
KANSAS CITY, MISSOURI Strategic Plan

October 2020

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Executive Summary

This document summarizes the work of the Kansas City National Public Safety Partnership (PSP) strategic planning process supported by the Department of Justice (DOJ) Bureau of Justice Assistance (BJA); the decisions made during that process; and the next steps necessary to actualize the plan. The plan is a compilation of the participants' understanding of current and future conditions in Kansas City (KC), their hopes for the future of the city and police department, and ideas on how to move the department and the city toward that future. This plan presents the long-term strategic outcome for the KCPD and the Kansas City community along with the necessary goals and strategies for accomplishing the outcome and creating the desired future state.

The primary components of this plan were created during a planning workshop in January 2020 and subsequent discussions involving local and federal criminal justice agencies and nonprofit community groups that, together, developed the strategic outcome and supporting strategies.

An Executive Committee made up of members of the Kansas City PSP team and others will oversee the implementation process. **The chair and the Executive Committee are responsible for leading the efforts of the three-implementation teams by setting direction, ensuring coordination, providing accountability, adjudicating differences of opinion, and sustaining the planning process over time.** Creativity, perseverance, adjusting to changing conditions, and state of the art methodology will be key to achieving initial success and can set the stage for a continuation of this effort long after its initial three-year life. The development process for this plan has created a comprehensive, multidisciplinary forum for communication and coordination that can lead the way to a safer Kansas City, Missouri.

The long-term strategic outcome for this plan is as follows:

The Kansas City Police Department, the Kansas City community, and local, state, and federal partners work in collaboration every year to continually reduce gun violence and build trust between the criminal justice system and the Kansas City community.

The success of this strategic plan rests significantly on increasing the level of trust between the Kansas City community and the criminal justice system. In achieving the strategic outcome and each of the three goals listed below there is an overarching common theme to build trust. A common set of overarching metrics is also listed. It is vital that the trust-building theme is incorporated into each element of the plan. The Executive Committee will, as with other strategies, be responsible for directing and coordinating implementation regarding this overarching strategy.

This Strategic Plan outlines how the partners intend to achieve this outcome over the next three years by accomplishing the following goals:

- 1. Neighborhood residents, community stakeholders, and businesses are working with the KCPD, the city, and community stakeholders to build trust, and develop and implement effective neighborhood-based gun-violence prevention efforts addressing the underlying causes of disorder and crime.*
- 2. There are strong, effective, and collaborative problem-solving and trust-building efforts involving KCPD, the city, the school district, faith-based and nonprofit organizations, and the community to intervene and address high-risk lifestyles and conditions contributing to gun violence.*
- 3. Kansas City's law enforcement and criminal justice agencies are coordinating their efforts and holding one another accountable for building trust with the community and arresting and prosecuting violent gun offenders.*

Overarching Metrics of the Strategic Plan—The measures of success for the strategic plan are as follows:

- Reduction in gun-violence crime rates (nonfatal shootings and homicides)
- Increase in clearance and conviction rates for those crimes
- Increase in collaboration among agencies and community stakeholders
- Improved levels of community trust in the criminal justice (CJ) system
- Improved scores attained by the KCPD and the CJ system on the KC citizen survey
- Improved rates of victim/witness cooperation with law enforcement and prosecution, leading to increased rates of criminal charge filings and convictions

The focus of this plan is to reduce gun violence, specifically homicides and nonfatal shootings. The three goals listed above are the necessary preconditions that must be reached and maintained to attain the strategic outcome. True partnerships and collaborations with residents, businesses, community stakeholders, other city departments, and area law enforcement agencies must be based on trusting relationships and will help the KC team achieve the desired outcome. Collaborative partnerships mean that all members are transparent with one another, provide resources, and hold one another accountable for meeting shared outcomes. The KC team recognizes that these partnerships require leaders from all sectors of Kansas City—residents, community members, business owners, nonprofit community organizations, city leaders, and law enforcement leaders—to see the value of their participation in such ventures. The KC team can champion the cause, but others must join in. The necessary resources—people, technology, and training—are as essential as strong partnerships in the work of combating gun violence.

Next Steps

This planning process is the first step in a three-year journey to improve public safety and collaboration. This is a working document. The Executive Committee and its partners will closely review and update the goals, strategies, and measures to reflect changing goals and missions. To achieve the desired strategic outcomes, partners must take the following steps:

- Further develop strategies and detailed actions
- Develop and routinely report on measures of success
- Assign responsibilities and accountabilities for working the plan
- Track progress on a regular basis

The KC team and its partners can accomplish many of the activities listed in this strategic plan. However, for a deep and truly transformational change to occur, all the stakeholders that have a vested interest in achieving a reduction of gun violence in Kansas City must collaborate. They must take this document and make it theirs through the hard work of implementation. The checklist below will help guide the Executive Committee and its partners in implementing the plan. The first steps to achieving these outcomes have already begun.

Next Steps: Checklist

The Executive Committee should continuously assess the strategic plan throughout the planning and implementation processes. Each review should determine whether the plan and its elements are plausible, feasible, and testable. Are the goals, strategies, and actions logical? Do they support each other? Do you have the resources? If not, can you get them? Do you need to adjust the plan’s scope, expectations, or timeline?

The checklist outlines these considerations and the KC team’s immediate next steps as it continues the planning and implementation processes in earnest.

- Review the long-term strategic outcome to determine whether it is clear, focuses on the present, defines the customers and critical processes, and sets a performance level.
- Review the goals to determine whether, as a set, they represent all of the preconditions that must exist to achieve the strategic outcome.
- Assign an implementation team, including a designated chair, to each goal to monitor the progress on the strategies, address barriers to progress, and keep the Executive Committee informed.
- Each chair and his or her team will review and modify measures of success for their goals. Measures should reflect what is expected to change as a result of making progress toward the goal. The measures should specify what would change, by how much, and over what period of time.

- In cooperation with the Executive Committee, each team will assign a strategy coordinator to each strategy or set of strategies. The coordinator will review the suggested action plans, determine the necessary steps to accomplish the strategy, assign responsibility for each action and designate a completion timeframe. A strategy coordinator may be responsible for all the actions or, with the team chair's approval, delegate to others.
- In cooperation with the Executive Committee, each chair will review and approve the goals, measures, strategies, and actions. This review should make sure the strategies and actions make sense and are feasible. Do resources exist to accomplish the actions? Does the scope, expectations, or timeline need to be adjusted?
- The Executive Committee reviews and approves the plan, making sure that it is logical and feasible, and presents the plan to the mayor, the police commission, the Jackson County Prosecutor's Office, federal partners, and other key decision-makers.
- The Executive Committee coordinates publication of the plan and the roles of the various participants to all the involved organizations and to the public in a thorough and consistent fashion.
- The Executive Committee and chairs determine how progress on the plan's implementation will be monitored—what will be reported, how, when, and by whom.
- Work on the strategic actions begins.

Kansas City Overview

Our Community

Kansas City, Missouri, is situated on the Missouri River, which serves as the border with the neighboring state of Kansas. It is a city of more than 491,000 residents covering 319 square miles and is the core of a metropolitan area of 2.1 million people. Every year, the city can expect to host more than 20 million visitors who come to experience the city’s historical museums, sporting events, and popular Kansas City barbecue restaurants.

Kansas City is also known for its strong community partnerships that focus on serving local neighborhoods. Neighborhood associations within the city are actively engaged with other civic and nonprofit organizations to make positive changes throughout Kansas City. Many of these groups work to address the challenges, such as poverty and crime, that residents in a number of neighborhoods are struggling to manage. Local government bodies, such as the Kansas City Police Department (KCPD) and the Jackson County Prosecutors Office (JCPO), are working to establish and maintain strong communication and collaboration across the different community groups. They are committed to delivering services and resources that promote community safety and prosperity.

Crime Trends in Kansas City, Missouri

Crime and its consequences are an important topic in Kansas City. Mayor Quinton Lucas stated in a guest commentary in the January 5, 2020, edition of the *Kansas City Star* that his top priority is reducing violent crime. The KCPD is dedicated to maintaining community safety. Crime overall has increased over the past five years.¹ The department has increased its focus and committed more resources to address gun-violence crime as it continues to create danger for residents of Kansas City.

The JCPO commits significant resources to charging and convicting those identified by KCPD as being responsible for gun violence. In addition, the U S Attorney’s Office and federal law enforcement agencies in Kansas City work closely with both the KCPD and the JCPO enforcing federal statutes to hold those involved in gun crimes accountable.

Despite efforts by community groups and government agencies, homicides in Kansas City have continued to increase during the past five years. The department reported 110 homicides in the year 2015. In 2019, the department reported 150 homicides, representing an increase of about 36 percent. In 2019, the department was able to clear 55 percent of its homicide cases for that year. Arguments are reported as the most common motive for homicide, however many cases have unknown motives. In 2018, there were 450 victims of nonfatal shooting incidents reported by KCPD. This increased to 491 incidents in 2019, representing an increase of about 9 percent. There is often more than one person injured

¹ Kansas City Police Department.

during a nonfatal shooting incident.² From January 1, 2020, to August 21, 2020, there have been 125 homicides and 412 nonfatal shootings incidents.

