

**IN THE COUNTY LEGISLATURE OF JACKSON COUNTY, MISSOURI**

**A RESOLUTION** authorizing the County Executive to execute a Memorandum of Understanding with the U.S. Department of Justice, United States Attorney's Office for the Western District of Missouri, for the purpose of funding a comprehensive assessment of the County's gang problem, at a cost to the County not to exceed \$35,000.00.

**RESOLUTION #17412**, November 8, 2010

**INTRODUCED BY** Dan Tarwater, County Legislator

WHEREAS, there are increasing reports of gang-related drug activity coming from the Kansas City and Jackson County areas; and,

WHEREAS, the United States Department of Justice has developed a Comprehensive Gang Model and Guide to assess a community's youth gang problem, which requires the involvement of key community partners; and,

WHEREAS, this project will be a collaborative effort between COMBAT and other primary community organizations, with COMBAT funds to be used to fund the qualitative and quantitative data collection aspect of the assessment; and,

WHEREAS, the Jackson County Drug Commission and the COMBAT administration recommend the execution of a Memorandum of Understanding for the purpose of funding this assessment of the County's gang problem; now therefore,

BE IT RESOLVED by the County Legislature of Jackson County, Missouri, that the County Executive be and hereby is authorized to execute a Memorandum of Understanding with the U.S. Department of Justice, United States Attorney's Office for the Western District of Missouri, for the purpose of funding a Comprehensive Gang Model and Guide to assess the County's gang problem, at a cost to the County not to exceed \$35,000.00, in a form to be approved by the County Counselor; and,

BE IT FURTHER RESOLVED that the Director of Finance and Purchasing be and hereby is authorized to make all payments, including final payment on the agreement.

Effective Date: This Resolution shall be effective immediately upon its passage by a majority of the Legislature.

APPROVED AS TO FORM

*Jim D. Hallen*  
Chief Deputy County Counselor

*WMS [Signature]*  
Acting County Counselor

Certificate of Passage

I hereby certify that the attached resolution, Resolution #17412 of November 8, 2010, was duly passed on November 29, 2010 by the Jackson County Legislature. The votes thereon were as follows:

Yeas 7

Nays 0

Abstaining 0

Absent 2

11.29.10  
Date

*Mary Jo Spino*  
Mary Jo Spino, Clerk of Legislature

There is a balance otherwise unencumbered to the credit of the appropriation to which the expenditure is chargeable and there is a cash balance otherwise unencumbered in the treasury to the credit of the fund from which payment is to be made, each sufficient to provide for the obligation herein authorized.

ACCOUNT NUMBER: 004 4401 56080

ACCOUNT TITLE: Anti-Drug Sales Tax Fund  
COMBAT Administration  
Other Professional Services

NOT TO EXCEED: \$35,000.00

November 3, 2010  
Date

*[Signature]*  
Director of Finance and Purchasing

# REQUEST FOR LEGISLATIVE ACTION

Completed by County Counselor's Office:  
 Resolution No.: 17412  
 Sponsor(s): Dan Tarwater  
 Date: Nov. 8, 2010

