

Urban Crime Summit - September 17, 2013

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ATTORNEY GENERALS' URBAN CRIME SUMMIT, SEPTEMBER
TUESDAY, SEPTEMBER 17, 2013

University of Missouri Kansas City
Atterbury Student Success Center
Pierson Auditorium

PANEL MEMBERS:

Attorney General Chris Koster
Kansas City Mayor Slyvester James
St. Louis Mayor Francis Slay
Kansas City, Missouri Police Chief Darryl Forte
St. Louis Metropolitan Police Chief Sam Dotson

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1 ATTORNEY GENERAL KOSTER: Good
2 morning, everyone. Thank you for coming back, and
3 for those of you who are here for the first time,
4 welcome.

5 This is day two of the Urban Crime
6 Summit. Again, to briefly introduce the
7 panelists, we have Mayor Sly James, mayor of the
8 City of Kansas City; Mayor Francis Slay, who is
9 the 45th mayor of the City of St. Louis; Colonel
10 Darryl Forte', the 44th police chief of the City
11 of Kansas City, and Colonel Sam Dotson who is the
12 police chief of St. Louis Metropolitan Police
13 Department.

14 The first presenter this morning is
15 Harold Pollack. Harold Pollack is the Co-Director
16 of the University of Chicago Crime Lab, the Helen
17 Ross professor at the School of Social Service
18 Administration for the University of Chicago, and
19 an Executive Committee member of the Center for
20 Health Administration Studies at the University of
21 Chicago.

22 The University of Chicago Crime Lab began
23 back in 2008 to use insights from basic science to
24 help government agencies develop innovative
25 approaches to reducing violence and to help them

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1 test innovations in randomized trials. Currently
2 the crime lab is working with the Chicago Police
3 Department to identify and interrupt sources of
4 crime, guns, and with the U.S. Department of
5 Justice to study the effects of increasing the
6 police presence in the Chicago streets.

7 The lab is also working with the New York
8 City Police Department, New York Department of
9 Probation and Parole to reduce recidivism and the
10 Chicago Public Schools to reduce truancy and
11 dropout rates.

12 Dr. Pollack received his undergraduate
13 degree in electrical engineering and computer
14 science from Princeton University. He received
15 his master's and doctoral degrees at the Public
16 Policy School at the Kennedy School of Government
17 at Harvard University.

18 Dr. Pollack, welcome this morning, and
19 thank you for coming to Kansas City.

20 (applause)

21 DR. HAROLD POLLACK: Thank you.
22 Thank you very much. It's an honor to be here and
23 I wish my mom were here to hear that introduction.
24 That was very nice.

25 So I should say that I come here on

1 behalf of my colleagues at this crime lab and much
2 of the work that I'm describing certainly was not
3 done by myself but was also done in partnership
4 not only with the City of Chicago but also with
5 the wonderful nonprofit partners in the city who
6 do wonderful work with young people every day, and
7 it's been really inspiring to work with so many
8 creative people on this problem.

9 So Chicago, you know, we are not Dodge
10 City in Chicago but we have been in the national
11 spotlight because we have the most homicides of
12 any city in America. And our homicide rate would
13 put us in the middle of the pack for many of the
14 big cities but we have a serious problem. And our
15 problems really illustrate the problems that
16 everybody is facing. And there are really two
17 sides to this problem. One is this incredible
18 threat to public safety and the other is the
19 incredible expense in human financial terms in
20 just about any way you want to count it of the
21 public safety challenge that we face.

22 And, you know, the United States has
23 about 2 million people incarcerated right now and
24 in the middle of a very serious economic
25 challenge, Chicago, Cook County, the State of

1 Illinois, faces very serious economic problems in
2 dealing with the economic costs of crime. And one
3 of the striking things that we've seen that the
4 interests really across the political spectrum is
5 finding more evidence-based ways to deal with
6 public safety problems and to find ways that will
7 safely scale back on the number of people that are
8 incarcerated. And this interest is not just, you
9 know, among, you know, traditional -- you know,
10 any traditional constituency you might identify.
11 I think there are many people, groups like Right
12 on Crime, are saying, you know, we have to find
13 ways to reduce the number of people behind bars
14 but do so in a way that's evidence-based and safe
15 for our communities.

16 Now, of course the costs of crime control
17 are very, very high but the costs of crime are
18 also very, very high, too, and particularly in
19 minority and low income communities who really
20 facing the brunt of it. Now, one of the
21 challenges that we have is to explain to other
22 people in Chicago and across the United States is
23 that everyone is really affected by the costs of
24 crime. And one way that we can visualize that is
25 to realize almost anything we care about in urban

1 policy, urban development is exacerbated by the
2 crime problem. You want to create high
3 functioning schools and you discover, well, it's
4 hard to do that if teachers are afraid to go and
5 work in that school because the neighborhood is
6 violent. You want someone to open up small
7 businesses in the community and they say, well,
8 it's hard for me to make money in this community
9 because I have to close my SevenEleven early or my
10 small business early because people are afraid to
11 shop late at night. And so, we find that almost
12 anything that we're trying to do to improve our
13 city comes down to can we make people feel safe
14 and that's kind of the fundamental prerequisite
15 for almost anything we're trying to do in urban
16 policy.

17 Now, if you try to look at the economic
18 costs of crime, there's some striking things that
19 you find. One is that the real economic costs are
20 not the things that we usually think of. I think
21 if you ask people why is crime so expensive they
22 will say the emergency department, our jails and
23 prisons. They will list a number of real costs
24 but it turns out the big ticket items are much
25 less tangible. And I think in the University of

1 Chicago where I teach, I think of all of the
2 people who commute sometimes two or three hours a
3 day from the north shores of Chicago or other
4 suburbs because they're afraid of some of the
5 neighborhoods where they might live that are much
6 more accessible to where we are. Some of the data
7 that Steve Levitt and Julie Cullen have looked at
8 suggests that every homicide in a city leads 70
9 people to move out of the city. So in Chicago we
10 have lost 200,000 population during the decade
11 between 2000 and 2010 and it turns out that we
12 would have had, you know, a substantially higher
13 population if our homicide rate just looked more
14 like New York City. Some of the estimates that we
15 have done suggests that the social costs of gun
16 violence in Chicago is on the order of about 2 1/2
17 billion dollars a year, or \$2,500 per family. So
18 it's a very serious economic challenge in just all
19 sorts of ways.

20 Now, in order to start addressing the
21 crime problem, the fundamental issues that we have
22 are really how can we divert youth from
23 trajectories that lead youth to either violence or
24 to become either victims or perpetrators of crime.
25 And there's a number of fronts that we are working

1 on and the Attorney General mentioned some of
2 them. One is to take truancy more seriously and
3 to try to understand the factors that lead young
4 people to disengage from school. One of the
5 things that we know is that a young person who
6 does not make it through high school is very, very
7 likely to end up spending at least some period of
8 time incarcerated. And if young people are going
9 to fail within the mainstream economy, we know
10 where some of these young people are going to end
11 up. And there are many things that we can do,
12 particularly in those grades in the transition to
13 high school that could make things go better.