KCPD has increased the number of personnel assigned to homicide and nonfatal shooting investigations. They implemented a weekly “shoot review” process that reviews each individual case, along with trends and patterns of gun violence, in order to understand the problem and conduct investigations that are more effective. For several years, in partnership with the Federal Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), the KCPD Crime Gun Intelligence Center has generated leads based on tracking and tracing evidence collected from shooting scenes.

The investigations of a large percentage of nonfatal shootings are significantly hindered by a lack of cooperation by victims. Too often, victims refuse to cooperate or provide misleading information to investigators. This problem perpetuates the cycle of violence and makes it very difficult to hold those responsible accountable.

The JCPO ensures that an assistant prosecuting attorney responds to every homicide scene regardless of the day or time. This policy enables better understanding of the circumstances by the prosecutor, facilitates the investigation/prosecution process, and, in many cases, enables the assignment of the responding prosecutor to handle the case from start to finish (i.e., vertical prosecution). The JCPO also hosts frequent homicide case meetings with KCPD investigators during which cases are reviewed and charging decisions thoroughly vetted.

² Kansas City Police Department.

National Public Safety Partnership

The PSP

The National Public Safety Partnership (PSP) was established in June 2017 in response to President Trump’s Executive Order for a Task Force on Crime Reduction and Public Safety, to emphasize the role of the US Department of Justice (DOJ) in combating violent crime and states:

The Department of Justice shall take the lead on federal actions to support law enforcement efforts nationwide and to collaborate with state, tribal, and local jurisdictions to restore public safety to all of our communities.

The PSP provides an innovative framework for DOJ to enhance its support of state, tribal, and local law enforcement officers and prosecutors in the investigation, prosecution, and deterrence of violent crime, especially crime related to gun violence, gangs, and drug trafficking. This approach serves as a platform for DOJ to engage directly with cities to identify and prioritize resources that will help local communities address their violent crime crises.

The PSP site team for Kansas City consists of the following members:

- John Buchanan, Strategic Site Liaison
- Keri Richardson - Analyst
- Erik Smith – DOJ, Drug Enforcement Administration, Kansas City
- Gil Moore – DOJ, Office of Community Oriented Police Service

PSP Kansas City Partners and Planning Workshop Participants

The partners listed below are actively engaged in a variety of activities and are committed to reducing violence in Kansas City. They participated in the strategic planning workshop that initiated the development of the goals and strategies of this plan.

- Kansas City Police Department (KCPD)
- Jackson County Prosecutors Office (JCPO)
- Missouri Probation and Parole
- US Attorney’s Office (USAO)
- US Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF)

- US Drug Enforcement Administration (DEA)
- Federal Bureau of Investigation (FBI)
- US Marshals Service (USMS)
- Kansas City No Violence Alliance (NoVA)
- Kansas City Mayor's Office
- The Greater Kansas City Chamber of Commerce
- University of Missouri-Kansas City
- Local Community Groups including:
 - The Center for Conflict Resolution
 - Ad Hoc Group Against Crime
 - Mothers in Charge
 - Local Initiative Support Corp.

Assessments

During the first year of the PSP (October 2018 to September 2019), KCPD and its partners took part in three assessments to obtain a baseline understanding of their current capacities, best practices, and areas for improvement.

Kansas City PSP partners will also consider incorporating the recommendations that are identified following the completion of pending assessments, such as the Victim/Witness Support Assessment, the Prosecution Assessment, the Technology Assessment, and the Crime Analysis Assessment.

Grants Landscape Review by Joan Brody

CNA, a training and technical assistance (TTA) provider for the program, engaged subject matter expert (SME) Joan Brody to conduct a grants landscape review for the Kansas City PSP site team. The purpose of this effort was to assist the Kansas City PSP team with strategies to enhance its ability to identify, write, submit, and implement public and private grant opportunities. On February 5, 2019, SME Joan Brody conducted an onsite visit in Kansas City, Missouri, to meet with personnel from the JCPO, Kansas City Police Foundation, and KCPD. During meetings with KCPD, the agency identified several priority areas, including gun violence, analysis, and technology. As a result of the assessment, several recommendations were offered to the PSP site for consideration. SME Brody has made herself available to the site as they plan to implement these recommendations.

Focused Deterrence Assessment by Thomas Woodmansee

CNA engaged SME Thomas Woodmansee to conduct a focused deterrence assessment with several Kansas City PSP partners. During the engagement, it became evident that focused deterrence was no longer the driving operational strategy for ongoing gun-violence reduction

efforts. The assessment provided a perspective on this change, recommended implementation of a shoot review process, and included other proposals in the event there is a return to implementing focused deterrence. The shoot review has become standard practice for KCPD and its investigative partners.

Homicide Investigations and Prosecution Assessment by John Skaggs and John Colello

CNA engaged two SMEs, retired homicide detective John Skaggs and Deputy District Attorney John Colello, to conduct a homicide investigation and prosecution assessment. The purpose of the assessment was to provide the KCPD with best practices and strategies to reduce violent crime, conduct high-quality homicide investigations, and produce successful homicide prosecutions. The assessment team recognized the need for KCPD to increase the number of homicide detectives and crime analysts, implement standardized report writing and case file organization, and provide appropriate incentives to recruit and retain qualified detective personnel. Several of the recommendations have been implemented and others are under review.

PSP Strategic Plan

This strategic plan covers Kansas City’s remaining twelve months in the PSP program and the first two years of sustainability after the conclusion of the PSP program. It provides a focus for all local, state, and federal government; law enforcement; and community partners participating in the PSP. This plan was developed using stakeholder input and consists of an overarching strategic outcome with associated goals, strategies, actions, and measures.

The overall success of this strategic plan rests significantly on increasing the level of trust between the Kansas City community and the criminal justice system. The Strategic Outcome and each of the three goals below include this overarching theme. The Executive Committee will, as with other strategies, be responsible for directing and coordinating implementation.

The *Strategic Outcome* is the intended consequence of the strategic action. It is the result of all the actions necessary to implement the strategies and achieve the goals. The Kansas City PSP Strategic Outcome is as follows:

The Kansas City Police Department, the Kansas City community, and local, state, and federal partners work in collaboration every year to continually reduce gun violence and build trust between the criminal justice system and the Kansas City community.

Kansas City will achieve this outcome over the next three years by doing the work outlined in this strategic plan.

The stakeholders must clearly define the key terms in the strategic outcome statement. For example, violent gun crime was discussed in detail in the planning session. It was concluded that the focus of this effort is on reducing homicides and nonfatal shootings. It is critical that the stakeholders agree on the focus and definition, because both drive the strategies and measurements of success.

Goals were identified to meet the desired overarching outcome. These necessary conditions must exist if the KCPD, its partners, and the Kansas City community are to attain the strategic objective. Goals are achieved by working the strategies. The framework for the planning process is based on three primary lines of action: prevention, intervention, and enforcement. The *Goals* are as follows:

1. Neighborhood residents, community stakeholders, and businesses are working with the KCPD, the city, and others to build trust as well as develop and implement effective neighborhood-based gun violence **prevention** efforts addressing the underlying causes of disorder and crime.
2. There are strong, effective, and collaborative problem-solving and trust-building efforts involving KCPD, the city, the school district, faith-based and nonprofit

organizations, and the community to **intervene** and address high-risk lifestyles and conditions contributing to gun violence.

3. Kansas City’s law **enforcement** and criminal justice agencies are coordinating their efforts and holding one another accountable for building trust with the community and arresting and prosecuting violent gun offenders.

The three goals reflect a holistic approach to reducing gun violence. The first goal is a neighborhood-based prevention approach to gun violence. The second goal is focused on intervening with high-risk people and conditions to stop gun violence. Finally, the third goal is aimed at improving the enforcement and prosecution of violent offenders. Meeting these goals will achieve the strategic outcome.

Each goal also has *Measures* of success. These measures are indicators of whether the Executive Committee and the implementation teams (described further on page 13—Implementation Plan) are achieving the goals. The Executive Committee and the implementation teams will establish means for measuring these indicators and update them regularly. In addition, measures will be developed to assess progress in addressing the strategic objective of reducing gun violence. Whenever feasible, the Executive Committee is encouraged to conduct randomized, controlled experiments to evaluate the strategies and actions designed to reduce gun violence.

Strategies link the goals to the outcome. These strategies, identified by the stakeholders, are the critical conditions that must be met to achieve the goals. Some strategies affect others while some may stand alone, but all are essential. Chairs for each implementation team and the Executive Committee are responsible for coordinating with one another to ensure that all the lines of effort are working in close parallel and not in conflict. Each strategy has associated actions that the stakeholders will execute over the next three years.

