

ORIGINAL

1

1

2

INSTITUTE FOR A DRUG FREE WORK PLACE

3

4

SPEECH BY

5

6

ATTORNEY GENERAL JANET RENO

7

8

Thursday, May 13, 1993

9

At: 12:30 p.m.

10

11

12

13

14

1301 K Street, NW

15

East Tower Penthouse

16

Washington, D.C.

17

18

19

20

21

22

23

24

25

ALDERSON REPORTING COMPANY, INC.
1111 FOURTEENTH STREET, N.W.
SUITE 400
WASHINGTON, D.C. 20005
(202) 289-2260
(800) FOR DEPO

P R O C E E D I N G S

1
2 MR. LEONARD: As a native Floridian, it is with
3 great pride that I introduce our keynote speaker today,
4 someone who has demonstrated special integrity and grace
5 under pressure and has become one of the most admired
6 individuals in the country -- I think that is safe to say.

7 Back in the old days when I was a young analyst
8 in the Florida Governor's Office and very much greener
9 than I am now, I was doing work for the State Crime
10 Commission and I had to call the State Attorney's Office
11 in Miami to get some data on drug prosecutions or some
12 sort of criminal justice statistics like that, I don't
13 recall exactly what it was, a very minor issue.

14 But even at that time, Janet Reno was highly
15 respected in Florida for being a leader with uncommon
16 qualities. She was even revered by the staff in the
17 Governor's Office, which was a Republican office at the
18 time, so that tells you something, that her attraction
19 cuts across all political stripes.

20 So anyway, I had to call the State Attorney's
21 Office and I was flabbergasted when Ms. Reno actually
22 answered the telephone, when she picked up the phone. And
23 after helping me regain my ability to communicate.

24 (Laughter.)

25 MR. LEONARD: She graciously assisted me in

1 making sure that I received the information that I needed,
2 and I will always remember that and be grateful to her for
3 that. Because, as you can imagine, she had a lot of other
4 issues to deal with.

5 Ms. Reno was appointed Attorney General by
6 President Clinton on March 12th, 1993. From 1978 to the
7 time of her appointment, Ms. Reno served as the State
8 Attorney in Miami, Florida. She was initially appointed
9 to that position by the Governor of Florida, who was Ruben
10 Askew, and was subsequently reelected to that office five
11 times.

12 After Ms. Reno speaks, there will be a brief
13 period for questions and answers. Don Cramer will be
14 facilitating that.

15 Ladies and gentlemen, I am delighted to
16 introduce to you another native Floridian, the Honorable
17 Janet Reno.

18 (Applause.)

19 REMARKS OF ATTORNEY GENERAL JANET RENO

20 ATTORNEY GENERAL RENO: Thank you. It is a
21 pleasure to be here today, because I think corporate and
22 business Americans have, in many respects, taken the lead
23 in initiatives that I think have a long-range impact on
24 drug abuse in America.

25 I would like to describe to you the approach

ALDERSON REPORTING COMPANY, INC.
1111 FOURTEENTH STREET, N.W.
SUITE 400
WASHINGTON, D.C. 20005
(202) 289-2260
(800) FOR DEPO

1 that I think should be taken with respect to drugs, drug
2 abuse, and drug enforcement in America, so that you can
3 understand my perspective. I think it's important that we
4 work with Lee Brown, Dr. Lee Brown, the new drug director,
5 so that we can have a coordinated policy with all agencies
6 of Government, and that we can work together, without turf
7 battles, with both Federal agencies and local government
8 and the private sector to get this job done.

9 About 3 months ago I would think gee, wouldn't
10 it be nice if I could someday be in Washington and do
11 something about this. Well, now I'm here.

12 (Laughter.)

13 ATTORNEY GENERAL RENO: And what I would hope is
14 that America could now take a look at drugs and drug
15 policy in a nonpartisan way. That we can approach it from
16 the point of view of what really works. That we can
17 evaluate, as you evaluate corporate initiatives to see
18 what works and what doesn't work, and that working
19 together, Republicans and Democrats, business, the public
20 sector, we can fashion a policy which can have an ultimate
21 impact.