14 Social cognitive skill training is also
15 important. One of the things that is striking --
16 I'll say a little more about this in a minute but
17 I looked through medical examiner reports for 200
18 consecutive homicides that involved young men in
19 the city of Chicago. And a couple of things were
20 striking about that, but the most striking thing
21 was just how many of these homicides just didn't
22 have to happen. You know, you think of -- a lot
23 of us -- how many of you have seen The Wire?

24 (Show of hands by audience.)

25 DR. HAROLD POLLACK: Pretty much,

1 you know, you have. You can't be a crime
2 researcher and not have mastered The Wire because
3 every time you give a talk someone says, wasn't
4 that just like season four of The Wire or
5 whatever. We often think that violence is
6 strategic violence between drug-selling
7 organizations or something like that and that's
8 certainly part of the problem but most of the
9 homicides that I looked at were much stupider and
10 sadder than that and they just didn't have to
11 happen. And dealing with people's social
12 cognitive skills, their ability to deal safely
13 with other people is fundamental to that. And in
14 particular dealing with fairly automatic
15 behaviors that young people have that can be
16 really maladaptive in high stakes situations. And
17 somebody -- I'm in a gang, I'm carrying a gun, and
18 some guy looks at my girlfriend and before I know
19 it, that gun's out of my waistband and I've just
20 shot this guy. I didn't wake up that morning
21 wanting anybody to be dead but that happened.

22 So -- now, of course, in that scenario
23 the gun plays a big part. Reducing gun use in
24 crime is also something we're very focused on in
25 the crime lab. Because guns greatly increase the

1 lethality of every kind of violence. Now, it's a
2 big challenge and it's very hard, particularly for
3 any individual city or state, to regulate its way
4 out of this problem. There's maybe 250 million
5 guns in circulation in the United States. Hawaii
6 is an island but pretty much every other state has
7 to deal with the reality that it's contiguous with
8 other states and certainly in Illinois it's a
9 challenge for us as well.

10 Fortunately, there are many things this
11 can be done not only to deal with the sale of
12 illegal guns and various things about the
13 underground gun market, but also to reduce illegal
14 gun carrying and to make it a very bad personal
15 cost/benefit calculation for someone to say I'm
16 going to walk on the street carrying my gun today.
17 If I can keep someone -- if someone has a gun and
18 he keeps it hidden behind grandma's house, that's
19 not great but that's a lot better than if he's
20 walking around with that gun and then he gets in a
21 fistfight in the street and that gun is there. So
22 we're doing a lot of work trying to understand gun
23 markets in Chicago.

24 We're also discovering we don't know a
25 lot about guns. It's a challenging thing because

1 guns are a durable good. Some of the guns that we
2 have in homicides were purchased, you know, in
3 1945 and they still -- they still work. They
4 still work great, you know, 60, 70 years later.
5 But there's much that we can do.

6 Let me tell you a little bit about the
7 face of the youth violence problem in Chicago and
8 then one of interventions that I was quite
9 involved in that got national attention. So this
10 is -- as I mentioned, Chicago had 506 homicides in
11 2012, which was the most in the nation. We're
12 actually considerably down below that pace this
13 year. I think we're about 20 percent down and
14 we're actually at a pace where we might have
15 homicides as low as they were in 1967 but don't
16 hold me to that. But it's still quite high. And
17 the tragic case of Hadiya Pendleton is one --
18 here, can you see that in the back? I have a
19 daughter the same age as Hadiya Pendleton. She
20 has a Facebook picture that looks almost identical
21 to this picture. Hadiya Pendleton was shot
22 basically in front of her school at 2:30 in the
23 afternoon, another -- another youth homicide in
24 Chicago. I highly doubt the person that killed
25 her had any intention to kill her specifically but

1 just -- you know, we often talk about someone
2 being in the wrong place at the wrong time. If
3 being outside your school at 2:30 in the afternoon
4 is the wrong place at the wrong time, we've got a
5 big problem in America. And that case was quite
6 striking because Michelle Obama went to the
7 funeral. This was one mile from the President's
8 house where she was killed.

9 But there's many other cases. I think
10 one of the ones that is saddest to me was this top
11 case, Nequiel Fowler. She's 10 years old -- she
12 was 10 years old. She had bent down to tie the
13 shoe of her blind little sister and she was hit by
14 a stray bullet and killed. And she was killed by
15 a young man who fired a bullet into an opposing
16 gang territory and that hit her. One of the
17 challenges we have is, you can't be a celebrity
18 criminal in Chicago any more. In most big cities
19 we've decapitated a lot of the big gangs but they
20 haven't gone away, they've fragmented into these
21 clicks and crews that generate new -- new problems
22 when it comes to violence and this was a classic
23 example of that.

24 Another case, much like the Hadiya
25 Pendleton case, Tyrone Lawson, 17 years old, was

1 at a basketball game and was shot and killed for
2 no apparent reason in the parking lot.

3 And then we have another case which I'll
4 mention because it brings up this impulsivity
5 aspect. There's two young people who are maybe
6 half a mile from my office who get into it over a
7 bicycle. And the two groups of young men separate
8 and this young man pulls out a gun and shoots and
9 kills one of the other young men over that bicycle
10 right there. It happened like that, and all of a
11 sudden, one young man is dead and one young man
12 is, you know, facing a murder conviction over a
13 bicycle. You know, none of the things that I've
14 told you about drugs are about drug selling or the
15 other things that you might think of.

16 So we just have a serious problem that we
17 have young people getting into these altercations
18 and they're -- and gun involvement. I won't tell
19 you -- I won't bore you with the litany of
20 statistics but we're certainly happy to provide
21 more of them if you need those.

22 Now, one thing we should say is Chicago
23 homicides have actually declined since 1980. If
24 you look at the graph you would say, wow, things
25 look pretty good. You know, compared to the crack

1 epidemic days, things look pretty good. Of
2 course, one of the embarrassing things for Chicago
3 is, here is Chicago and here's what happens when
4 you put Chicago, New York, and L.A. in the same
5 graph and what you see is that some cities in
6 America have been able to create a sustained
7 reduction in homicides that the rest of us want to
8 learn from, and you of course heard from
9 Commissioner Kelly yesterday so you know more
10 about New York's progress, which is really
11 quite -- quite impressive. So the good thing
12 about New York and Los Angeles is they indicate
13 that it is possible to really make progress on
14 this problem if you use evidence-based methods
15 and, if the mechanics of policing are done well,
16 you can really make progress.

17 Now, let me say a little bit about how
18 you might go about reducing violence. Now, many
19 people on both sides of the political spectrum
20 believe that violence is very deeply rooted in
21 some fundamental social factors, and there is sort
22 of a liberal version of this argument and a
23 conservative version of this argument. The
24 liberal version is that violence comes out of
25 economic inequality, blocked opportunities,

1 segregation and discrimination. The conservative
2 version tends to be more cultural. Adverse
3 cultural trends, including family breakdown and
4 the rise of single-parent families, and sort of
5 super predators and stuff like that. And both of
6 these perspectives actually have very strong
7 elements of truth to them in their own ways and in
8 their own domains but they're also both profoundly
9 limited.