Actions are the steps that must be taken to achieve a strategy. These actions operationalize the strategic plan. The PSP support team drafted possible actions for each of the strategies under the three goals. The Executive Committee and the implementation teams should review them and revise as appropriate. The Kansas City PSP Team must coordinate strategies and actions.

The PSP Kansas City Strategic Plan concentrates on three primary PSP focus areas:

1. Federal partnerships
2. Criminal justice collaboration
3. Community engagement and trust building

The remainder of this document describes in detail the three goals identified by Kansas City PSP partners. Each goal includes a series of strategies and associated actions. This document is only the start of the strategic effort. The stakeholders must take this plan and make it their own by committing time and resources to achieve the strategic outcome. Doing so requires a concerted effort to communicate and coordinate actions, address obstacles, and celebrate successes.

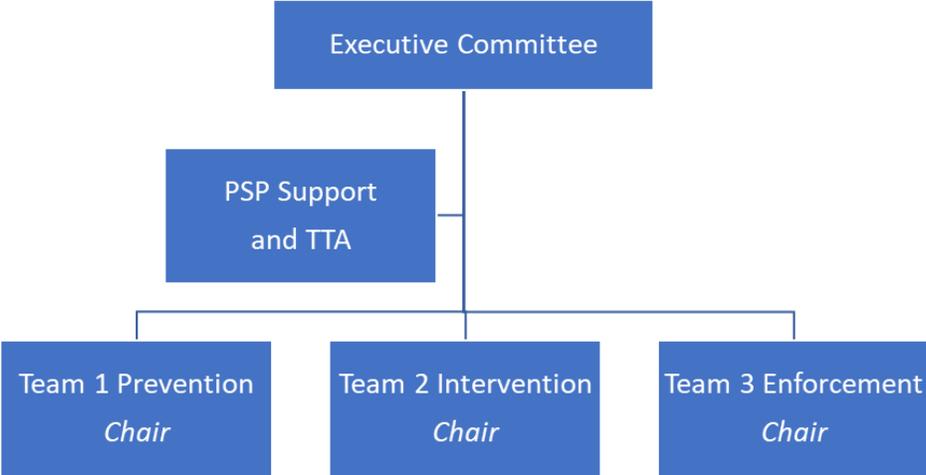
Implementation of the Plan

An Executive Committee made up of members of the Kansas City PSP team and others (Figure 1) will oversee the implementation process. The Executive Committee is responsible for overseeing and leading the efforts of the Strategic Plan by setting direction, ensuring coordination, providing accountability, adjudicating differences of opinion, and sustaining the planning process over time. The Executive Committee is ultimately responsible for achievement of the strategies and goals in the strategic plan. The Executive Committee works in close concert with three implementation teams established to execute this plan (Team 1: Prevention, Team 2: Intervention, and Team 3: Enforcement).

The three implementation teams carry out action plans to achieve each strategy approved by the Executive Committee. A chair has been appointed for each of the three-implementation teams. Each chair is responsible for monitoring how the actions and strategies are implemented, helps to address barriers to progress, and keeps the Executive Committee informed of progress and setbacks. The Executive Committee and each of the three teams have rotating chairs.

The Executive Committee and chairs will also name a coordinator for each strategy or a set of strategies that fit together. The strategy coordinator makes sure that the strategy is completed within the specified time. He or she may delegate actions to others with the approval of the chair, but the coordinator is ultimately accountable for the completion of the strategy. All chairs should receive regular reports from their strategy coordinators.

Figure 1. Kansas City Strategic Plan Implementation Organization Chart



The Executive Committee and the three implementation teams are made up of members from the original PSP team and others from across the KC community. During the first year of implementation, the Kansas City PSP team and TTA program will support the implementation of the plan, as needed.

Communication of the Plan

At a minimum, the Executive Committee and the chairs for each implementation team will meet quarterly to review the progress on achieving the strategic plan. The action plans in the Appendix can guide these discussions. The purpose of these quarterly meetings is to acknowledge the actions completed, discuss issues to be addressed, and identify the actions to be taken over the next 90 days. As appropriate and possible, the Strategic Site Liaison (SSL) and PSP analyst should also attend these meetings to help ensure that PSP resources are utilized to assist in achieving the strategic outcome. In addition, at least monthly, a PSP call with partners and the SSL can discuss and track progress against the strategic plan.

It is critical to success that key elements of the plan be shared internally and communicated to each member of the organizations involved. The nature of their roles and the responsibility for achieving the strategic outcome should be clarified and reinforced often. In addition, the Executive Committee, in consultation with senior leaders and elected officials, should decide how to inform the public about the plan in a way that generates understanding and support from all parts of the community. Key stakeholders essential to making the plan a reality must also be involved and offered an opportunity to help define the specifics of their contribution. The Executive Committee should consider whether to post the plan on the web along with quarterly updates concerning progress. This may help keep all participants involved and focused on their areas of responsibilities, as well as allowing them to share their successes.

Planning Assumptions

A primary assumption of this plan is that the PSP partners will enhance their collaboration to concentrate on gun violence and continue this work after PSP ends. The collaborative efforts will not only continue but will grow stronger over the three-year period. Another assumption is that the KCPD, members of the Executive Committee, and the organizations represented are the champions of this plan. However, implementation cannot rest solely on their shoulders. All stakeholders—the KCPD, federal law enforcement agencies, other criminal justice system organizations, other departments within the City of Kansas City and its surrounding areas, communities, businesses, and nonprofit agencies—have a role in making this plan successful. Finally, PSP assessments, training and technical assistance, and the work of the Kansas City PSP Team will advance the strategies and goals of the plan.

IMPORTANT NOTE: As the results of the January planning sessions were reviewed, it became clear that in order to consolidate similar topics and initiatives and simplify the process as much as possible, changes in the designations for some of the strategies would be necessary. Consequently, two of the strategies were merged, and some others were retitled as action plans. However, the plan does contain all the elements listed in the documents from the January workshops. Any that have been re-designated are marked with an asterisk ().*

Kansas City Strategic Plan: At a Glance

This section summarizes the overarching strategic outcome, specific focus areas, goals, strategies, and measures for what the site hopes to accomplish during the three-year period. Measures should be SMART (specific, measurable, attainable, realistic, and time bound) and part of a comprehensive, valid evaluation process that analyzes methods and outcomes to ensure future iterations of this plan are evidence-based. All of these elements must support and align with the overarching trust-building focus of this plan.

LONG-TERM STRATEGIC OUTCOME		
The Kansas City Police Department (KCPD), the Kansas City community, and local, state, and federal partners work in collaboration every year to continually reduce gun violence and build trust between the criminal justice system and the Kansas City community.		
<p>Goal 1: Neighborhood residents and businesses are working with the KCPD, the city, and others to develop and implement effective, neighborhood-based gun-violence prevention efforts addressing the underlying causes of disorder and crime.</p>	<p>Strategies:</p> <p>1.1: The Prevention Implementation Team will ensure that, in coordination with the other teams and the Executive Committee, actions to improve and maintain trust with all parts of the KC community are integrated into each strategy as applicable. Positive actions and attitudes must become an integral part of the work routines for all the agencies and civic organizations involved.</p> <p>1.2: Identify core service areas suffering from high levels of gun violence.</p> <p>1.3: Residents, local businesses, community-based organizations, the city, and KCPD develop a general plan including roles, responsibilities, and strategies to address gun violence at the neighborhood level. *</p>	<p>Measures of success</p> <ul style="list-style-type: none"> • Violent crime reductions in the selected neighborhoods • Increase in the percentage of neighborhood residents feeling safe • Increase in the number of community residents working with KCPD
<p>Goal 2: There are strong, effective, and collaborative problem-solving efforts involving KCPD, the city, the school district, and faith-based and nonprofit organizations to intervene and address high-risk lifestyles and conditions contributing to gun violence.</p>	<p>Strategies:</p> <p>2.1: The Intervention Implementation Team will ensure that, in coordination with the other teams and the Executive Committee, actions to improve and maintain trust with all parts of the KC community are integrated into each strategy as applicable. Positive actions and attitudes must become an integral part of the work routines for all the agencies and civic organizations involved.</p> <p>2.2: Determine if the NoVA governing board is the best group to support and guide efforts in achieving this goal and whether the board should be expanded. If not NoVA, then establish a governing board for this goal. The governing board defines their roles and responsibilities for accomplishing this goal. *</p> <p>2.3: Enhance the social services network to provide access to needed services for people on probation and parole and for victims of violence and others with a high and moderate risk for gun violence. Priority should be given to those living in the core service areas (1.2). *</p> <p>2.4: Communicate to members of the CJ agencies and the public about their commitment to bringing violent offenders to justice. *</p> <p>2.5: Implement victim /witness support strategies based on recommendations from the PSP assessment. *</p>	<p>Measures of success:</p> <ul style="list-style-type: none"> • Shared, cross-agency agreement on list of individuals who are eligible for and should receive services • Increased ratio of people receiving services per the number needing services • Reduction in recidivism
<p>Goal 3: Kansas City's law enforcement and criminal justice agencies</p>	<p>Strategies:</p> <p>3.1: The Enforcement Implementation Team will ensure that, in coordination with the other teams and the Executive Committee, actions to improve and maintain trust with all</p>	<p>Measures of success:</p> <ul style="list-style-type: none"> • Percentage reduction in gun violence,

are coordinating their efforts and holding one another accountable for arresting and prosecuting violent gun offenders.

parts of the KC community are integrated into each strategy as applicable. Positive actions and attitudes must become an integral part of the work routines for all the agencies and civic organizations involved.

