

113767

0



# JUVENILE JUSTICE BULLETIN

Verne L. Speirs, Administrator

September 1988

## Juvenile Gangs: Crime and Drug Trafficking

by Kay C. McKinney

According to a group of experts who met recently in Washington, D.C., two steps are necessary to combat the escalating violence of gangs: Reform the juvenile justice system so that it holds juvenile offenders more accountable for their illegal actions and intensify efforts to keep youths from joining gangs.

Juvenile involvement in gang activities is not new, but it has new and alarming ramifications due largely to competition for the lucrative illegal drug trade. This competition has led to increased recruitment of juveniles, indiscriminate killings, and the spread of gangs into suburban areas and small and midsize cities across the country.

Recognizing the urgency of the juvenile gang issue, the Office of Juvenile Justice

and Delinquency Prevention (OJJDP) invited 12 experts to Washington to give members of the Coordinating Council on Juvenile Justice and Delinquency Prevention a first-hand look at what is happening in the "real world" of juvenile gangs.

These experts deal with the issue of juvenile gangs every day; they know how youth gangs are disrupting communities across the Nation.

The panelists included:

Commander Lorne Kramer  
Bureau of Special Investigations  
Los Angeles Police Department

Captain Raymond Gott  
Commander, Juvenile Operations Office  
Los Angeles Sheriff's Office

Captain Michael Frazier  
Commander, Community Relations  
Bureau  
Phoenix Police Department

Deputy Chief Sherwood Williams  
Commanding Officer, Special Functions  
Group  
Chicago Police Department

Michael Genelin  
Head Deputy District Attorney,  
Hardcore Gang Division  
Los Angeles District Attorney's Office

Clarence A. Terhune  
Director  
California Youth Authority

Milton Green  
Program Analyst  
Los Angeles Community Youth Gang  
Services

### From the Administrator

The participation by juveniles in gang activities, many of them violent, is a critical issue confronting the juvenile justice system today.

Recent—and frequent—news reports of gang violence are not simply media hype. Gang violence, often driven by the illegal drug trade, is real, and so are its victims.

Gangs hold many neighborhoods hostage. Residents are fearful of leaving their homes. They are afraid to let their children play in area parks that have been taken over by gangs for drug dealing. Neighborhood businesses suffer economically because residents are hesitant to leave their homes to shop. And community services, such as law enforcement and courts, find themselves with escalating costs as they struggle to deal with gangs.

The Office of Juvenile Justice and Delinquency Prevention (OJJDP) is aggressively addressing the issue of juvenile gangs. To help jurisdictions attack this insidious problem, we recently brought 12 experts to Washington to share their hands-on experience to help communities combat juvenile gang activities. These experts, who deal daily with gangs, described successful strategies they have used to control gang activities, prosecute gang members involved in illegal activities, prevent youths from joining gangs, and keep schools safe from gang violence.

They met with members of the Coordinating Council on Juvenile Justice and Delinquency Prevention, which is composed of Federal agencies dealing with juvenile delinquency and missing children programs. The Attorney General is the chairman. The OJJDP Administrator, as vice chairman, is

responsible for Council activities.

The meeting on gangs gave the Federal agencies a realistic idea of what they can do to help local and State jurisdictions deal with the serious issue of juvenile involvement in gang-related activities.

Because we believe practitioners across the country can benefit from what was learned at this Coordinating Council meeting, we prepared this *Bulletin*. I encourage law enforcement agencies, prosecutors, juvenile corrections personnel, educators, and community organizations to use the information in this *Bulletin* to actively and aggressively attack the juvenile gang problems in their jurisdictions.

Verne L. Speirs  
Administrator

Robert Martin  
Director  
Chicago Intervention Network

Chris Baca  
Executive Director  
Youth Development, Inc.  
Albuquerque, New Mexico

Tony Vasquez  
Assistant to the Superintendent  
Chicago Public Schools

Ronald D. Stephens  
Executive Director  
National School Safety Center  
Encino, California

Myra N. Rose  
Principal  
Grant High School  
Portland, Oregon

### Drug profits create more violence in Los Angeles

Law enforcement experts see growing proof that drugs are contributing to the

alarming increase in gang violence. Drug trafficking gives gangs the affluence to live opulent lifestyles—and to acquire a chilling inventory of very sophisticated weapons, according to Commander Lorne Kramer of the Los Angeles Police Department. Nationwide, drug pushers took in an estimated \$130 billion last year. Kramer said, adding that he knew of at least four gangs in Los Angeles whose traffic in cocaine exceeds \$1 million a week.

