

MEMORANDUM OF AGREEMENT, SECOND AMENDMENT FOR RENEWAL

On December 31, 2014, an Agreement was executed between The Research Foundation of the City University of New York c/o John Jay College of Criminal Justice, the Center for Crime Prevention and Control ("Research Team"), Jackson County, Missouri (Jackson County), City of Kansas City, Missouri (KCMO), and Board of Police Commissioners, as the governing body of the Kansas City, Missouri Police Department (KCPD), referred to collectively herein as "Partners," for the period of 18 months beginning July 12, 2014 and ending December 31, 2015. A First Amendment for Renewal was subsequently executed by Partners.

NOW, THEREFORE, the Partners agree to this Second Amendment for Renewal of the terms and conditions of the original Agreement and First Amendment only as follows, with all other terms and conditions remaining unchanged:

Preamble: The Preamble is amended to reflect the period of April 15, 2017 through March 31, 2018.

Section 2, National Network Project Assistance Goals: Section 2 is amended to reflect the proposal set forth in the Research Team's "Period Three Proposal" attached hereto as Exhibit A and incorporated by reference.

Section 3, Project Cost and Deliverables: Section 3 is amended to reflect the sum total of \$25,000.00 to be paid by KCMO to Research Team for work performed pursuant to the Agreement during the time period of January April 1, 2017 through March 31, 2018.

IN WITNESS WHEREOF, the Partners have executed this Second Amendment for Renewal effective as of this 24th day of May, 2017.

JACKSON COUNTY, MISSOURI

By: [Signature]
Frank White, County Executive

JACKSON COUNTY COUNSELOR

By: [Signature]
As to Form

ATTEST:

By: [Signature]
Mary Jo Spino, Clerk of the Legislature, Jackson County

FILED
AUG 02 2017
MARY JO SPINO
COUNTY CLERK

BOARD OF POLICE COMMISSIONERS

By: Chief David Zimmerman
Darryl Forte, Chief of Police

David Zimmerman

KCPD OFFICE OF GENERAL COUNSEL

By: W. Munday
As to Form

CITY OF KANSAS CITY, MISSOURI

By: _____
Troy Schulte, City Manager

CITY OF KANSAS CITY, MISSOURI
CITY ATTORNEY'S OFFICE

By: _____
As to Form

RESEARCH FOUNDATION OF CITY UNIVERSITY
OF NEW YORK

By: Richard Richard
Richard Richard, President

Jeffrey Slonim, Chief Counsel

BOARD OF POLICE COMMISSIONERS

By: David Zimmerman
Darryl Forte, Chief of Police
David Zimmerman

KCPD OFFICE OF GENERAL COUNSEL

By: VS Murray
As to Form

CITY OF KANSAS CITY, MISSOURI

By: Troy Schulte
Troy Schulte, City Manager
Chief of Staff

**CITY OF KANSAS CITY, MISSOURI
CITY ATTORNEY'S OFFICE**

By: John W. [Signature]
As to Form

**RESEARCH FOUNDATION OF CITY UNIVERSITY
OF NEW YORK**

By: _____
Richard Rothbard, President

Exhibit A



REDUCING SERIOUS VIOLENCE IN KANSAS CITY, MISSOURI Period Three Proposal

David Kennedy
Director, National Network for Safe Communities
John Jay College of Criminal Justice
555 West 57th Street, Suite 601
New York, NY 10019

About the National Network for Safe Communities

The National Network for Safe Communities, a project of John Jay College of Criminal Justice, was launched in 2009 under the direction of David M. Kennedy and John Jay College President Jeremy Travis.

The National Network supports cities implementing proven strategic interventions to reduce violence and improve public safety, minimize arrest and incarceration, strengthen communities, and improve relationships between law enforcement and the communities it serves.

The National Network is committed to building a community of practice that operates along a set of guiding principles.

- First do no harm
- Strengthen communities' capacity to prevent violence
- Enhance legitimacy
- Offer help to those who want it
- Get deterrence right
- Use enforcement strategically

The interventions based on these principles have been successfully implemented in cities across the country. The Group Violence Intervention, first developed as "Operation Ceasefire" in Boston, MA, has been successfully applied in cities as diverse as Chicago, IL, Cincinnati, OH, and Stockton, CA. The intervention for eliminating neighborhood overt drug markets, first developed in High Point, NC, has been successfully applied in cities as diverse as Providence, RI, Hempstead, NY, and Nashville, TN.

In addition to providing technical advising to jurisdictions implementing these strategic interventions, the National Network facilitates peer support and collaborative learning opportunities to help cities learn from one another; address common issues; provide a supportive community of practice for new jurisdictions; and make these interventions standard practice across the United States.

