



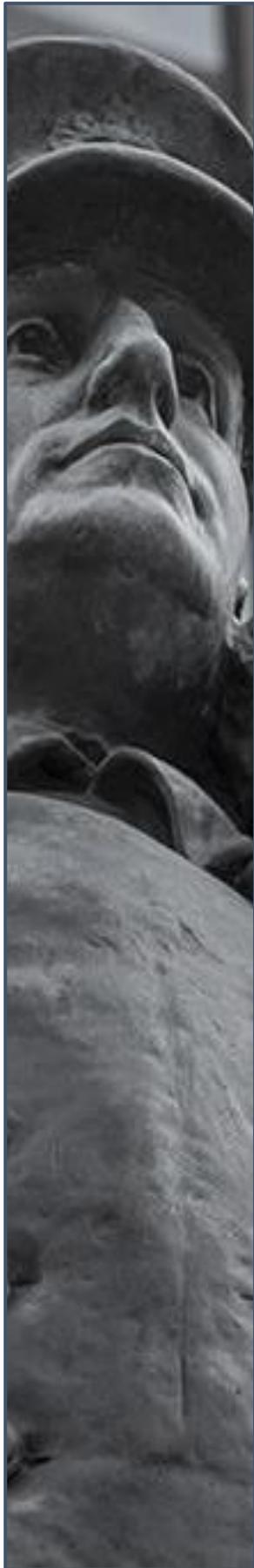
KCPD  
CRIME  
PLAN

CHIEF OF POLICE  
STACEY GRAVES



# KCPD's pledge to **its communities**

We will work in close partnership with community members and other stakeholders to reduce and prevent crime, as well as improve quality of life for all in Kansas City. We further commit to a mindset of continuous improvement to drive change, promote best practices, and exceed community expectations.



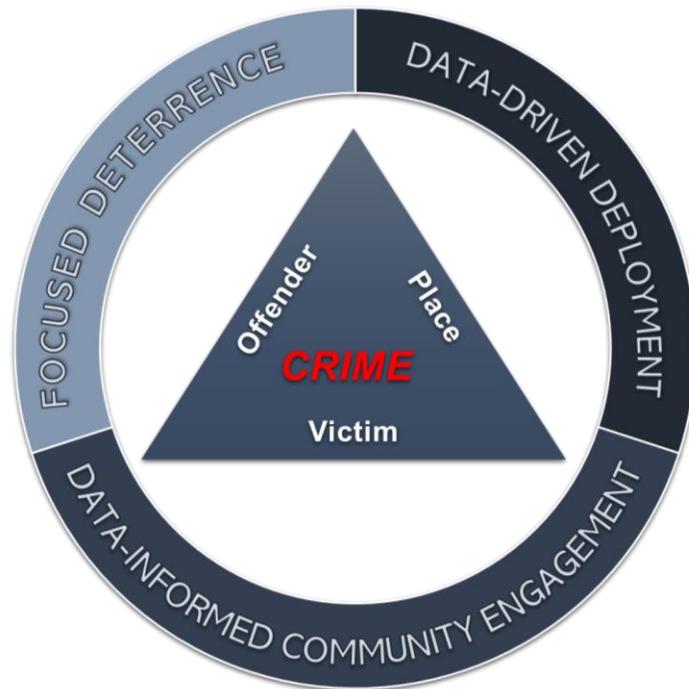
## INTRODUCTION

This report summarizes the Kansas City Police Department's plan to reduce and prevent crime while building trust and legitimacy in the eyes of the public. The plan utilizes three key strategies that seek a balance between prevention and enforcement, as well as short- and long-term tactics.

The primary strategies that comprise the plan are:

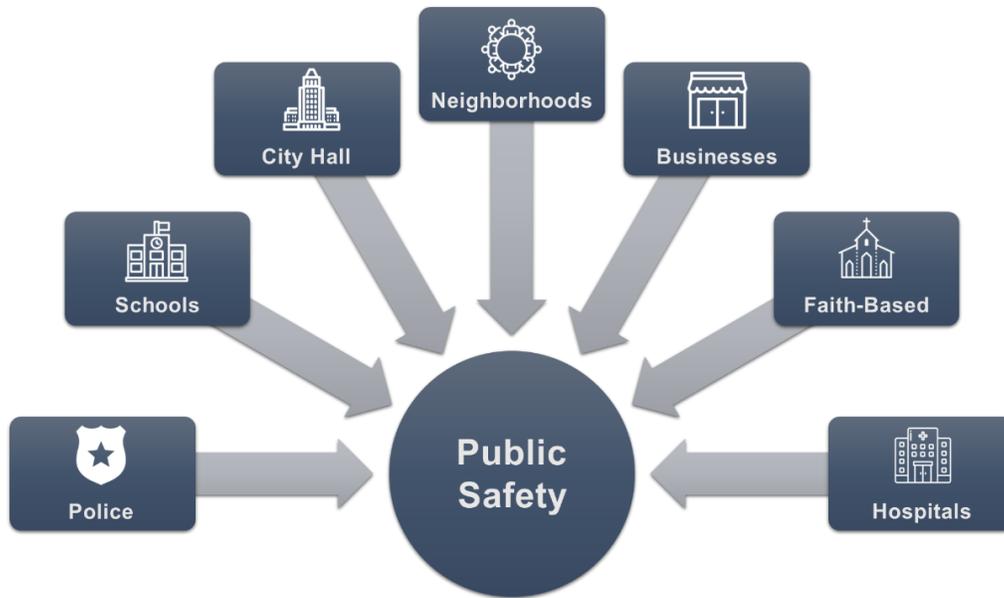
- Data-Informed Community Engagement (DICE)
- Data-Driven Deployment
- Focused Deterrence

When applied to the familiar Problem Analysis Triangle, we see these same strategies complement all three sides, as shown below:



Structuring the plan in such a manner provides a simple, yet precise means to address places and people in appropriate contexts while providing necessary support to the community. Grounded in evidence-based strategies, this plan further allows for implementation across a spectrum of teams.

As shown in the following graphic, the KCPD continues to embrace a variety of partnerships with municipal departments and community groups, among others. This ensures all facets of the plan are meaningfully addressed, with the ultimate outcome of providing a more holistic sense of public safety in Kansas City.



## OUR GOALS

The goals of this plan are straightforward:

- Sustained reductions in violent crime and property crime by a minimum of 10%.
- Sustained increases in citizen satisfaction by a minimum of 10%.
- Improve police legitimacy and build relationships and trust with community members, business owners, and local government institutions.

These goals will be measured through the following ways:

- Violent and property crime will be measured by data totals as well as crime rates.
- Citizen satisfaction, police legitimacy, and the growth of relationships and public trust will be measured through a variety of surveys.

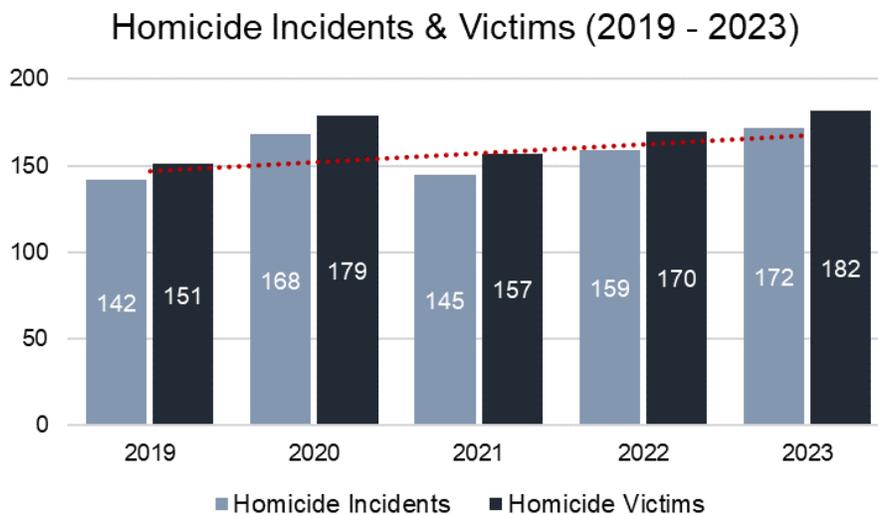
Here is a quick breakdown describing how each of the three strategies can support the KCPD’s goals:

Strategy	Plan Goals	Elements Responsible	Primary Tasks
DICE	Crime reduction; community relationships/trust; citizen satisfaction	Patrol Divisions; Community Engagement Division	Situational crime prevention; community support/outreach
Data-Driven Deployment	Crime reduction; community relationships/trust	Patrol Divisions	Enforcement and prevention
Focused Deterrence	Crime reduction; police legitimacy	Investigative Divisions; Patrol Divisions	Prioritized enforcement and investigation of repeat violent offenders