10 One reason they're profoundly limited is
11 it turns out that the United States is strikingly
12 average in most crimes. If you think about this
13 story, you say, wow, the U.S. must be off the
14 charts on just about everything because, you know,
15 if we've got all these fundamental problems
16 leading to violence, we must have a lot of car
17 thefts, we must have a lot of burglaries, we must
18 a have a lot of everything. Turns out that we are
19 amazingly average. If you want to get mugged you
20 can go down the London tube and they'd be happy to
21 do that. If you want to get your car stolen, you
22 know, Stockholm is a pretty good place for that.
23 Toronto is not bad either. We are really average
24 in an astonishing array including things like
25 sexual violence. And it turns out, in the index

1 of crimes we are right in the pack for the 17
2 industrialized nations. This really surprised me
3 when I saw this. But then you look at homicides
4 and we are off the charts. So it's that
5 combination of those social factors plus guns
6 that's really our problem.

7 Now, some things about violence in
8 Chicago. This will surprise precisely no one in
9 this audience, I think. Our -- most of our
10 victims and our offenders, they look so much alike
11 in so many cases in terms of their demographics;
12 young men, many of whom have prior records.
13 83 percent of them are shot mostly with
14 off-the-shelf handguns. Don't see a lot of AR15
15 deaths and things like that. They happen but
16 that's sort of a different issue. Mostly outdoors
17 in altercations.

18 It turns out that only about 10 percent
19 of the homicides that we can look at are traceable
20 to gang disputes over narcotics. And many of
21 these things are just over nothing.

22 I should say also one-third of the young
23 men in the cases that I examined had high blood
24 alcohol levels and I think the alcohol issue is
25 one issue that gets too little attention as part

1 of the matrix of violence. I do a lot of field
2 work myself and I'm very safe and actually don't
3 find myself in dangerous situations very often
4 except late at night near liquor stores when I'm
5 out doing my field work.

6 Another thing about this is, if you think
7 about this deeply-rooted -- the contention that
8 violence is very deeply rooted in people either
9 due to these social factors or these economic and
10 educational inequality factors, you start to say,
11 wow, this is really actually pretty disheartening
12 'cause you think whether liberals are right or
13 conservatives are right, in order to bring the
14 violence down we have to do something really
15 fundamental. If someone says all you have to do
16 in Chicago to reduce crime is just -- just get rid
17 of segregation and improve -- and get rid of
18 educational inequality, you'd say, wow, that's
19 like a 2050 project.

20 And, you know, there are some people that
21 we really do -- who really are committed criminals
22 either due to economics or cultural, whatever.
23 Sometimes there are people who are hard-core
24 offenders, you know, for example. And if
25 committed criminals are the problem, we know what

1 the answer is. Lock up a lot of people. That's
2 what we will do if that's the only way we can
3 reduce crime, and that's our society. This is a
4 graph of incarceration rates in the United States
5 over time and you see it was quite level until
6 about 1980 and then it just exploded.

7 But, fortunately, we don't have to do
8 that. There are other ways we can think about
9 this problem. And part of the answer is to
10 realize people who commit violence, even horrible
11 violence, are not always or even often
12 super-committed criminals. They're often people
13 who if they could take back two or three minutes
14 of their life, things would be a lot different.

15 Let me give you an example. I would say
16 this is the fundamental equation. This is sort of
17 awkward, this is not my most beautiful slide. I
18 would say young men plus disagreement plus some
19 kind of impulsive behavior plus a gun equals a
20 dead body. That's basically all of our homicides
21 that -- you know, that I work with. Young men,
22 disagreement, impulsiveness, gun, dead body. The
23 plus gun part we're trying to deal with but also
24 how do you deal with maladaptive behaviors where
25 kids are walking around on hair trigger afraid of

1 each other.

2 Now, we think that the way to deal with
3 that often in policy is by calibrating the
4 penalties for crimes. If you make that sentence
5 10 years rather than 8 years we're going to change
6 bad behaviors. But if you think about what's
7 happening in the head of that 17-year-old boy,
8 that's often not what's really going to matter.
9 Think about that the weapon of mass destruction in
10 our society is a 17-year-old boy in a lot of ways.
11 People -- you know, it's just what we are. You
12 know, we are testosterone-challenged at that
13 age, we're sensation seeking, we are very
14 susceptible to peer influence, very myopic
15 decision making. A whole set of adolescent
16 behaviors and psychological factors that puts
17 someone at risk of violence.

18 One of the most interesting ones is known
19 as hostile attribution bias -- hostile intention
20 attribution bias. It turns out that -- so say I'm
21 in a dangerous high school in Chicago and a guy
22 walks past me in the hallway and he bumps into me
23 and he keeps walking. What just happened? If I'm
24 at the University of Chicago, I'm like, oh, that's
25 just a professor playing with his iPhone and he

1 just didn't notice that he was going to bump into
2 me and I just ignore him. But, you know, if I'm
3 in the hallways of a high school, maybe it's
4 another 17-year-old kid trying to punk me and show
5 that he can basically get away with that and then
6 I've got to walk home from school with my \$70
7 jacket and that same kid's going to come back
8 because he's shown that I can be punked and I
9 can't allow that. So kids are always thinking
10 about how do I respond to these ambiguous
11 provocations.

12 Well, it turns out that kids who are
13 prone to aggression are really bad at thinking
14 about those situations and they tend to overstate
15 the hostility that's unspoken but that might be
16 the intention behind someone's ambiguous behavior.
17 And so, helping young people deal with those
18 situations when they're really in a dangerous
19 environment is really important. You know, if you
20 have a kid that's going to a really low-violence
21 high school and he has this problem, it's not
22 going to lead him to kill somebody 'cause he's not
23 being tested in that way a lot. But if you're in
24 Harper High School in the south side of Chicago,
25 that's a real life skill. And the way that you

1 don't help that kid is by calibrating the
2 sentences that's going to happen six months down
3 the road after he's arrested and some things just
4 happen.

5 I'll show you a little test that
6 indicates sort of the automatic behaviors. If you
7 could just say the color of this shape that pops
8 up as I flash through, if you could do that I'd
9 appreciate it.

10 (Audience response: Black, red,
11 green, yellow, blue.)

12 DR. HAROLD POLLACK: So now,
13 obviously, if we had a little time to think about
14 it, this color is not blue. But in that moment
15 we're automatic. That's the problem. And kids
16 have a lot of these automatic behaviors and what
17 you have to do is slow down -- slow them down so
18 they can use the skills they actually have more
19 effectively. So that suggests that helping kids
20 address maladaptive automatic behaviors in high
21 stakes situations is a way you can reduce
22 violence.