22 I firmly believe that it's possible. I think
23 towards the end of the line we have to look at what we are
24 doing in foreign countries and to make sure that agency
25 efforts are coordinated, that they are planned as a part

ALDERSON REPORTING COMPANY, INC.
1111 FOURTEENTH STREET, N.W.
SUITE 400
WASHINGTON, D.C. 20005
(202) 289-2260
(800) FOR DEPO

1 of a long-range strategy to see what impact we're going to
2 have if we're successful at this level, and then at this
3 level and at this level. That we should plan it as you
4 plan a business initiative.

5 That we should look at interdiction and see if
6 it is cost effective. There are many people who have
7 suspected that it is not. Back in 1982 and 1983, the Dade
8 County Grand Jury to which I served as legal advisor had
9 done a study hearing from Federal officials that indicated
10 that before the Drug Task Force came to South Florida, 15
11 percent of the drugs were being interdicted. After the
12 Task Force arrived, 25 percent or a little over 25 percent
13 were being interdicted. And that to have any impact on
14 drug usage in America, we would have to interdict 75
15 percent of the stuff, and that would be economically
16 prohibitive.

17 So let's approach it from a business point of
18 view. Let's talk to people. Let's see if we're getting
19 the best return on our dollars. And if we are not, let's
20 say we made a mistake and move on without pointing fingers
21 or casting blame at people.

22 Because, believe me, and you know better than I
23 do, we're going to need every dollar we can get. I come
24 from a State that required a balanced budget. You
25 couldn't deficit spend, and during revenue shortfalls in

1 the last 3 or 4 years I learned how to get a better use of
2 the dollars. You get it basically using business
3 principles.

4 Then I think we have to look at what we are
5 doing in terms of law enforcement in America today. I
6 don't think that there is anybody in America that would
7 disagree that for major traffickers, for major
8 distributors, we ought to prosecute them as vigorously as
9 possible, we ought to get the longest sentences possible,
10 we ought to go after as many of their assets as we can
11 possibly find, and we've got to make drug trafficking
12 something they don't want to engage in because the
13 consequences are too overwhelming.

14 Now, to do that it seems to me we've got to make
15 sure that we have enough prison cells to house them, and
16 we have got to work with State and local government to
17 understand what prison cells are being used for in
18 America. I think all of us would agree that in addition
19 to these major traffickers, we've got to make sure that we
20 have enough prison cells to house dangerous career
21 criminals, dangerous offenders. And that many of us who
22 have lived in States where the average sentence being
23 served is only 20 to 30 percent of the sentence because of
24 lack of prison cells, that we have got to do something
25 about that.

ALDERSON REPORTING COMPANY, INC.
1111 FOURTEENTH STREET, N.W.
SUITE 400
WASHINGTON, D.C. 20005
(202) 289-2260
(800) FOR DEPO

1 And so I want to join in a partnership with
2 State and local government to make sure that it doesn't
3 make any difference where you get prosecuted. If you're
4 in this category of major distributor, major trafficker,
5 truly dangerous offender, that we're going to have enough
6 prison cells to make sure that we have truth in
7 sentencing. But I think we've also got to realize that
8 there are other people that are going to get out sooner
9 rather than later.

10 Many people say you can't do anything about drug
11 abuse or drug problems, but I think one of the problems is
12 the way we approach it. Common sense tells you that if
13 you have a person who has burglarized or stolen or
14 embezzled a company because he has a drug problem, that if
15 you put him in prison and don't do anything about it and
16 then pick him up and put him back to the streets where he
17 came from, he's going to do the same thing all over again.
18 And if you put him back on the streets without giving him
19 the capacity to get a job again, guess what he's going to
20 do, he's going to be right back at it as soon as you get
21 him back on the streets.

22 I would like to see these offenders who we know
23 are coming back to the community sooner rather than later,
24 come back in an ordered way. Let's say somebody gets
25 sentenced to 3 years in State prison. We evaluate them

ALDERSON REPORTING COMPANY, INC.
1111 FOURTEENTH STREET, N.W.
SUITE 400
WASHINGTON, D.C. 20005
(202) 289-2260
(800) FOR DEPO

1 and see that they have a drug problem. They are given the
2 opportunity for drug treatment. We get them detoxed, we
3 get them stabilized. And if they continue on in an
4 orderly fashion, we get them into residential nonsecure.

