

MEMORANDUM OF AGREEMENT, FIRST 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.

NOW, THEREFORE, the Partners agree to amend the Agreement terms and conditions only as follows, with all other terms and conditions remaining unchanged:

Preamble: The Preamble is amended to reflect the period of January 1, 2016 through April 15, 2017.

Section 2, National Network Project Assistance Goals: Section 2 is amended to reflect the proposal set forth in the Research Team's "Period Two 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 \$15,000.00 to be paid by Jackson County and \$10,000.00 to be paid by KCMO to Research Team for work performed pursuant to the Agreement during the time period of January 1, 2016 through March 31, 2017.

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

JACKSON COUNTY, MISSOURI

By: Frank White

Frank White, County Executive

JACKSON COUNTY COUNSELOR

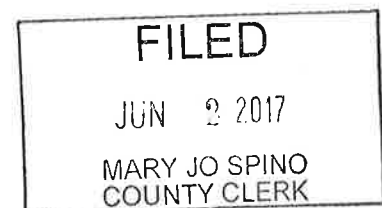
By: W. Stephen Wilson

As to Form

ATTEST:

By: Mary Jo Spino

Mary Jo Spino, Clerk of the Legislature, Jackson County



BOARD OF POLICE COMMISSIONERS

By: Chief David Zimmerman

~~Darryl Forte~~, Chief of Police

David Zimmerman

KCPD OFFICE OF GENERAL COUNSEL

By: Tom Murkay

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 Rothbard, President

REVENUE CERTIFICATE

I hereby certify that there is a balance otherwise unencumbered to the credit of the appropriation to which this contract is chargeable, and a cash balance otherwise unencumbered in the treasury from which payment is to be made, each sufficient to meet the obligation of \$15,000.00 which is hereby authorized.

March 30, 2017

Date

[Signature]

Chief Financial Officer

Account No. 008-4152-56080

PC 41522017001

BOARD OF POLICE COMMISSIONERS

By: _____
Darryl Forte', Chief of Police

KCPD OFFICE OF GENERAL COUNSEL

By: _____
As to Form

CITY OF KANSAS CITY, MISSOURI

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

CITY OF KANSAS CITY, MISSOURI
CITY ATTORNEY'S OFFICE

By: 
As to Form


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

By: _____
Richard Rothbard, President

Jeffrey I. Slonim, Chief Counsel



REDUCING SERIOUS VIOLENCE IN KANSAS CITY, MISSOURI
Period One Report and Period Two Proposal

David Kennedy
Director, Center for Crime Prevention and Control
National Network for Safe Communities
John Jay College of Criminal Justice
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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.

Executive summary

During the period from July 1, 2014 through December 31, 2015, the NNSC worked with key partners in Kansas City, MO on their implementation of GVI, known locally as the Kansas City No Violence Alliance (KCNoVA). Kansas City's implementation of KCNoVA began in April 2013 with their first GVI call-in and because of the Kansas City partnership's need for additional expertise directly from David Kennedy and the NNSC team, NNSC became the primary advisor on the initiative in July 2014.

Since the transition, the NNSC has held biweekly strategic advising calls to work closely with Project Manager and Major of the Violent Crime Enforcement Division, Joe McHale, as well as operational personnel at the Kansas City Police Department (KCPD) and the Jackson County Prosecutors Office to guide the implementation with fidelity to the model. The aim of NNSC and KCNoVA is to reduce serious violence while using a minimum of enforcement and allowing the local communities to set their own antiviolence standards.

During 2014, murders in Kansas City declined by 27 percent when they saw the lowest homicide rate in four decades. However, in the latter half of 2015, Kansas City has seen an uptick in homicides especially when compared to the 2014 numbers. The KCNoVA partnership has expressed their commitment to the community to continue focusing on the small number of people who operate in groups that are driving the violence in Kansas City. Similarly, it is the firm belief of NNSC Director David Kennedy and supporting staff that Kansas City stands to produce further violence reductions and expand its effort by further refining the implementation of the Group Violence Intervention and continuing its strategic advising partnership with the NNSC.