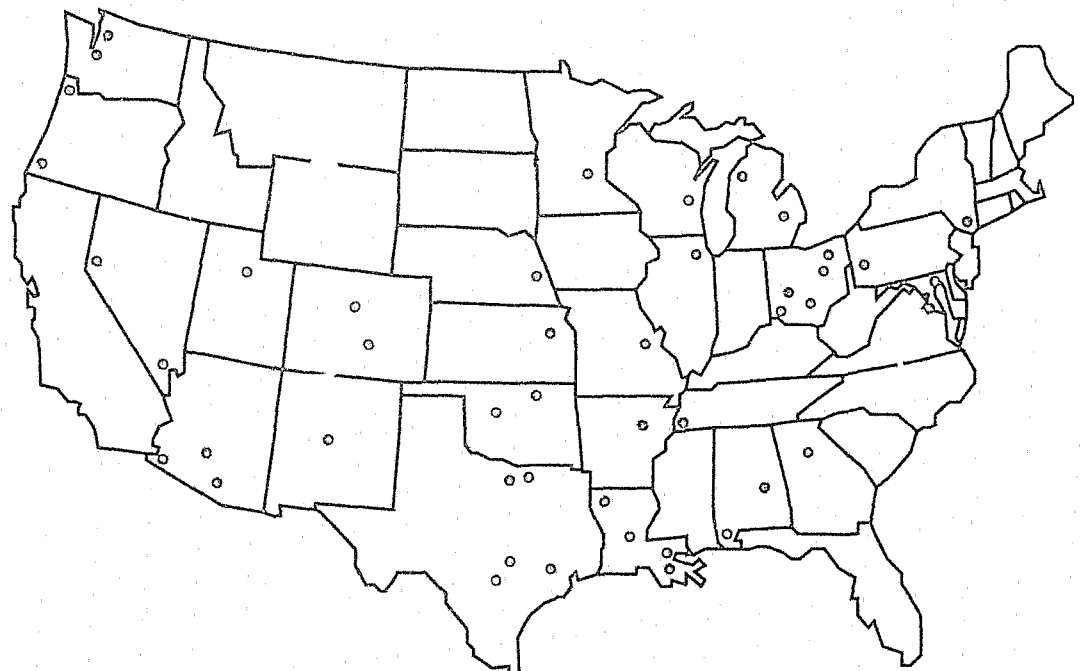
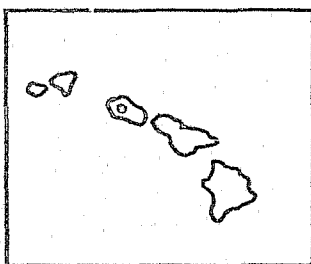
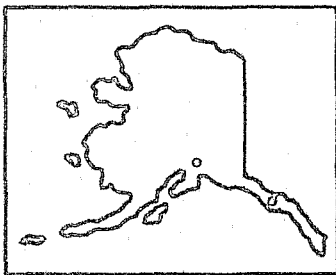
One gun dealer told a Los Angeles TV reporter that he personally sold approximately 1,000 AK semiautomatic military assault weapons in a month—weapons designed specifically to hurt and kill people. Although weapons seizures in Los Angeles County have increased nearly 40 percent this year, military weapons continue to fall into the hands of gangs in Los Angeles, according to Captain Raymond Gott of the Los Angeles Sheriff's Office.

Gangs use these weapons to protect their turf and drug operations from one another. Some Los Angeles neighborhoods are held hostage by gang violence; innocent residents live in constant fear. "These urban terrorists are destroying these (citizens') hopes for a normal life," Kramer said.

Violence among gangs rose 88 percent in 1987 in Los Angeles where "a wrong look, or wearing the wrong color in a certain neighborhood can get you killed," said Gott.

Los Angeles gangs are now spreading from local neighborhoods to cities across the Nation. Commander Kramer said that the Drug Enforcement Agency (DEA) has confirmed the presence of Los Angeles street gang members in 49 cities.

