

KANSAS CITY NO VIOLENCE ALLIANCE



REDUCING VIOLENCE IN KANSAS CITY IMPLEMENTATION PLAN

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VISION STATEMENT

KC NoVA aims to reduce violent crimes, primarily homicides and aggravated assaults, by a significant amount below current levels.

MISSION STATEMENT

The multi-agency collaboration Kansas City No Violence Alliance, known as KC NoVA, will rely on a focused deterrence approach to reduce homicides and aggravated assaults in Kansas City's urban core. A governing board will rely on the KCPD project manager and on established committees that will analyze and define the city's violence problem, as well as strategies to reduce those problems.

Key committees will include an Implementation Committee, an Enforcement Committee, a Data Committee, a Messaging/Community Committee and a Social Services committee. (See Committee Descriptions.)

ELEMENTS OF THE IMPLEMENTATION

- 1. DATA:** Gather and integrate data from official data sources and from line level officers about those groups and individuals engaged in violent crime.
- 2. ENFORCEMENT:** Multi-level and multi-agency response to all potentially group-related violence, specifically aggravated assaults and homicides. This translates into increased arrest, prosecution and incarceration of the city's most violent groups and chronic offenders.
- 3. MESSAGE:** Delivery of anti-violence messages to all network members who may be potential offenders and anti-violence messages to all other aspects of the community at large.
- 4. SERVICES:** Delivery of social and other services to network members that will be aimed at convincing the community that KC NoVA is genuinely offering help to the city's potential violent offenders and/or victims.

IMPLEMENTATION PROCEDURES

1. **DATA:** *Gather and integrate data from official data sources and from line level officers about those groups and individuals engaged in violent crime.*

Rationale: Research has consistently shown that a very small percentage of any urban area's population is responsible for a large percentage of the violent crime. NoVA partners must have a clear picture of the groups and individuals currently engaged in violent crime. Procedures must be in place to ensure data about violence are accurate and up to date. Also, numerous important issues related to gun crime investigations have arisen during the formation of KC NoVA. Gun evidence needs to be prioritized and the prosecution of gun crimes needs to be made more effective. As a new working group on guns develops more information about these issues, this section of the strategic plan will be enhanced and detailed further.

Key Actions:

1. Ensuring accurate and up-to-date networks (the overall picture or sociogram of groups and individuals) will be the responsibility of the Data Committee. Incomplete data will result in a distorted picture of violent networks and compromise any strategy thereafter. To avoid this:
 - a. All elements of KCPD, including gang, gun, career criminal and other units of the violent crime division, as well as federal law enforcement agencies will develop a group audit that sketches the criminal groups, and associated individuals, operating in the urban core. Directed by KC NoVA Data Committee Chair, this group audit will require the input of street-level officers most familiar with the groups and group members involved in violence on city streets. Governing Board members should ensure that the Data Committee has access to appropriate personnel and data
 - b. Documented intelligence, including homicide and other violent crime information, field information forms and arrest information will be made available to KC NoVA Data Committee to build the city's violence networks.
2. On a regular basis, at least every three months, a homicide review will be conducted and will explore what KCPD officers, including street-level, officers know about suspects and their relationship to other suspects or persons related to violent crime. This intelligence should be incorporated into the group audits, network development and enforcement actions.

3. The Data Committee will develop data infrastructure to track NoVA activity and actions.
4. The Implementation Committee will review the networks created by the Data Committee. The Implementation Committee will select the groups to focus on as NoVA expands implementation to all violent groups in Kansas City, Mo.
5. Develop new strategies against those using illegal guns and to interfere with the flow of those illegal guns.
 - a. A special gun crime working group – comprised of an ATF intelligence specialist, KCPD’s NoVA unit, other appropriate KCPD elements including gun squad, the Crime Laboratory, as well as UMKC network analysis experts -- will analyze the system’s ability to quickly conduct ballistics and other tests on guns and shell casings related to violent crimes. The task force will take steps to ensure the timely report of key intelligence to successfully solve gun crimes and link guns and suspects to other gun crimes.
 - b. Explore a system that involves KC hospitals to track gun violence victims in their emergency rooms and, potentially, use this information to inform NoVA intelligence efforts.
 - c. The gun crime working group will examine data on firearms used in crime to develop strategies for disrupting illegal gun markets.
 - d. The gun crime working group will work closely with the enforcement committee.
 - e. The working group will explore other strategies to disrupt the flow of illegal guns to network members. Among those will be a new Gun or Armed Offender Court in Jackson County in order to study the effectiveness of different sentencing approaches.

