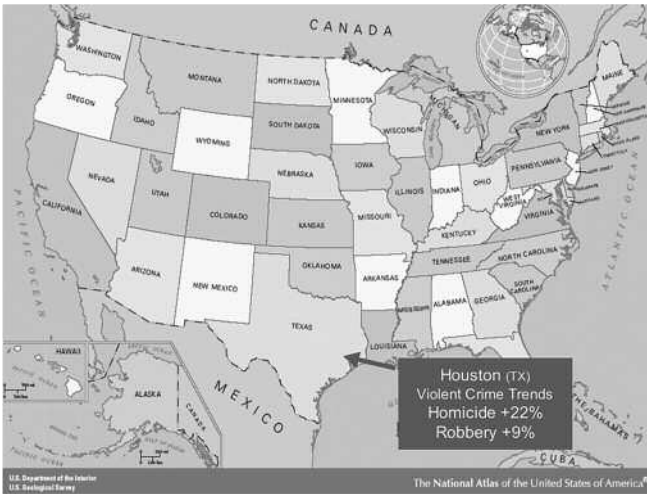
Violent Crime Trend Comparison (PERF Presentation)



1 | 2



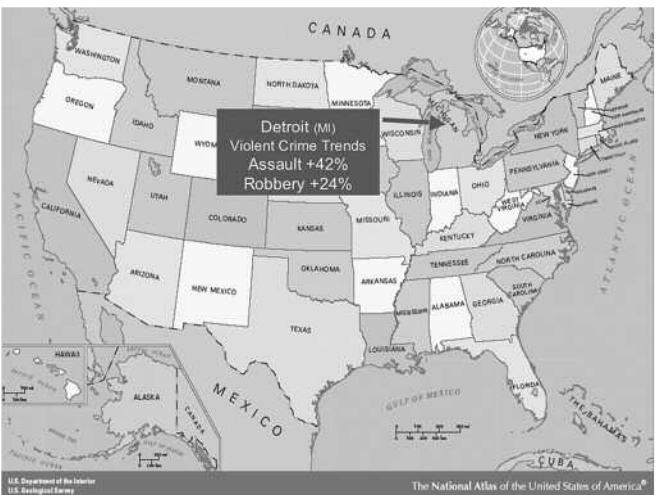
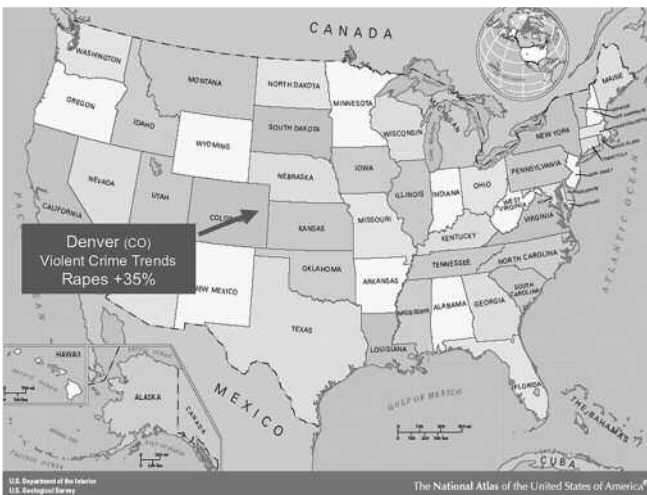
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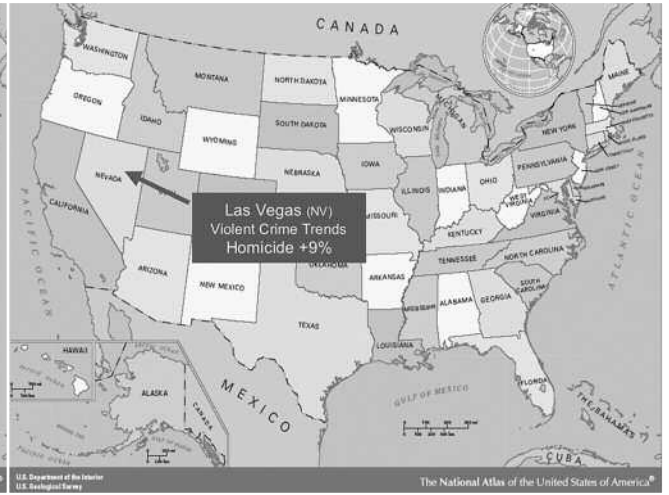
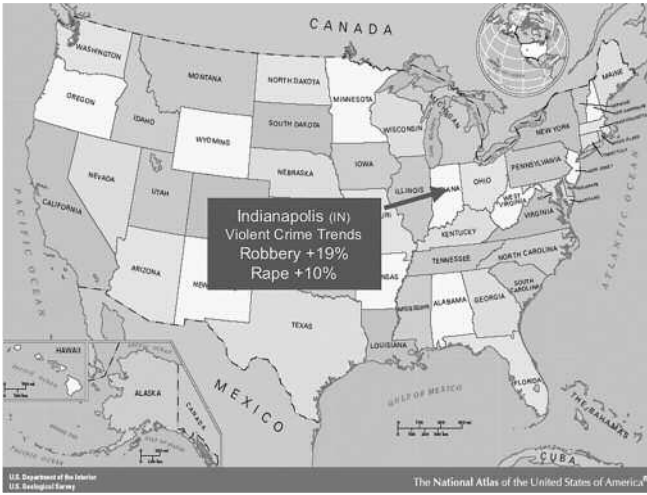
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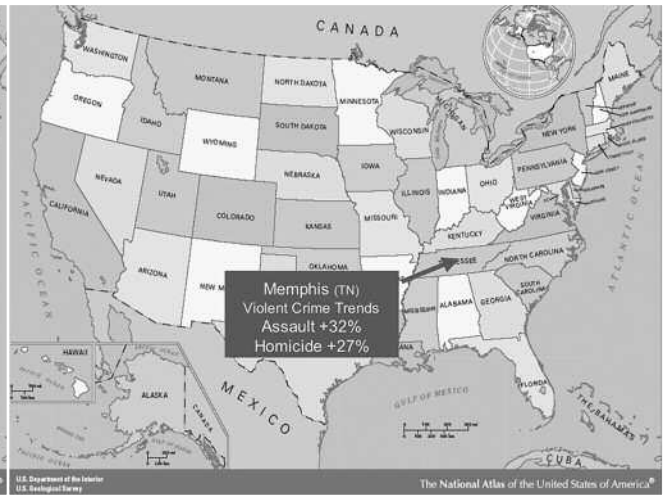
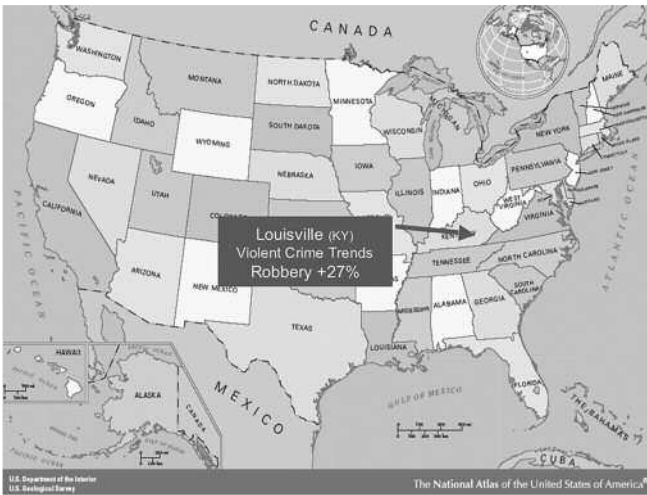
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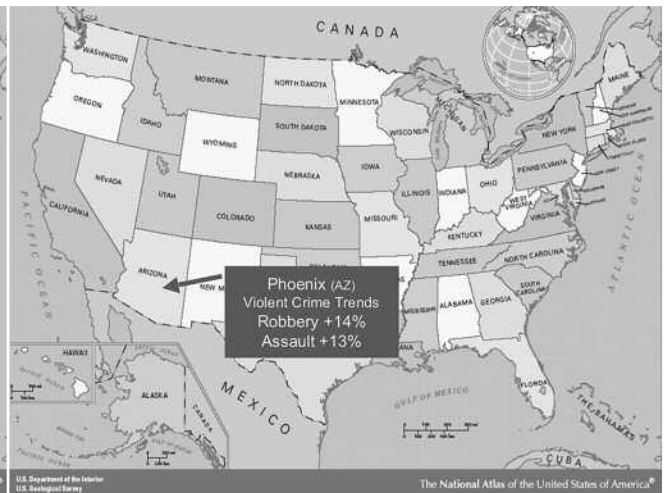
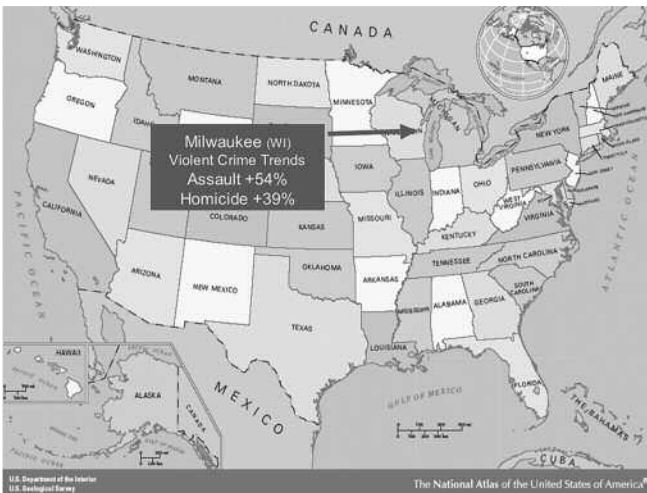
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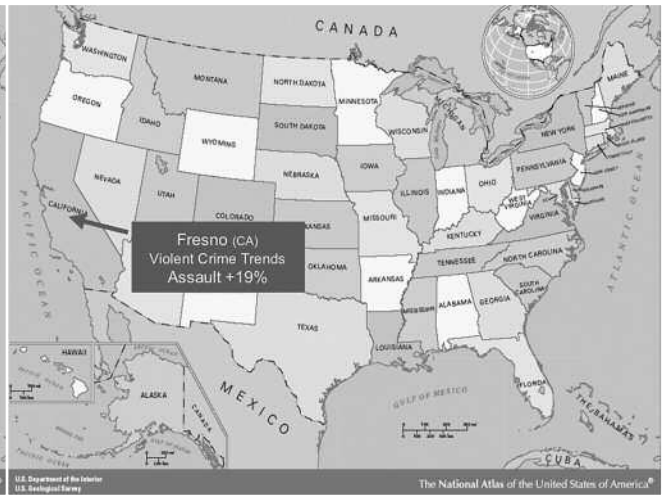