<b>SUBJECT</b>	<p>Action Requested  <input checked="" type="checkbox"/> Resolution  <input type="checkbox"/> Ordinance</p> <p>Project/Title: <u>A resolution authorizing the County Executive to execute a Memorandum of Understanding with the U.S. Department of Justice, United States Attorney, Western District Office, for the purpose of funding a comprehensive assessment of the County's gang problem, not to exceed \$35,000.00</u></p>										
<b>BUDGET INFORMATION</b> <i>To be completed By Requesting Department and Finance</i>	<table border="1" data-bbox="321 636 1255 982"> <tr> <td>Amount authorized by this legislation this fiscal year:</td> <td>\$35,000.00</td> </tr> <tr> <td>Amount previously authorized this fiscal year:</td> <td>\$0.00</td> </tr> <tr> <td>Total amount authorized after this legislative action:</td> <td>\$35,000.00</td> </tr> <tr> <td>Amount budgeted for this item *:</td> <td>\$0.00</td> </tr> <tr> <td>Source of funding (name of fund) and account code number: Anti-Drug 008, Dept. 4401-COMBAT Administration, 56080 Other Professional Services</td> <td>\$35,000.00</td> </tr> </table> <p>• If account includes additional funds for other expenses, total budgeted in the account is: \$ 257,798.00  <input type="checkbox"/> No budget impact (no fiscal note required)</p> <p>Prior Year Budget (if applicable):          Prior Year Actual Amount Spent (if applicable):</p>	Amount authorized by this legislation this fiscal year:	\$35,000.00	Amount previously authorized this fiscal year:	\$0.00	Total amount authorized after this legislative action:	\$35,000.00	Amount budgeted for this item *:	\$0.00	Source of funding (name of fund) and account code number: Anti-Drug 008, Dept. 4401-COMBAT Administration, 56080 Other Professional Services	\$35,000.00
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<b>PRIOR LEGISLATION</b>	<p>Prior ordinances and (date):          Prior resolutions and (date):</p>										
<b>CONTACT INFORMATION</b>	<p>RLA drafted by: Dave Fleming, COMBAT Planning &amp; Development Administrator, 881-3572</p>										
<b>REQUEST SUMMARY</b>	<p>A resolution authorizing the County Executive to execute a Memorandum of Understanding with the U.S. Department of Justice, United States Attorney, Western District Office, for the purpose of funding a Comprehensive Gang Model and Guide to assess the County's gang problem, not to exceed \$35,000.00</p> <p><b>Background:</b> Reports of gang activity, gang-related violence, and gang-related drug activity are coming from many areas of Kansas City. Similar reports of increasing gang activity are being sounded by Independence, Raytown, Grandview, other municipalities in Jackson County, as well as unincorporated areas of Jackson County. Research indicates that a community response to gang issues must begin with a thorough community assessment that involves key participation of key community partners. This project will be a collaborative effort with COMBAT and several key community organizations and the funding would allow for the qualitative and quantitative data collection aspect of the assessment.</p>										

CLEARANCE	<input type="checkbox"/> Tax Clearance Completed (Purchasing & Department) <input type="checkbox"/> Business License Verified (Purchasing & Department) <input type="checkbox"/> Chapter 6 Compliance - Affirmative Action/Prevailing Wage (County Auditor's Office)	
ATTACHMENTS	U.S. Dept. of Justice Memo	
REVIEW	Department Director: <i>[Signature]</i>	Date: 11-1-2010
	Finance (Budget Approval): <i>If applicable</i>	Date: 11/2/10
	Division Manager: <i>[Signature]</i>	Date: 11-2-10
	County Counselor's Office: <i>[Signature]</i>	Date:

Fiscal Information (to be verified by Budget Office in Finance Department)

- This expenditure was included in the annual budget.
- Funds for this were encumbered from the \_\_\_\_\_ Fund in \_\_\_\_\_.
- There is a balance otherwise unencumbered to the credit of the appropriation to which the expenditure is chargeable and there is a cash balance otherwise unencumbered in the treasury to the credit of the fund from which payment is to be made each sufficient to provide for the obligation herein authorized.
- Funds sufficient for this expenditure will be/were appropriated by Ordinance # \_\_\_\_\_
- Funds sufficient for this appropriation are available from the source indicated below.

Account Number:	Account Title:	Amount Not to Exceed:
008-4401-56080	Other Professional Services	\$ 35,000.00

- This award is made on a need basis and does not obligate Jackson County to pay any specific amount. The availability of funds for specific purchases will, of necessity, be determined as each using agency places its order.
- This legislative action does not impact the County financially and does not require Finance/Budget approval.