2. ENFORCEMENT: *Multi-level and multi-agency response to all group-related shootings and homicides and serious violent acts. This translates into increased arrest, prosecution and incarceration of the city's most violent groups and chronic offenders.*

Rationale: KC NoVA will establish a new norm that such violence will not be tolerated. To demonstrate this message, an unprecedented law enforcement response is required from KCPD and KC NoVA. When an act of violence is committed by a person in a group or network targeted by KC NoVA, a multi-agency team will respond by seeking all possible sanctions against the suspect and other group members associated with the suspect. This should be a signal to offenders that such violence is being treated in a new way and that all law enforcement agencies are working together to respond in a serious way to such violence. The idea is that violence should trigger enhanced enforcement efforts as a signal to offenders that violence is not tolerated. It should also signal to the community that criminal justice agencies are responding in a concerted and serious way to violent crime

1. An Enforcement Committee that includes representatives of those law enforcement elements as well as state and federal prosecutors and probation and parole will also be enlisted to review potential cases against targets of any enforcement action. All group-level enforcement actions will be approved by the Enforcement Committee.
2. KCPD's KC NoVA Unit will be responsible for establishing a reporting mechanism to alert the Enforcement Committee immediately of any criminal activity related to notified network members. The Enforcement Committee to determine whether a group enforcement action will result (e.g., trigger an enforcement action against that network member and his key associates or group members).
3. Network members on probation or parole will receive increased supervision by probation and parole officers and will be subject to immediate shock time in jail of a few days for every violation of probation or parole.
4. Violent crimes or violent acts involving network members should trigger NoVA enforcement actions; network members with outstanding felony warrants, of course, would still be susceptible to normal police patrols and activities.
5. If the enforcement committee determines an enforcement act is appropriate due to a violent crime involving a network member, the following protocol should be followed:

Enforcement Action Protocol

1. Enforcement Committee will meet regularly to review in-network violent acts and to decide whether a group level enforcement act is appropriate.
 - a. A violent act will be determined through crystal report or firsthand information from investigative element.
2. Enforcement Committee Chair(s) will contact the Data Committee chair to request a group sociogram of a NoVA individual engaged in violence.
3. Get something (no matter how small), on everyone in the group of the suspect responsible for the violence. Enforcement Committee will monitor the enforcement act.
 - a. ACU, as the KC NoVA enforcement arm, would lead any enforcement effort directed at a network member and his group, as a result of a violent act. Other units of KCPD's violent crime division, including the homicide squad, and narcotics and vice division will be alerted and enlisted for the enforcement. Partner agencies may also be enlisted for these enforcement actions.
 - b. All suspects and their associates wanted on state or city warrants will be arrested.
 - c. All potential levers that may be applied to chronic violent offenders and their group members will be explored, including child support payments, loss of welfare benefits and eviction from public housing.
 - d. DART and other nuisance abatement proceedings will be considered at appropriate locations involving network members connected to the homicide.
4. Message to the group why this is happening - specific person that committed act may or may not be communicated to group based on case status.
 - a. Informational handouts. Example: "Frank messed up so we are paying attention to you."
 - b. Show them the sociogram when you arrest them with respect to possible on-going cases and/or parties not yet in custody.
5. A packet will be completed by LERC and the NoVA enforcement Detective to be provided to Prosecutor (bond and sentencing). The packet should include a coversheet, original offense that set in motion the enforcement action, and corresponding sociogram.

6. Such enforcement actions will be messaged to the community and to other network members at call-ins and through other community messaging efforts. Successful enforcements should be messaged in press releases or press conferences.
7. De-confliction will be conducted on all subjects to be targeted for enforcement actions so as not to interfere with on-going cases.
8. All arrests made by Patrol or ACU will be followed up by ACU detectives for handling.