- 3.2: Actively involve probation and parole, JCPO, and family court in KCPD's divisional weekly crime meetings.
- 3.3: Members will hold and participate in weekly shoot reviews to share information, focus on suspects, and refer victims to KCPD's social workers.
- 3.4: Leverage existing task forces and initiatives among KCPD and federal agencies to ensure efforts are coordinated, information is shared, and analysts and agents are tasked to focus on people and their networks who are involved in gun violence.
- 3.5: Review the effectiveness of the PSP initiative in addressing the targeted crimes and prosecuting gun offenders. Make adjustments as necessary.
- 3.6: Develop and implement procedures and means to share information across the KCPD and among partners about people involved in the targeted crimes.
- 3.7: Create and use opportunities to increase messaging to the public about the efforts to address gun violence.
- 3.8: Create and use opportunities to increase anticrime training and coaching of staff on their roles and responsibilities to reduce gun violence.
- 3.9: Implement victim /witness support strategies based on recommendations from the PSP assessment.

homicides, nonfatal shootings and include historic information to assist in setting targets for improvement

- Some measure of collaboration and coordination across agencies (potentially information sharing)
- Increased percentage of individuals on the Prolific Violent Offender list charged and/or referred to social service agencies (if eligible)
- Increased percentage reduction in gun violence, homicides, nonfatal shootings
- Increased clearance, prosecution, and conviction rates for each of these crimes³

³ These measurements are to be made with the understanding that federal law enforcement is constrained from arresting and prosecuting juvenile offenders.

Additional Notes on Trust Building and Metrics

Strategy: The strategic approach for each goal and Implementation Team will be the same to meet the overarching trust-building focus of the Strategic Plan. Below are listed the strategies for each of the three Implementation Teams to improve and maintain public trust in the Criminal Justice System. These strategies will ensure that, in coordination with other teams and the Executive Committee, trust building with all parts of the KC community will be integrated into all of the actions taken by each team, as applicable. Positive actions and attitudes must become an integral part of the routines of all agencies and civic organizations involved.

1. The Prevention Implementation Team will ensure that, in coordination with the other teams and the Executive Committee, actions to improve and maintain trust with all parts of the KC community are integrated into each strategy as applicable. Positive actions and attitudes must become an integral part of the work routines for all the agencies and civic organizations involved.
2. The Intervention Implementation Team will ensure that, in coordination with the other teams and the Executive Committee, actions to improve and maintain trust with all parts of the KC community are integrated into each strategy as applicable. Positive actions and attitudes must become an integral part of the work routines for all the agencies and civic organizations involved.
3. The Enforcement Implementation Team will ensure that, in coordination with the other teams and the Executive Committee, actions to improve and maintain trust with all parts of the KC community are integrated into each strategy as applicable. Positive actions and attitudes must become an integral part of the work routines for all the agencies and civic organizations involved.

As noted above and described further below, the specific strategies for each goal and associated Action Plans can be customized for the Prevention, Intervention, Enforcement, and overarching Trust Building elements, as appropriate.

Measures of Success: The overarching metrics of Strategic Plan include:

- Reduction in gun-violence crime rates (nonfatal shootings and homicides)
- Increase in clearance and conviction rates for those crimes
- Increase in collaboration among agencies and community stakeholders
- Improved levels of community trust in the CJ system
- Improved scores attained by the KCPD and the CJ system on the KC citizen survey
- Increased rates of victim/witness cooperation with law enforcement and prosecution, and the impact of those rates on criminal charge filings and convictions

The Strategic Outcome Map

The strategic outcome map is a graphic representation of the outcomes resulting from achieving the listed goals and strategies. It shows how the stakeholders believe the desired change will occur. This type of mapping helps prioritize strategies and coordinate the implementation of strategies.

The map highlights the interdependence of strategies and goals. The arrows between boxes illustrate how a strategy influences other strategies. In some cases, a key strategy of one goal may influence strategies under other goals. Even when the Kansas City PSP partners achieve their strategies, the fully desired impact cannot happen without the work of the other key partners—city, community, and business. It also shows that without the help of these stakeholders, local and federal law enforcement cannot completely achieve its strategic outcome.

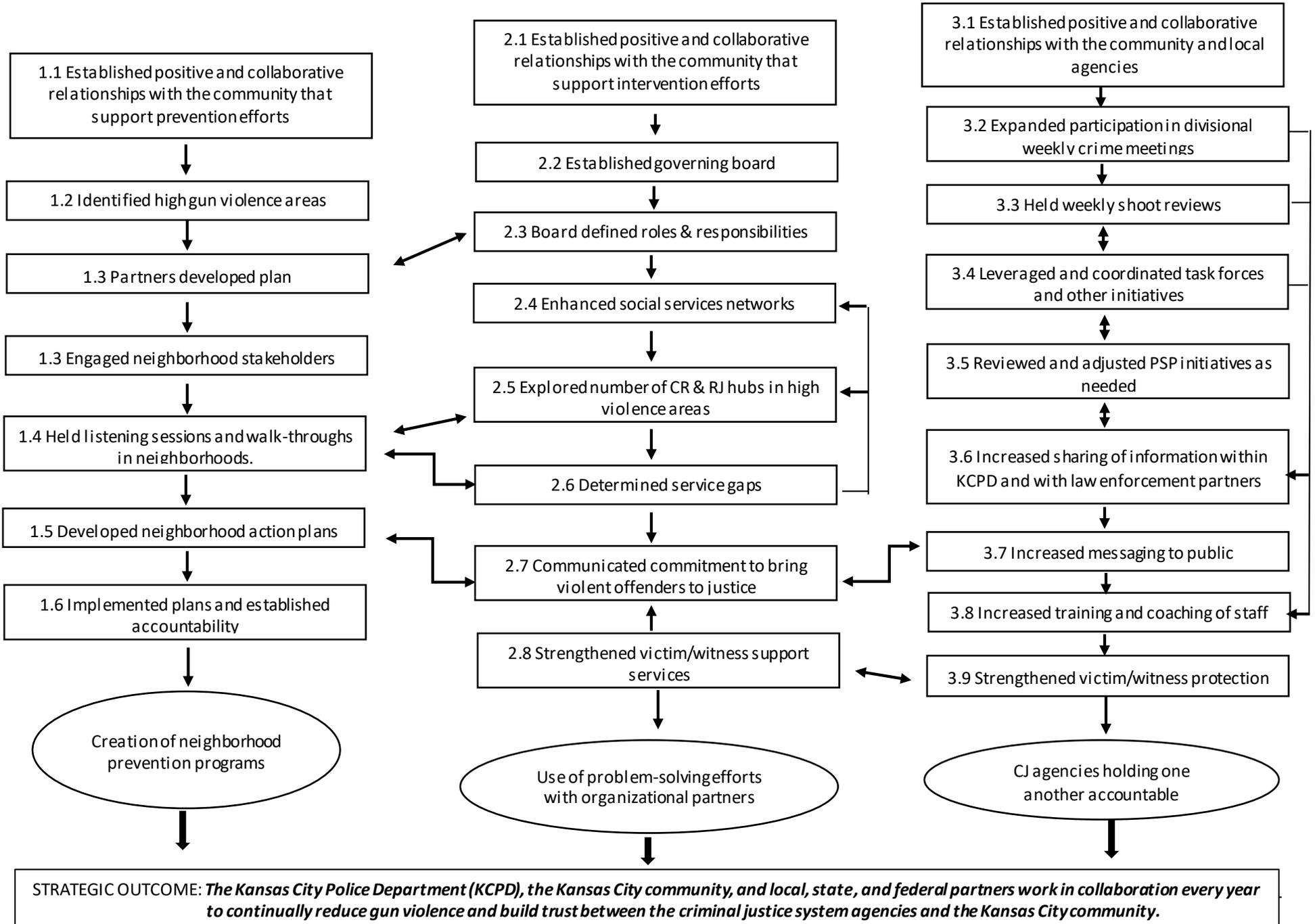
How to Read the Map

The following map illustrates how the Kansas City team will address the changes identified over the next three years. The flow of the diagram represents the group's backward mapping. Once the group identified the strategic outcome, it generated preconditions (goals) for that outcome and the strategies for each goal.