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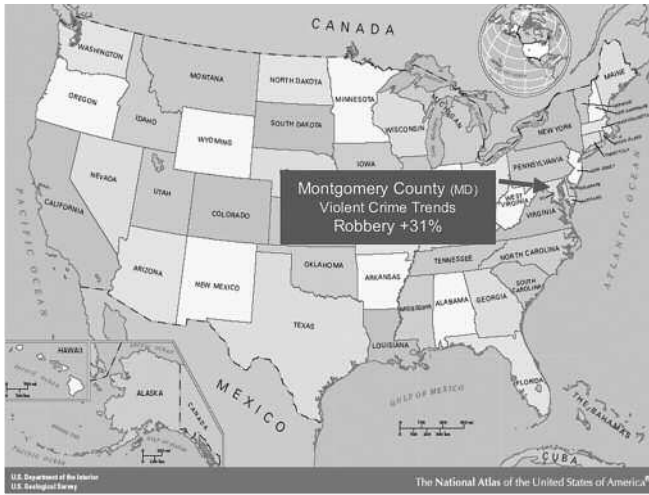
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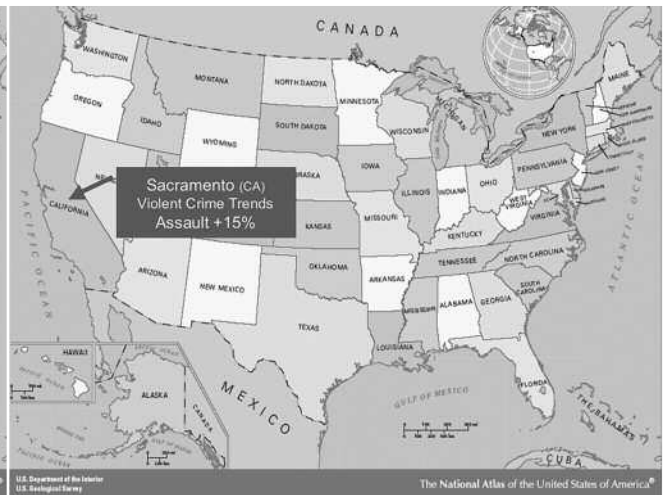
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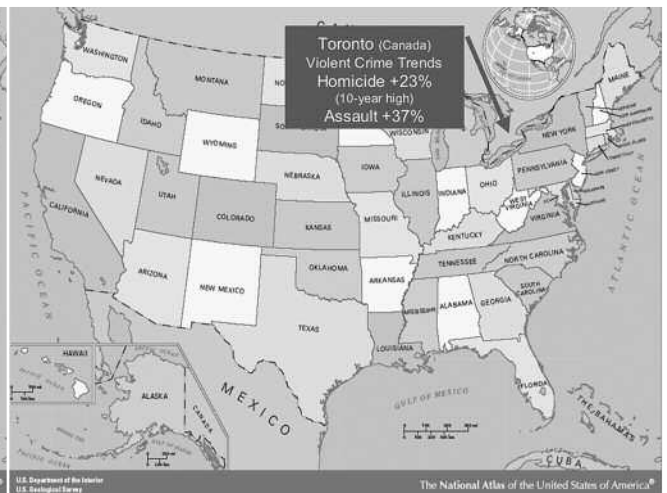
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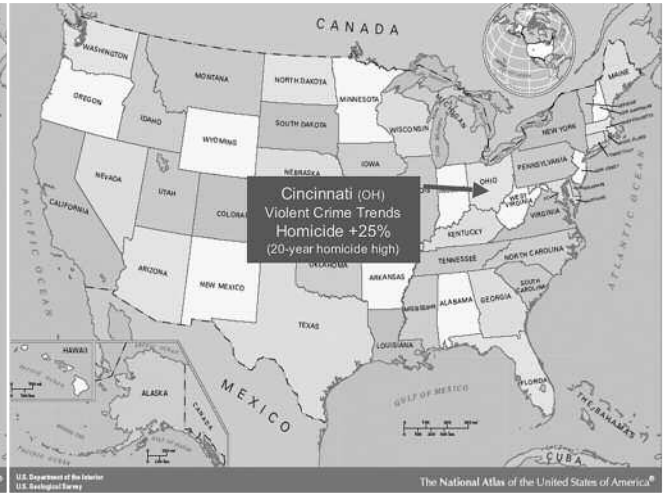
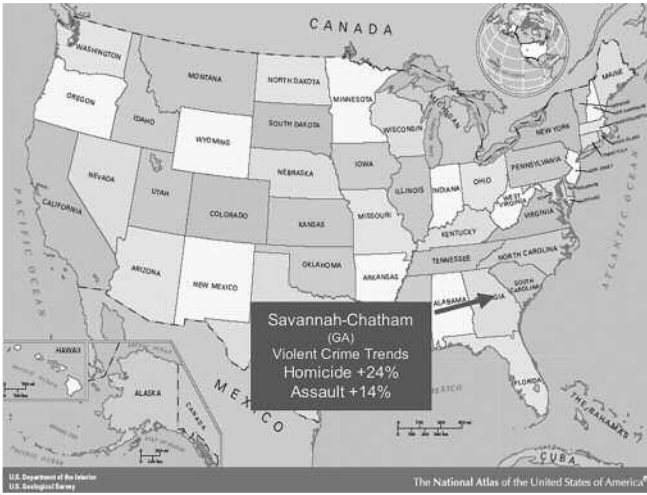
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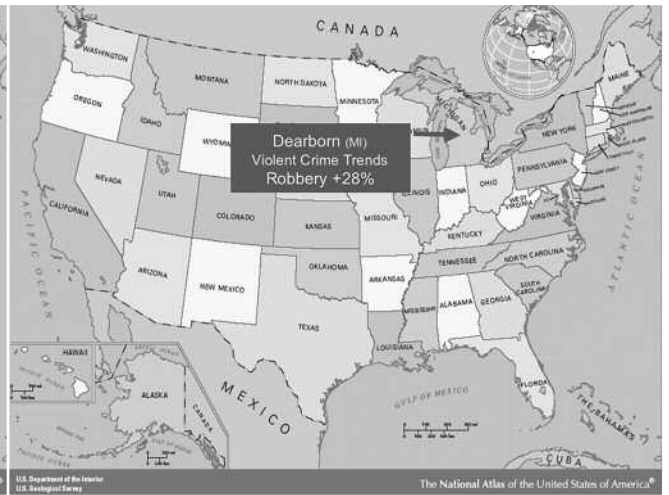
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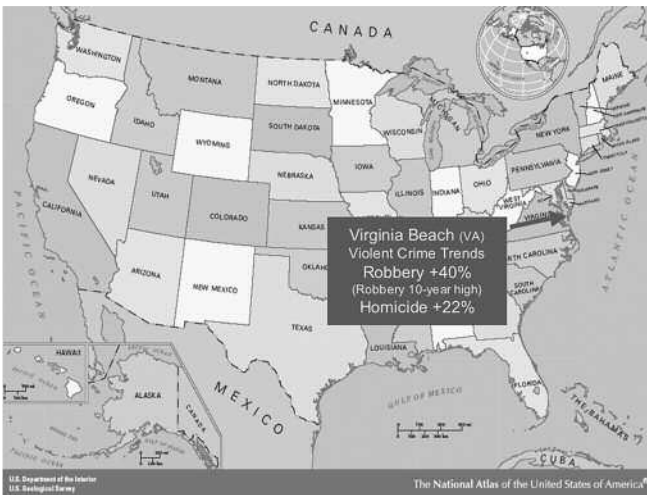
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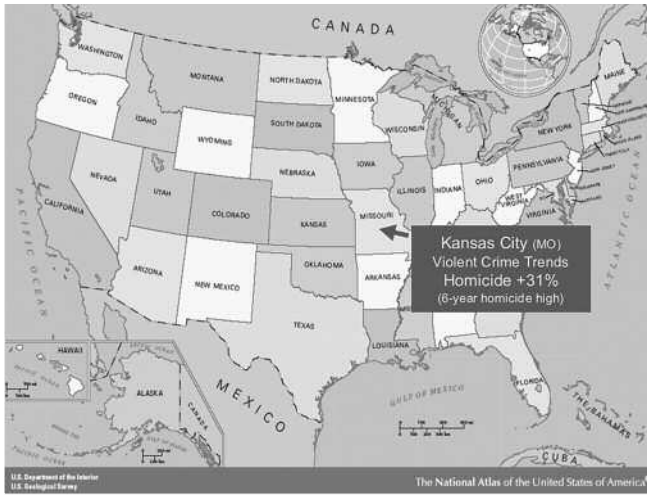