3. MESSAGE: *Delivery of anti-violence messages to all network members who may be potential offenders and focused deterrence messages to all other aspects of the community at large.*

Rationale: KC NoVA will systematically notify those persons identified in NoVA networks that violence will not be tolerated and that an unprecedented multi-agency response will be initiated as a consequence of a group member is involved in a violent crime, thereby encouraging individuals to help ‘police’ other group members and discourage violence by those whom they are connected socially. The response will target all members of their group. In addition, community leaders, grass-roots groups, churches and other respected institutions will be enlisted to reinforce this message and to foster more cooperation with law enforcement and improve the solving of violent crimes in our community. A Community Board will be established to strengthen collaboration between law enforcement and community. This effort should reassure law abiding community that the criminal justice community is responding to the problem of urban violence, but it also should convince the community that KC NoVA is taking an equitable approach to crime, incarcerating the most violent and helping the less violent to avoid similar fates.

Key Actions:

1. KC NoVA officers, including ACU, and Missouri Probation and Parole officers will make direct contact with group members to inform them of call-ins and/or deliver basic KC NoVA deterrence messages.
2. Call-in scripts will be developed for the appropriate law enforcement and community leaders, as well as other important messengers, including clergy, the family members of homicide victims, ex-offenders and former group members.
3. Key network members will be directed by enforcement officers, including probation and parole, to attend call-ins organized by KC NoVA. Three key messages will be delivered: Any violence will bring swift and certain enforcement against you and your group members; the community no longer will tolerate violence; and we are genuinely offering you help to change your life.
4. Custom notifications that might involve KC NoVA Community Board members, clergy, NoVA governing board members, probation and parole officers and ACU and, potentially, patrol officers will be attempted to spread NoVA messages throughout the network.
5. Specific homicides that occur that are outside the NoVA networks/groups may require special communications efforts, in collaboration with KCPD investigative elements, to

heighten community attention or help produce information about the crime. These special initiatives, however, should not take precedence over focused deterrence implementation.

6. Social media, including Facebook, should promote KC NoVA efforts and community events. The KC NoVA website should inform the public about focused deterrence and the activities of KC NoVA. Press conferences or press releases to highlight major enforcements, grants and other key events.
7. ACU and other officers, including probation and parole, that have regular contact with network members and the community will be trained in the basic messages of KC NoVA and this plan. They should be delivering these messages to network members during each contact.
8. Other messaging material, including pamphlets, information cards, posters and other fliers will be developed to help with delivery of these messages.

4. SERVICES: *Delivery of social and other services to network members that will be aimed at convincing the community that KC NoVA is genuinely offering help to the city's potential violent offenders and/or victims.*

Rationale: KC NoVA is aimed at reducing homicides and assaults by improving the way law enforcement arrests and prosecutes network members, but it also must help others in the NoVA networks to avoid similar fates. By using case managers to intensively work with network members, KC NoVA hopes to turn many of their lives in a more productive direction. Kansas City has experience diverting offenders from prosecution through its Drug Court. Now, it hopes to use similar strategies to divert network members away from future violence. Showing the community that KC NoVA will push to help community members will be crucial in enlisting community support for law enforcement.

Key Actions:

1. Using KC NoVA social networks, network members will be directed to help through KC NoVA's social services arm. Those services and the case management for each qualified network member will be overseen by the director of social services for KC NoVA.
2. When persons inquire about their eligibility for help, the social services manager will confer with KC NoVA's police unit to confirm that the person is listed in a network. The social services manager and KC's NoVA's project manager can confer and decide on delivery of services to someone not listed in the current network.
3. The availability of services will be advertised by police, probation and parole and community members supporting KC NoVA.
4. Materials such as fliers, web sites, posters and other materials will be developed to advertise the services and a phone number established to reach case managers.
5. Services should also include temporary housing, transportation, life skills, anger management, substance abuse treatment and prevention, mentoring and job training.
6. Community members should be informed regularly about the progress in helping network members, including testimonials from those who were helped.

KC NOVA COMMITTEE STRUCTURE

1. NOVA GOVERNING BOARD

Members:

KCPD Chief Darryl Forte
Jackson County Prosecutor Jean Peters Baker
ATF SAC Greg Gant
KC Mayor Sly James
UMKC Chancellor Leo Morton
U.S. Attorney Tammy Dickinson
Probation and Parole Regional Administrator Jackie Dunn

Note: Additional Governing Board members can only be added by a unanimous vote of the Governing Board members. The Governing Board will select a convener who will be responsible for calling meetings and setting agendas. The Governing Board can request an update from the Project Manager and the Chairs of the committee at any meeting, if they desire. The Governing Board will select the NoVA Program Manager. The Project Manager will appoint individuals to all the NoVA Committees.