This report provides an account of the NNSC's efforts during the first year and a half of our advising partnership to assist local Kansas City partners in implementing KCNoVA with fidelity to the core principles of the Group Violence Intervention and creating a sustainable strategic framework. Additionally, it proposes a contract for a 12 month NNSC membership agreement under which the NNSC will assist KCNoVA in taking essential next steps to sustain the success of the present strategy and apply further innovative practices to achieve lasting and meaningful violence reductions.

Strategic advising

While Kansas City's implementation of GVI began in April 2013 with the first call-in, the NNSC began advising KCNoVA in July 2014. KCNoVA was not seeing the violence reduction results that it should have due to some key issues with implementation. Key Kansas City stakeholders traveled to New York to attend a training session with David Kennedy and it was at that time that the NNSC realized some crucial changes needed to be made in order to achieve the expected violence reductions. The NNSC identified the following key issues: 1) an overreliance on SNA to determine group members and targets for enforcement and no systematic way to capture "unofficial" data, 2) an overreliance on voluntary invitations to deliver the call-in message, 3) not a strong enough group accountability message delivered at the call-ins, 4) a limited ability to deliver the KCNoVA message broadly as custom notifications were not being delivered and 5) a lack of a strong community moral voice in partnership with law enforcement outside of the call-in. It was after this convening that the partners in Kansas City reached out for strategic advising support from NNSC.

The core of NNSC's approach consists of designing site specific technical assistance structure that is reflective of both Kansas City's Operational structure and needs. NNSC provided strategic assistance both through in-person site visits and through phone conferences, webinars, etc.

Expert onsite and remote assistance from David Kennedy and experienced NNSC staff allowed KCNoVA to progress and improve upon its data gathering process, mount meaningful enforcement actions, prepare for call-ins, and lay the groundwork for the city to implement further innovative strategies to reduce violence. Additionally, NNSC leverages the limited number of experts in this field by facilitating topic specific working sessions and lateral peer exchanges. The following details services provided to KCNOVA during this period.

Biweekly phone conferences

The NNSC has worked to build a direct relationship with Project Manager Joe McHale and key KCPD leadership, along with other key agencies, especially the Jackson County Prosecutor's Office. Director of Strategic Operations and Policy Sue-Lin Wong and Strategic Operations and Policy Specialist Meaghan McDonald have conducted biweekly hour-long strategic advising calls with Major McHale along with key members of the implementation committee to provide recommendations on every step of implementation. The discussion topics vary based on the pertinent issues we are facing at that time, however, generally the following topics are covered: the recent homicides that occurred since the last call are discussed, focusing on the motives and dynamics, who was involved and what their group involvement is, and if there is potential for retaliation; any active enforcement actions and what sanctions are being brought to each member of the targeted group; call-in preparation including identifying speakers, finding a location, notifying the probationer/parolees that will be called in, inviting law enforcement and community representatives, and ensuring all logistics are taken care of; support and outreach and community updates; and anything else that might be pertinent at that time. Participants are encouraged to raise questions and concerns for the group to work through solutions together.

After every call, NNSC staff provides a summary including action items and an agenda for the following week's call. In between calls, NNSC continues to check in via email and phone calls to ensure action items are being completed and to go into more detail on various topics such as custom notifications, support and outreach, and data collection and management. The NNSC's distance advising is not limited to these calls. We have made and continue to make ourselves available as issues arise.

In addition to the biweekly calls, the NNSC facilitated a variety of topic-specific calls on an as needed basis. For example, the NNSC has offered direct advising to social service providers to guide the structuring of a network best positioned to provide for the immediate needs of the core street group population. The long-term purpose of these conferences is to develop local experts who have internalized the core principles of GVI and can further instill that mindset in Kansas City. Paramount to sustaining the NoVA effort and its violence reductions is the ability of KCPD, the Jackson County Prosecutors Office, other partner agencies, and the community to embed the approach within their routine operational responses to violence.