**U.S. Department of Justice**

*Beth Phillips  
United States Attorney  
Western District of Missouri*

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*Office of the United States Attorney  
Charles Evans Whittaker Courthouse  
400 East 9<sup>th</sup> Street, Fifth Floor  
Kansas City, Missouri 64106  
phone: (816) 426-3122  
fax: (816) 426-4210*

October 26, 2010

Stacey Daniels-Young  
Jackson County Courthouse  
415 E. 12<sup>th</sup> Street  
Kansas City, Missouri 64106

Dear Ms. Daniels-Young:

This letter will confirm my conversations with you regarding the Office of Juvenile Justice and Delinquency Prevention (OJJDP) Comprehensive Gang Model and Guide to assessing a community's youth gang problem. I intend to facilitate a community assessment of the youth gang problem within our community and am in the process of inviting various community leaders to join a Steering Committee and oversee such an assessment.

I would appreciate assistance from COMBAT in this endeavor. Specifically, you and I have discussed the possibility that COMBAT funds could be used to fund the qualitative and quantitative data collection aspect of the assessment. You and I have been working on an agreement whereby my office would accept the COMBAT funds that will ultimately be used to cover the costs associated with a non-governmental agency's role in the assessment.

I look forward to continuing our partnership on this issue.

Sincerely,

A handwritten signature in black ink, appearing to read "Beth Phillips".

Beth Phillips  
United States Attorney

## **Creating an Effective Community Response**

The research conducted by the United States Department of Justice Office of Juvenile Justice and Delinquency Prevention (OJJDP) dictates that a community response to gang issues must begin with a thorough community assessment that involves the participation of key community agents listed below:

- ◆ Probation (juvenile and adult)
- ◆ Parole (juvenile and adult)
- ◆ Prosecution
- ◆ Courts (juvenile and adult)
- ◆ Schools (mainstream and alternative)
- ◆ Youth and family agencies
- ◆ Business community
- ◆ Faith community
- ◆ Manpower and job-training agencies
- ◆ Grassroots organizations
- ◆ Public housing
- ◆ Local neighborhood associations
- ◆ Federal and state agencies, if  
appropriate



Increasingly, United States Department of Justice (USDOJ) funding is dependent upon having completed this community assessment process prior to awarding assistance to justice programs or service systems. Without access to the federal grant process communities are forced to rely exclusively local dollars to enact effective strategies.

The USDOJ has been conducting research and defining best practices for gang interventions for several decades. In 2009 they released a guide to community assessments that fits as part of an overall strategy recommended in their publication, *Best Practices to Address Community Gang Problems; OJJDP's Comprehensive Gang Model*. The following strategies and implementation steps are from the

*Five Strategies in OJJDP's Comprehensive Model*

**Community Mobilization:** Involvement of local citizens, including former drug and crime-involved youth, community groups, agencies, and coordination of programs and staff functions within and across agencies.

**Opportunities Provision:** Identification and development of a variety of specific education, training, and employment programs.

**Social Intervention:** Involving agencies, schools, grassroots groups, faith-based organizations, police, and other juvenile/criminal justice organizations in "reaching out" to drug and crime-involved community members and their families, and linking them with the conventional world and needed services.

**Suppression:** Formal and informal social control procedures, including close supervision and monitoring of gang-involved youth by agencies of the juvenile/criminal justice system and also by community-based agencies, schools, and grassroots groups.

**Organizational Change and Development:** Development and implementation of policies and procedures that result in the most effective use of available and potential resources, within and across agencies, to better address the gang problem.

### *5 Steps of Implementation*

1. The community and its leaders acknowledge the nature and scope of the problem.
2. The community conducts an assessment of the nature and scope of the problem, leading to the identification of a target community or communities and population(s).
3. Through a steering committee, the community and its leaders set goals and objectives to address the identified problem(s).
4. The steering committee makes available relevant programs, strategies, services, tactics, and procedures consistent with the model's five core strategies.
5. The steering committee evaluates the effectiveness of the response to the drug and violent crime problem, reassesses the problem, and modifies approaches as needed.

The Steering Committee is a key element in providing direction and oversight to the process. Assessments are of little use if the results or recommendations are not accepted by those who have the authority to implement the approaches proposed to respond to the gang problem. Since these individuals must ultimately agree to a plan for addressing and solving gang problems, it is vital that they be involved in the effort from the beginning.