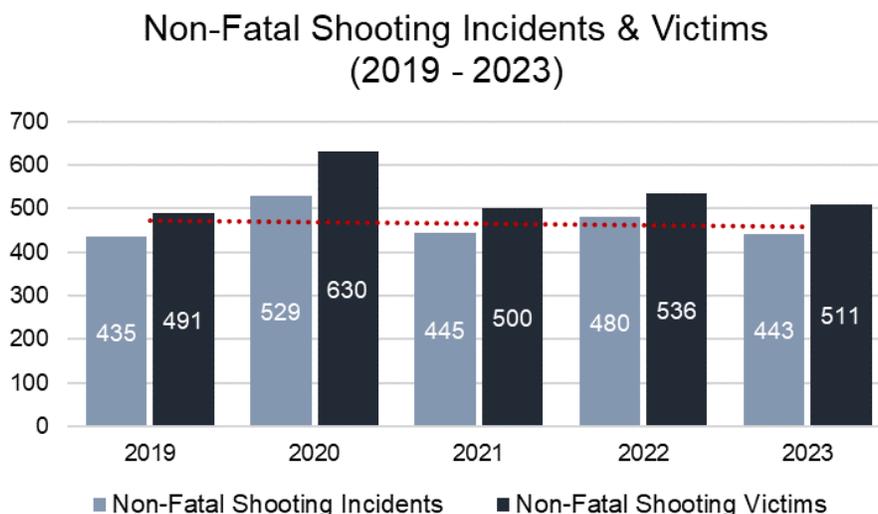
## THE CURRENT STATE OF CRIME IN KANSAS CITY

Although the KCPD is excited to share the details of its Crime Plan, it is prudent to first establish “where we are now.” This provides the groundwork from which the KCPD and its partners can operate, as well as guide where we want Kansas City to be in the months and years to come.

Here is a series of charts depicting the previous five years for various priority crime types:<sup>1</sup>

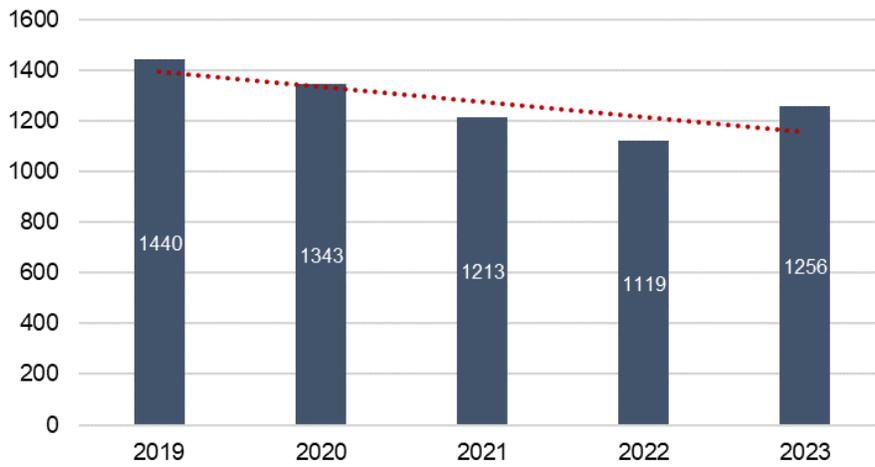


**89%** of homicides from 2019 – 2023 involved use of a firearm

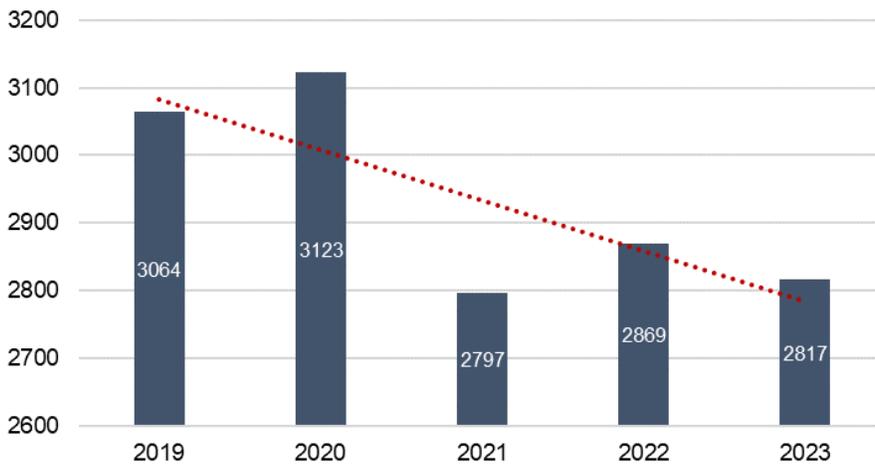


<sup>1</sup> Source: KCPD Annual Reports (2019 – 2022 data) and KCPD Information Services Division (preliminary 2023 data)