On-site support

NNSC staff made a total of four site visits to Kansas City to support various aspects of implementation in October 2014, December 2014, February 2015, and September 2015. During the first visit, NNSC staff met with key members of the implementation team as well as the client advocates who coordinate social service delivery to the group population. NNSC also staffed the call-in rehearsal, providing feedback and guidance to ensure messaging is in line with the model, and observed the city's call-in to provide suggestions and feedback for future adjustments and improvements.

The second visit was held in December 2014, and NNSC staff spent two days with the Kansas City team. On the first day, NNSC participated in meetings for each of the five subcommittees – implementation, enforcement, messaging, data, and services. It was after observing the committee meetings that NNSC was able to offer suggestions for adjusting the governance structure to better support KCNoVA. On the second day, NNSC staff facilitated a group audit with approximately 50 officers representing all patrol divisions as well as various special units. This “train the trainer” opportunity allowed NNSC to expose KCNoVA to best practices for conducting a group audit.

During the third site visit, NNSC staff met with the project manager and participated in the data committee meeting, the social services committee meeting, and the implementation committee meeting. Additionally, NNSC met with the team conducting custom notifications to discuss messaging and tracking. NNSC also observed another one of Kansas City’s call-ins.

Lastly, David Kennedy visited Kansas City in September 2015 where he participated in various executive-level meetings at the request of the KCNoVA team. He met with the Kansas City Star Editorial Board to discuss the progress of KCNoVA; facilitated a discussion on Intimate Partner Violence highlighting the work that has been done in other areas as well as the recent crime trends Kansas City has experienced; met with the core project team to have an informal discussion on successes and challenges of the overall initiative; presented to the City Council Business Session on the status of KCNoVA; addressed local prosecutors about their role in KCNoVA; and attended the Mayor’s Corps Progress Reception where he shared brief remarks and met with various local CEOs.

Call-ins

Kansas City had already conducted ten call-ins by the time the NNSC started providing strategic advising so the NNSC worked to improve upon the call-in process already in place. NNSC staff worked closely with Major Joe McHale and the core implementation team to prepare for and execute six call-ins during the course of our 18 month contract. NNSC has provided onsite and offsite support and conducted meetings with stakeholders on the call-in logistics and execution. In October 2014, the NNSC also facilitated an opportunity for Major McHale and others to visit a partner city, Chattanooga, TN, to observe their call-in which allowed us to make some essential changes to the call-in process. Changes were made to the venue to ensure smoother check-in logistics, to the layout of the room to be more intentional about where the participants and other guests sat, to have a stronger and clearer message about group accountability, and to have a more balanced law enforcement-community message. The call-ins have continued to get better and better as NNSC works with the implementation team to further refine the process. Despite this progress, there are still opportunities for improvement which will be addressed in the section on next steps.

Custom notifications

Custom notifications are a tool to communicate individualized information to high-risk group members about their legal exposure and opportunities for help. Kansas City began custom notifications in one specific neighborhood that is the focus of a Byrne Grant awarded in January 2015. The delivery team is

comprised of law enforcement and community representatives and they deliver custom notifications to identified group members who live within that specified neighborhood. NNSC has been working with Major McHale and the other key partners to implement custom notifications citywide and take this innovation to the next level in Kansas City which will allow the Kansas City partnership to communicate beyond the confines of the call-in, engaging directly with “impact players” who may not be on probation or parole, responding to incidents quickly to calm “beefs” and retaliatory violence, and addressing spikes in violence in “hot spots.” NNSC has provided strategic support around selecting the best city partners to deliver initial custom notifications, messaging, tone, and building custom legal assessments to provide group members with individualized information about their legal exposure.

While evidence of their efficacy remains preliminary, David Kennedy and the NNSC have every reason to believe that custom notifications have the capacity to quell violent outbreaks rapidly and save lives in Kansas City’s most vulnerable communities. Implementing this technique is a core goal for KCNoVA in 2016 under the period two proposal.