23 Let me show you a randomized trial that
24 we did. We did this thing, by the way, in 16
25 Chicago public schools. We had 2,700 kids

1 involved. We don't do boutique interventions that
2 take place at the psychiatry department under
3 ideal conditions. These are real world things
4 that we try to do in the tough environment of
5 Chicago public schools. So we did the study.
6 Graduate student Sara Heller did the statistics, I
7 did the horse whispering at the high schools, and
8 Rosanna Ander and Jens Ludwig were the principal
9 crime lab leaders.

10 So we did this very large study to try to
11 improve the social cognitive skills of kids. And
12 the intervention was delivered during the 2009/10
13 academic year and it was called Becoming A Man,
14 Sports Edition. And it was done by two groups,
15 Youth Guidance and World Sports Chicago. We had
16 an in-school once a week group counseling
17 dimension with youth mentors and we also have an
18 after-school sports component. All the sports
19 were combat sports, which is ironic but that's
20 what it was. We used administrative data to
21 evaluate outcomes. We had school data and we had
22 police data. One of the opportunities in a state
23 like Missouri that you can use is all the data
24 that's already collected right now that's
25 basically not being used by agencies.

1 So here we have a young man with boxing
2 gloves. I can say more about the intervention if
3 folks are interested. The kids were within 7th
4 and 10th grades and they're all men and we -- and
5 we did a randomize trial with this intervention
6 bringing the same rigor that you would to any
7 medical or public health intervention.

8 By the way, to give you a sense of some
9 of the exercises that the kids do, the first
10 exercise they do is something called the fist
11 exercise. So I would be partnered up with the
12 mayor and he would get a little golf ball and I'd
13 say, could you just hold it in your hand and hold
14 it close to your chest. And, Harold, you have 90
15 seconds, could you please try to get the golf
16 ball. And so, go. So the kids just start beating
17 the heck out of each other for 90 seconds and
18 they're wrestling on the ground or whatever. And
19 then the adult says, Harold, did you ask him for
20 the ball? And the kid says, You didn't tell me
21 there were any rules to this thing, you just said
22 get the ball. Or, yeah, I said, give me the
23 blanking ball, and the guy didn't give it to me so
24 I had to take it. And you're trying to get kids
25 to understand what the scripts are that they are

1 dealing with as they move through this world.

2 These wonderful mentors who are -- these
3 are guys who the kids really look up to who can
4 really talk to them in a realistic way about the
5 issues that they face. I was not -- I would be
6 the absolute photographic negative of a good
7 mentor for these kids. I actually got along well
8 with the kids but they are like, you are from
9 Mars, but the mentors were not from Mars as far as
10 the kids were concerned.

11 So we had sports, archery, judo, karate.
12 The kids did really well with these combat sports
13 and the idea that it's okay to be aggressive,
14 you're a 17-year-old boy, but it has to be
15 controlled aggression.

16 I'll show you some descriptive statistics
17 from this and then -- and I won't tell you too
18 many details 'cause I would induce a narcoleptic
19 stupor in the audience.

20 One thing that we did in the sports that
21 I think is interesting is we actually trained the
22 coaches in youth development. Athletics can be
23 very positive but it's not always positive. If
24 you don't get the coaches on the same page with
25 what you're trying to do, they can actually

1 reinforce some really negative dynamics among the
2 boys. If you tell the coaches your job is to find
3 the next Derek Rose in the streets of Chicago what
4 they'll do is they'll ignore the kids who are not
5 good and they'll allow bullying and they'll allow
6 all sorts of stuff that makes sports into a
7 negative experience for a lot of the kids. And we
8 really -- the coaches were really good at
9 understanding this is what we're trying to do
10 here.

11 We did a randomized trial, as I
12 mentioned, in 16 schools and, you know, it was a
13 big trial, hundreds of kids. And I'll show you
14 some of the results. So some kids got sports
15 only, some kids got weekly counseling plus sports,
16 some kids got the counseling only.

17 I should say -- here's a map of Chicago.
18 Basically all the dark areas in the map are places
19 where there's lots of homicides and that's where
20 basically any school that you've heard about on
21 CNN in Chicago because something horrible happened
22 there, was in our study. One of the schools in
23 our study down here, Fenger High School, was where
24 a kid was beat to death and someone's cell phone
25 videoed the thing. And quite challenging

1 environments for me to work in and I really
2 respect the educational professionals who do this
3 work.

4 We used administrative data from, as I
5 mentioned, the police and from schools to look at
6 lots of different outcomes which also made this
7 thing very economical from a researcher's point of
8 view. We were able to do on a shoestring an
9 intervention where we put almost every dollar into
10 actually serving kids as opposed to paying us to
11 go and collect data.

12 There is a bunch of mumbo jumbo with
13 regard to statistics that I can talk about. We
14 really looked at two different types of outcomes.
15 One outcome that we looked at was the family
16 academic outcomes, what was the kid's GPA, was he
17 present in school, did he end up in a school
18 connected to the juvenile justice system.

19 And we also looked at different kinds of
20 arrests. Particularly when you think about the
21 costs of crime, violent offenders are pretty much
22 the ballgame for crime. But in terms of long-term
23 crime prevention, you've also got to work with the
24 academic piece because if kids are disengaged from
25 school, they eventually end up in the criminal

1 justice system in many cases.

2 To give you a sense of who these kids
3 were in our study, they were -- on average they
4 were in ninth grade and they were about 15 1/2
5 years old. About half of them were old for grade
6 which meant that they had been held back. On
7 average these kids missed about 40 days of school
8 a year. We actually -- because it was an
9 in-school intervention we actually did not recruit
10 kids who are really chronically truant. This
11 gives you a sense of how many days of school kids
12 are missing. A third of the kids had been
13 arrested before the intervention took place. And
14 by the way, we did not aim at the high-risk kids
15 particularly. These were pretty much the median
16 boy in their school. And their average GPA was
17 about a C minus. So you get a sense this is
18 pretty -- these are not your hard-core gangbanger
19 kids but these are kids that have issues. They're
20 still coming to school but they've got real
21 issues.

22 About half of the kids that we invited to
23 participate actually attended the intervention. A
24 lot of the kids we invited -- we had a list from
25 August and a bunch of the kids that we invited

1 never showed up at school. Their parents moved,
2 their lives were chaotic, they couldn't get it
3 together to get the consent form back for whatever
4 the issue was. So we -- but among the kids who
5 came, on average they got about 13 sessions of
6 what we had to offer. So not really an intensive
7 intervention.

8 So when we were analyzing the data I was
9 pretty convinced we were going to see no benefit
10 from this intervention because half the kids got
11 zero, and among the kids that attended, on average
12 they only got about 13 1/2 sessions. In fact, the
13 mentors doing this work were pretty afraid that we
14 were -- we were going to get zero as well. And
15 this was the point of the presentation where I had
16 all the youth mentors sitting out in the audience
17 and they had no idea what I was going to show
18 next, which was the results. And this was
19 probably the best moment in my entire career was
20 showing these guys who work with young people what
21 they had accomplished. Because all of these young
22 people knew all the kids that they worked with and
23 all the problems they had, they could never see
24 the kids who are kind of counterfactual who they
25 never saw, and they couldn't see what would have

1 happened to the kids if they weren't there.