2. IMPLEMENTATION COMMITTEE

At least one representative of every agency partner will serve on this umbrella committee that will ensure that each Action Step is properly addressed and achieved. The implementation team would problem-solve in areas not specifically addressed by the plan and would adjust the plan where the committee deems necessary to ensure the continued success of the KC NoVA effort.

Members:

NoVA Project Manager Joe McHale (chair)
UMKC Researchers Andrew Fox/Ken Novak
NoVA Probation Parole Sgt. Young
NoVA Operations Sgt. Lovelady
Jackson County Prosecutor's Office, Mike Mansur
Probation Supervisor, Shari Morlang
ATF agent John Ham

3. DATA COMMITTEE

This committee will gather and integrate data from law enforcement sources to create a robust intelligence network of groups, key group members and their associates. In addition, this subcommittee will routinely update group audits (which detail current functioning groups, their beefs and alliances) and homicide reviews. A key element will be to ensure that street-level officers are included and allowed to give input to make the intelligences as accurate and timely as possible.

Members:

LERC crime analysts
NoVA Det. Jason Cramblitt
ATF Investigator John Ham
UMKC researcher Andrew Fox (chair)
NVD Analyst Rhonda Taylor

4. ENFORCEMENT COMMITTEE

This team will focus identifying chronic violent groups and their central members and focusing enforcement actions against groups that commit violent acts. The Enforcement Committee will be responsible for identifying in advance what violent acts will trigger group enforcement action and reviewing incidents forwarded to their attention to determine whether group enforcement is appropriate. Members include KCPD NoVA unit, ACU, Jackson County Prosecutor's Office, the U.S. Attorney's Office of Western Missouri, ATF, the FBI, Missouri Probation and Parole and the UMKC academic partners. A subcommittee will address data and intelligence collection, while another committee, the gun working group, will address improving the collection of gun evidence through NIBIN.

Members:

Jackson County Prosecutor's Office, Jen Phillips
U.S. Attorney's office, Brent Venneman
Kansas City Prosecutor's Office, Abbie Mueller
Probation and Parole, Shari Morlang
KCPD Enforcement Commander (co-chair) DC Hopkins
KCPD Enforcement Commander (co-chair) Capt. Todd Paulson
UMKC Researcher Ken Novak

5. SERVICE COMMITTEE

The strategy of this team is to develop and oversee implementation of the social services delivery to KC NoVA group members. Members of this committee will ensure that service providers are helping network members and that case management of network members seeking help.

Members:

COMBAT Administrator Angela Gravino (chair)
NoVA Social Services supervisor
Probation and Parole representative
NoVA Probation/Parole Sgt Young
Other NoVA Probation/Parole KCPD personnel
Services Provider 1

6. MESSAGING/COMMUNITY COMMITTEE

This committee oversees messaging internally among partner agencies, externally to network members and to the community as a whole. It should employ the web, social media and traditional media, including TV, to accomplish this message delivery. To deliver within the networks, the committee should also arm street level officers with key NoVA messages. The committee should also oversee engagement of community members and key community institutions, including the faith-based community, as well as other groups that can help support NoVA messages. The current NoVA Community Board should be enlisted to help with those messages.

Members:

NoVA community organizer
NoVA Det. Gillespie
Jackson County PIO Mansur
Jackson County Neighborhood Prosecution
NoVA Community Board Rep. 1
NoVA Community Board Rep. 2