Peer support and collaborative learning

Workshops

The National Network for Safe Communities held its second national conference at John Jay College on June 22 and 23, 2015. This landmark conference brought together our core national partners, including Kansas City, to discuss the innovations that are making communities safer by preventing violence and incarceration among the people most likely to be touched by both; helping police do their jobs in a way that does not harm, and in fact strengthens, the communities they serve; and supporting communities to reclaim their voice about the way they want to live. The conference was a tremendous opportunity to link the people doing and thinking about this work; create opportunities for peer learning and exchange of information; and advance the groundbreaking practices cities are driving in areas such as domestic violence, prison violence, strategic prosecution, and support and outreach. Representatives from KCPD, the Jackson County Prosecutors Office, the Missouri Department of Probation and Parole, and the Kansas City Mayor’s Office were in attendance.

In September 2015, NNSC held a Ceasefire University training workshop for all our city partners, which included officers from KCPD, on all aspects of the Group Violence Intervention. In addition to an in-depth overview of the law enforcement, community, and support and outreach components of GVI, officers had opportunities to network with their peers from all over the country.

Peer Learning/Building Connectivity

Beyond strategic advising, the NNSC has also extended to Kansas the opportunity to participate in national learning opportunities with other sites implementing the Group Violence Intervention (GVI). These include a series of monthly video conferences between chiefs of police actively implementing GVI. During 2014, NNSC senior adviser Robert Wasserman and David Kennedy facilitated four conversations about performance measures and useful practices and innovations, connecting Kansas City Deputy Chief of Police Cheryl Rose and Major Joe McHale with the expertise of Mr. Wasserman, Mr. Kennedy, and law

enforcement executives in New Orleans, LA; Newark, NJ; Chicago, IL; Los Angeles, LA and New Haven, CT, to discuss progress and operational approaches to the strategy. During one of the calls, Kansas City had the opportunity to present the details of the department's major restructuring undertaking which was in an effort to better support KCNoVA's operations. These calls will continue on an approximately bimonthly basis.

Another peer learning opportunity was facilitated between Kansas City and Chattanooga, TN in October 2014 to observe their call-in; those details are outlined above in the call-ins section under Strategic Advising.

Implementation challenges and next steps

KCNoVA has made tremendous progress and begun to implement the strategy within community and police operations. However, implementation efforts have also seen challenges and there are still many opportunities to grow. Given the recent transitions within the PD, operational knowledge and implementation goals must be transferred, and new command staff will need to be educated via further training in order to fully understand and execute the strategy. The National Network will continue working closely with new staff to ensure a seamless transition and enable the partnership to move forward without any delays.

To bolster Kansas City violence reduction efforts, NNSC proposes to continue building the fundamental elements of the approach and aim to integrate innovations developed through our partner cities, such as custom notifications, and share innovations that occur in Kansas City with other NNSC cities, building on new tools, strategies, and systems to advance KCNoVA, increase capacity to serve the core group member population and the community, and continue reducing serious violence.

The NNSC will provide assistance within the following components to assist the KCNoVA partnership in accomplishing these next steps:

1. **Strategic advising:** The NNSC will provide distance advising to a) support and continue developing KCNoVA as it currently exists, b) support additional components of a comprehensive violence prevention strategy as described above, and c) support the law enforcement operational team in transferring knowledge to new command staff and progressing with strategic enforcement. The NNSC will focus especially on working with the KCNoVA partnership to establish a structured community moral voice subcommittee.
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. **Custom notifications:** The NNSC will assist Kansas City in expanding the core messaging of KCNoVA beyond the call-in to include custom notifications. The partnership will deploy custom

notifications in conjunction with call-ins to message directly to “impact players,” the highly active group members who are particularly meaningful in the dynamics of group violence, as shooters or instigators; to calm ongoing “beefs,” retaliatory violence, and hot spots; and to connect with “influentials,” the individuals with a positive role in the lives of group members.

4. **Reconfiguring social service delivery:** The NNSC will assist Kansas City in increasing the effectiveness of its existing social service delivery model by incorporating recent national research findings on meeting the immediate needs of the target street group population. Kansas City is in the process of hiring a Social Services Supervisor which presents an opportunity for the NNSC to work closely with the supervisor to reset and expand this component.
5. **Peer support and collaborative learning:** The NNSC will facilitate Kansas City’s participation in a host of 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 numerous 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.
6. **Strengthening overall group accountability message at the call-in:** The NNSC will continue to support KCNoVA’s call-in and rehearsal process by providing feedback to presentations and talking points and ensuring the messaging is in line with the fidelity of the GVI model. NNSC and KCNoVA will work together to schedule the rehearsal one or two days before the actual call-in to allow for time for speakers to incorporate feedback.