2 So what we found -- let me just walk
3 through a couple these results. One is school
4 engagement. What we found were kids were -- these
5 blue bars, whatever color that is, is during the
6 year of intervention and then the maroon bars were
7 the year after the intervention was over 'cause we
8 could track their data.

9 What we found was the kids are more
10 engaged in school basically because they got fewer
11 Fs. We actually didn't have very much affect at
12 all on the grade distribution for the kids who
13 were getting Bs and As 'cause we weren't offering
14 tutoring but we were helping kids engage
15 constructively with the teachers and doing their
16 homework so they did better in school.

17 We also found when we looked at violent
18 offenses, that violent offenses went down about 8
19 offenses per year per 100 kids. That's about
20 44 percent of the rate of violent offending among
21 the kids who actually participated in the
22 intervention. So among the kids who participated
23 in the intervention, violent crimes really dropped
24 in the year of the intervention. We actually
25 found in the year afterwards a lot of that affect

1 faded out. So it was continual involvement with
2 the mentors that seemed to be important for that.
3 And we also found there are other arrests that
4 went down as well. And over time what we found --
5 if I can get the laser pointer to work -- is that
6 fewer of these kids ended up in the far corner,
7 fewer of them ended up in schools that were part
8 of the criminal justice system. So if you -- we
9 basically delayed their trajectory of criminal
10 offending so that made it less likely that while
11 they were still in high school they had some
12 really bad outcome in terms of being a habitual
13 offender.

14 It was not by any means a cure all but it
15 was -- but it was quite -- it was quite effective.
16 And we can -- I actually have it with me for those
17 of you interested in more information. But it was
18 really striking that we did find that even this
19 pretty low touch intervention had a big -- had a
20 big impact.

21 As you can see, no violent arrests. The
22 mean number of arrests among the kids was about 16
23 arrests per 100 kids and we actually knocked that
24 down to numbers slightly over 8 arrests per 100
25 kids.

1 So what have we learned from this work
2 that we've done? There's going to be a pop quiz
3 after my talk is done so I hope you've been
4 listening carefully. One is that in terms of
5 cost/benefit analysis, interventions of the sort
6 that we did have a huge payoff. The intervention
7 that I described cost \$1,100 per student and when
8 we looked at the costs of crime that we prevented,
9 it was many times that \$1,100. So it -- we found
10 cost -- we found benefit-to-cost ratios between 2
11 to 1 and 9 to 1 even if we ignored that we also
12 improved the kids' schooling outcomes.

13 One of the great things about helping
14 adolescents is you have a very immediate payoff.
15 If you're in the Head Start program it's great but
16 you're -- a lot of the benefits that you care most
17 about are going to happen 15 years later. So if I
18 help this kid in pre-K, when he gets to be 18 he's
19 not going to punch my aunt and steal her purse but
20 you've got wait a long time to see that. You help
21 out adolescents and you get that payoff pretty
22 quickly.

23 Now, I should say that our intervention
24 was certainly not a cure all. First of all, we
25 saw that a lot of the benefit did fade out after

1 we stopped. A lot of our kids are still
2 challenged in the classroom, still challenged in
3 other ways. Now, there's no -- there's no polio
4 vaccine for violence. And, in fact, in some ways
5 it's destructive to expect that because it leads
6 us to disparage the good interventions that work
7 but it's one cost effective component in a
8 portfolio of responses that we need to reduce
9 youth violence.

10 One of the striking things that we found
11 is that when you actually do rigorous studies, you
12 get a surprising amount of attention. These
13 are -- by the way, this is my new camera with the
14 zoom lens. I'm also just showing off my great
15 pictures because I'm 300 feet back in the
16 audience. This was the head of the county
17 government. These are two of the people that
18 actually did the intervention. Dave Simpson is a
19 leader of youth guidance. Do you know who that
20 is? Governor of Illinois. Rahm Emanuel, and of
21 course you know who that is. And the President
22 came and President Obama actually participated in
23 one of the Becoming A Man mentoring sessions and
24 you can see he's -- that's him right there. And
25 actually, the youth guidance folks say if the

1 President wants to come back and be a youth mentor
2 at least he knows he can get a job in Chicago when
3 he comes back. But it's really striking how
4 there's such hunger for evidence-based responses
5 to youth violence that when you actually have
6 something, people really respond to it. And, you
7 know, people -- it's easy to be jaded about the
8 policy process and just say it's all politics and
9 so on. But, boy, when we actually had a
10 randomized trial, it was amazing in a very
11 nonpolarized way and we live in a very polarized,
12 ideological environment right now. People are
13 hungering for a way to get back that and say,
14 well, what do you have that actually works and
15 that's actually feasible in a real world
16 environment and those are the kinds of
17 interventions that we work on and I think one of
18 the things that -- that this intervention showed,
19 largely due to Youth Guidance and World Sports
20 Chicago's great work, it's possible to reduce
21 violence among youth in a very feasible and cost
22 effective way.

23 So I'm going to stop there. Thank you
24 very much.

25 (applause)

1 ATTORNEY GENERAL KOSTER: Thank
2 you, Doctor.

3 The next topic is inner city violence,
4 specifically Operation Ceasefire. Amy Crawford is
5 the Deputy Director of the National Network for
6 Safe Communities at the Center for Crime
7 Prevention and Control at John Jay College. The
8 National Network for Safe Communities is an
9 alliance of cities that are innovating
10 break-through strategies to combat violent crime,
11 reduce incarceration and rebuild police/community
12 relations. The organization was launched by the
13 Center for Crime Prevention and Control at John
14 Jay College. The network has advanced the Group
15 Violence Intervention, first implemented as
16 Operation Ceasefire in Boston in the mid 1990s,
17 and the Drug Market Intervention, also known as
18 the Highpoint model.

19 Amy, welcome. Thank you.

20 (applause)

21 MS. AMY CRAWFORD: Good morning.
22 So you heard yesterday a little bit about
23 Operation Ceasefire and today I'm going to talk to
24 you about how we implemented it and some of the
25 theories behind it.

1 As was mentioned, the National Network
2 was launched in 2009 by David Kennedy and it is
3 intended to support cities and jurisdictions
4 around the United States who are implementing two
5 highly effective strategies, the Group Violence
6 Intervention, also known as the Boston model, and
7 the Drug Market Intervention, the Highpoint model.
8 I'm going to talk to about the GVI which is the
9 Boston model.

10 The strategies that we use are designed
11 to reduce serious violence, shut down overt drug
12 markets, reduce arrests and incarceration,
13 strengthen disadvantaged communities, and operate
14 largely within the existing resources in your
15 jurisdiction.

16 We all have a lot that we agree on in
17 terms of the community and law enforcement. The
18 communities want their streets to be safe. They
19 want the most dangerous offenders to be
20 controlled. They want the chaotic and violent
21 crime to stop, including many of the people that
22 are actually offending. They want ineffective
23 enforcement to stop. They want to see the
24 community and the community standards take over
25 and control the violence. They want the people

1 who need help to get it. And everybody would like
2 to see a close and respectful relationship between
3 law enforcement, communities and offenders. So we
4 all have those things that we have in common.