The strategic outcome is at the bottom of the page. The three goals are shown above the outcome. Finally, the strategies for each goal are listed down the column leading to the goal. The arrows between boxes illustrate how a strategy influences other strategies. In some cases, a key strategy of one goal may influence strategies under other goals.

The Executive Committee and all participating stakeholders should review the strategic outcome map to understand how strategies are linked and use this understanding in prioritizing actions and strategies. This review may also identify additional linkages.

Kansas City Strategic Plan Outcome Map





Goal 1: Neighborhood residents, community stakeholders, and businesses are working with the KCPD, the city, and community stakeholders to build trust and to develop and implement effective neighborhood-based gun-violence prevention efforts addressing the underlying causes of disorder and crime.

This goal recognizes that gun-violence reduction is more than just a police problem. The prevention of gun violence must be based in neighborhoods and supported by the residents and businesses in the neighborhoods. City government can bring people and services to bear on the underlying conditions of violence in a community. However, it is the people who live and work there who must help guide these efforts and sustain the benefits. The strategies for this goal set out how this will be accomplished.

Strategies

- Strategy 1.1: The Prevention Implementation Team will ensure that, in coordination with the other teams and the Executive Committee, actions to improve and maintain trust with all parts of the KC community are integrated into each strategy as applicable. Positive actions and attitudes must become an integral part of the work routines for all the agencies and civic organizations involved.
- Strategy 1.2: Identify core service areas suffering from high levels of gun violence.
- Strategy 1.3: Residents, local businesses, community-based organizations, the city, and KCPD develop a general plan including roles, responsibilities, and strategies to address gun violence at the neighborhood level.*

This goal requires coordination across city agencies and among the city and nonprofit and private organizations. Key players must come together to focus their efforts and develop a general plan or methodology on how to proceed with addressing gun-violence prevention at the neighborhood level (1.2). KCPD, working with partners, should identify a few neighborhoods that could benefit the most from this type of intense, coordinated work (1.3).

As indicated in both the strategies above and the Action Plans listed in the Appendix, once the neighborhoods are selected, local leaders should be contacted and brought together to share the general approach and elicit their suggestions and help. Then all the city partners and others should do a walk-through of the neighborhood with community representatives to identify the work that needs to be done. This should result in a work plan identifying what will be done, by what agency, and when. The action plan should be shared in a neighborhood meeting, with a commitment made to hold progress meetings. The community should also be

engaged in improving their neighborhood and building collective efficacy. In some neighborhoods, this may require facilitation by organizations skilled in community organizing and development.

There should be established means of capturing successes and lessons learned so both the general approach and specific neighborhood plans can be improved. As significant progress is made in one area, a new area in which to implement the plan should be identified and the work begun there.

Measures of Success, Analysis, and Research

The focus of the strategic plan is on reducing homicides and nonfatal shootings. Consequently, the measures are focused on these offenses. These measures are the initial attempts and should be revisited by the partners.

Performance measures for this goal include:

- Violent crime reductions in the selected neighborhoods
- Increase in the percentage of neighborhood residents feeling safe
- Increase in the number of community residents working with KCPD

Baseline data for each of these measures will need to be collected initially and then compared pre- and post-implementation. It is also suggested that KCPD work with research partners to assess the effectiveness of this effort. Action-oriented research is uniquely suited for this type of effort.



Goal 2: There are strong, effective, and collaborative problem-solving and trust-building efforts involving KCPD, the city, the school district, faith-based and nonprofit organizations, and the community to intervene and address high-risk lifestyles and conditions contributing to gun violence.

As with Goal 1, this goal relies on bringing nontraditional partners into the efforts of intervening in and stopping gun violence. Arrests and prosecution by law enforcement will always be a necessary approach to violence reduction. However, lasting violence reduction will come from programs focused on violence prevention and intervention.

The KCPD should participate in the development and implementation of such programs, but they may not always be the lead agency. In other jurisdictions, hospitals have taken an active role in violence intervention. Social services agencies that address specific types of violence, like domestic violence and juvenile crime, often work with police to improve police and victim services. Programs that identify high-risk, violent offenders and connect them to services like GED, employment services, and social services have been found to reduce violence. Another type of intervention program that has proved successful is “crisis interrupters.” These are community-based individuals, many of them former offenders, who are paid to be on the ground and actively involved in stopping violence before it starts.

Strategies

- Strategy 2.1: The Intervention Implementation Team will ensure that, in coordination with the other teams and the Executive Committee, actions to improve and maintain trust with all parts of the KC community are integrated into each strategy as applicable. Positive actions and attitudes must become an integral part of the work routines for all the agencies and civic organizations involved.
- Strategy 2.2: Determine if the NoVA governing board is the best group to support and guide efforts in achieving this goal and whether the board should be expanded. If not NoVA, then establish a governing board for this goal. The governing board defines their roles and responsibilities for accomplishing this goal. *
- Strategy 2.3: Enhance the social services network to provide access to needed services for people on probation and parole, victims of violence, and others with a high and moderate risk for gun violence. Priority should be given to those living in the core service areas (1.2). *
- Strategy 2.4: Communicate to members of the CJ agencies and the public about their

commitment to bringing violent offenders to justice. *

- Strategy 2.5: Implement victim/witness support strategies based on recommendations from the PSP assessment. *

The second strategy under this goal sets the foundation for the other strategies and will help sustain the effort. A governing board that is authorized to guide the development, planning, and assessment of violence intervention programs will help in coordinating effective programs. An essential next step is to understand the level and type of violence intervention services needed as indicated by the Action Plans in the appendix. It is safe to assume that the demand is much greater than current and even future capacity. This requires a means of prioritizing where these critical services should be focused. Strategy 2.3 suggests the focus should be in the areas identified in Goal 1, Strategy 1.2. This linking of Goal 1 and Goal 2 will help maximize the benefits and neighborhood-based violence prevention efforts with social services violence intervention programs.

Action Plans listed in the appendix under Strategy 2.3 and 2.4 connect to Goal 3. Enforcement is also a necessary approach to violence reduction. However, when all three approaches—prevention, intervention, and enforcement—work together, each becomes more effective. Social services and programs for high-risk individuals provide the balance to arrest and prosecution. When people believe there are swift and real sanctions for gun violence, they are more likely to accept alternatives (2.4). Victims and witnesses are more likely to participate in the criminal justice process when they are both protected and receive needed support (2.5).

Measures of Success, Analysis, and Research

Performance measures for this goal include:

- Increased ratio of people receiving services per the number needing services in the targeted areas
- Reduction in recidivism

Baseline data for each of these measures will need to be collected initially and then should be tracked and reported on a regular basis.

Researchers can help in developing a methodology for inventorying services and identifying gaps. Work is needed to document the number and types of programs aimed at gun-violence prevention and assisting victims and other at-risk individuals. The review should indicate which, if any, of the programs have been evaluated for their effectiveness. This review will help identify where program gaps exist and what programs should expand their reach. Additionally, researchers can assist in developing performance standards for programs and assessing outcomes.



Goal 3: Kansas City’s law enforcement and criminal justice agencies are coordinating their efforts and holding one another accountable for building trust with the community and arresting and prosecuting violent gun offenders.

Goal 3 demands that Kansas City’s criminal justice agencies function as a unified system to address violence. It acknowledges that there are many components to the criminal justice system—law enforcement, prosecution, courts, probation and parole, and community and institutional corrections. All of these sectors must work together to achieve the strategic objective of reducing homicides and nonfatal shootings. As long as these sectors pull in competing directions, limited progress will be made.

PSP brought local and federal law enforcement agencies and county and federal prosecutors together to focus on gun violence. This collaboration needs to continue and expand, bringing in other agencies.

Strategies

- Strategy 3.1: The Enforcement Implementation Team will ensure that, in coordination with the other teams and the Executive Committee, actions to improve and maintain trust with all parts of the KC community are integrated into each strategy as applicable. Positive actions and attitudes must become an integral part of the work routines for all the agencies and civic organizations involved.
- Strategy 3.2: Actively involve probation and parole, Jackson County Prosecutor’s Office, and family court in KCPD’s divisional weekly crime meetings.
- Strategy 3.3: Members will hold and participate in weekly shoot reviews to share information, focus on suspects, and refer victims to KCPD’s social workers.
- Strategy 3.4: Leverage existing task forces and initiatives involving KCPD and federal agencies to ensure efforts are coordinated, information is shared, and analysts and agents are tasked to focus on people and their networks who are involved in gun violence.
- Strategy 3.5: Review the effectiveness of the PSP initiative in addressing the targeted crimes and prosecuting gun offenders. Adjust as necessary.
- Strategy 3.6: Develop and implement procedures and means to share information across the KCPD and among partners about people involved in the targeted crimes.
- Strategy 3.7: Create and use opportunities to increase messaging to the public about the efforts to address gun violence.