Captain Michael Frazier of the Phoenix Police Department said that Phoenix began to see a surge of gang activity in 1986. Of the 206 individuals police have identified as members of these



Members of Los Angeles gangs can now be found in small and midsize cities across the United States. "The way they come into the community and organize the drug trade reminds you of organized crime," said Captain Michael Frazier of the Phoenix Police Department. (Map courtesy of Los Angeles Police Department.)

gangs, 194 of them are from Southern California. These gang members recruit local residents, many of them juveniles, to act as runners and look-outs for crack houses. The way in which they have come into the community and organized the drug trade "reminds you of organized crime," Frazier said. He added that the gangs often operate out of the city's public housing areas.

Sherwood Williams, a deputy police chief in Chicago, said that "gangs breed in an environment where basic social institutions—the family, schools, churches, and community organizations—are not as strong as we'd like them to be."

When gangs get a stranglehold on the community, everyone is affected. Property values go down, and taxpayers pay for the astronomical bills caused by the damage to property. But Williams believes the most disturbing aspect of the gang situation is the number of young children involved. "Members of our gang unit are finding children 8, 9, and 10 years old involved in a wide range of street activity," he said. Older gang members recruit juveniles to sell narcotics because the adult gang members are then insulated from arrest: the juveniles actually commit the crimes, and according to Williams, "an arrest and penalty for a juvenile is almost nonexistent."

Kramer and Gott both believe the juvenile justice system hampers law enforcement's ability to control juvenile gang members. "I firmly believe that the juvenile justice system in California and in this country is totally ineffective. The only youngster who is concerned or afraid . . . of the juvenile justice system is the youngster who has never experienced it," Gott said. "Once they have been involved in the juvenile justice system, they soon recognize that there is absolutely nothing to be concerned about, that

there are very few sanctions available in juvenile justice," he added.

"The public believes that our juvenile courts are too lenient, especially when there has been a resurgence of youth gangs," Kramer said. This is partly because of a movement during the 1970's that prohibited courts from taking action against juvenile status offenders. (A status offense is an action that would not be considered criminal if it were committed by an adult.) "Although these laws were intended to benefit our youth, they have caused us to abandon those children who need intervention," said Kramer. Both he and Gott recommended reforming the juvenile justice system to hold youth accountable for their illegal actions.

### **Stronger enforcement and vigorous prevention efforts urged**

Despite problems with the juvenile justice system, the law enforcement panelists stressed that jurisdictions must develop visible and vigorous arrest and prosecution programs against gang violence. "Law enforcement must make gang membership very uncomfortable . . . so we can again create a deterrent effect in gang activity," Gott said.

"A gang's most precious asset is its membership," said Williams. All the panelists agreed that communities must step up their prevention efforts to keep juveniles from joining gangs.

The Los Angeles police have a program known as Operation Jeopardy, in which uniformed police officers contact the parents of juveniles the police have identified as "wanna bees," or youth who want to be gang members. Officers advise parents and provide counseling and information about

programs that are available to help them prevent their children from joining a gang.

Drug education programs also are important in the fight against gangs. The Los Angeles Sheriff's Office, for example, sponsors a program known as SANE—Substance Abuse and Narcotics Education—for fourth, fifth, and sixth graders. Many other jurisdictions, including Phoenix and Los Angeles, have implemented DARE—Drug Abuse Resistance Education—to help young people resist drugs and gangs.

The Phoenix police sponsor many community programs that target at-risk youth. Through a Police Activities League (PAL), members of the police force take young people on shopping trips, organize recreational, social, and educational programs, and arrange job opportunities. The police also sponsor a Boy Scout Explorers Post that will soon become the first Explorer Post in the Nation to become a member of Students Against Drunk Driving (SADD), according to Frazier. Individual police departments should take an active role in their community by providing department-sponsored youth-oriented programs. "They may appear costly, but you really can't afford not to have them," said Captain Frazier of the Phoenix Police.

Police know that money lures juveniles to gangs. It's not unusual, for example, to find 9-, 10-, and 11-year-olds who make \$200 a week being lookouts for crack cocaine houses. It's not surprising that these juveniles are reluctant to give up that money, go back to school, and get a minimum wage job when they are 15 or 16 years old. Although there is no easy solution, the panelists agreed that parents must establish values for their children, so they can see that what they are doing is wrong. "The best defense against gangs begins at home," said Williams.