Next steps

The National Network has worked with key partners in Kansas City, MO since July 2014 to support the implementation of the Group Violence Intervention (GVI), known locally as the Kansas City No Violence Alliance (KCNoVA).

To continue supporting Kansas City's violence reduction efforts, NNSC proposes to continue working with the core implementation team to solidify and institutionalize the successes of the last year, which includes but isn't limited to the co-location of key law enforcement partners, the start of a daily intelligence meeting which is supporting KCNoVA in real time, the hiring of a full time social services supervisor and the continued progress with focusing on the small number of group-involved people driving the violence in Kansas City.

In designing this proposal, the NNSC has considered the progress made to date as well as the key areas of challenge and opportunity as surfaced during a recent visit and distance advising calls. NNSC thus proposes to work with the KCNoVA partnership to plan and execute the following crucial next steps to continue to routinize and embed GVI strategy implementation:

- Work with the current KCNoVA implementation team and governing board to hire a fulltime, dedicated Project Manager outside of the Kansas City Police Department (KCPD) which will allow KCNoVA to further develop in the community moral voice and outreach and support components of the model.
- Continue to enhance the City's intelligence-gathering and analysis processes through 1) enhancing the daily intelligence meeting in order to more thoroughly develop actionable information on group dynamics in the city, 2) finding a meaningful way to conduct group audits designed to capture investigative information on groups as well as gangs, and 3) introducing accountability mechanisms developed in partner jurisdictions which may be helpful in Kansas City, such as explicit commitment to follow-up tasks emerging from the intelligence meeting.
- Support the new Social Services Supervisor and Client Advocates in continuing to bolster the outreach and support component of KCNoVA to best support the core street population and connect that team to the National Network's peers and experts in this area.

The NNSC will provide assistance within the following four strategy components to assist the KCNoVA partnership in accomplishing these goals:

1. **Strategic advising:** The NNSC will provide distance advising to a) support and continue developing KCNoVA as it currently exists and b) support additional components of a comprehensive violence prevention strategy as described above.
2. **Intelligence gathering to support implementation:** The NNSC will work with the Project Manager and core implementation team to prioritize the data collection, intelligence gathering, and information sharing to support the successful implementation of KCNoVA.
3. **Reconfiguring social service delivery:** The NNSC will assist Kansas City in increasing the effectiveness of its existing social service delivery model by incorporating national research findings on meeting the immediate needs of the target street group population. Kansas City has hired a Social Services Supervisor which presents an opportunity for the NNSC to work closely with the supervisor to reset and expand this component.
4. **Peer support and collaborative learning:** The NNSC will facilitate Kansas City's participation in peer learning opportunities with other National Network sites. This will include peer exchanges to expose Kansas City to different methods and innovations and build its expertise in GVI; access to subject matter experts, including law enforcement officers, service providers, and community leaders who have deep firsthand implementation experience; inclusion in a series of regular conferences of experienced peers and expert advisors on the core elements in the strategy; and other collaborative methods such as web-based affinity groups for working group members, conference calls with subject matter experts, and the like.

Strategic advising

- The NNSC will continue to provide intensive strategic advising to help key KCNoVA partners and stakeholders – including law enforcement, social service providers, and community leaders – shift the way they work together and deliver antiviolence messaging and execute on enforcement and service promises to reduce violence. The NNSC will assist the KCNoVA team in strengthening and expanding the community partnerships and focus on establishing a structured community subcommittee in order to have an active, strong moral voice setting antiviolence standards in Kansas City. This will include building community engagement and support through community events that are scheduled after enforcement actions.

NNSC proposes several key elements of the strategic advising process in period three:

1. **Regular implementation reviews:** NNSC will introduce to KCNoVA the use of a comprehensive implementation review rubric that will serve as a tool for a) biannual assessment of Kansas City's fidelity to the GVI model, and b) ongoing strategic planning. A generic version of this implementation review rubric accompanies this proposal as Appendix A. The first step of NNSC's strategic advising, and a periodic step thereafter, will be the completion of this review in partnership with Kansas City's project manager in order to identify strengths, gaps, and priorities. NNSC anticipates that ownership of this regular implementation review process will shift following the first review from NNSC to the project manager for the purpose of ensuring sustainable implementation beyond the life of this contract.
2. **Biannual governing board engagement:** NNSC will request biannual phone conferences with the KCNoVA governing board for the purpose of reviewing the aforementioned rubric, discussing progress in implementation, and building consensus around identified short, medium and long term goals. As with the implementation reviews described above, NNSC anticipates facilitating the first of these discussions but expects that management of this update and discussion process will then shift to the project manager.
3. **Monthly strategic advising calls:** NNSC staff with deep experience in violence reduction work will continue to conduct dedicated one-hour monthly calls with the KCNoVA project manager and implementation team to guide implementation of GVI and prepare for call-ins; plan and support additional investments in the comprehensive strategy; and provide expert guidance on challenges as they arise. The NNSC will also provide tools to facilitate monthly reporting on key processes and outcomes associated with successful implementation. The topics and participants for these calls should be decided from month-to-month depending on what is most pressing and relevant at that time.
4. **Site visit:** NNSC staff will conduct a site visit if needed for the purpose of providing in-person strategic advising around specific elements of the intervention. The NNSC will make

experienced staff available to provide off-site support for call-ins and assist the KCNoVA partnership in refining speaker talking points, slide presentations, and overall event logistics.