- Strategy 3.8: Create and use opportunities to increase anticrime training and coaching of staff on their roles and responsibilities to reduce gun violence.
- Strategy 3.9: Implement victim/witness support strategies based on recommendations from the PSP assessment.

Expanding participation in the divisional weekly crime meetings to include probation and parole, prosecutor's office, and family court will coordinate efforts and enhance the information and other knowledge shared in these meetings (3.1). KCPD recently started shoot review meetings after visiting Milwaukee and learning about their PSP efforts. Lessons learned as these reviews continue should be used to improve the content and outcome of these reviews. Including referrals to social services as part of the shoot review meetings (3.3) will help balance enforcement with intervention efforts.

KCPD has assigned numerous officers and detectives to federal task forces. This arrangement benefits both KPCD and the various federal agencies. However, task forces tend to be independent operations. Strategy 3.4 is focused on using federal task forces to coordinate efforts, information, and intelligence sharing. Strategies 3.4 and 3.3 connect with Strategy 3.6 of sharing information within KCPD about violent people and crimes. These three strategies also form a nexus with training and mentoring officers on their roles and responsibilities to reduce gun violence.

Both the general public and individuals at high risk for committing gun violence need to know the law enforcement and criminal justice apparatus of Kansas City is steadfast in identifying, arresting, and prosecuting those who use guns to commit crimes (3.8). As with Strategy 2.8, the need to improve victim and witness services and protection is critical to increasing people's cooperation with the criminal justice system (3.9).

Measures of success, analysis, and research

Possible performance measures for this goal include:

- Percentage reduction in gun violence, homicides, nonfatal shootings
- Increased clearance, prosecution, and conviction rates for each of these crimes

KCPD may want to engage with research partners to help determine the effectiveness of the collaboration.

Conclusion

The Kansas City PSP Team has put forth an ambitious three-year plan to reduce gun violence in their city—ambitious, but achievable with the active participation of all the stakeholders. Reducing gun violence in Kansas City is everyone’s responsibility, from law enforcement, city agencies, and social services providers to businesses and neighborhood residents. A safer Kansas City is in the best interest of the entire community.

Preventing and intervening in the cycle of violence before lives are shattered is, of course, the preferred approach. Goals 1 and 2 concentrate on how to get that done. Enforcing the law, arresting and prosecuting offenders, and supervising convicted individuals is also part of the violence reduction strategy. Goal 3 focuses on improving these elements. The critical factors that cut across all three goals are the coordination of the multidisciplinary strategies, the adoption of evidence-based innovations and maintaining the capacity to sustain success into the future.

The work done by the Kansas City Executive Committee and its community partners to build this strategic plan constitutes the first important steps in reducing gun violence in Kansas City. The plan provides structure, direction, and accountability for a comprehensive system to make Kansas City a safer place. All that remains is the determination and hard work needed to make it real.

Appendix: Proposed Action Items

The Kansas City PSP can make significant progress in reducing crime by implementing the goals and strategies identified within this three-year strategic plan.

However, deep and sustained progress will occur only when all the stakeholders participate to advance the strategies identified for each goal. This appendix provides additional direction and guidance for the implementation of the strategic plan, including:

- **Strategic Plan Action Templates** that list action items, assignment of responsibilities, and timelines. These templates lay out what must be done to achieve the Kansas City PSP Strategic Plan's outcome and goals.

This plan should be shared with all stakeholders and revisions should be made based on feedback. After the major stakeholders agree on the strategic plan, the KC team will develop strategic action plans to guide the implementation of the strategic plan. Some suggested action plans are included below and are intended as a starting point. These plans can be modified as necessary by the implementation teams and the Executive Committee.

Strategic Action Plans

The first step in developing an action plan is identifying strategy coordinators for each strategy. A coordinator may have more than one strategy. The coordinator will report to the implementation team chair routinely about progress and impediments to achieving the strategy. The strategy coordinator will develop timelines and new action plans for his or her strategies or modify the ones suggested as part of this plan. The coordinator may delegate actions to others but is still responsible for achieving the strategy. The chair should review and approve all action plans associated with his or her goals. Chairpersons and coordinators should have the skills, abilities, knowledge, and, in some cases, the rank to get the work done.

The action plans list the appropriate information about the goal, strategy, required actions, accountable people, and a timeline. These plans track progress on achieving the long-term strategic outcome. The item number identifies the strategy and action (e.g., action item 1.4.1 is for Goal 1, Strategy 4, Action 1). The description defines the action or step that must be completed. Responsibility names the person who will complete the action. The timeline should estimate the amount of time an action may take. Dates can be added once the work begins on a strategy.

The following pages contain suggested action plans for each strategy under each of the three goals for Kansas City. It is critical that the action plans are carefully reviewed and assigned. The actions listed are only suggestions; they may not be appropriate and are certainly not exhaustive. The action plans must reflect the realistic steps that the KC team and its partners can take to achieve the strategy.

The action plans that follow are suggestions. It cannot be stressed enough that these are just starting points. The Executive Committee, under the direction of the chair

and in coordination with all three teams, will establish timelines for each strategy below and track the specific changes in each of the measures of success listed for each goal. The Strategy Coordinators, can propose revisions to the suggested action plans when indicated, subject to approval of Team Chairs and the Executive Committee, in addition to being responsible for actual implementation. In addition, strong communication and coordination between each team and the Executive Committee that builds public and agency knowledge and support is mission critical. These efforts should be integrated into an internal and external messaging strategy.

GOAL 1 Strategies and Action Plans for Team 1: Prevention

Neighborhood residents and businesses are working with the KCPD, the city and others to develop and implement effective neighborhood-based gun-violence prevention efforts, addressing the underlying causes of disorder and crime.

Chairperson: AJ Herrmann (Mayor's Office)

Measures of success:

- Violent crime reductions in the selected neighborhoods
- Increase in the percentage of neighborhood residents feeling safe
- Increase in the number of community residents working with KCPD

Strategy 1.1 The Prevention Implementation Team will ensure that, in coordination with the other teams and the Executive Committee, actions to improve and maintain trust with all parts of the KC community are integrated into each strategy as applicable. Positive actions and attitudes must become an integral part of the work routines for all the agencies and civic organizations involved. (Note: Suggested Action Plans are not included in this strategy to allow for flexibility as trust building is incorporated into other action plans.)

Strategy coordinator: TBD

Action items: The strategy coordinator may be responsible for completing an action item or delegate action items, but the coordinator is accountable for completing the strategy.

Item	Description	Responsibility	Timeline
1.1.1			
1.1.2			
1.1.3			

GOAL 1 Strategies and Action Plans for Team 1: Prevention

Neighborhood residents and businesses are working with the KCPD, the city and others to develop and implement effective neighborhood-based gun-violence prevention efforts, addressing the underlying causes of disorder and crime.

Chairperson: AJ Herrmann (Mayor's Office)

Measures of success:

- Violent crime reductions in the selected neighborhoods
- Increase in the percentage of neighborhood residents feeling safe
- Increase in the number of community residents working with KCPD

Strategy 1.2: Identify core service areas suffering from high levels of gun violence.

Strategy coordinator: *TBD*

Action items: The strategy coordinator may be responsible for completing an action item or delegate action items, but the coordinator is accountable for completing the strategy.

Item	Description	Responsibility	Timeline
1.2.1	Work with KCPD crime analysis and JCPO crime strategies to identify the core service areas and needs (at the neighborhood level) in a report that will guide subsequent strategies. Update the report every month to support adjustments in plan implementation, with special attention to factors such as displacement of gun violence.		
1.2.2	Provide report information to the Executive Committee and the other teams in a timely manner, and customize the report to meet their needs.		
1.2.3	Work in conjunction with the Executive Committee and the other teams to develop a report that is compatible with internal and external messaging strategy requirements to facilitate public and employee understanding and action.		
1.2.4	Establish a means for monitoring and reporting on progress and statistics for the core service areas.		

GOAL 1 Strategies and Action Plans for Team 1: Prevention

Neighborhood residents and businesses are working with the KCPD, the city and others to develop and implement effective neighborhood-based gun-violence prevention efforts, addressing the underlying causes of disorder and crime.

Chairperson: AJ Herrmann (Mayor's Office)

Measures of success:

- Violent crime reductions in the selected neighborhoods
- Increase in the percentage of neighborhood residents feeling safe
- Increase in the number of community residents working with KCPD

Strategy 1.3: Residents, local businesses, community-based organizations, the city, and KCPD develop a general plan including roles, responsibilities, and strategies to address gun violence at the neighborhood level.*

Strategy coordinator: TBD

Action items: The strategy coordinator may be responsible for completing an action item or delegate action items, but the coordinator is accountable for completing the strategy.