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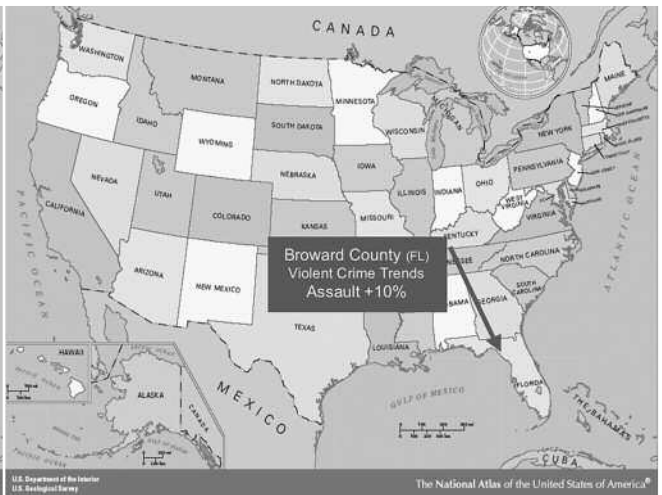
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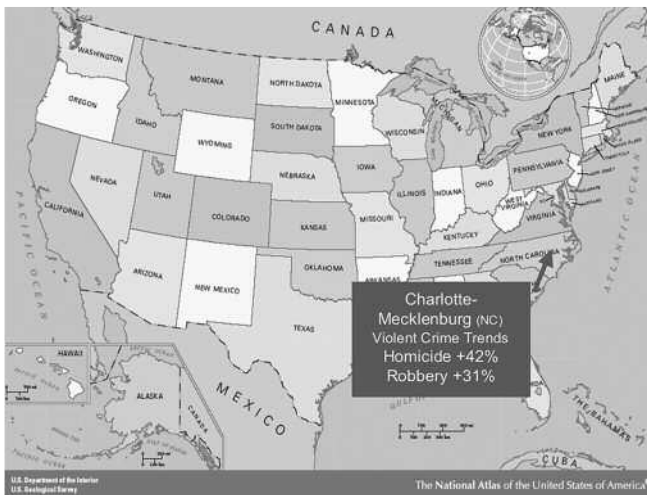
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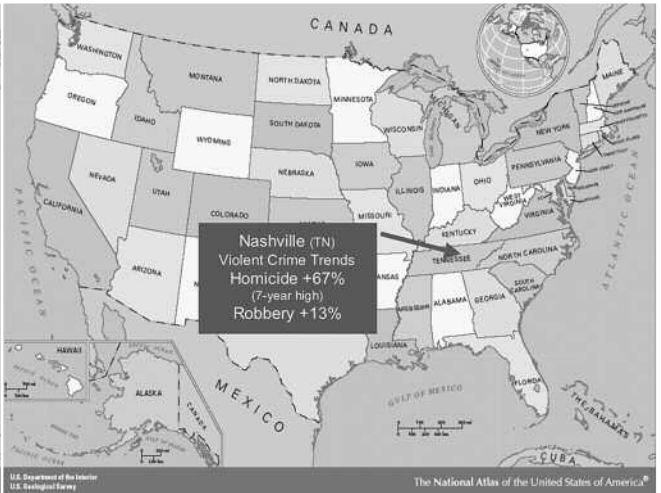
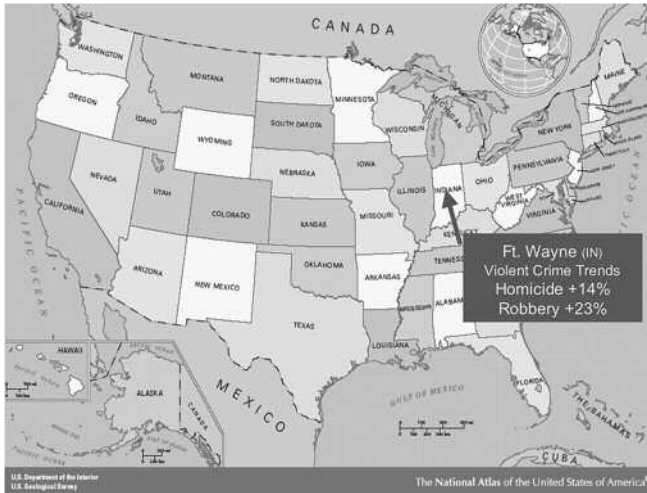
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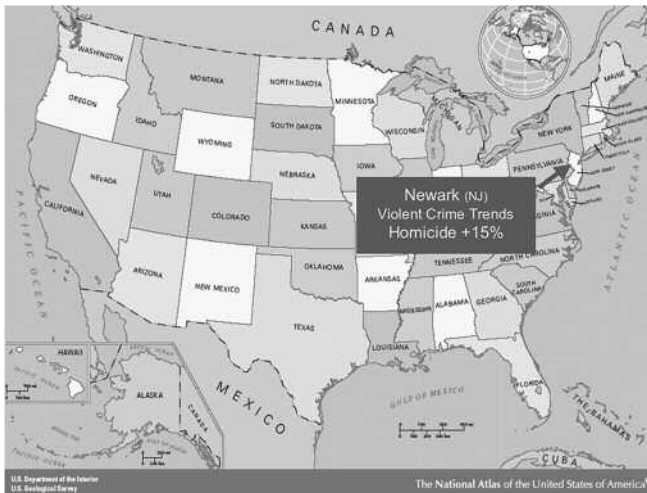
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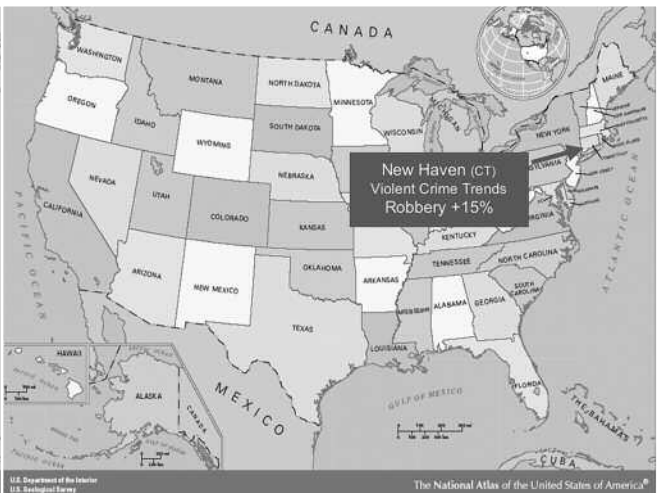
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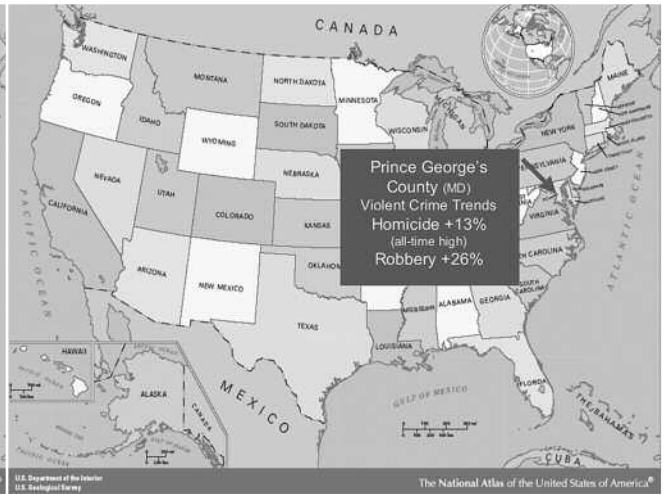
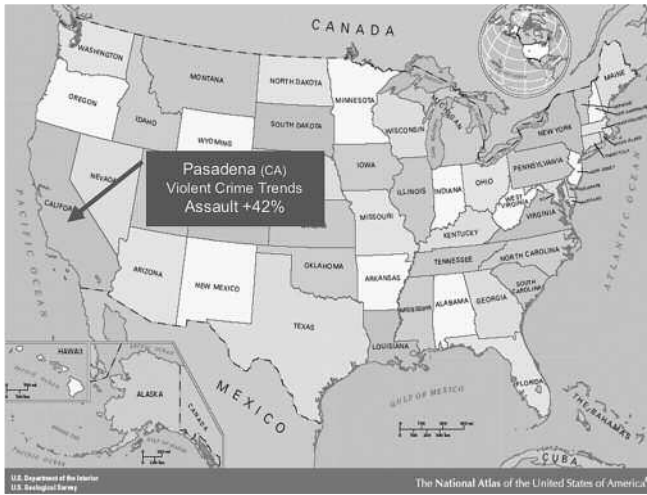
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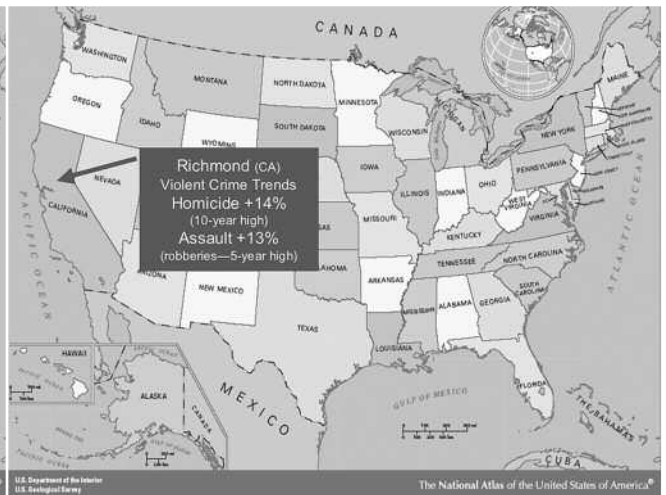