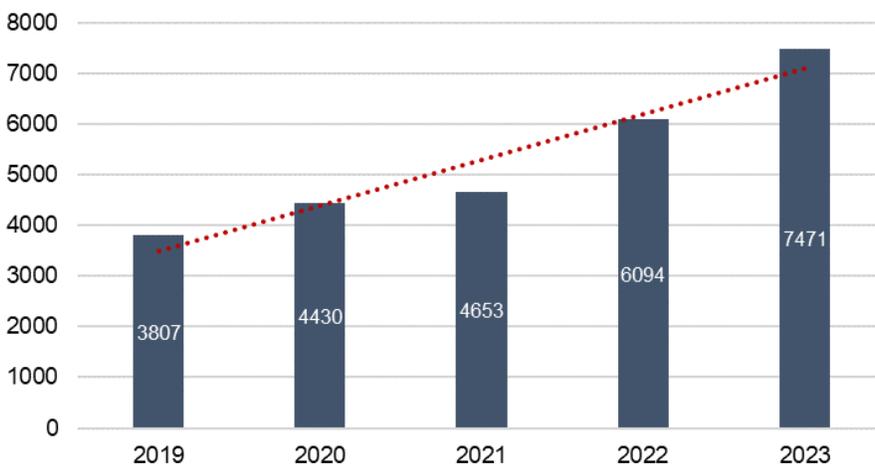
### Robbery Incidents (2019 - 2023)



### Burglary Incidents (2019 - 2023)



### Motor Vehicle Theft Incidents (2019 - 2023)



Some desirable trends can be seen, namely for robberies and burglaries. However, there is much work to be done, particularly when it comes to homicides and non-fatal shootings.

## THE PLAN'S KEY STRATEGIES

The charts provided in the previous section establish a necessary sense of urgency to address rising levels of crime in Kansas City, particularly that of violent crime. The KCPD and its partners will therefore continue to deploy resources with a clear understanding of what should be done, who should be doing it, and why certain strategies are being chosen and deployed in the first place.

This section concisely explains each of the Crime Plan's key strategies. A brief definition of each strategy will be offered, as well as insight into how they are put into practice. The strategies were selected and designed to complement one another; none of them acts in isolation. In fact, this plan was crafted with the goal of interdependence to prevent silos of work and information that often sabotage large-scale efforts. It is also understood none of the strategies will ever be truly finished; rather, constant refinement and improvement will be sought for all aspects within the plan.

### DATA-INFORMED COMMUNITY ENGAGEMENT (DICE)

This strategy builds the foundation that drives the police department's primary reason for being: to protect and serve all who live in, work in, or visit Kansas City. Everything each KCPD member does in performance of his or her duties is to be conducted in a matter to instill trust and public confidence while accomplishing departmental goals.



DICE relies on a data analysis technique known as Risk Terrain Modeling (RTM), a method to diagnose environmental features of an area to determine which of those features are statistically correlated with crime. An RTM analysis produces actionable maps and a list of what are known as “risk factors.” Examples of common risk factors include property violations, gas stations, or liquor stores.

DICE takes shape as multi-stakeholder strategies are devised to mitigate identified risks. For example, patrol officers use a list of risk factors to conduct proactive problem-solving with a business owner. In addition to helping the business owner with any direct needs, the officers also submit a 311 request about broken street lights they observed while on-scene. This 311 request is shared with Public Works for follow-up.