5 Now, that's good business sense because it's
6 going to save people money and it's going to give them a
7 chance to see whether they can cope. If they can't cope,
8 the court should retain supervision of the case so they
9 can put them back into the prison and let them know that
10 we mean what we say. If they successfully complete the
11 next stage, let's get them into active care, let's work
12 with them in terms of job training and placement, let's
13 provide after care and 24-hour hotlines that can provide
14 backup when they feel like they're about to fall into
15 problems again.

16 But that presents problems. Something I said
17 just a moment ago should send up all sorts of antennas.
18 And that is jobs, who's going to hire them. And we face a
19 dilemma in America where many people are looking for jobs,
20 many people who have never used drugs, have no desire to
21 use drugs, and can't find a job no matter how hard they
22 look because of the recession. And their question is why
23 are you worried about drug abusers.

24 Somehow or other, we're going to have to worry
25 about them both, because if you send that drug abuser back

ALDERSON REPORTING COMPANY, INC.
1111 FOURTEENTH STREET, N.W.
SUITE 400
WASHINGTON, D.C. 20005
(202) 289-2260
(800) FOR DEPO

1 to the streets without a job he's going to be doing it
2 again. And I think -- and it comes to a point I will make
3 in a moment -- this is going to be one of the most
4 difficult issues we deal with.

5 The second thing that many corporate executives
6 will tell me is that Janet, I don't want to hire them
7 unless they have track record. Why don't you let the
8 county hire them? I think it's something that we all have
9 got to work with together and understand that if we're
10 going to lick this problem, we've got to work together and
11 each of us take a chance and try and give drug abusers a
12 chance to get off on the right foot.

13 But I don't think it's going to work unless they
14 know there are certain consequences. And one of the
15 tendencies when people backslide -- and, again, let's take
16 this person that we've sentenced to 3 years who's coming
17 out gradually. If he doesn't think anything is going to
18 happen to him, even if he gets a job he may backslide.
19 But if he knows he's going back to jail and knows he's not
20 going to have a job or is going to lose the job, clearly
21 the carrot and stick approach that I tried to design in
22 these programs can make a difference.

23 Obviously, with first and second offenders who
24 may not be going to jail, the approach we took in Dade
25 County through the Dade County General Court I think can

1 be effective again, but so much of it depends on
2 employment, and the question becomes, what is the
3 employer's role when a person gets involved for possession
4 of a small amount of cocaine and goes through the drug
5 court? Does the company fire him? Does the company fire
6 her? Do they terminate? What should be their policy?

7 Again, I think we've got to work with the
8 private sector in designing something that shows people
9 that they can get off to a fresh start, but that we mean
10 business as we supervise them on their way.

11 But I suggest to you that we can do far more in
12 terms of prevention and education and treatment than we
13 can ultimately in the criminal justice system if we use
14 our dollars correctly.

15 One of the points that concerns me greatly, and
16 I am told by people that I have talked to around the
17 Nation now, because I want to make sure that I don't get
18 too provincial by governing everything I do by my
19 experience in Miami, so I'm trying to broaden it as much
20 as possible, but I am told that there are waiting lists
21 around this Nation for people seeking treatment for drug
22 abuse who have not been arrested yet who have a terrible
23 problem who have hit rock bottom, who don't have
24 insurance, who don't have employment. Their families have
25 been wiped out by their substance abuse problem, and they

ALDERSON REPORTING COMPANY, INC.
1111 FOURTEENTH STREET, N.W.
SUITE 400
WASHINGTON, D.C. 20005
(202) 289-2260
(800) FOR DEPO

1 have no place to go.

2 I think it's imperative that America develop a
3 capacity to treat people who want and need substance
4 abuse. Think about it for a moment. If a man's had too
5 much to drink tonight and drove up Pennsylvania Avenue at
6 60 miles an hour, ran into three people and killed them
7 and broke his two arms in the process, but he was
8 indigent, his two arms would be set tonight at some public
9 hospital in the D.C. area at the taxpayer's expense, but
10 if he has a drug problem and he's on a waiting list and
11 he's waiting for drug treatment, we can't assure him that
12 kind of treatment.