## Los Angeles prosecutors have gotten tough on gang members

Michael Genelin, head of the hardcore gang division of the Los Angeles District Attorney's Office, said that strategies for successfully prosecuting hardcore gang members can be summed up in one word: cooperation. "The only way we can beat gang violence is through intense cooperation among all the agencies that deal with gangs," he said.

Because gang members, particularly hardcore gang members, are criminals, the district attorney's office established a hardcore gang division, assigning assistant district attorneys to prosecute cases from beginning to end. The division's 33 attorneys prosecute only gang-related crime. According to Genelin, 70 percent of his unit's cases involve murder, and 97 percent of those end in convictions.

Prosecuting gang members is difficult, Genelin said, because gangs intimidate witnesses who then decide not to testify. He recalled an incident in which a gang covered a witness' house with threatening graffiti messages. "We lose witnesses all the time—they're threatened and brutalized, even murdered."

Even though Los Angeles has developed a witness protection program that will relocate witnesses, many still refuse to testify because they don't want to leave their homes and familiar neighborhoods.

## Los Angeles' coordinated approach

When Los Angeles became aware of an alarming increase in gang crime, law enforcement agencies, the district attorney's office, and the probation department all developed programs aimed specifically at gang members.

"If you have a gang problem, the first thing you have to do is acknowledge it," Genelin said. "Then you can start examining it and come up with solutions."

Los Angeles created an interagency gang task force so all the agencies working on the gang issue could discuss problems and solutions. "You have to know where the problem is, how many people are involved, what types of crimes are being committed, and where to put your resources," Genelin said.

The task force developed a Gang Reporting, Evaluation, and Tracking System to help law enforcement agencies track gang members and is developing a directory of agencies and services that are available to help communities deal with gang problems.

Genelin also believes citizen participation and cooperation are critical to solving gang-related crime. If citizens are "apathetic, you're not going to be able to do anything," he said. Genelin also stressed the need for prevention programs aimed at juveniles who are likely to become involved in gang activity.

Los Angeles now has many programs directed at the gang problem, but Genelin warned other jurisdictions: "We waited too long; we didn't focus adequate resources soon enough. Don't let your city get in that position."

## Gangs also create problems in correctional facilities

Clarence A. Terhune, director of the California Youth Authority (CYA), believes that successfully dealing with gangs means being better organized than the gang, i.e., having a "delivery system" that can respond to feuding between rival gang members confined to the same institution.

Members of every gang in California can be found in the 11 CYA institutions, which deal with hardcore juvenile offenders ages 12 to 24.

A volatile situation is created, Terhune said, when close to 80 juvenile offenders, representing some of the most dangerous, vicious gangs gather together every evening in the CYA facilities.

"If there's a drive-by shooting in L.A., we need to know about it immediately because we might have a member of the Crips and a member of the Bloods (two rival L.A. gangs) sitting side by side watching TV or playing cards in the same room of one of our institutions," Terhune said. "Such a shooting can result in real trouble for us."

To help CYA monitor gang activity both in and out of its facilities, each of its 11 institutions has a gang coordinator. That individual's sole responsibility is to gather intelligence about gangs both inside and outside the facility and communicate regularly with police about any gang activity taking place in the community.

CYA also operates a "safe house" for parolees who want to break out of the gang culture. This program helps them get away from their former gangs by moving to another community.

The CYA's underlying philosophy is that youth gangs are a systemwide problem; they are not confined to correctional institutions. "Youth gangs are everyone's problem. Just because a community or youth institution doesn't have a youth gang problem doesn't mean the people there can relax. They need to understand that the problem can erupt anywhere at almost any time," Terhune said.