Item	Description	Responsibility	Timeline
1.3.1	Identify and engage neighborhood stakeholders in the identified core service areas who will assist in bringing residents and others to the table.*		
1.3.2	Hold listening sessions and neighborhood walks with area residents, churches, businesses, existing coalitions, and social services providers to refine the broad plan to match the needs of the specific core service area, which may include the KCPD.*		
1.3.3	Hold ongoing (timing TBD) meetings once plan is implemented to solicit feedback on progress to date.		
1.3.4	Develop actions plans based on the broad plan and listening sessions that identify tasks, responsibilities, and time frames.*		
1.3.5	Organize and structure the participants in a way that will facilitate the execution of neighborhood-level gun violence prevention efforts in an appropriate number of identified core service areas. (This assumes that there will be more core service areas than capacity to address them and will require prioritization of the identified core service areas by Team One in coordination with the other teams and the Executive Committee. A process based on evidence and data will be used to make these decisions.)		
1.3.6	Within 60 days of the first group meeting, begin execution of the action plans at the neighborhood level in the core service areas where neighborhood level gun violence prevention efforts are underway.		
1.3.7	Use the action plans and regular meetings among the partners in the service area to establish feedback and accountability for action plans.*		

1.3.8	In cooperation with those engaged in Strategy 1.1, the Executive Committee and the other teams track the specific measures for this goal at the beginning of the execution period.		
1.3.9	At appropriate intervals, compare the current and prior measurements. Adjust accordingly and execute again. Continue the cycle: measure, act, evaluate, adjust, measure.		
1.3.10	As resources permit, adjust efforts in areas where gun violence has been reduced to a maintenance level, apply lessons learned, and add new core service areas. (While no gun violence is the ultimate goal, the Executive Committee will establish reduction targets in the measures indicated for this goal. Progress toward these targets will be formally measured at least every three months.)		
1.3.11	Stay abreast of the state of the art of gun violence prevention and adopt evidence-based methods that, in the judgement of the Executive Committee, will improve the likelihood of success.		

GOAL 2 Strategies and Action Plans for Team 2 : Intervention

There are strong, effective, and collaborative problem-solving efforts involving KCPD, the city, the school district, and faith-based and nonprofit organizations to intervene and address high-risk lifestyles and conditions contributing to gun violence.

Chairperson: Mike Mansur (JCPO)

Measures of success:

- Shared, cross-agency agreement on list of individuals who are eligible for and should receive services
- Percentage of people who actually receive services to the number identified as being eligible for services
- Reduction in recidivism (among whom? All those returning from incarceration, or just those convicted of gun-related offenses)

Strategy 2.1: The Intervention Implementation Team will ensure that, in coordination with the other teams and the Executive Committee, actions to improve and maintain trust with all parts of the KC community are integrated into each strategy as applicable. Positive actions and attitudes must become an integral part of the work routines for all the agencies and civic organizations involved. (Note: Suggested Action Plans are not included in this strategy to allow for flexibility as trust building is incorporated into other action plans.)

Strategy coordinator: TBD

Action items: The strategy coordinator may be responsible for completing an action item or delegate action items, but the coordinator is accountable for completing the strategy.

Item	Description	Responsibility	Timeline
2.1.1			
2.1.2			
2.1.3			

GOAL 2 Strategies and Action Plans for Team 2 : Intervention

There are strong, effective, and collaborative problem-solving efforts among KCPD, the city, the school district, and faith-based and nonprofit organizations to intervene and address high-risk lifestyles and conditions contributing to gun violence.

Chairperson: Mike Mansur (JCPO)

Measures of success:

- Shared, cross-agency agreement on list of individuals who are eligible for and should receive services
- Percentage of people who actually receive services to the number identified as being eligible for services
- Reduction in recidivism (among whom? All those returning from incarceration, or just those convicted of gun-related offenses)

Strategy 2.2: Determine if the NoVA governing board is the best group to support and guide efforts in achieving this goal and whether the board should be expanded. If not NoVA, then establish a governing board for this goal. The governing board defines its roles and responsibilities for accomplishing this goal.*

Strategy coordinator: *TBD*

Action items: The strategy coordinator may be responsible for completing an action item or delegate action items, but the coordinator is accountable for completing the strategy.

Item	Description	Responsibility	Timeline
2.2.1	Ensure that the data that would calculate the measures of success are being collected.		
2.2.2	In consultation with the NoVA board and the Executive Committee and social services providers, assess the desire and capacity of the NoVA program to organize, structure, enhance, track, evaluate, and adjust social services to intervene in core service areas with those who are likely to become new victims/suspects in gun violence.*		
2.2.3	Consider all the existing options for a comprehensive model, including information from the PSP research on places where information sharing between criminal justice agencies and social services providers works well and gun violence has been reduced as a result.		
2.2.4	Document the roles, responsibilities, and authorities of the governing board and share with all partners.		

GOAL 2 Strategies and Action Plans for Team 2 : Intervention

There are strong, effective, and collaborative problem-solving efforts involving KCPD, the city, the school district, and faith-based and nonprofit organizations to intervene and address high-risk lifestyles and conditions contributing to gun violence.

Chairperson: Mike Mansur (JCPO)

Measures of success:

- Increased ratio of people receiving services per the number needing services
- Reduction in recidivism

Strategy 2.3: Enhance the social services network to provide access to needed services for people on probation and parole, victims of violence, and others with a high and moderate risk for gun violence. Priority should be given to those living in the core service areas. (1.2)*

Strategy coordinator: *TBD*

Action items: The strategy coordinator may be responsible for completing an action item or delegate action items, but the coordinator is accountable for completing the strategy.

Item	Description	Responsibility	Timeline
2.3.1	Explore the number of conflict resolution and restorative justice hubs in the core service areas identified in Strategy 1.2.*		
2.3.2	Determine service gaps and the effectiveness of programs and services to address gun violence (e.g., communications, delivery, follow up, tracking, results, and evaluation are some but not all of the potential gaps.*		
2.3.3	Regardless of the specific organization chosen for implementation, develop a process and a structure that will close the gaps and deliver intervention services coordinated with the other teams and under the direction of the Executive Committee that facilitates controlled interagency information sharing, comprehensive delivery and tracking of services, evaluation of effectiveness, and adjustment of methodology where indicated. Teams will coordinate and identify new service providers as needed to address gaps identified in 2.2.2		
2.3.4	At appropriate intervals, compare the current and prior measurements. Make adjustments accordingly and execute again. Continue the cycle: measure, act, evaluate, adjust, measure.		
2.3.5	As resources permit, adjust efforts in areas where gun violence has been reduced to a maintenance level, apply lessons learned, and add new core service areas.		
2.3.6	Stay abreast of state of the art of gun-violence intervention and adopt evidence-based methods that, in the judgement of the Executive Committee, will improve the likelihood of success.		

GOAL 2 Strategies and Action Plans for Team 2 : Intervention

There are strong, effective, and collaborative problem-solving efforts involving KCPD, the city, the school district, and faith-based and nonprofit organizations to intervene and address high-risk lifestyles and conditions contributing to gun violence.

Chairperson: Mike Mansur (JCPO)

Measures of success:

- Increase ratio of people receiving services per the number needing services
- Reduction in recidivism

Strategy 2.4: Communicate to members of the CJ agencies and the public about their commitment to bringing violent offenders to justice.*

Strategy coordinator: *TBD*

Action items: The strategy coordinator may be responsible for completing an action item or delegate action items, but the coordinator is accountable for completing the strategy.

Item	Description	Responsibility	Timeline
2.4.1	Develop a plan to ensure strong communication and coordination with the other teams and the Executive Committee, and work to build public and agency knowledge of the effort in conjunction with the internal and external messaging strategy.		
2.4.2	Develop a communication plan using various media platforms that is focused on internal and external audiences.		
2.4.3	Execute, monitor, and change the communication efforts as necessary.		

GOAL 2 Strategies and Action Plans for Team 2 : Intervention

There are strong, effective, and collaborative problem-solving efforts involving KCPD, the city, the school district, and faith-based and nonprofit organizations to intervene and address high-risk lifestyles and conditions contributing to gun violence.

Chairperson: Mike Mansur (JCPO)

Measures of success:

- Percentage reduction in gun violence, homicides, and nonfatal shootings (include historic information to assist in setting targets for improvement)
- Increased ratio of people receiving services per the number needing services
- Reduction in recidivism

Strategy 2.5: Implement victim/witness support strategies based on recommendations from the PSP assessment.*

Strategy coordinator: TBD

Action items: The strategy coordinator may be responsible for completing an action item or delegate action items, but the coordinator is accountable for completing the strategy.

Item	Description	Responsibility	Timeline
2.5.1			
2.5.2			
2.5.3			

GOAL 3 Strategies and Action Plans for Team 3: Enforcement

Kansas City’s law enforcement and criminal justice agencies are coordinating their efforts and holding one another accountable for arresting and prosecuting violent gun offenders.