The assessment process put forth by OJJDP is outlined and detailed in *OJJDP Comprehensive Gang Model; A Guide to Assessing Your Community's Youth Gang Problem 2009*. Key elements are as follows:

#### **Assessment**

- ◆ It may be necessary to conduct a manual archival record review of law enforcement data during the initial assessment. Most sites found these manual archival record reviews to be a necessary, but expensive and time-consuming, process.
- ◆ Identify protocols that, when key agencies and the steering committee put them into place, would make it easier to collect data in the future.
- ◆ Assistance from a local research partner trained in statistical analysis can benefit an assessment greatly. Some data, such as gang crime data, community demographic data, and school statistics
- ◆ Interview gang members; conduct focus groups with parents, community residents, or school staff members;
- ◆ Administer survey instruments
- ◆ Work through processes such as obtaining consent and ensuring and protecting confidentiality. The research partner also should perform more complex data analyses, as required.

In addition to collecting the data mentioned above, sites that conducted comprehensive assessments found that they were better equipped during the planning and implementation process to design appropriate responses, target appropriate populations to serve, and implement program activities if they did the following:

- ◆ Investigated underlying demographic factors that affect local gang problems.

- ◆ Measured the extent of gang activity in schools.
- ◆ Included qualitative educational factors affecting local youth.
- ◆ Surveyed residents and youth about perceptions of gangs.
- ◆ Inventoried community resources to address gangs.

Activity	Logistics
Facilitation	<ul style="list-style-type: none"> <li>• Quarterly Steering Committee meetings</li> <li>• Coalition Meetings—number to be determined</li> <li>• Work Group Meetings— number to be determined</li> </ul>
Evaluation	<ul style="list-style-type: none"> <li>• Data management tools</li> <li>• Outcome evaluation</li> <li>• Technical assistance (working with Work Teams and Steering Committee on surveys, focus groups, mapping, etc.)</li> <li>• Analysis of community assessment</li> <li>• Lessons learned focus group with partners</li> </ul>
Community Assessment	<ul style="list-style-type: none"> <li>• Community perception surveys, community perception focus groups (Non-drug or gang involved youth, private sector, community, service providers), interviews with gang involved youth focused on onset of criminal behavior</li> <li>• Catalog services: resource inventory and mapping of current community response efforts (produce CD for community distribution)</li> <li>• Map current interactions between agencies/organizations</li> </ul>
Community Outreach	<ul style="list-style-type: none"> <li>• Gather and disseminate information (develop and deliver print/electronic material, facilitate distribution of information about partner activities, gather community feedback)</li> </ul>

Project Goal	Logistics/Activities	Start Time	Expected Completion
Lead a KC Greater Metropolitan Area Community response to gang violence	Recruit and orient Steering Committee	Month 1	Month 1
	Steering Committee (Quarterly—total of 4 meetings)	Month 1	On-going
	Assign Work Teams	Month 1	Month 1
	Work Team Meetings (frequency TBD)	Month 2	On-going

Project Goal	Logistics/Activities	Start Time	Expected Completion
	Determine a community definition for "Gang," "Gang Member," and "Gang Related Crime"	Month 1	Month 1
	Finalize Assessment Plan (including defining target populations)	Month 1	Month 2
Conduct community assessment to gain an accurate and comprehensive understanding of service gaps, community trends perceptions regarding gang issues	Community perception survey (baseline),	Month 2	Month 4
	Data retrieval from partner organizations (what is current status)	Month 1	Month 3
	Community perception focus groups and interviews (Non-gang involved youth, private sector, community, service providers—4 total)	Month 2	Month 7
	Interviews with gang involved youth (focused on entry into gang life)	Month 3	Month 9
	Record review (establish how data is being collected and utilized)	Month 1	Month 3
	Map current interactions between agencies/orgs	Month 1	Month 5
Produce Community Assessment Report and Recommendations	Develop data management tools	Month 1	Month 3
	Technical assistance (on-going— work with partner organizations on specifics of assessment and evaluation practices)	Month 1	On-going
	Catalog services (produce CD for community distribution)	Month 1	Month 9
	Analysis of community assessment (process data with Steering Committee/Work Teams)	On-going	On-going
	Outcome evaluation and reporting	On-going	Month 12