13 That seems to me penny wise and pound foolish,
14 because unless we get him treatment pretty quickly, he's
15 going to be committing crimes that will have a tremendous
16 impact on the cost to the community. If he gets arrested
17 he will again be a ward of the community through the
18 criminal justice system.

19 The problem, however, and I think you probably
20 see it and your companies probably see it more than most,
21 is the cost of drug treatment in the private sector, and I
22 think we have got to continue to pressure the medical
23 community to learn how to deliver sensible substance abuse
24 treatment at price people can afford.

25 Historically, I think substance abuse became

ALDERSON REPORTING COMPANY, INC.
1111 FOURTEENTH STREET, N.W.
SUITE 400
WASHINGTON, D.C. 20005
(202) 289-2260
(800) FOR DEPO

1 available primarily through health care benefits provided
2 by employers that said -- and I have always wondered at
3 the magic of 5 weeks, that 5 weeks in a substance abuse
4 program was the level.

5 Well, I've seen people go for a week and come
6 out with appropriate case management do just fine, and
7 I've seen people stay for 6 months and come out and
8 relapse immediately.

9 I think we've got to devise systems to get
10 people out of the costly hospital setting. It always
11 struck me as just kind of foolish to go visit somebody in
12 an addiction treatment unit in a hospital where they've
13 sat for 3 weeks in a hospital room and they're not
14 receiving medical care. They've been detoxed. It just
15 didn't seem appropriate use of costly medical care.

16 I think we've got to get people out of those
17 expensive settings, help them deal with problems in a
18 neighborhood setting, provide for case management that
19 does not relate to the person. In other words, the person
20 providing the residential setting and making the money off
21 the person who is attending the residential setting
22 shouldn't be the person who determines how long they stay
23 in that residential setting.

24 I think we can be very creative and use
25 community resources far better than we have and still

ALDERSON REPORTING COMPANY, INC.
1111 FOURTEENTH STREET, N.W.
SUITE 400
WASHINGTON, D.C. 20005
(202) 289-2260
(800) FOR DEPO

1 provide opportunities for drug treatment. My concern,
2 however, is that there is a tendency on the part of many
3 Americans to say, if you failed once, that's it, but
4 remember our great national pastime says it's only three
5 strikes and you're out. There has been a tendency, when
6 somebody backslides, to write them off.

7 Or there's another tendency, if you don't write
8 them off and say you're out and gone and going back to
9 jail, to say, oh well, we'll forgive you. Let's try
10 again. I think every time there's a relapse there's got
11 to be a sanction.

12 Unless people know there's a consequence --
13 sometimes the sanction may be imprisonment, sometimes the
14 sanction may be return to the hospital, sometimes the
15 sanction may be a loss of a job, but we've got to continue
16 our efforts at least to the three strikes you're out
17 concept before we give up on these people and we just
18 incarcerate them in order to incapacitate them for a long
19 period of time.

20 But even assuming we're successful in developing
21 creative drug treatment programs, the answer to me still
22 lies in prevention, still lies in education, and in terms
23 of what you do in trying to achieve drug-free work places
24 is to me one of the most important efforts that can be
25 undertaken in this Nation.

ALDERSON REPORTING COMPANY, INC.
1111 FOURTEENTH STREET, N.W.
SUITE 400
WASHINGTON, D.C. 20005
(202) 289-2260
(800) FOR DEPO

1 My concern, however, as I have looked at
2 companies engaged in this effort, is that sometimes,
3 because again drug treatment has been so costly, there has
4 been a tendency to say well, we'll put you in a program,
5 we'll put you in an employee assistance program, and
6 analyze the employee assistance program, and it doesn't
7 have the ingredients for treatment either in terms of
8 residential or nonresidential treatment that can give the
9 person a real opportunity at success.

10 I think if we blended a little bit more of this,
11 if can address the problem of health care reform in the
12 Nation we may have a better chance at savings some
13 employees that can be very useful to us while at the same
14 time using the carrot-and-stick approach of employment to
15 make a difference.