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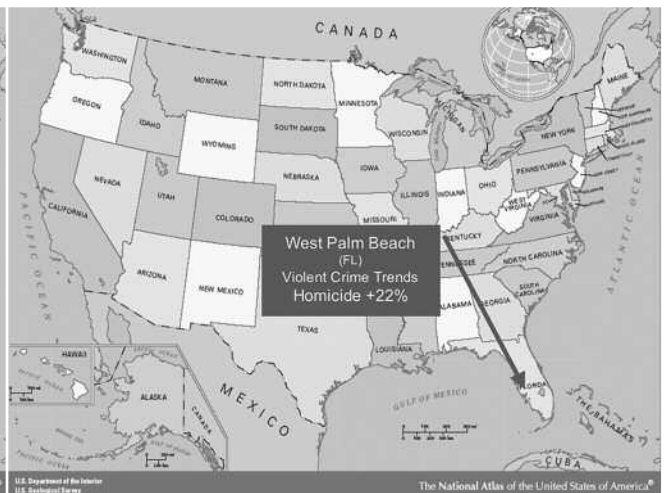
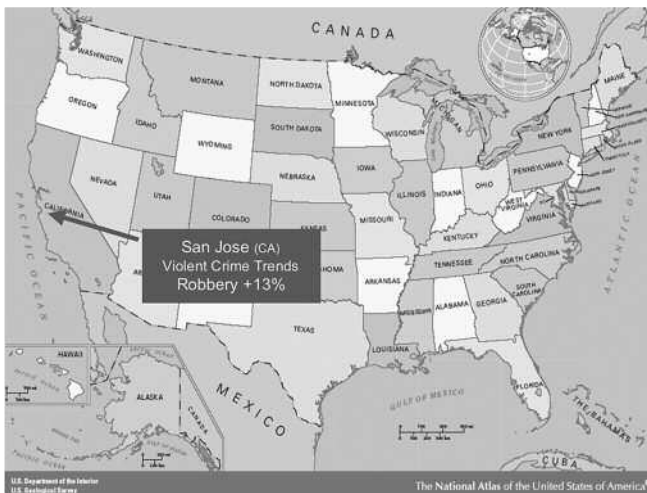
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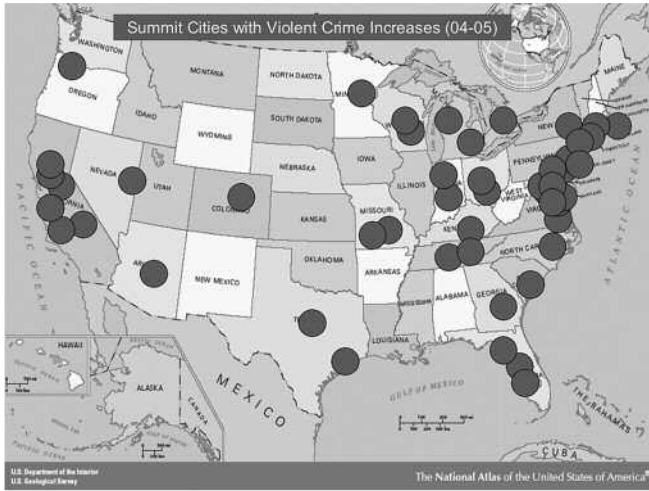
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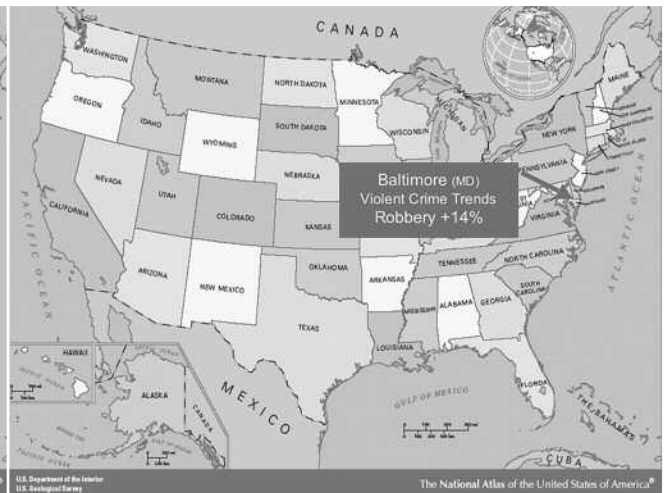
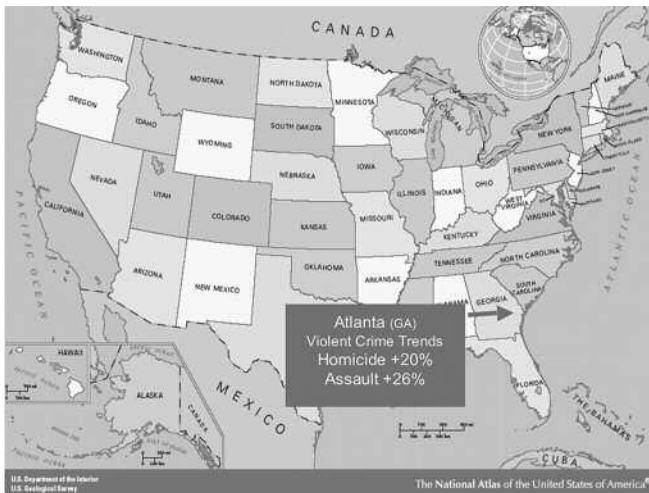
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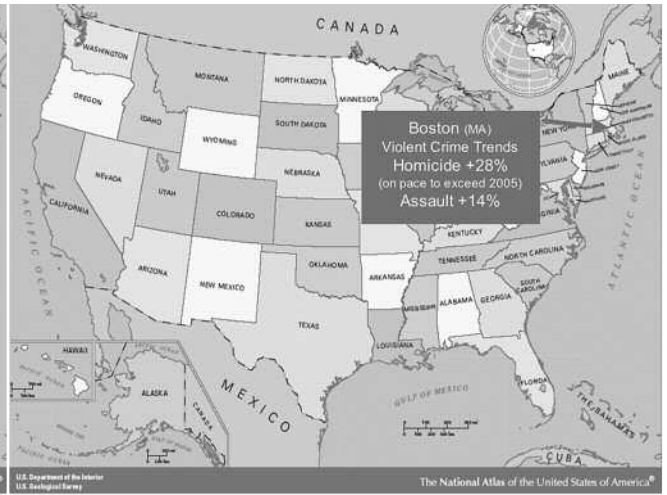
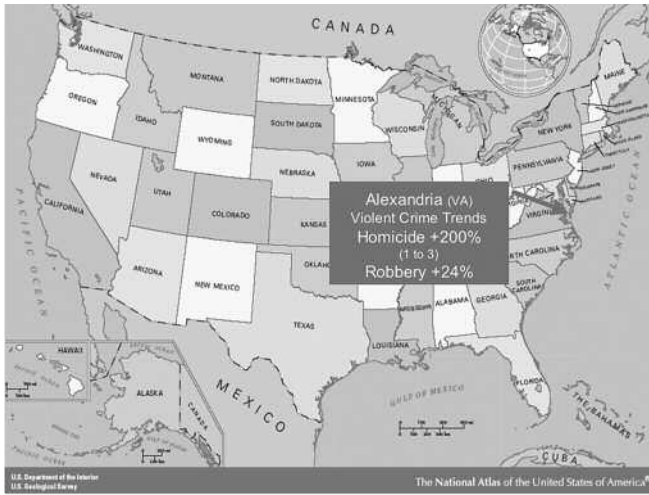
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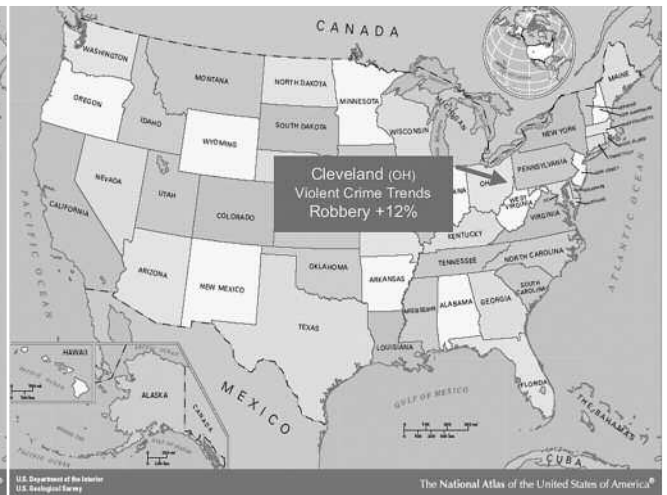
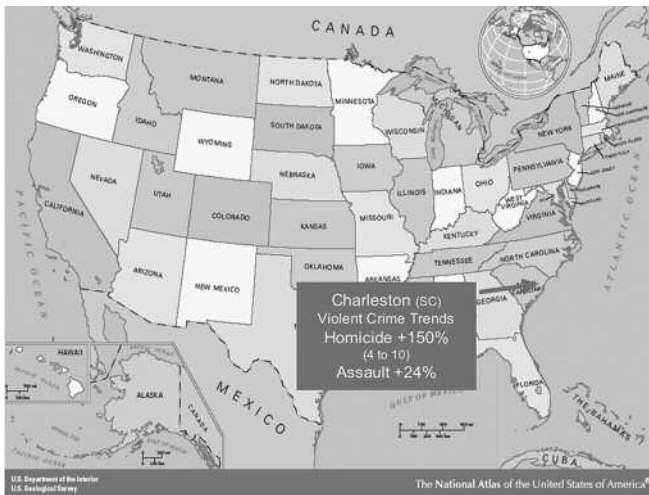
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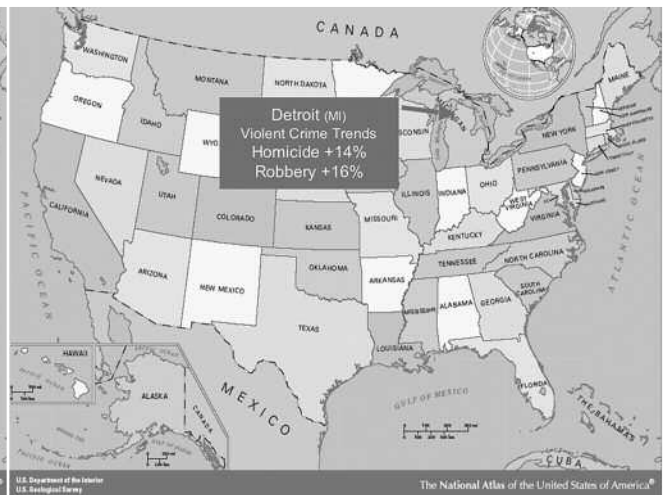