Agency/Govt. Unit	Name	Phone/email	Community Organization	Name	Phone /email
Family Court	Mary Marquez	mmarquez@courts.mo.gov 435-4886	Mattie Rhodes	John Fierro	jfierro@mattierhodes.org (816) 471-253
Kansas City School Board	John Covington Luis Cordova	418.7024 816-418-7000 lcordova@kcmsd.net	100 Men of Blue Hills	Mark Porter	Markport@kc.rr.com 361.0707
US Attorney	Gregg Coonrod	426.4201 gregg.coonrod@usdoj.gov	Break and Build Phase II	Ossco Bolton	osscobolton@aol.com 728.7574
KCPD	J. Pruetting Shawn Wadle	482.8235 482.8222	Arts Tech	Dave Sullivan	461.0201 739.1707
Midwest Gang Investigators Association	David Starbuck	746.4962 x 278 David.starbuck@usdoj.gov 668.8968	Alm4 Peace/Community Justice Center	Tracie McClendon Cole	513.3886 513.7902 395.5994
Youth Advocacy Office	Thalia Cherry	513-1378	CAN Centers		
FEC			Police Athletic League	Rex Tarwater	719.8344 rex.tarwater@kcpd.org
COMBAT			Whatsoever Comm. Cntr	Charlie Gascich	231.0227 cwhatsoever@yahoo.com
RDI	Mike Taylor	816.221.5000 ext. 3105 816.536.0521 taylor@mrdkc.org	Lucile Bluford Library	Oliver Clark	701.3582
Kansas City Crime Commission	Barry Mayer	bmayer@kc-crime.org 960-6814 ext. 3	Ad Hoc Group Against Crime	Alvin Brooks	816.861.5500 alvin@adhocgroupkc.com
Boys and Girls Club			United Way	Alinda Dennis	472.4289
Independence School Board	Rick Jackson	521.5588			

Agency/Govt. Unit	Name	Phone/email	Community Organization	Name	Phone /email
Family Court	Mary Marquez	mmarquez@courts.mo.gov 435-4886	Mattie Rhodes	John Ferro	iferro@mattierhodes.org (816) 471-253
Kansas City School Board	John Covington Luis Cordova	418-7024 816-418-7000 lcordova@kcmsd.net	100 Men of Blue Hills	Mark Porter	Markport@kc.ir.com 361-0707
US Attorney	Gregg Coonrod	426-4201 gregg.coonrod@usdoj.gov	Break and Build Phase II	Ossco Polton	osscobolton@aol.com 728-7574
KCPD	J. Pruetting Shawn Wadle	482-8235 482-8222	Arts Tech	Dave Sullivan	461-0201 739-1707
Midwest Gang Investigators Association	David Starbuck	746-4962 x278 David.starbuck@usdoj.gov 668-8968	AIM4 Peace/Community Justice Center	Trade McLendon Cole	513-3886 513-7902 385-5994
Youth Advocacy Office	Thalia Cherry	513-1378	CAN Centers		
FEC			Police Athletic League	Rex Tarwater	719-8344 rex.tarwater@kcpd.org
COMBAT			Whatever Comm. Cntr	Charlie Gascich	231-0227 cwhatsoever@yahoo.com
RDJ	Mike Taylor	816-227-5000 ext 3105 816-536-0521 taylor@m@raikc.org	Lucile Bluford Library	Oliver Clark	701-3582
Kansas City Crime Commission	Barry Mayer	bmayer@kc-crime.org 960-6814 ext 3	Ad Hoc Group Against Crime	Alvin Brooks	816-861-5500 alvin@adhocgroupkc.com
Boys and Girls Club			United Way	Allinda Dennis	472-4289
Independence School Board	Rick Jackson	521-5588			

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