Chairperson: Justin Kobolt (KCPD)

Measures of success:

- Percentage reduction in gun violence, homicides, and nonfatal shootings (include historic information to assist in setting targets for improvement)
- Increased clearance, prosecution, and conviction rates for each of these crimes
- Some measure of collaboration and coordination across agencies (potentially information sharing)
- Increased percentage of individuals on PVO list charged and/or referred to social services agencies (if eligible)

Strategy 3.1: The Enforcement Implementation Team will ensure that, in coordination with the other teams and the Executive Committee, actions to improve and maintain trust with all parts of the KC community are integrated into each strategy as applicable. Positive actions and attitudes must become an integral part of the work routines for all the agencies and civic organizations involved. (Note: Suggested Action Plans are not included in this strategy to allow for flexibility as trust building is incorporated into other action plans.)

Strategy coordinator: *TBD*

Action items: The strategy coordinator may be responsible for completing an action item or delegate action items, but the coordinator is accountable for completing the strategy.

Item	Description	Responsibility	Timeline
3.1.1			
3.1.2			
3.1.3			

GOAL 3 Strategies and Action Plans for Team 3: Enforcement

Kansas City’s law enforcement and criminal justice agencies are coordinating their efforts and holding one another accountable for arresting and prosecuting violent gun offenders.

Chairperson: Justin Kobolt (KCPD)

Measures of success:

- Percentage reduction in gun violence, homicides, and nonfatal shootings (include historic information to assist in setting targets for improvement)
- Clearance, prosecution and conviction rates for each of these crimes
- Some measure of collaboration and coordination across agencies (potentially information sharing)
- Increased percentage of individuals on Prolific Violent Offender (PVO) list charged and/or referred to social service agencies (if eligible)

Strategy 3.2: Actively involve probation and parole, Jackson County Prosecutor’s Office and family court in KCPD’s divisional weekly crime meetings.

Strategy coordinator: TBD

Action items: The strategy coordinator may be responsible for completing an action item or delegate action items, but the coordinator is accountable for completing the strategy.

Item	Description	Responsibility	Timeline
3.2.1	Based on input from all the partners, ensure that appropriate information is shared across agencies with the express purpose of holding offenders accountable and identifying ways for agencies to leverage cooperation in the interest of reducing gun violence.		
3.2.2	Establish and use means to hold all partners accountable for agreed-to actions and outcomes.		

GOAL 3 Strategies and Action Plans for Team 3: Enforcement

Kansas City’s law enforcement and criminal justice agencies are coordinating their efforts and holding one another accountable for arresting and prosecuting violent gun offenders.

Chairperson: Justin Kobolt (KCPD)

Measures of success:

- Percentage reduction in gun violence, homicides, and nonfatal shootings
- Increased clearance, prosecution, and conviction rates for each of these crimes

Strategy 3.3: Members will hold and participate in weekly shoot reviews to share information, focus on suspects, and refer victims to KCPD’s social workers.

Strategy coordinator: *TBD*

Action items: The strategy coordinator may be responsible for completing an action item or delegate action items, but the coordinator is accountable for completing the strategy.

Item	Description	Responsibility	Timeline
3.3.1	Determine ways to use the shoot review process to its maximum effectiveness as a facilitator of gun-violence investigations and identifying those at high risk of becoming victims or suspects so the individuals can be referred to social services.		
3.3.2	Adopt measures that use the shoot review process to identify gaps in investigations and find the resources to fill those gaps.		
3.3.3	Track the impact of shoot review on case clearance rates and cases accepted for prosecution.		
3.3.4	Based on shoot review information, crime analysis, and other evidence, integrate the Rutgers University Risk Terrain Modeling Project into this plan in coordination with other efforts to reduce gun violence in core service areas and other locations where its use is indicated.		

GOAL 3 Strategies and Action Plans for Team 3: Enforcement

Kansas City’s law enforcement and criminal justice agencies are coordinating their efforts and holding one another accountable for arresting and prosecuting violent gun offenders.

Chairperson: Justin Kobolt (KCPD)

Measures of success:

- Percentage reduction in gun violence, homicides, and nonfatal shootings
- Increased clearance, prosecution, and conviction rates for each of these crimes

Strategy 3.4: Leverage existing task forces and initiatives involving KCPD and federal agencies to ensure efforts are coordinated, information is shared, and analysts and agents are tasked to focus on people and their networks who are involved in gun violence.

Strategy coordinator: TBD

Action items: The strategy coordinator may be responsible for completing an action item or delegate action items, but the coordinator is accountable for completing the strategy.

Item	Description	Responsibility	Timeline
3.4.1	With the coordination of the Executive Committee, determine the level of support that the task forces provide (i.e., amount of surveillance, number of arrests, number of search warrants obtained and executed, investigative leads generated, follow ups conducted, time spent, etc.) in support of specific gun-violence investigations. Evaluate whether the level of support matches the community’s need to reduce gun violence. The Milwaukee PD shoot review support unit may offer an example.		
3.4.2	If indicated, coordinate with the Executive Committee to take steps to increase the level of support from task forces.		

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Strategy 3.5: Review the effectiveness of the PSP initiative in addressing the targeted crimes and prosecuting gun offenders. Adjust as necessary.

Strategy coordinator: TBD

Action items: The strategy coordinator may be responsible for completing an action item or delegate action items, but the coordinator is accountable for completing the strategy.

Item	Description	Responsibility	Timeline
3.5.1	Itemize changes introduced as a result of PSP assessments, consultations, etc., and determine the impact of those changes.		
3.5.2	At appropriate intervals, compare the current and prior measurements. Make adjustments accordingly and execute again. Continue the cycle: measure, act, evaluate, adjust, measure.		
3.5.3	As resources permit, adjust efforts in areas where gun violence has been reduced to a maintenance level, apply lessons learned, and add new core service areas.		
3.5.4	Determine where informational and training needs exist and work to address those needs.		
3.5.5	Explore the possibility of a PSP site visit to a city that is working effectively in prosecuting gun offenders.		
3.5.6	Identify process improvements that will enhance the effective prosecution of gun offenders.		

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Strategy 3.6: Develop and implement procedures and means to share information across the KCPD and among partners about people involved in the targeted crimes.

Strategy coordinator: TBD

Action items: The strategy coordinator may be responsible for completing an action item or delegate action items, but the coordinator is accountable for completing the strategy.

Item	Description	Responsibility	Timeline
3.6.1	Survey internally and externally to determine the level of information sharing with individuals and units at KCPD and other partners. At a minimum, the survey should address the type of information being shared, the level of detail needed, and the timeliness of information. Identify gaps in the sharing process that, when closed, would improve prevention, intervention, and enforcement activities.		
3.6.2	Take steps to close those gaps by developing processes and procedures to ensure that those who require information to reduce gun violence have the known, relevant information. This improvement should not rely on interpersonal relationships but on sustainable policy established to address information sharing concerns.		
3.6.3	Develop and use an information-sharing cycle that includes determining informational needs, production of products, and feedback on usefulness of products. Emphasize the use of analytical products to facilitate strategic decision-making by partner agencies.		

GOAL 3 Strategies and Action Plans for Team 3: Enforcement

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Strategy 3.7: Create and use opportunities to increase messaging to the public about the efforts to address gun violence.

Strategy coordinator: TBD

Action items: The strategy coordinator may be responsible for completing an action item or delegate action items, but the coordinator is accountable for completing the strategy.

Item	Description	Responsibility	Timeline
3.7.1	Ensure strong communication and coordination with the other teams and the Executive Committee and work to build public and agency knowledge of the effort in conjunction with the internal and external messaging strategy.		
3.7.2	Link efforts to Strategy 2.4		

GOAL 3 Strategies and Action Plans for Team 3: Enforcement

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Strategy 3.8: Create and use opportunities to increase anticrime training and coaching of staff on their roles and responsibilities to reduce gun violence.

Strategy coordinator: *TBD*

Action items: The strategy coordinator may be responsible for completing an action item or delegate action items, but the coordinator is accountable for completing the strategy.

Item	Description	Responsibility	Timeline
3.8.1	In consultation with other partners, identify areas of needed improvement regarding initial response, crime scene processing, forensics, investigations, follow up, case preparation, presentation and prosecution, and building trust with the community.		
3.8.2	Seek out the latest in policy, procedure, and training in both specific skills and multidisciplinary cooperation and coordination that can be delivered to supervisors and line personnel of agencies involved in gun-violence reduction. Secure training to close gaps for appropriate personnel at least every 6 months.		
3.8.3	Stay abreast of state of the art gun-violence enforcement and adopt evidence-based methods that, in the judgement of the Executive Committee, will improve the likelihood of success.		
3.8.4	Utilize PSP TTA and site visits to address this strategy.		

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Strategy 3.9: Implement victim/witness support strategies based on recommendations from the PSP assessment.

Strategy coordinator: TBD

Action items: The strategy coordinator may be responsible for completing an action item or delegate action items, but the coordinator is accountable for completing the strategy.

Item	Description	Responsibility	Timeline
3.9.1			
3.9.2			
3.9.3			