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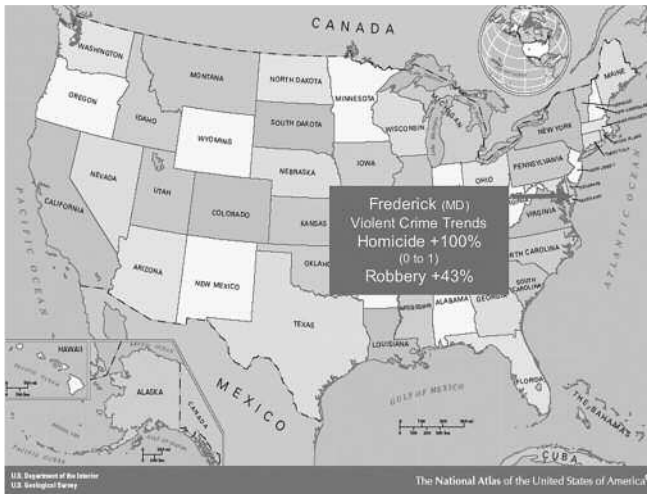
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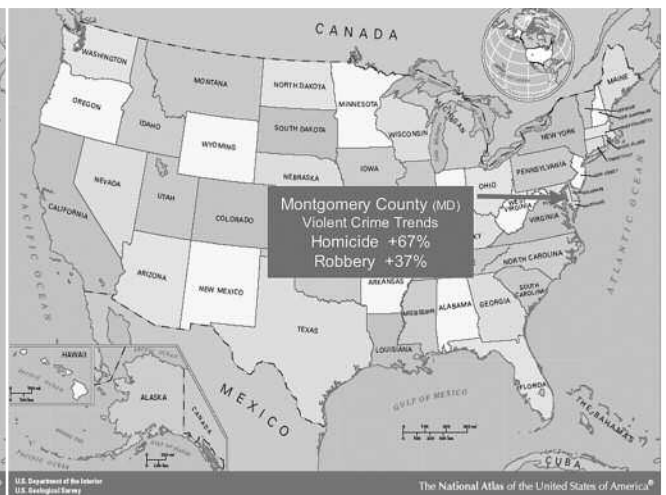
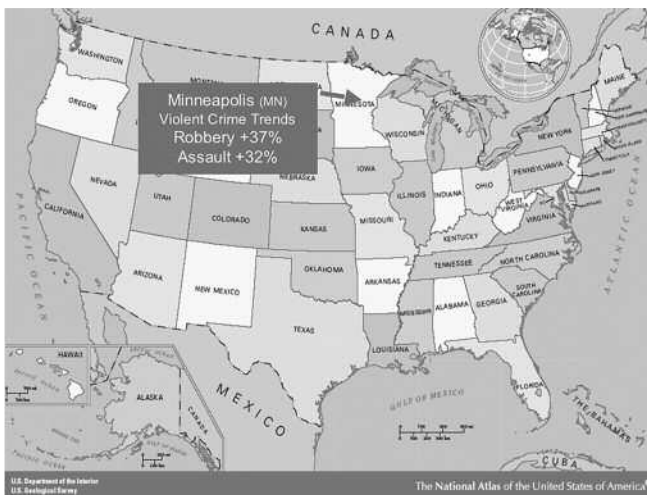
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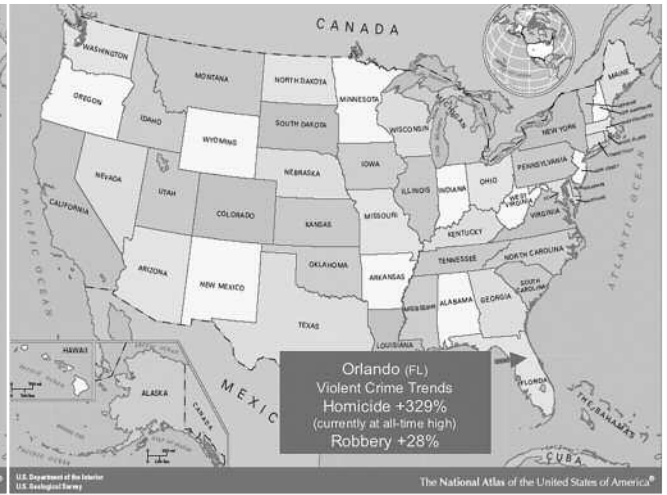
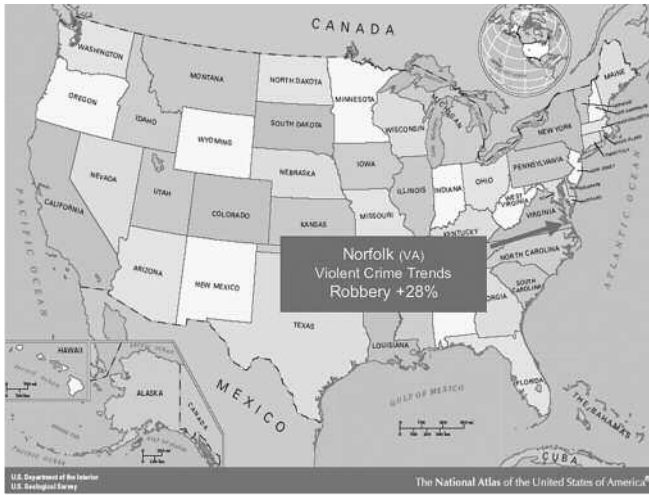
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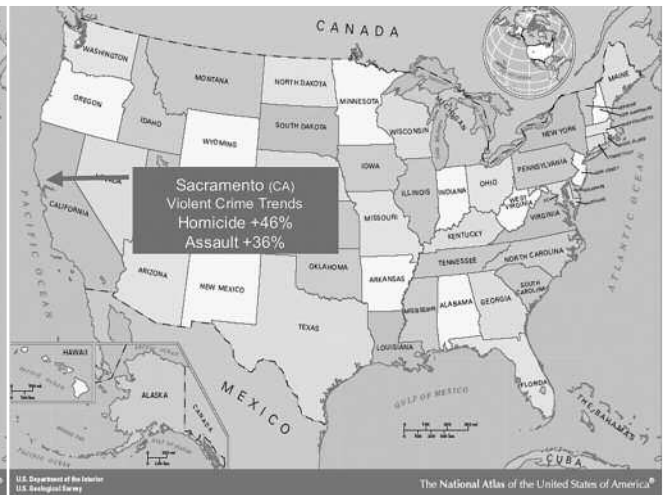
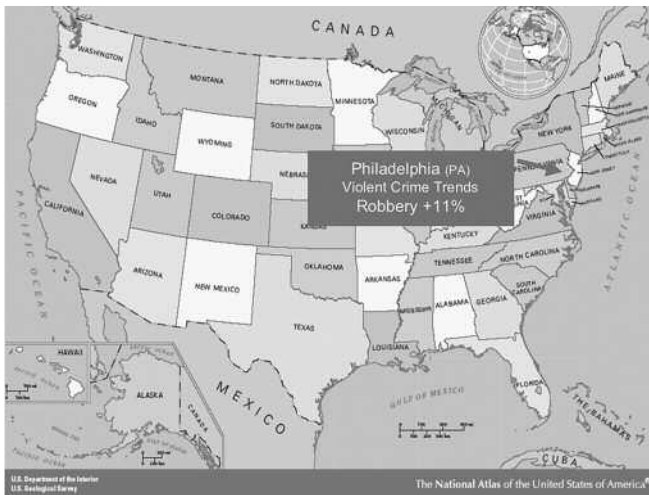
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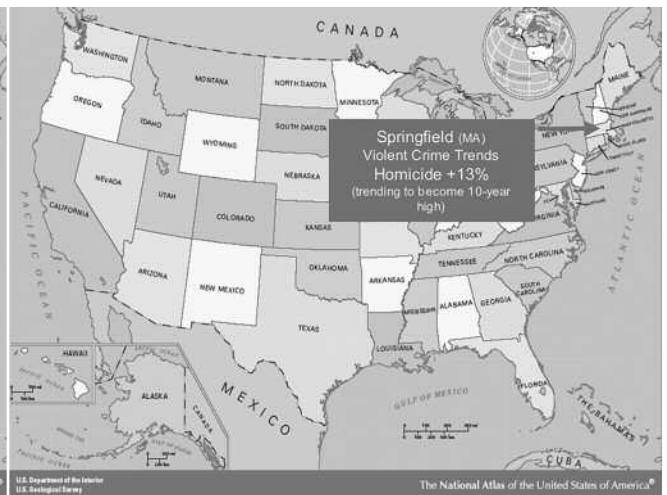
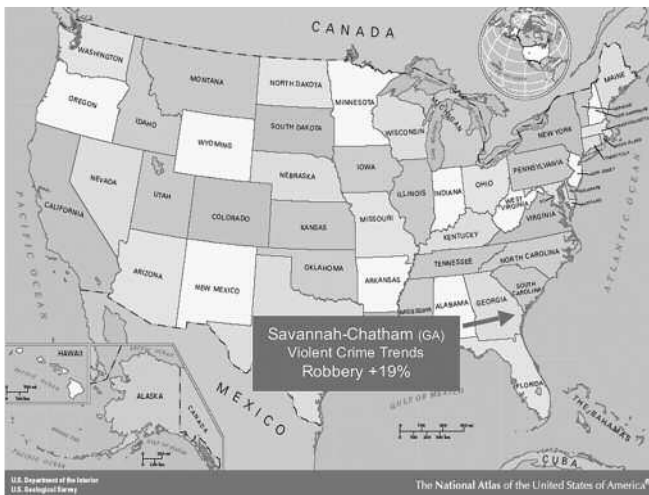