IMPLEMENTATION PROCESS OUTLINE¹

1. Group audit, development and validation of the networks
 - a. This task will come completed by the Data Committee
 - b. Networks **MUST** be validated by investigative and line level officers before implementation.
 - c. This is not a one-time event, but a continual process
2. NoVA by selecting a small violent group to conduct focused deterrence
 - a. As the alliance's capacity increases, more groups will be selected and incorporated into the implementation.
 - b. The timing and selection of additional groups will be done by the Implementation Committee in consultation with all the other committees
 - c. When a group is selected for implementation, the names and demographic information will be entered into the NoVA Access database. All contact and action initiated by NoVA partners must be entered into the database.
 - d. This information will be forward to Probation and Parole so that these individuals can be place on a special case load.
3. The first step is notification.
 - a. The Implementation Committee will develop a plan of notification. The plan should include personal notifications and call-ins, depending on the dynamics and size of the group.
 - i. The Implementation Committee will be responsible for developing a written notification plan and forwarding the plan to the committees. The Enforcement, Services, and Community/Messaging Committees should all be used in the notification plan.
4. Recruit network members for social services.
 - a. The Social Service Committee is responsible for informing all network members that they are eligible for services and ensuring that all network members who want services, receive them.
 - b. The Social Service Committee will be involved in the notification of the network, however, they are also responsible for developing a plan to continually reach out to all active network members. Strategies should include most or all of the following strategies (in collaboration with other committees):

¹ This process outline is based on what is currently known about the NoVA partners. As more partners' join or things are learned through the process, the Implementation Committee is responsible for updating this outline. This is a living document and must be kept up to date.

- i. Personal notification
 - ii. Call-ins
 - iii. Letters mailed to known addresses
 - iv. Social service and job fairs
 - c. As network members are contact and start receiving services, it is important that contacts and updates are entered into the NoVA Access Database. This will be the place NoVA activity is tracked.
 - i. There will be a steady flow of new individuals into the process. If tracking is not made a priority, the system will breakdown.
5. Once network members have been notified, their police contacts will be monitored.
- a. At LEAST once a week the Enforcement Committee will review ALL arrests within the active networks. The Data Committee will produce a weekly report of police contacts of individuals in the NoVA Network.
 - b. If a non-violent offense occurs, the Enforcement Committee will decide the course of action.
 - i. If possible, non-violent offenses should be banked for use when a violent act occurs.
 - c. If a violent act occurs in the network the Enforcement Committee must decided whether the crime constitutes a triggering event. If yes, the Enforcement Committee will initiate a group-level enforcement action.
 - i. Please see the Enforcement Action Protocol.
 - d. The Enforcement Committee will be briefed by the Enforcement Commander as the action progresses. All three prosecutor's offices and probation and parole should be active participants in developing the enforcement action.
 - e. After all arrests are made, the Enforcement Committee will summarize the action and forward the summary to the Community/Messaging Committee.
 - i. The Message/Community Committee will release the results of the action to the public.
6. Message/Community Committee develops a community response to violence for every violent act that invokes a group-level enforcement action.
- a. The Messaging/ Community Committee should identify the neighborhood that is most closely connected the network receiving enforcement and organize a community response to take place after the enforcement action is completed.
7. This is not a linear process, but a cyclical one.
- a. Each network should be continually monitored and notified until the Implementation Committee removes them from Active NoVA status.

KANSAS CITY NO VIOLENCE ALLIANCE PROCESS MODEL



START

Data Committee

Conduct group audits and use data to build network maps

Implementation Committee

Is the selected network group approved?

No

Yes

Data Committee

Enter network information in Access database. Set status to 'Active'

Data Committee

Run weekly reports for ALL arrests within active networks

Probation and Parole

Provide database access to probation and parole to add to 'special case load'

Enforcement Committee

Review submitted report/week

Was there an act of violence involving network members who received notifications?

Yes

No

Enforcement Committee

Decide course of action

Enforcement Committee

Decide course of action

Community Committee

Release results of action to the public

Community Committee

Develop community response for every group level enforcement action

Community Committee

Notification to other future groups

Develop a written plan of notification

Community Committee

Make direct contact with network members through call-ins, letters and job fairs

Data Committee

Group Audit of network map

Enforcement Committee

Develop Enforcement Action and initiate group-level enforcement action

Enforcement Committee

Summarize action and forward to community committee

Were arrests made?

No

Yes

Enforcement Committee

Track disposition of arrest and prosecutors and future network members

Implementation Committee

Are there any changes in the network dynamics?

No

Yes

Data Committee

Was there any act of violence in the last one year?

Social Services Committee

Notify network through personal notifications and jail visits

Social Services Committee

Develop a plan to reach out to network members

Social Services Committee

Follow up with willing members

Social Services Committee

Develop a personalized treatment plan

Update status to "Inactive"

Did the person graduate?

Yes

No

Change status to 'Inactive'