The KCPD has successfully used RTM in the past but never enacted a full DICE initiative. However, City Council came to have a growing interest in RTM and DICE in recent months, leading to the passing of Ordinance 230573 in July, 2023. The ordinance created a multi-disciplinary task force to

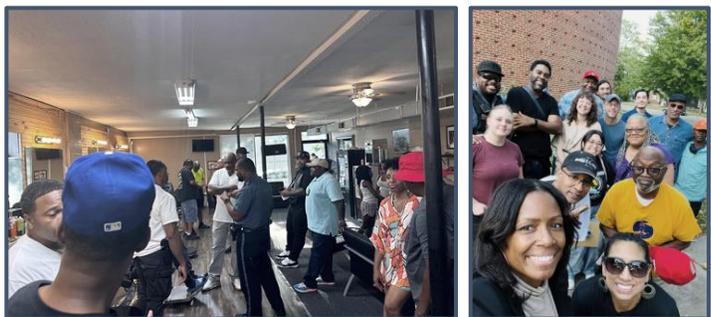
address crime and other related issues in Kansas City. Key members of the task force include the KCPD and municipal departments such as Public Works, Regulated Industries, and the Health Department, among others. Of note is the task force is specifically directed to use RTM and other data as a guide to prioritize areas of focus for the team's efforts. This new ordinance effectively brings DICE to life at not only the KCPD, but the city at large.

One of DICE's biggest strengths is it allows communities to not only contribute to data-driven problem-solving, but simultaneously have a voice in how their neighborhoods are policed. Citizens can share insights about risk factors identified in an RTM analysis, as well as make suggestions about risk factors for consideration in future models. In the end, this establishes a sense of true partnership among the public, police department, and other stakeholders to co-produce public safety.

Although DICE contributes greatly to the KCPD's efforts, particularly for patrol members' activities, true community engagement goes a step further. All KCPD members are charged with building strong community relationships and seeking opportunities each day to build public trust. Steps to build on the KCPD's existing community-focused practices began in 2023, including all sworn staff receiving training in Integrating Communications, Assessment, and Tactics (ICAT) and Constitutional Policing.

Beyond training, the Community Engagement Division (CED) continues its efforts to consistently meet citizens' service expectations that may not fall into traditional law enforcement roles. The CED actively seeks to support patrol and investigative elements through its following teams, all of which play a role in fostering deeper bonds with the community:

- **Community Interaction Officers (CIOs)** – CIOs provide a variety of services to the community, such as conducting Crime Prevention Through Environmental Design (CPTED) surveys, hosting community meetings/events, or performing Risk for Retaliations (i.e., citizen contacts to reduce retaliatory violence).
- **Social Service Specialists** – These specialists provide outreach and a spectrum of service referrals to community members, such as rent assistance or temporary relocation.



- **Crisis Intervention Team (CIT)** – CIT members work with community partners and behavioral health services to provide much-needed support to individuals suffering from mental health diagnoses, as well as their families.
- **Youth Services** – This team promotes positive interaction between youth and KCPD members through programs such as the Police Athletic League (PAL) and School Resource Officers (SROs).
- **LGBTQ+ Diversity Liaison** – This officer maintains a direct channel of communication to address and resolve matters pertaining the LGBTQ+ community.
- **Housing Authority** – These officers are assigned to the Housing Authority of Kansas City and work primarily in the public housing developments found across the city.
- **Police Chaplains** – The Police Chaplains are a volunteer group of ordained clergy members who provide pastoral and spiritual support to KCPD members and their families.

## DATA-DRIVEN DEPLOYMENT

Although the primary objective of RTM is arguably crime prevention, it can also be used to guide resource deployment, including for patrol purposes. Enforcement actions can and shall take place in high-risk areas of an RTM model when circumstances require it. What makes enforcement different within RTM and Data-Driven Deployment is the avoidance of relying solely on increasing stops and



arrests. Such tactics can result in short-term crime reduction benefits but those results tend to dissolve quickly. Moreover, community relationships are often strained in the process.

KCPD executive command seeks to leverage the benefits of RTM by giving patrol division commanders latitude to select small geographic areas where an RTM model and previous violent crime hotspots intersect, as shown in the picture at left. Resources can then be deployed in these microhotspots to simultaneously address locations of chronic violent crime issues as well as any emerging incidents.

A tactic known as the Koper Curve will lay the foundation of patrol elements' efforts within Data-Driven Deployment. Based in research, the Koper Curve principle discovered dedicated, randomized activity ranging from just 10 to 15 minutes can produce meaningful crime deterrent effects. Officers can conduct a variety of activities during Koper Curve patrols, including problem-solving with community members through DICE or precise enforcement aligned with another Crime Plan principle to be described shortly, Focused Deterrence.