5. **Technological support:** The NNSC will continue to elevate the use of Box™ storage and file sharing platform.
6. **Other special support as needed:** The NNSC will make experienced staff available, when appropriate or when specially requested, to support the Kansas City partnership on discrete meetings or tasks, e.g., the weekly law enforcement subcommittee meetings.

Intelligence gathering to support implementation

National Network staff will work with the core implementation team to prioritize intelligence gathering to best support KCNoVA. The NNSC and KCNoVA will prioritize ensuring that the group list is comprehensive and a true representation of the group population in Kansas City. Additionally, the NNSC will work with KCPD to institute a systematic incident review process that will cover all homicides and nonfatal shootings in Kansas City, discussing each incident in detail in an effort to gather informal information not captured in official incident reports, which is possible when a representation of knowledgeable officers are brought together to share information. This representation would include officers from patrol, violent crime enforcement unit, intelligence squad, narcotics and vice, gang, and etc. This will also help to improve communication and information sharing between those units.

Strengthening the social service delivery model

The offer of help is a key element of the GVI strategy. The NNSC has typically framed the help component of GVI as “social services.” It has involved bringing together program offerings such as remedial education, employment training, substance abuse treatment, and the like; establishing one access point to those services; and organizing case management and follow-through with group members. Traditionally, the goal has been to help group members leave the street scene and, in the nearly universal catch-phrase, “turn their lives around.” This is the most important goal for many local partners; has received serious attention in cities across the country; and has taken up substantial amounts of implementation time and funding support. However, despite the best efforts of all concerned, it has shown little impact on violence reduction or improving the lives of group members.

During period three, the NNSC will work with Kansas City’s partnership and a newly hired full-time Social Services Supervisor to continue working toward an alternative “support and outreach” structure with a commitment to the following characteristics:

- Keeping the target street group population alive and out of prison
- Affirmative outreach to establish new relationships and communities and an understanding that leaving the street culture is an iterative process
- Protecting group members from risk by directly addressing active conflicts to prevent retaliatory violence

- Providing “the big small stuff” – low-level but critical resources, such as funds for public transportation, emergency shelter, and the like
- Addressing trauma

Peer support and collaborative learning

Peer support and collaborative learning opportunities are the backbone of the NNSC, facilitating the spread of best practices and innovations between cities and helping jurisdictions new to the strategy learn from practitioners with firsthand experience. The NNSC will support KCNoVA by providing two vehicles for collaborative learning in period three:

1. **Peer exchanges:** The NNSC will support lateral peer exchanges between Kansas City and other NNSC sites. These peer exchanges expose sites to different methods, encourage innovations, and help build a national pool of experts in the GVI and complementary methods. KCNoVA peer exchanges under this proposal may include visits to sites conducting custom notifications, strategic law enforcement innovations, or new support and outreach structures.
2. **Working sessions:** As implementation proceeds, NNSC staff will convene functional teams from across sites with experienced peers and expert advisors to focus on the three core elements in the strategy, including topics such as strategic law enforcement, mobilizing community moral voices, and specially tailoring social services for those at highest risk of violence. The NNSC will invite KCNoVA partners to participate in these sessions, helping to expand their knowledge base, exposing them to groundbreaking practice nationwide, and offering them the opportunity to contribute their accumulated knowledge to the state of the art nationally.

Access to the methods and operations of so many National Network partner cities will continue to provide Kansas City with unmatched exposure to the latest practices of law enforcement agencies around the United States. This information sharing and collaboration has helped an array of cities hone their respective interventions and plays an important role in operationalizing effective violence reduction strategies. Travel for four person trips for the above mentioned collaborative learning opportunities are included in this agreement; additional travelers will cover their own costs.

Budget narrative

The National Network will work directly with local stakeholders to achieve the goals outlined in this proposal. The National Network requests a membership fee of \$25,000 to provide the above scope of services. This price will secure National Network strategic advising for a period of 12 months, from April 15, 2017 through March 31, 2018. This fee includes four person trips for peer support or collaborative learning opportunities; any additional travelers will cover their own costs.