16 I think the key to what we do is up-front notice
17 to employees that we are not going to tolerate drugs in
18 the work place or in any place that could even remotely
19 impact the work place, and I think that up-front notice
20 and effective efforts at sanction if that notice, if that
21 rule is violated can have a very salutary impact on
22 employees who just won't start using in the first place.

23 But you've got to mean what you say. I think if
24 there's a problem in America in the criminal justice
25 system, or employers, is that we are awfully soft-hearted

ALDERSON REPORTING COMPANY, INC.
1111 FOURTEENTH STREET, N.W.
SUITE 400
WASHINGTON, D.C. 20005
(202) 289-2260
(800) FOR DEPO

1 and we make all sorts of threats, and we don't carry them
2 out. We've got to carry them out, whether it be that
3 youngster who's getting in trouble, the employee who we
4 have valued forever, we've got to let them know through
5 some kind of creative sanction that there is a consequence
6 for their failure to follow the rules.

7 That leads me to a major concern that's preyed
8 on my mind for some time, for I think drugs and teen
9 pregnancy and youth violence, drop-outs, homelessness,
10 youth gangs, are a symptom of a deeper problem in society,
11 and that is that for too often in the last 30 or 40 years
12 America has forgotten and neglected its children.

13 You say, why do you, as a former prosecutor, now
14 the Attorney General of the United States, care about
15 this, and the reason is that I started looking at
16 substance abuse, I started looking at the crime that was
17 the product of substance abuse, so I thought well, let me
18 do something about the cause, and early on I started
19 focusing on juvenile delinquents.

20 I can try to deal with a 16-year-old juvenile
21 delinquent, but we're never going to have enough tax
22 dollars in America to deal with all of those delinquents
23 if we wait until they're 16, because the cost involved in
24 rehabilitation and drug treatment will be just too
25 astronomical, so we started looking at drop-out

1 prevention, because that seemed an effective effort.

2 We did a major report on drop-out prevention
3 with a Dade County grand jury. Drop-out programs were
4 focusing on the middle school, on 6th, 7th, and 8th
5 graders, and it became obvious to us that that was too
6 late, that a kid who was in the 7th grade, was reading at
7 5th grade level, who didn't have the respect of his peers,
8 who was considered stupid, and who had already started
9 acting out to gain attention through other means rather
10 than settling in the school setting, was going to be a
11 problem, and that pretty much he was settled in the path
12 that he was going in.

13 We could wrestle with him, but it would again
14 take a tremendous expenditure of tax dollars for all kids
15 similarly situated if we waited that long, so we worked
16 with other programs.

17 But with the advent of the crack epidemic in
18 1985, I was taken to Jackson Memorial Hospital, our large
19 public hospital, and I became aware then of how much we
20 have to invest in zero to 5, and I think all companies
21 have to be aware of this, but let me tell you who taught
22 me almost more than the doctors about this.

23 It was the business world. It was the Council
24 for Economic Development, who has written one of the most
25 influential books I have seen, called "Children in Need."

ALDERSON REPORTING COMPANY, INC.
1111 FOURTEENTH STREET, N.W.
SUITE 400
WASHINGTON, D.C. 20005
(202) 289-2260
(800) FOR DEPO

1 The Council for Economic Development is composed of 200
2 corporate executive officers and other business leaders
3 who could not possibly be called bleeding heart liberals,
4 or social workers, or anything else, and what they pointed
5 out was that unless we make an investment in children zero
6 to 5, we are not going to have a work force by the end of
7 this decade with the skills necessary to fill the jobs to
8 maintain America as a first-rate Nation.

9 I think we all -- corporate America, the
10 Department of Justice, this Nation, everyone has got to
11 join together to develop a national agenda for children,
12 that it is in effect the best investment we can get on our
13 dollar, that ensures every child prenatal care, that
14 focuses on teen pregnancy and does something about it so
15 that children can be born with parents old enough, wise
16 enough, and financially able enough to take care of them,
17 that we provide safe, constructive day care for children
18 if their parents are working, or if their parents are
19 neglectful, that we look at programs after school in the
20 evening.