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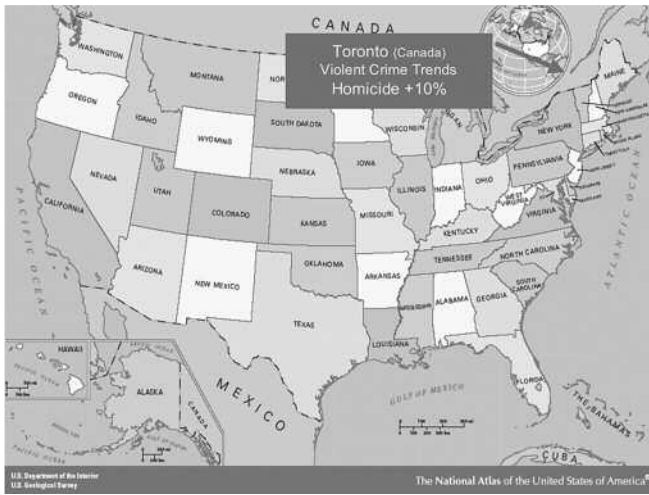
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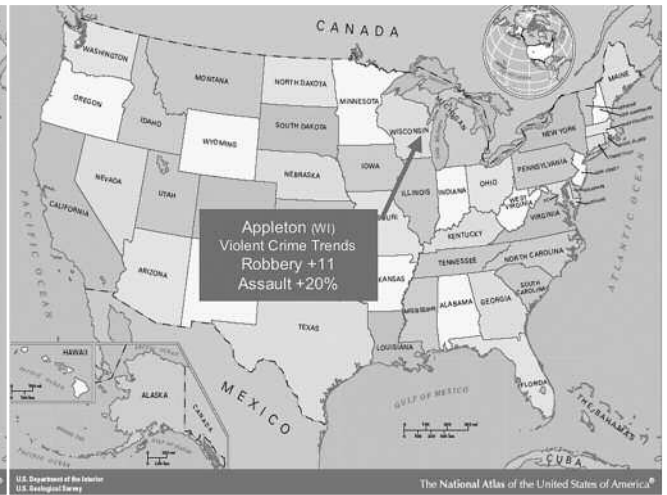
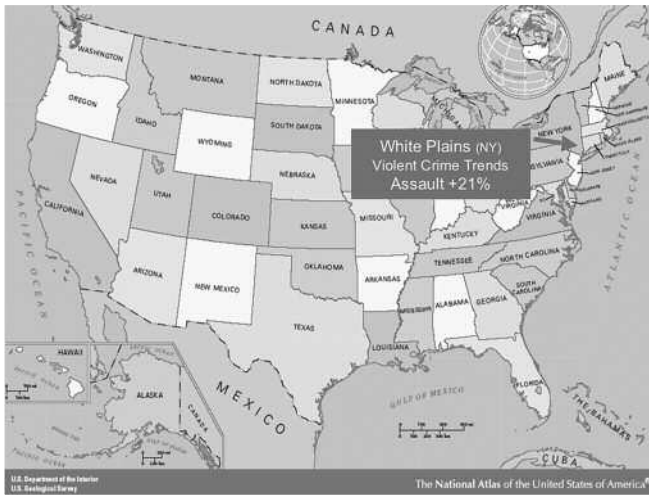
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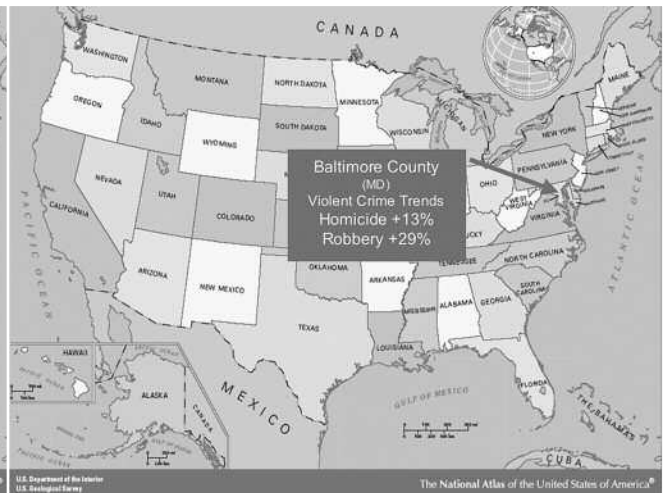
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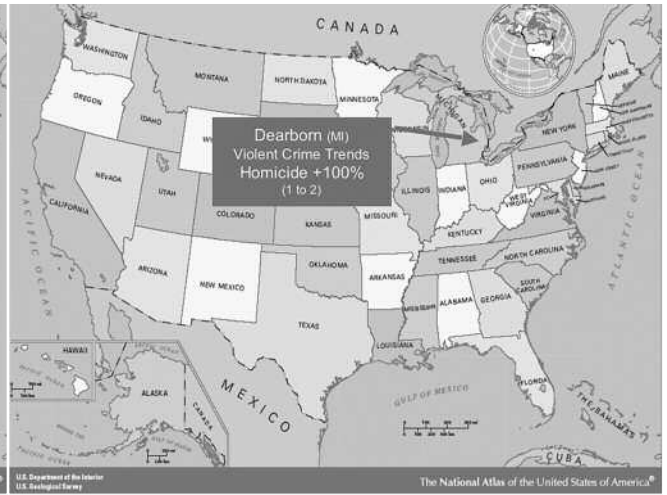
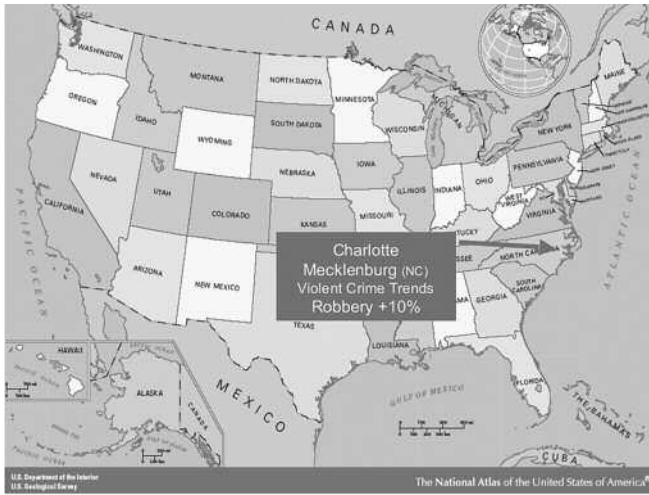
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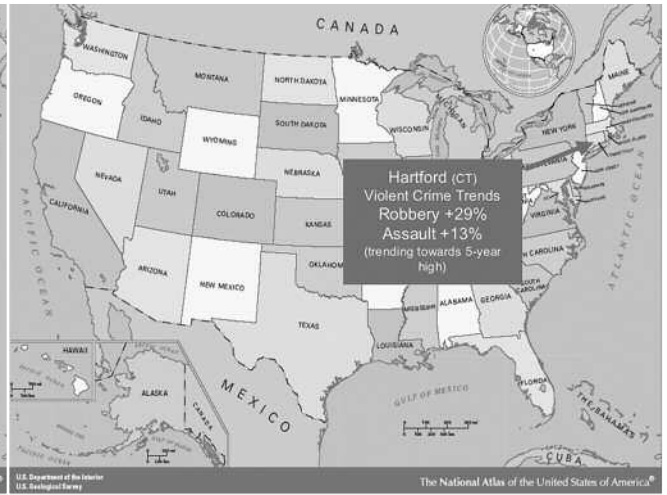
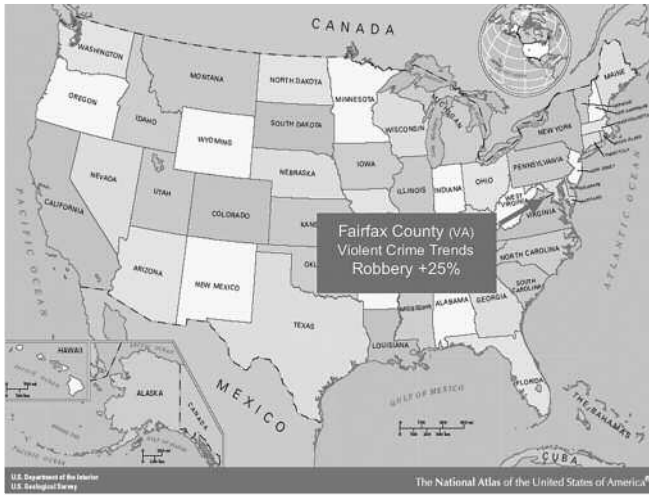
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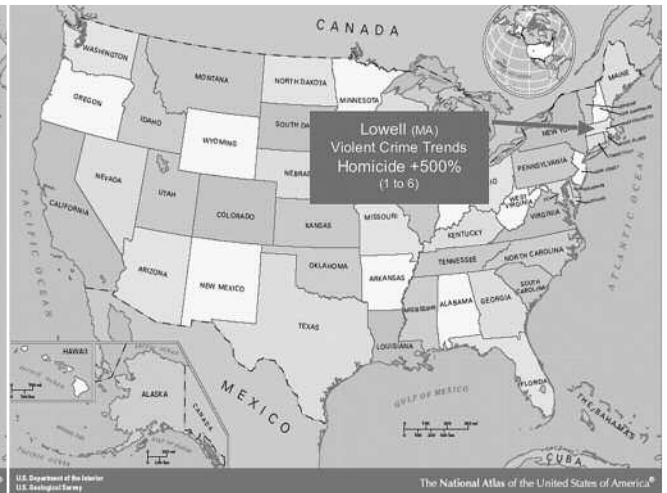
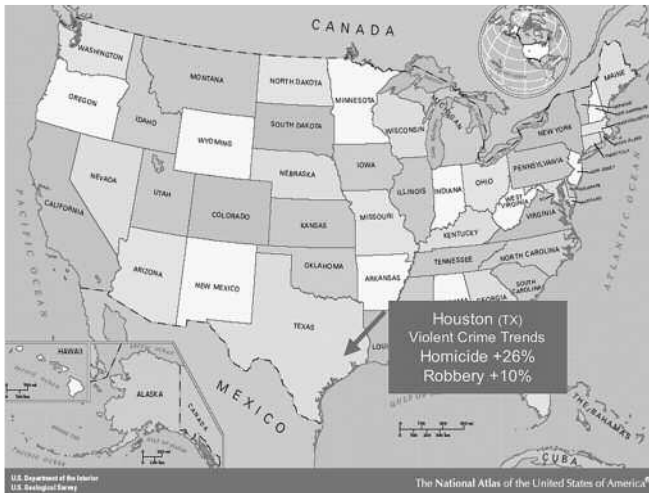