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 two:

1. **Biweekly strategic advising calls:** NNSC staff with deep experience in violence reduction work will continue to conduct dedicated one-hour biweekly 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.

2. **Affinity groups:** The NNSC will continue to include KCNoVA partners in new email-based affinity groups designed to link practitioners in different areas of GVI implementation. These groups create a platform for like-minded peers conducting the unique work of GVI to share relevant media, anecdotal information, documents, and questions within their specific roles. NNSC staff recently launched a group for GVI project managers, support and outreach, and law enforcement. Similarly, the NNSC will continue to include Chief Forte and Deputy Chief Rose and their executive designee(s) in bimonthly video conferences between police executives in major cities implementing GVI, facilitated by David Kennedy. These calls will continue to offer Kansas City the opportunity to gain insight from successes and challenges other national agencies face in performing and tracking group enforcement.
3. **Technological support:** The NNSC will continue to elevate the use of Box™ storage and file sharing platform and, potentially, other secure project management platforms to improve real-time partnership on documents and tracking information.
4. **Site- and topic-specific webinars:** The NNSC will provide Kansas City with the opportunity to participate in specialized workshops and webinars as needed on specific topics.
5. **Call-in support:** The NNSC will make experienced staff available to provide off-site support call-ins and call-in rehearsals, assisting the KCNoVA partnership to refine speaker talking points, slide presentations, and overall event logistics. Upon request, NNSC staff can provide onsite support when travel and accommodations are covered.
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.

It is vitally important that KCNoVA maintain this type of engagement with the National Network because of the relatively small number of national practitioners who speak this language. Law enforcement is dealing with fluid dynamics and challenges that often demand a rapid response and unparalleled expertise. When new and difficult situations inevitably arise, the National Network will be able to provide unmatched operational understanding of GVI and help implement its proper response.

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.

Developing and implementing custom notifications

National Network staff will work with the KCNoVA project manager and core implementation team to develop and implement custom notifications of impact players who have been identified as driving street violence in the target areas citywide. Custom notifications are an innovative individualized communication method that the National Network has singled out and highlighted as an independent operational element of the strategy.

The National Network has now gained considerable expertise in deploying custom notifications effectively to respond to a variety of scenarios, such as calming “beefs,” preventing retaliation, addressing spikes in violence, and communicating with highly active group members who may not be under court supervision and thus cannot be mandated to attend a call-in. The National Network will assist the KCNoVA partnership in selecting group members, developing legal information particular to them, rehearsing custom notification messaging, and designing a delivery process appropriate to the particular violence problem Kansas City faces.

Custom notifications have been routinized in other cities that are beginning to see significant impact as a result of their application. KCNoVA can be strengthened by the increased use of custom notifications within its implementation portfolio and we are looking forward to guiding that process. Effectively implementing this tool will require a firm grasp of its conceptual and operational principles, which the National Network will provide. Getting this unique strategy right will represent an important achievement for KCNoVA as it continues its efforts to reduce violent crime and build relationships in the community.

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, the NNSC will work intensively with Kansas City’s partnership and a newly hired full-time Social Services Supervisor to begin incorporating 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

Like custom notifications, this innovative support and outreach structure contains intricacies that the will require significant attention. The National Network will help KCNoVA navigate the process of building out this approach to helping those in need.

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 two:

1. **Peer exchanges:** The NNSC will support a number of 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.
 - a. NNSC and Kansas City both agree that a facilitated peer exchange around intelligence gathering to support KCNoVA’s enforcement efforts would be very beneficial and will be a key deliverable in this agreement. NNSC will provide a recommendation for the best site for this peer learning opportunity, will coordinate with that site to prepare for the visit, and will be present to help facilitate the discussions.
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.