5 However, despite the commonality in terms
6 of our goals, we have to acknowledge that violent
7 crime is still very high and even those so-called
8 thoughts of safe cities. They're concentrated in
9 poor, minority, especially black communities, and
10 it's concentrated by location as we've heard and
11 groups within neighborhoods. And I'll just give
12 you one statistic to show you how concentrated it
13 is.

14 In Rochester there's a very small area of
15 the city called the Crescent. No one thinks of
16 Rochester in New York as a particularly dangerous
17 community or city in New York and yet if you look
18 at the homicide rate, if the average is now
19 roughly nationally 5 per 100,000, that area is 520
20 per 100,000. So that's 65 times about the
21 national average. And you're looking at about 1
22 in 200 young black men between a certain age
23 category being killed every year.

24 But we do know that the core people that
25 are offending are not that many and we can

1 identify them. The groups are our research has
2 shown is driving a huge share of this action.
3 About 75 percent on average of the serious
4 violence in almost every city we work with is
5 coming from groups. And it doesn't matter if you
6 call them gangs or groups, as we heard yesterday,
7 it's -- it doesn't -- it could be loosely -- it
8 could be loosely-defined crews that are shifting
9 all the time, it could be slightly more organized
10 but in general we shouldn't be worrying about the
11 classification and terminology. We should be
12 thinking about them as an entity as groups. And
13 even in the most dangerous neighborhoods you'll
14 see about 20 percent of the people that are in
15 that high risk male age group being involved in
16 these groups. And of that, only about 10 or
17 20 percent one what we call the impact players.
18 Those are the people that may be calling the
19 shots. They're the people that are doing the
20 shooting as well. It's not actually that many
21 people. It's a very small number and identifiable
22 group.

23 Here's a demonstration of what we saw in
24 Cincinnati, which is essentially the same in
25 almost every city, as I said, we work with where

1 about .3 percent of the population drove
2 73 percent of the homicides. So you can see that.
3 And we also know that the criminal histories of
4 those that are involved in the street group
5 activities, they're highly active in terms of
6 their arrests before. You'll see there the chart
7 showing that -- how often they had been arrested
8 for both misdemeanors and felonies and all of them
9 you'll see are well -- well into the 70s and 80s
10 there having just one prior arrest and even having
11 10 or more, they're highly active. 50 percent of
12 them had been arrested 10 or more.

13 So why is it that groups matter instead
14 of individuals? Well, because, as I said, they're
15 driving the vast majority of the violence. 75 to
16 80 percent is usually the norm. And it's not what
17 you may think is what's driving it in terms of
18 business or the drug trade. A lot of people think
19 that it's just about that. As it was -- as Harold
20 just talked about, it's about vendettas, it's
21 about street code, it's about respect. It has so
22 little in some ways to do with the business at
23 hand. That, in fact, may be going on but the
24 actual violence is not largely being driven from
25 that kind of issue or circumstance in terms of the

1 business trade of what it is that the drug
2 community is using to support their life.

3 What we know is that the street code has
4 become that any kind of disrespect requires a
5 violent response. And you have a lot of
6 individuals who are involved in this group
7 activity taking a perspective of we're not afraid
8 of death, we're not afraid of prison, everybody is
9 against us, they just want to lock us up. And
10 this is what is driving back and forth between
11 rival groups or street gangs and it's what's
12 driving most of the violence in these small pocket
13 areas.

14 This shows you what we do in different
15 cities in terms of network analysis of the actual
16 sets on the street that -- or the groups on the
17 street that are driving the violence. Each of
18 those are the different groups in Cincinnati and
19 you'll see the red is who's beefing, who's aligned
20 with each other and who sort of goes back and
21 forth depending on the day. But you can see,
22 again, it's clear and identifiable what is going
23 on if you can figure out who's -- who the groups
24 are and what the alliances and relationships are
25 like between them.

1 So what do we all want to do? We want to
2 eliminate gangs, we want to eliminate gang crime,
3 we want people to not join into gangs, and we want
4 people to leave the gangs.

5 And in the past we've had two major
6 approaches. We cracked down on the gangs, cracked
7 down on the individual gang members, cracked down
8 on the drugs and the drug dealing. Or we tackle
9 it from the other perspective and we try to look
10 at the root causes and the social services, or the
11 lack of services that are in those communities,
12 and try to find ways to support communities and
13 families, try to find people jobs and work on the
14 economy, address some of the racism and oppression
15 that's there.

16 But it's pretty clear that neither one of
17 those approaches, the straight enforcement or
18 social interventions, have really made a big
19 difference on gang or gang violence. There's
20 really no place out there that has had a
21 meaningful group or gang problem that's been able
22 to use enforcement and social interventions to
23 eliminate the crime that is associated with
24 groups.

25 And as we've heard about the costs, mass

1 incarceration is one of the tools. The problems
2 with mass incarceration is obviously the impact
3 that it has had on the families and the
4 communities with 3 million children in prison, 1
5 in 9 black children having a parent in prison,
6 4 percent of children without incarcerated fathers
7 get expelled from school and you have 25 percent
8 with incarcerated fathers in comparison. You can
9 see voter disenfranchisement with 1 in 8 black men
10 not being able to vote. Permanent impact
11 obviously on all kinds of school, marriage and
12 employment issues.

13 So the National Network supports a very
14 specific strategic intervention to address all of
15 these issues. The framework is to create a
16 direct, sustained engagement with these core
17 identifiable offenders and you do this in a
18 partnership of community leaders, social service
19 providers, and law enforcement. It is explicitly
20 about the violence. Everything is driven by the
21 violence and the response is about where the
22 violence happens and who's committing it.

23 The core elements for these three parts
24 that are coming together, the stakeholders, are to
25 morally engage with the core active group members,

1 to offer them help, and to have swift, certain,
2 clear, legitimate enforcement consequences.

3 The most important thing to understand is
4 that this is not a program, it is an approach.
5 It's a new way of thinking about how you can
6 address the violence in the community.

7 First, the focused law enforcement. As
8 you heard yesterday, the pulling levers theory is
9 how it works. It's good group accountability and
10 what happens is, during the call-in process in
11 which you bring in the core offenders that
12 represent the groups, you make a very clear and
13 specific promise that the next group that commits
14 a homicide and the most violent group, it's
15 usually a two-part promise, says that that group
16 will suffer the entire weight of this consolidated
17 law enforcement's efforts in terms of
18 consequences. And that is trying to touch
19 everyone in the group with whatever legal
20 consequences you can put to the group -- make the
21 group accountable for the actions of the person
22 who committed the first homicide, or if it is the
23 case of the most violent group, it would be
24 because they are the most violent group, it is
25 touching everyone in that group. And you try to

1 get the group to police itself to avoid those
2 moments in situations in which we know that the
3 sign of disrespect would warrant some kind of
4 response, that the person you're hanging out with
5 becomes your in effect police person because they
6 are there saying, no, no, no, don't -- don't go
7 that way, we don't want -- I don't want to be
8 involved and have my neck on the line because of
9 this. It also provides them an opportunity to
10 have formal notice of what they are exposed to and
11 what law enforcement is going to do.