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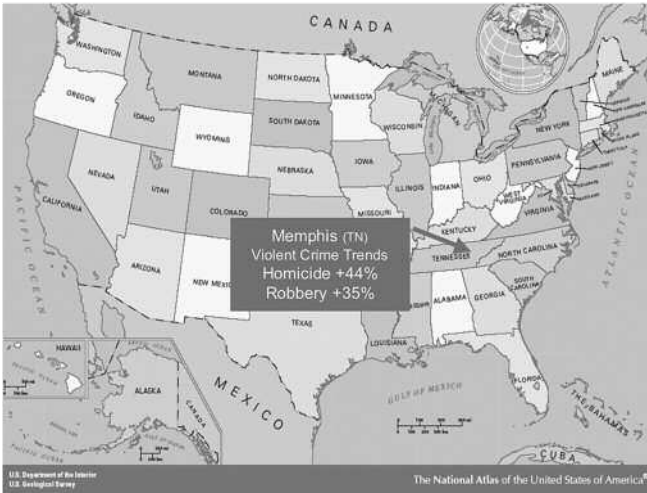
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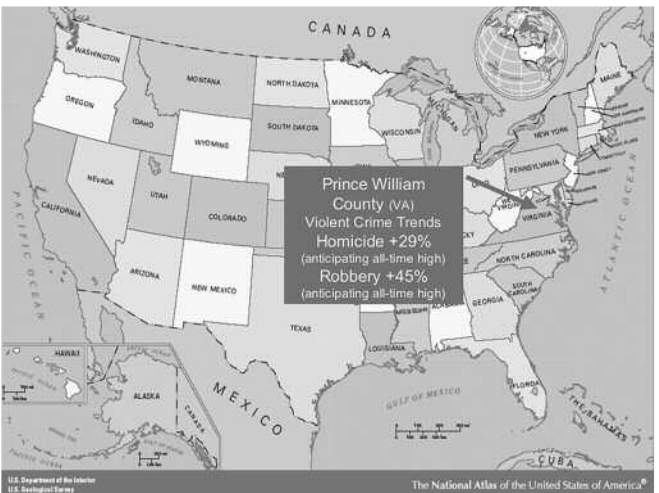
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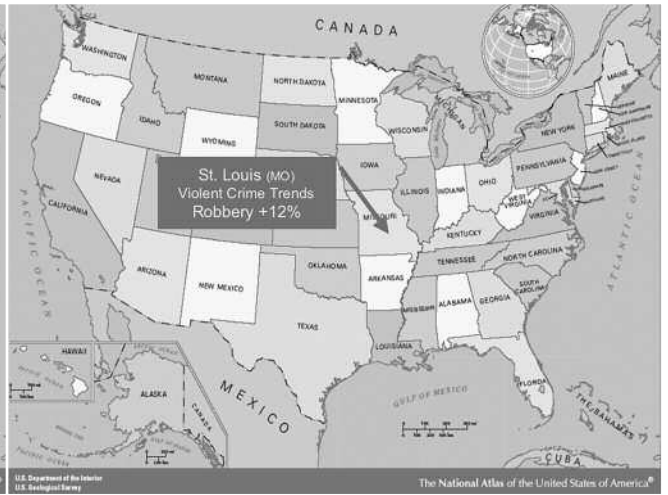
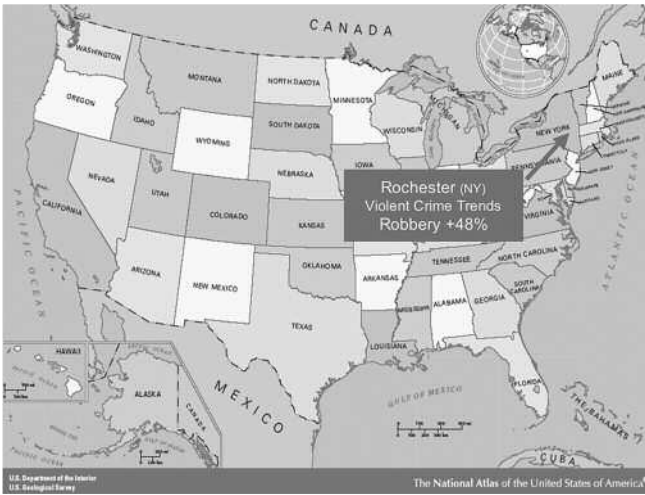
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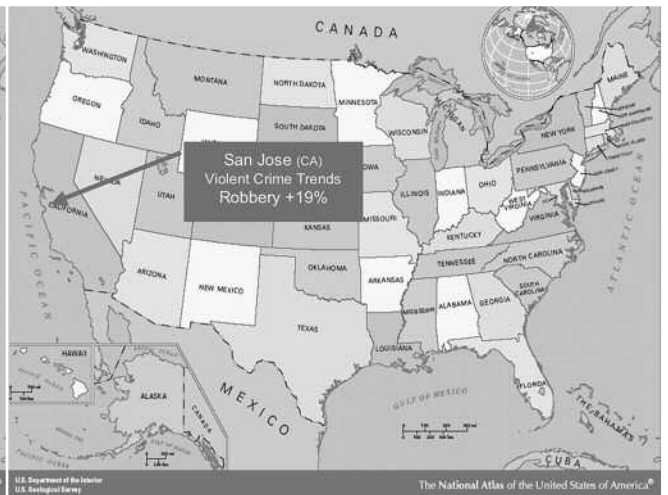
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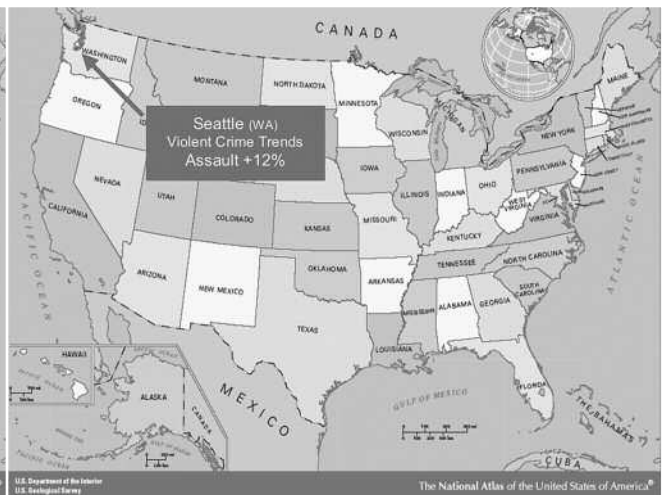
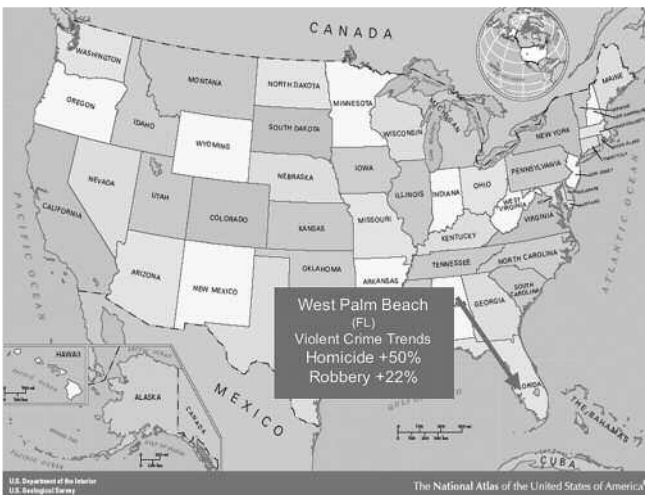
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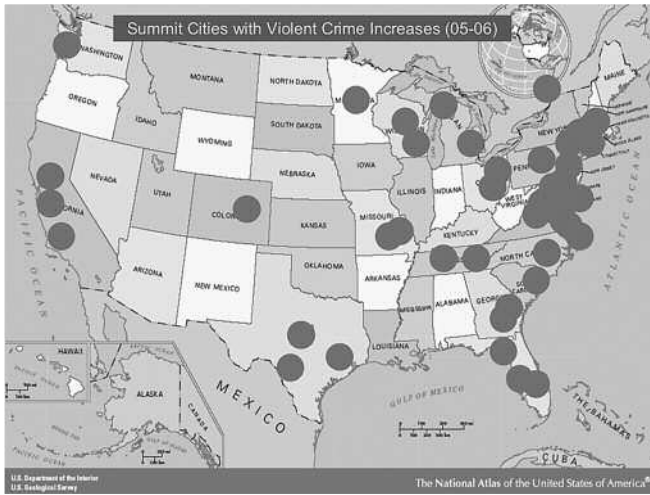
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APPENDIX 6