Strengthening overall group accountability message at the call-in

The NNSC will work with KCNoVA to continue to improve upon the call-in logistics, procedures, and messaging. Additionally, we will focus on prioritizing a call-in rehearsal to be held one or two days before the actual call-in to allow speakers time to incorporate feedback, relying solely on attendance for individuals on probation or parole to better utilize law enforcement resources and have clear expectations for who will be in attendance; diversify the call-in attendees by inviting only those who have not yet attended a call-in and ensuring that all identified groups in Kansas City are represented at each call-in so that the message is being delivered broadly. NNSC staff will plan to be on site to support one rehearsal and call-in to continue to improve upon the messaging.

The GVI call-ins are an important communication mechanism which allows a partnership of community members, law enforcement, and social service providers to directly engage with the small and active number of people involved in street groups and clearly communicates a credible moral message against violence, prior notice about the consequences of further violence, and a genuine offer of help for those who want it. It is essential that the speakers rehearse to ensure the talking points are in line with the overall message. It is also crucial that all identified street groups are represented at each call-in so the message is delivered to all known groups.

Building Connectivity through Membership in the National Network for Safe Communities

As a member of the National Network, Kansas City will receive access to resources continually under development for the support of the National Network's partner sites. These include organizational and governance tools such as access to Box™, a secure information-sharing platform that facilitates the exchange of sensitive information between National Network staff and partner sites and the coediting of documents in real time. In addition, Kansas City will be included in the National Network's affinity groups for project managers and other practitioner peers. These affinity groups aim to allow National Network staff to facilitate direct conversations between partners at different sites across the country.

Furthermore, as a member of the National Network, Kansas City will continue to have priority access to implementation guides, white papers, and sample materials (such as call-in talking points, op-eds, etc.) developed by the National Network. Our extensive experience has informed the development of the National Network's media strategy and will allow us to work with Kansas City to support the dissemination of information regarding KCNoVA. We understand how difficult it can be to engage with media members, and can assist KCNoVA in effectively communicating with those it serves.

Membership in the National Network will also give Kansas City access to cutting edge innovations in the field of criminal justice. David Kennedy and his team have worked with leaders across the country to

enhance the National Network's research and development portfolio to include the new Institute for Innovation in Prosecution. The IIP is elevating the role of the prosecutor in developing 21st strategies to reduce violence and create a more equitable system for all. Kansas City will have access to this groundbreaking work that is being shaped by an advisory board of prosecutors and leading thinkers from around the United States.

As a National Network partner, Kansas City will also enjoy the benefit of access and proximity to the work of the National Initiative for Building Community Trust and Justice. The National Initiative is designed to improve relationships and increase trust between minority communities and the criminal justice system. The NI is working in six pilot cities where it is focusing on issues of procedural justice, implicit bias, and reconciliation. The work being done in the pilot sites' most vulnerable communities will inform the future of policing in the United States. The National Network can work with our partner cities to help them achieve a firm understanding of NI principles that will ultimately lead to a more equitable criminal justice system and enable law enforcement to work more effectively with those they serve.

As our partnership moves forward, it is important to remain vigilant with respect to the fidelity of the National Network's core principles. The evolutionary nature of law enforcement demands constant refinements and adjustments. The ongoing partnership between the National Network and KCNoVA is an integral element of how we can continue to address any structural or operational developments that may occur in the course of this work.

By entering into the next phase of our partnership, the KCNoVA partnership agrees to prioritize the crucial next steps outlined above which are necessary to ensure the fidelity of the GVI implementation. More specifically, the KCNoVA partnership, alongside NNSC, will do all they can to ensure real progress is made in each of these key areas and will provide and protect the necessary resources to do so.

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 15 months, from January 1, 2016 through March 31, 2017. This includes the following two specific deliverables:

1. Coordination of a peer exchange with an NNSC partner site on overall GVI theory and implementation, with a specific focus on intelligence gathering to support enforcement KCNoVA enforcement efforts
2. NNSC visit to Kansas City to evaluate current processes and provide recommendations to ensure model is implemented with fidelity.

This fee does not include travel costs for peer support, collaborative learning opportunities, or onsite support from the NNSC team.