Terhune favors showing a strong support for law enforcement by "making sure we have enough beds" for gang members who have to be

The panelists who spoke to the Coordinating Council on Juvenile Justice and Delinquency Prevention offered these conclusions and suggestions about controlling gang violence and gang-related drug activity:

- Juveniles are becoming more active in gangs largely because of the lucrative drug trade.
- Because the juvenile justice system has few available sanctions to use against juveniles, adult gangs employ them in their sale of illegal drugs.
- The juvenile justice system must be reformed to hold youth accountable for their behavior by imposing predictable and consistent sanctions.
- The highly profitable drug trade has brought about an alarming increase in the use of deadly military weapons.
- Many of the victims of gang-related violence are innocent bystanders caught up in the violence.
- Intensive prevention programs, including increased job opportunities, are necessary to keep at-risk youth from joining gangs, and drug education programs are vital to reduce the demand for drugs and hence the gang-related drug trade.
- The entire juvenile and criminal justice system, Federal, State, and local governments, and businesses and communities must work together to eliminate gang violence.

taken off the street for the public's protection.

Terhune further stressed the need to hold gang members accountable. The average length of stay in a CYA facility has nearly doubled from 10 months in 1968 to 21.1 months today, Terhune said.

"In youth corrections, we have to remain vigilant and strong, and not let the gangs run our institutions," he concluded.

### **Prevention programs are a part of the solution**

Police, prosecutors, and corrections play a critical role in the fight against gang-related crime, but "the only way to deter gang violence, to stop gangs . . . is to prevent gang membership," said Milton Green, program analyst for Community Youth Gang Services (CYGS) of Los Angeles.

Although the police do a good job of apprehending and moving hardcore juvenile gang members off the street and into the judicial system, "there are 10 other youngsters . . . just waiting to take their place," said Robert Martin, director of the Chicago Intervention Network. "And the kids are getting younger," he said. In 1984, the average age of a gang member was 15; last year it was 13 1/2.

Reaching these youngsters before the gangs do is a challenge. "Chicago gangs have really analyzed the adolescent needs of youngsters on the street. They know how to push the right buttons," Martin said. He cited an example of gang members who recently offered emotional support to a 13-year-old boy whose mother had died; they comforted him at the grave site, talking and grieving. It wasn't surprising that this youngster told Martin: "They're my family. They sat with me. I don't know where my father was, but they sat with me all week after the death of my mother." This young boy is now willing to do anything for his gang—his family.

Other gangs in Chicago have taken over vacant housing complexes, providing shelter and clothing for juveniles who are out on the streets. Such emotional hooks earn gangs the

loyalty of juveniles who they ultimately use to commit crimes. One gang member told Martin: "We don't have to intimidate youngsters to recruit them. They want to be with us now. We know what they need."

Both Martin and Green agreed that prevention and intervention programs, drug education, jobs, and community and parent involvement are some of the steps necessary to deter gang involvement.

### **Chicago and Los Angeles programs have common elements that work well**

Chicago and Los Angeles both have programs that bring to the streets counselors who work to prevent further gang activity and who intervene in gang situations.

Milton Green explained that the Community Youth Gang Services (CYGS), which was established in 1981, is a youth serving agency that works to halt gang violence in Los Angeles by providing prevention and intervention programs, including teams of gang counselors who work neighborhood streets.

Robert Martin explained that the Chicago Intervention Network (CIN) was formed in 1985 to help reduce gang violence and youth membership in street gangs by working closely with youth and their families and with community groups.

Highly visible mobile units, staffed by counselors who talk daily with gang members, play key roles in both the CYGS and CIN programs. "Gang members only listen to people who are out on the streets. Counselors sitting in an office telling them what to do—they just don't buy that. You've got to be out on the street with them," Martin said.

CYGS has 14 street teams staffed by approximately 60 trained gang counselors. At least half of those counselors are former gang members. CYGS receives much of its information about the gang situation from these street teams. The counselors have also been quite successful in negotiating peace treaties and nonaggression pacts between gangs.

CIN has 19 mobile units constantly out on the streets dealing directly with gang members, negotiating, calming heated situations, directing juveniles to more positive activities, and sharing information with police.

Community involvement is another key element of both CIN and CYGS. In Chicago, CIN established nine Area Advisory Councils to work with citizens, community leaders, educators, and juveniles to ensure that CIN services meet the needs of the communities. These councils are crucial to CIN's success, Martin said.

Although both CYGS and CIN have been successful, much remains to be done. Green believes that networking is critical. "Law enforcement, youth gang services, everyone has got to network and talk to one another to find out what's going on," he said. He also recommended developing and promoting a national youth policy that deals with education, nutrition, employment, character building, and welfare reform.