12 Because in the end, we want compliance.
13 We don't want to arrest and have to sentence
14 people. We want people to obey the law and to not
15 commit the violence. When you have to get to
16 enforcement, it's mostly a sign that you -- that
17 we failed to be able to protect the community.
18 It's -- when something as horrible as a homicide
19 is about to happen, it is in our best interests
20 and theirs to avoid it and under this strategic
21 intervention, this is a way to give them an
22 opportunity to avoid ever getting involved in the
23 homicide or the violence to begin with.

24 It's about giving clear and certain
25 consequences and what we've found is it gives

1 people a way to essentially stand down. Where
2 groups -- groups that may be in conflict or
3 feuding or have an ongoing beef of some kind,
4 there's a way to step back from this because all
5 of the groups are put on notice that the next
6 homicide or the most violent group will be -- will
7 suffer the consequences of law enforcement's
8 consolidated efforts.

9 It also allows for moral engagement. So
10 by giving people notice in advance you're saying
11 to them, you -- you have -- you get to choose.
12 You're a human being, you're responsible for your
13 actions, and this opportunity to tell you in
14 advance, you challenge them with that -- the
15 street code that they're living by. There is a
16 right and a wrong and there's no gray area at all.
17 It activates the agency so that the offenders are
18 now in control. And it treats the offenders with
19 with respect and procedural justice which is
20 ultimately connected to enhancing law
21 enforcement's legitimacy and gives them
22 opportunity for a place for the community partners
23 to be at the table.

24 So the community moral engagement is the
25 part that is brought out by the people in the

1 community who can speak directly to the offenders
2 and call for a change and stand up against the
3 violence. They are usually made up of people that
4 represent the parents and clergy or activists.
5 There's often a redemption individual or a person
6 who was an offender and is no longer there. And
7 you'll see here some of the things that you hear
8 them say, right? You have -- we always -- almost
9 always recommend that there be a mother of a
10 murdered son or daughter stand up there and say,
11 do you want your mother standing here. You will
12 see also most times a prior offender stand up and
13 explain and question the street code in a way that
14 only they can for what will -- what is wrong with
15 the way that they're living. I just went to a
16 call-in the other day and I heard somebody from
17 the street say, I don't know, you know, who taught
18 us that beef doesn't need -- doesn't die. Beef
19 kills us and it's killing everybody in this
20 community. So it is a very, very clear and
21 articulate message from the community itself that
22 gives them an opportunity to stand up against the
23 violence.

24 And it's an opportunity to address some
25 of the underlying currents of what's going on in

1 the community. There is a real and awful history
2 of racism and discrimination. There is a known
3 fact of the unpopular myth of even legitimate
4 actions where you see clearance rates that are
5 incredible low. You see obviously people
6 unwilling to talk to the police. But there's also
7 been real abuse in the past and you have a very
8 fair and understandable situation in which the
9 community says, hey, there's been so much
10 oppression and it's consistent and this mass
11 incarceration is just the next step in this long
12 history of what's happened before. And that's a
13 fair position.

14 The law enforcement narrative is equally
15 present, right? They -- they believe that nobody
16 in the community cares. That maybe everybody's
17 living off the drug money, everybody's allowed to
18 be in, you know -- everybody's involved in some
19 way in that. But as you know, as I was mentioning
20 before, the actual number of people that are
21 involved in the violence is very small. So law
22 enforcement's confused as well about this
23 situation in which they don't understand why it is
24 that people won't work with the police if they
25 really want to stand up against the violence. So

1 we have these competing narratives.

2 And this process allows us to address
3 some of those. In order for them to work together
4 and understand this mutual and very toxic
5 situation, law enforcement has to acknowledge on
6 one side that it's not solving the problem with
7 the blanketing of a community and then not
8 targeting the core offenders. And it plays into
9 the stereotypes that they want everybody in jail.
10 And the community is also not taking
11 responsibility and not setting the standard as to
12 what is going on and what needs to stop.

13 This process also we believe very much
14 supports how you as the -- how the authorities can
15 be perceived in the eyes of the community.
16 They -- the whole process is driven by a complete
17 treatment of even the core offenders that are
18 coming in of fairness, equality and respect. When
19 they come into a call-in it is very much an
20 opportunity to say to you we respect you, we care
21 about you, we don't want you to die. I've heard
22 many police chiefs stand up there and say the
23 worst day of my life is the day I have to go to
24 your funeral and I do that all the time and I'm
25 sick of it. And it also gives an opportunity to

1 address some of the underlying problems in the
2 community where the community is not working in
3 partnership with the police. We really believe
4 that legitimacy is probably the most important
5 thing that this process can do in some ways
6 because it does address these two different
7 things. And it gives the offender sitting in
8 those chairs during the process of a call-in the
9 opportunity to be treated like human beings and
10 say the violence has to stop. If you're
11 ultimately responsible for the violence, we will
12 come after not just you as the shooter but your
13 entire group. And if, in fact, you do what you
14 say you're going to do and go after just the
15 people you've given notice that the violence has
16 to stop to, the community will stand behind you
17 because you didn't come in and blanket the entire
18 community and get the grandmother or the guy
19 working in the local stockroom caught up in the
20 madness. You said we told you what we were going
21 to do, we told them what we were going to do, and
22 when they didn't listen, we went and we took down
23 who we were supposed to, the people that were
24 responsible for the violence, and the community
25 will stand behind you.

1 The offer of help is also a critical
2 plank of this because we believe that you
3 absolutely must make a gesture to say if you want
4 help, we will help you. People sometimes call
5 this a carrot and stick. It is not a carrot and
6 stick. We try very hard to make it clear that
7 there should be no carrot and stick. I'm not
8 going to get you -- I'm not going to get you --
9 you can't promise me not to kill somebody and I'll
10 give you a job. It is not -- that is not morally
11 sound. What is honest is you have a choice to
12 make. You must stop killing. Those are two
13 completely different things. But it is only fair
14 when people are going to be asked to stop the life
15 that they're living in many ways, to give them an
16 opportunity to seek help. But you have to be fair
17 about it. You can't sit around and say we will
18 give you a job. We can't get people with master's
19 degrees jobs, right? These are people who are
20 very active on the street and you are not going to
21 put them in a jobs program. And it shouldn't be
22 based on jobs programs, it should be based on what
23 can we do to make you live a different way so that
24 your life is not about violence. So that your
25 reactions are not about violence. And always

1 again, focusing on trying to change the ultimate
2 behavior of those that are involved in the most
3 violent activities and saying here are ways that
4 we can try to engage with you, help you and find
5 opportunities, but it is going to be a long road
6 and we have to understand them.