21 I was just talking with Robert Morgenthau, the
22 prosecutor from the City of New York, and he was talking
23 about what they have been able to do with the Police
24 Athletic League in terms of after school and evening
25 programs. There is so much that we can do.

ALDERSON REPORTING COMPANY, INC.
1111 FOURTEENTH STREET, N.W.
SUITE 400
WASHINGTON, D.C. 20005
(202) 289-2260
(800) FOR DEPO

1 But again with corporate America, I would like
2 to see us joining in a new effort, not just talking about
3 jobs for the youth of America, but jobs that mean
4 something.

5 I would like to see us start in 7th Grade, look
6 at aptitude and interest tests, take those tests, and look
7 at summer job programs, and then based on the aptitude and
8 interest of the child, design pathways, if you will, where
9 that child knew that if he followed the path through
10 school, through summer job programs that linked with the
11 school experience program, that linked with his aptitude
12 and interest, he would graduate from high school with a
13 skill that would enable him to earn a living wage.

14 You need those people as much as they need that
15 job, but there are too many people graduating from high
16 school with no skills except something that can help them
17 flip hamburgers at McDonald's, and they don't have any
18 self-respect or see any future in doing that.

19 All of us have got to work together to design
20 programs that will give kids that chart, that pathway to
21 being more sufficient. I think we can do it working
22 together, knowing that there is no one piece of the
23 puzzle.

24 It's not, perhaps, interdiction, it is not
25 prison, it's not just treatment, it's not just prevention,

1 it's not just a focus on children, but all of us working
2 together, using common business sense to make the best
3 investment we can with people to spell out rules that
4 we're going to carry out, that when we announce these
5 rules, we mean what we say, and that we give people a
6 chance to comply.

7 I appreciate the opportunity to be here.

8 I would ask you all that if in the future I can
9 be of help to you, if you have questions, if you have
10 concerns that you think the Department of Justice should
11 address, I would appreciate your calling me. Because they
12 do talk about a Beltway mentality, and it is nice to hear
13 from around America regularly.

14 Thank you.

15 (Applause.)

16 MR. CRAMER: Thank you.

17 We sincerely appreciate your being with us
18 today, and the comments you have made.

19 Ms. Reno has just a couple or three minutes, so
20 we will entertain a couple of questions.

21 Are there any questions from the audience that
22 you would like to ask?

23 QUESTION: I am not a reporter, but I am going
24 to ask a reporter-type of question.

25 ATTORNEY GENERAL RENO: I have had great

ALDERSON REPORTING COMPANY, INC.
1111 FOURTEENTH STREET, N.W.
SUITE 400
WASHINGTON, D.C. 20005
(202) 289-2260
(800) FOR DEPO

1 experience with that in the last few months.

2 QUESTION: You have been practicing a lot.

3 Given President Clinton's comments during the
4 campaign regarding marijuana use and not inhaling and that
5 type of thing, there is an impression that this will be a
6 low profile President regarding the drug and alcohol
7 issue. On the other hand, as I understand it, he comes
8 from a background with a father who was an alcoholic and I
9 think has a brother who is a recovering cocaine addict.

10 So the question is: Where is this President
11 going to land as far as this subject?

12 ATTORNEY GENERAL RENO: All I can tell you is
13 from my conversations with him, from the fact that he
14 appointed me Attorney General and spent some considerable
15 time talking to me about drug issues before he appointed
16 me, knowing what my position was, and knowing that drugs
17 are never going to be a subordinate interest of mine, but
18 always a high priority, I think he has made his statement
19 that drugs are going, at least as far as I am concerned,
20 going to continue to be a very high priority in this
21 administration.

22 What will be different, I hope, is that we will
23 have a nonpartisan, careful approach to what works, with
24 Republicans and Democrats joining together, business and
25 the public sector joining together, to see what works.

ALDERSON REPORTING COMPANY, INC.
1111 FOURTEENTH STREET, N.W.
SUITE 400
WASHINGTON, D.C. 20005
(202) 289-2260
(800) FOR DEPO

1 And to understand that there is no one place along this
2 road that may be the most important; that each place,
3 whether it be in treatment, in prevention, in early
4 childhood development, in imprisoning the traffickers,
5 each of those steps along the way is important.