Martin suggested creating a national juvenile gang intervention and violence prevention council to coordinate efforts, a system to track national trends and statistical information, and a national 8-year financial commitment to fund intervention and prevention programs.

"If we don't do something now, if we don't commit to care about what's going on, we might as well just round up our wagons, get out our guns, and stand in the middle for the battle because that's what it's going to come

down to if we don't commit to some other way," Green concluded.

## Gangs are not limited to big cities

Cities like Chicago and Los Angeles are aware they have gang problems; midsize cities may not be. The clue that gangs may be emerging is as plain as the writing on the wall, says Chris Baca, director of Youth Development, Inc., in Albuquerque. "If you live in midsize cities and begin to see graffiti on your walls, the message is clear: Gangs are present."

Midsize metropolitan areas, such as Albuquerque, have not experienced the extent of gang problems that Los Angeles and Chicago have, but that is rapidly changing. Intense pressure by both the police and rival gangs, and the need to expand into new territories is driving aggressive, organized gangs into Albuquerque, Baca said.

"They're moving into barrios and ghettos where they find a ready-made clientele" of teenaged drug distributors whose poverty and hardscrabble existence prime them for the violence and lure of the illegal drug trade. "No Federal jobs programs can provide such a quick out for those poor inner city youth," Baca added.

Baca said the gangs in Albuquerque use intimidation and violence to recruit youth. The gangs want local juveniles who, because of their age and knowledge of the area, make valuable contributions to the gang's drug business.

The city, he said, has finally admitted that it has a substantial gang problem. But gangs are already well-established and so Albuquerque can only react—a mode that is ready-made for failure because the gangs have money, access to drugs and arms, and don't hesitate to use violence to meet their goals.

Although the entire community suffers when gang violence is present, low-income minority neighborhoods are most adversely affected. "We do not see drug gangs proliferating in the more affluent areas of the Nation, nor do we see extensive recruitment of middle-class people to deal drugs in the streets. By and large, the price paid in terms of loss of life is mostly black and Hispanic males," Baca said.

Poverty, poor education, dysfunctional families, negative role models, and little, if any, hope lead juveniles to gangs and drugs, Baca said. "We must understand that education for the sake of prevention is our greatest hope," he added. "If our youngsters never start [using drugs], then we can have an impact by cutting down on the demand side."

Baca believes all leaders, especially minority leaders, must become more responsible role models. Minorities "are quick to move up and out of our neighborhoods as quickly as paychecks will allow. We thus rob our communities of leadership, vitality, and role models," he said.

Community leaders must stay in their neighborhoods and battle it out, he said, as well as "provide a way up and out for our young people." Echoing remarks of other panelists, he pointed out that minimum-wage, dead-end jobs don't offer barrio and ghetto youth much when compared to the money a juvenile can earn in the drug trade. If communities don't begin providing more programs that offer young people alternatives to selling drugs to escape poverty, then they will stick with the drug business, Baca concluded.

## Gangs, guns, and schools

The assistant security chief for the Los Angeles Unified School District recently found an 11-year-old boy stashing two sawed-off shotguns in the



Everyone is affected when gangs move into a neighborhood. According to Chris Baca, director of Youth Development, Inc., in Albuquerque, New Mexico, graffiti on walls leave a clear message: Gangs are present in the community.

bushes across the street from his school. When the officer asked him why, the youth replied, "I just want to be prepared for any gang activity or violence that might break out."

Many school districts are finding an increase of weapons in school. A recent California school crime and violence report cited a 28 percent increase in the number of weapons found on school grounds.

According to Ron Stephens, executive director of the National School Safety Center, superintendents from 15 major urban school districts recently rated weapons on school grounds as their number one concern (followed by gangs and drugs). Students bring weapons to school because they fear gang-related violence and because they are tools of the gang-related drug trade, Stephens said.

What can schools do to keep students safe and prevent them from getting caught up in gangs? Stephens recommended establishing and enforcing clear codes of school conduct that

stress the unacceptability of gang behavior. This means law enforcement must target gangs, prosecutors must pursue convictions, and judges must impose harsher sentences.