This ability for Data-Driven Deployment to effortlessly switch between crime prevention and enforcement makes it such an integral component of the Crime Plan. Crime prevention and other outreach through RTM and DICE is without question a worthwhile pursuit and necessary to establish the vision of a holistic approach to public safety.

When it comes to outlining this Crime Plan, however, the KCPD wishes to emphasize it places value on its primary charge to equitably enforce laws and apprehend offenders that create harm to individuals and, in many instances, larger communities.

Data-Driven Deployment is therefore the ideal means to effectively utilize enforcement-related strategies. A ready example of this is chronic offenders identified through the Focused Deterrence arm of the Crime Plan. In addition to the place-based nature of Data-Driven Deployment, intelligence produced through Focused Deterrence provides actionable insight into offenders deserving of enforcement or victims in need of other social services. It is also probable investigative elements will work cases that originate within the same microhotspots being worked by patrol divisions.

In sum, Data-Driven Deployment allows the police department to strike the crucial balance between crime prevention and response. This is realized through increased police presence, positive community engagement, and appropriate levels of enforcement, all of which are expected to reduce crime while simultaneously enhancing police legitimacy from the public's perspective.

## **FOCUSED DETERRENCE**

At its core, Focused Deterrence is an offender-based strategy stemming from the established premise a small percentage of offenders drive a large percentage of violence. With that in mind, Focused Deterrence prioritizes prolific or repeat offenders, many of whom are involved in gun violence or belong to gangs or other hybrid groups. Investigative teams within the KCPD's Violent Crimes Division and Special Investigations Division will play important roles in building the best cases possible against Kansas City's most dangerous offenders. A new proactive team called the Strategic Policing Section has also been created to complement investigative teams' efforts.

As its name suggests, successful deployment of a Focused Deterrence strategy requires precision regarding whom will receive necessary enforcement or, when appropriate, social services or other intervention measures. Moreover, given increasingly scarce resources, Focused Deterrence allows the KCPD and its partners to effectively prioritize those involved in violence that inflict the most damage to Kansas City's neighborhoods.

An offender's social networks are frequently analyzed and exploited to help with this necessary triage. In addition to providing a broader understanding of an offender's associates, social networks allow the Focused Deterrence approach to provide different messages to different people within an offender's relationships.

A well-designed Focused Deterrence strategy responsibly offers different types of services and messages to the offenders and violent groups contacted during the initiative. These messages can be most easily described as falling into “hard” and “soft” categories.

The police department and local prosecutors tend to deliver the “hard” message in which all available legal measures will be lawfully used to deliver swift and certain consequences for violent activity conducted by anyone in an offender’s network. The combined efforts of patrol, investigations, and local prosecutors ensure consistent prosecution in such instances.



Conversely, the “soft” message shared by other stakeholders emphasizes the availability of social services and general community support for anyone in the social network, including offenders, to move away from a life of violence. Additionally, while Focused Deterrence seeks to increase offenders’ expectations of swift and certain consequences should they offend, the strategy also promotes opportunities for anyone involved in a Focused Deterrence action to redirect their lives’ trajectories. In turn, this decreases opportunity structures for violence and increases communities’ collective efficacy. This is notably true when Focused Deterrence is combined with additional support and outreach through other aspects of this Crime Plan, such as DICE.

## **BUILDING ACCOUNTABILITY THROUGH DATA AND TEAMWORK**

In addition to the three core strategies, the KCPD reworked specific data and analysis functions to support implementation and evaluation of this Crime Plan. This entailed creating a strategic analysis capacity within the Office of the Chief of Police. Simply stated, strategic analysis focuses on larger data sets and analyses that provide a so-called “big picture” about crime, 911 calls for service, or other topics.

The use of data and analysis is not new to KCPD; in fact, the department has had analysts on staff for several years. When coupled with existing analysts, the strategic analysis function shares data, analyses, and other metrics to end users within and outside the police department. This results in improved resource deployment, ongoing assessment of outcomes, and consistent accountability and transparency.