6 That is a good question.

7 MR. CRAMER: Anybody else?

8 ATTORNEY GENERAL RENO: I am very serious,
9 please, even if it is something separate and apart in this
10 group. If it just affects your company or your community,
11 because I find corporate America becoming more and more
12 involved in the community, and being oftentimes the
13 sparkplug in the initiatives. Please let me know how we
14 can help.

15 QUESTION: I think you are correct in your
16 recognition about the children of our society and how they
17 will play a role in our future, and that making a better
18 role model is one of the issues we are facing. How do you
19 see President Clinton working in programs for health care
20 and community development and on the drug war?

21 ATTORNEY GENERAL RENO: I am struggling through
22 this now. He knows how I feel. And the administration
23 has heard enough of my positions, and I keep waiting for
24 the hook and I have not gotten it. But what I am trying
25 to do is work it at two or three different levels.

1 I am trying to develop real partnerships with
2 other Federal agencies, such as Health and Human Services,
3 Education, HUD, and Department of Labor, because I think
4 too often we have worked in opposite directions. I have
5 gone to meetings in Dade County where they may be
6 representatives of four Federal agencies. They do not
7 know what each other is doing.

8 The rules and regulations and laws governing the
9 eligibility for programs of the different agencies are so
10 complex it would take more than a Harvard lawyer to figure
11 out how to gain access to them in a way that did not waste
12 money and make the person seeking assistance self-
13 sufficient down the road.

14 At the same time, I think that the bold programs
15 that are going to really reinvigorate America are going to
16 come out of communities. I come from a community that is
17 trying new and different things.

18 I hear from colleagues around the country, and I
19 have already seen programs -- I was out in Rockville,
20 Maryland, Saturday afternoon for a Voices Versus Violence
21 rally. There are so many things happening in the
22 communities, and I want the Federal Government not to be
23 the one that says, top down, we know better, or top down,
24 you put this round peg in this square hole.

25 I would love for us to see the communities start

ALDERSON REPORTING COMPANY, INC.
1111 FOURTEENTH STREET, N.W.
SUITE 400
WASHINGTON, D.C. 20005
(202) 289-2260
(800) FOR DEPO

1 initiatives and come to us and say: Here is what we want
2 to do, but we do not have quite this piece, how can you as
3 a coordinated Federal Government help us fit this piece
4 together and do some of the things that we are talking
5 about?

6 The President has suggested the concept of
7 enterprise zones, and we are trying to work with that.
8 There is so much that can be done, but I think one of the
9 keys to success is going to be how to develop the
10 partnerships between local government and the Federal
11 Government, between the private sector and the community.
12 There are a number of corporate initiatives that would
13 love to invest in a community initiative if they knew they
14 could be assured of a return on the dollar in terms of
15 outcome.

16 But they have become so cynical, sometimes, as
17 to how they see money spent, that they wonder. If we can
18 show outcome measurements that can persuade a hard-nosed
19 corporate executive that that would be a good return, in
20 terms of a work force in five years, I think we can make a
21 difference.

22 QUESTION: General Reno, what is your position
23 on the possibility of the Federal Government getting
24 involved in model work place drug and alcohol testing
25 legislation, as opposed to the plethora of different laws

1 we have in the different States?

2 ATTORNEY GENERAL RENO: I think the tendency
3 right now in America -- and I have not explored this with
4 the administration, so I can just giving you my first two
5 months perspective in Washington -- is that there is a
6 real concern about the federalizing of a lot of issues,
7 and a sense that we have reacted in terms of making a lot
8 of crimes Federal that are basically more State -- should
9 be more of a State concern.

10 What I have said along those lines is that I
11 would like to undertake a principled review of what is
12 truly a Federal responsibility and what is a State
13 responsibility, based on sound principles of Federalism,
14 plus the common sense problems that we deal with day to
15 day. And that would certainly be something that could be
16 addressed from that analytical approach.

17 Thank you all very much.

18 (Applause.)

19 (Whereupon, at 1:03 p.m., the conference
20 concluded.)

21

22

23

24

25