Agenda, PERF National Violent Crime Summit

2006 Critical Issues in Policing Series: National Violent Crime Summit

Renaissance Mayflower Hotel — August 29–30, 2006
1127 Connecticut Ave, N.W., Washington, D.C. 20036

Tuesday, August 29, 2006

(Colonial Ballroom)

6:00 PM – 8:00 PM — Dinner Reception
(Business Casual)

Wednesday, August 30, 2006

(Colonial Ballroom)

08:00 AM – 08:30 AM — Breakfast

08:30 AM – 08:35 AM — National Violent Crime Summit Agenda
Joshua Ederheimer, Director, PERF Center on Force & Accountability

08:35 AM – 09:00 AM — Welcome & Introductions
William Bratton, Chief Los Angeles Police Department; President of PERF
Chuck Wexler, Executive Director, Police Executive Research Forum
Mark Moon, Vice President and General Manager, Motorola
R.T. Rybak, Mayor of Minneapolis, Minnesota

09:00 AM – 09:10 AM — Violent Crime Increase in Minneapolis
Tim Dolan, Chief Minneapolis Police Department, Minnesota

09:10 AM – 10:15 AM
Extent of the Violent Crime Problem

10:15 AM – 10:30 AM — Break

10:30 AM – 11:15 AM
Extent of the Violent Crime Problem (Continued)

11:15 AM – 11:45 AM
A Criminologist's Perspective on the Rising Violent Crime Rate
Dr. Anthony Braga, John F. Kennedy School of Government, Harvard University

11:45 AM – 12:15 PM — Comments
Paul J. McNulty, Deputy Attorney General, United States of America

12:15 PM – 1:00 PM — Lunch
(Colonial Ballroom)

1:00 PM – 2:45 PM
Promising Approaches and Strategies for Reducing Violent Crime

2:45 PM – 3:00 PM — Break

3:00 PM – 4:30 PM
Promising Approaches and Strategies for Reducing Violent Crime (Continued)

4:30 PM – 4:45 PM
Summarization and Closing Remarks

We are very grateful for the support of



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without which we could not have held this event.



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