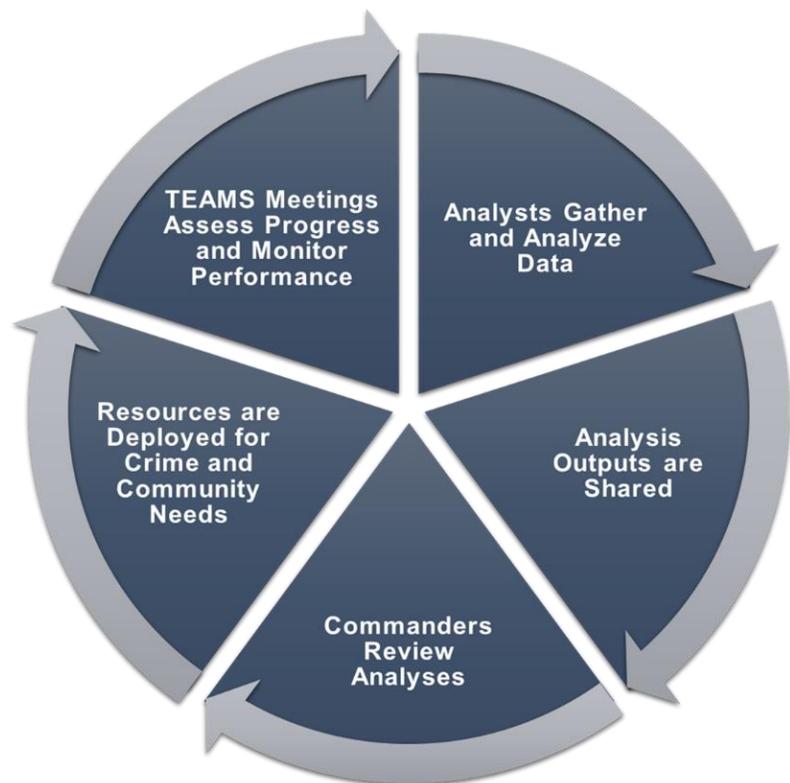
These objectives are accomplished through what is commonly called CompStat, a data-driven approach to problem management. KCPD’s rebuilt CompStat process, known as TEAMS (short for Teamwork to Evaluate and Analyze Management Strategies), is currently in its infancy but its

potential impact is already evident. Traditional CompStat-style meetings tend to focus almost exclusively on crime, arrests, and similar metrics to gauge a police department's performance. TEAMS includes such measures but embeds other datasets that, when combined, help identify root causes of a variety of performance issues within the police department. TEAMS goes beyond mere reporting of statistics; its purpose is to use data in meaningful managerial discussions to optimize performance. As an example, the KCPD plans to routinely monitor data such as Response to Resistance or citizen complaints against reported crime or officers' self-initiated proactive activity.

TEAMS also ensures execution and follow-through of this Crime Plan. Through TEAMS, department elements will be expected to work together and follow evidence-based strategies and analysis to drive action as opposed to organizational habits or mere hunches. One way this will be accomplished is through the strategic analysis function frequently collaborating with counterparts from the police department's Patrol Bureau and Investigations Bureau Offices, as well as liaising with stakeholders such as the City's Director of Public Safety.

The following diagram illustrates the basic cycle of how raw data is transformed into actionable information and strategic analyses that can be put to use by command staff, including through TEAMS:

- Analysts gather and analyze data for the problem at hand. Analyses can be directed by command staff or generated by analysts.
- Analysts share their findings with end users, typically commanders but also rank-and-file members.
- Analyses are reviewed for completeness and the ability to help solve the identified problem. Designing plans also takes place during this step.
- Resources are deployed based on the plans created via the analyses.
- Mechanisms such as TEAMS meetings allow the department to cultivate a culture of accountability. Assessment of progress can be determined and adjustments can be made if plans do not produce the desired results.



## CONCLUSION

Kansas City is facing challenges with rising violent crime. The key to ending the culture of violence in our city is in all of us, the people of Kansas City. To truly make a sustainable impact, we must take a citywide approach to reducing violent crime and work together in both words and action to improve quality of life for all Kansas Citians and change the trajectory of violent crime. Every Kansas Citian should ask themselves what they can do or how they can contribute and work toward a safer, healthier city.

KCPD is committed and invested in the safety and betterment of our city. The strategies outlined in previous pages require not only the police department's involvement but active engagement from KCPD's many partners. This plan is rooted in empirically sound, evidence-based practices fueled by data and analysis. This plan is not all-inclusive of our efforts to fight crime. No written document can quantify the impact of thousands of positive community interactions and great police work our members carry out each day.

With this plan and our community and local leaders, we are all moving forward together with momentum and strong will to reduce violent crime, making our city safer for all of us.





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