He also suggested establishing more sanctions for parents who fail to supervise their children; and creating school curriculums that focus on nonviolence, conflict resolution, effective decisionmaking, and gang prevention.

Youth gang activity almost caught Portland, Oregon, off guard, but the school superintendent's swift, firm actions kept the situation from getting out of hand, according to Myra N. Rose, principal of Portland's Grant High School.

About a year and half ago, a Grant High School student murdered another student in the school's parking lot. Although no one was sure what precipitated the shooting, rumor indicated it was over a red hat. A year later when a major fracas erupted between the Bloods, who wore red, and

the Crips, who wore blue, it became apparent there was indeed gang activity in Portland.

The school superintendent acted quickly to let the gangs and the community know he would not allow the gangs to control the schools in Portland. His policies included:

- Closely monitoring school campuses for signs of gang behavior.
- Searching lockers or students whenever there was any indication of weapons or drugs.
- Automatic expulsion and referral to juvenile court for students found with weapons.
- Prohibiting, on school property or at school-sponsored events, the display of certain clothing or adornments that indicate gang membership.
- Strictly monitoring visitors to school campuses.

Rose took a strong stance in her school, expelling students involved in gang incidents, and telling students that "if you look like, act like, dress like, or talk like a gang member, I will not have you in my school." This crackdown has extinguished overt gang behavior in the school, but Rose says this doesn't mean the gangs or the drug business are gone. One of the problems, she says, is that the State doesn't have a very strong system for getting offenders off the street.

Like other panelists, Rose pointed to the weaknesses of the juvenile justice system. "It is nonexistent in Oregon . . . juveniles can get involved with crime" and be back on the street before a police officer has finished writing up his report.

In preventing juvenile gang activity, Rose stressed the importance of helping high-risk students find something other than minimum wage employment. Portland schools work with a Private

Industry Council to provide special job-related programs for high-risk students. "These kids are given special counseling. We get them ready for job interviews. We take them to the barber, buy them alarm clocks, show them they've got to brush their teeth," she said.

Portland also developed in-school programs and support groups and counseling programs for students (and their parents) who display characteristics that may lead to gang activities.

Rose warned smaller communities to be alert to the possibility of gang activity. "It's foolish for smaller cities and towns not to believe the gang issue is critical there," she said, adding that as California law enforcement cracks down on gangs, gang members are moving into areas such as Portland.

Tony Vasquez, Assistant to the Superintendent of Chicago Public Schools, believes certain student values and attitudes encourage gang participation. For example many students say drug trafficking is economically more sound than working. Other attitudes to

be dealt with include the idea that "black-on-black crime or Hispanic-on-Hispanic crime is normal, or that it's all right to commit crimes in their own community," he said.

According to Vasquez, many young people and adults believe gang fighting is historically natural and will continue to be so; that constructive voluntary service in local community agencies has little or no value; that school is a waste of time; and that one-parent families are not normal, are unacceptable, and aren't even worth maintaining.

To overcome these attitudes, Vasquez suggests communities study what motivates juveniles to join gangs, establish model programs that stress positive youth involvement, and develop interagency committees similar to Chicago's Intervention Network.

### In conclusion

All the panelists agreed that juvenile involvement in drug-related gang

activities is a critical issue facing the juvenile justice system today. "Gangs and drugs, unfortunately, are a major problem in this country, and only through a united, concerted effort and commitment of dollars and personnel resources are we going to be able to overcome this problem," concluded Kramer.

As for the future, Gott pointed out: "Gangs and drug dealers are committed to their criminal lifestyle. We have to ask ourselves— are we committed to stopping them?"

Kay McKinney is a writer-editor and Special Assistant to the Administrator of the Office of Juvenile Justice and Delinquency Prevention.

*The Assistant Attorney General, Office of Justice Programs, coordinates the activities of the following program offices and bureaus: Bureau of Justice Statistics, National Institute of Justice, Bureau of Justice Assistance, Office of Juvenile Justice and Delinquency Prevention, and Office for Victims of Crime.*

U.S. Department of Justice  
Office of Juvenile Justice and Delinquency Prevention  
Washington, D.C. 20531

Official Business  
Penalty for Private Use \$300

BULK RATE  
POSTAGE & FEES PAID  
DOJ/OJJDP  
Permit No. G-91