7 So I just want to touch upon some recent
8 innovations in the field that we've done of late.
9 This intervention has been going on for 20 years
10 but it's particularly kind of caught on in the
11 last couple of years now that more major
12 jurisdictions have had success employing it. But
13 we have something called, you know, custom
14 notifications and it is a new innovation that we
15 are -- have seen promising results. It has not
16 been studied and needs somebody like Harold
17 Pollack to come in and evaluate it. But where
18 it's -- because of the nature of the call-in and
19 that is that the people that are usually sitting
20 in the seats represent the groups but are not
21 those necessarily the most active players. As I
22 said to you, the impact are players are usually
23 only 10 to 20 percent of that group, how do you
24 get and communicate directly with those people,
25 the people that are really driving how a group is

1 behaving, and the custom notification process is a
2 way of going and bringing the call-in to their
3 house. If, you know, you are interested in this
4 you can look at Chief McCarthy in Chicago has just
5 recently started doing this to about 450
6 individuals in Chicago. And they're making
7 essentially a home visit and going and sitting
8 down in partnership with the community and police
9 and saying, the violence has to stop, we know who
10 you are, we know who you hang with, this is --
11 these are the consequences.

12 And also there has been in some
13 jurisdictions the tailoring of a letter that says
14 specifically what your exposure is, a legal --
15 kind of a legal exposure that is in partnership
16 with the district attorneys who would run their
17 rap sheet and say you personally are looking at X
18 as a result of -- 15 years because you're a felon
19 in possession if you're caught with a gun. We
20 know who you are and this is what you're facing.
21 We found a lot of people think that they know what
22 they're facing but, in fact, they don't have a
23 sense of that.

24 Social network analysis, I think you'll
25 see more of that today with Andrew Fox who is in

1 here talking a little bit about that but using the
2 way that the individuals are connected to each
3 other to figure out exactly how these groups work.
4 And we're working with different jurisdictions
5 about how to use the data that's available and the
6 police have in terms of field stops or arrest data
7 to really pinpoint how interconnected the world is
8 and where you -- who your impact players are.

9 Obviously, as I mentioned, this all goes
10 to racial reconciliation and truth telling. We
11 have been working with cities around the United
12 States who have police chiefs who are tackling
13 this in a very, very direct and honest way and
14 connects very closely to how you figure out how to
15 operationalize legitimacy. There are certain
16 jurisdictions that are doing more in terms of
17 training police and working directly with the
18 community in terms of how to restore the
19 relationship between communities and law
20 enforcement. Los Angeles is doing some really
21 innovative stuff, so that's an example.

22 We've worked -- there's some new
23 developments in law enforcement in terms of using
24 different types of historical cases in order to be
25 able to come down or crack down on the group

1 that's necessary because one of the problems is
2 actually the enforcement piece at times and how
3 you can touch everyone related to a group. So the
4 use of historical cases and making historical
5 cases is something that we're exploring in a
6 couple of areas -- jurisdictions. And we are
7 excited about the theory being applied in some
8 different areas.

9 Domestic violence, there's a pilot in
10 Highpoint, which is always -- North Carolina,
11 which has always been our go-to place to try new
12 things. And it has -- our first prison situation
13 was done in Washington state. And as I -- Chief
14 Kelly yesterday mentioned that the robbery which
15 is called the JRIP program in New York, it's very
16 similar in terms of the theory so it's kind of how
17 the logic is being applied.

18 Another thing I want to point out is the
19 importance of why we believe so strongly in this
20 intervention not only because of the results but
21 because much of what needs to be done to get this
22 off the ground is the use of your existing
23 resources that you already have. You already have
24 people in the community that will always stand up
25 and say this is not okay. And there are -- as I

1 always try to describe it to people when they are
2 trying to figure out who those people are, I say,
3 you know, there's always a block that if you go
4 to, nobody's -- nobody would touch that house.
5 There's that grandmother or the local barber,
6 somebody who represents that community in a way
7 and that is the person you're looking for. That
8 person who is respected by the community itself.

9 There's already a ton of people trying to
10 provide services to the community, right, from the
11 reentry to just the normal, ongoing opportunities
12 to help those that are in need. It's about
13 coordinating it and getting it set up in a way
14 that will work for these particular individuals.

15 And law enforcement obviously already has
16 the capacity to do exactly what I'm suggesting and
17 it even takes less resources to instead of police
18 large numbers of people, focus on just the core
19 offenders.

20 So here are some results. These are just
21 a long list of the evaluations that were mentioned
22 yesterday actually on that matrix. Many of these
23 are -- if not all of them, are on that matrix in
24 some way, shape or form.

25 And here are some numbers that show the

1 effectiveness out of the cities that we have been
2 working in.

3 And these are our current kind of major
4 cities that we are involved in.

5 And that's the web site. Please go to
6 the web site and find resources if anybody is
7 interested.

8 (applause)

9 ATTORNEY GENERAL KOSTER: Thank
10 you, Amy.

11 If you would join Dr. Pollack, we have a
12 few minutes for Q and A.

13 Dr. Pollack, let me kick things off. The
14 statistic related to 70 people leaving a community
15 for each homicide that occurs, how do you arrive
16 at that? What -- it was given off as a conclusion
17 and I'm interested in the analysis behind it.

18 DR. HAROLD POLLACK: So I should
19 say that's a paper by Judith Berry Cullen and
20 Steve Levitt.

21 ATTORNEY GENERAL KOSTER: Please
22 speak in the microphone.

23 DR. HAROLD POLLACK: I should say
24 that's a paper by Steve Levitt of Freakonomics
25 fame and Julie Berry Cullen, which we can provide

1 to you.

2 What they did is they looked over a long
3 period of time at many cities and they looked at
4 what happened when homicides fluctuated and they
5 kept track of what was happening to population
6 changes over that time. And on average across
7 many, many cities in America, that's the
8 relationship that they see. And certainly we see
9 that in Chicago and in many other cities when you
10 just look at movements within the city and how
11 fluctuations in crime really do lead people to
12 leave. And they leave -- in many cases those who
13 leave are exactly the people you most would like
14 to stay, across the board. You know, nothing
15 destroys a community like when the middle class
16 families feel like they have a better option and
17 safer option and they leave. So statistically
18 this was done, you know, in many, many cities but
19 the basic pattern is pretty clear.

20 ATTORNEY GENERAL KOSTER: And for
21 Amy, tell me about what is going on related to the
22 topic of racial reconciliation in Los Angeles. I
23 know that that was in some of the briefing
24 materials that struck me. Do you have insight
25 into that?

1 MS. AMY CRAWFORD: Well, there has
2 been a great deal done by Connie Rice at the
3 Advancement Project and her relationship with
4 Chief Beck over the last couple of years. They
5 have really worked very innovatively in terms of
6 creating collaborations in some of the most
7 troubled neighborhoods, particularly some of the
8 housing projects there. And that dialogue we
9 believe has really helped to address some of the
10 underlying tensions in the communities in which
11 issues of race have been at the forefront of some
12 of the problems between police and the community.

13 And I was speaking the other day giving
14 the example that they worked -- there was -- there
15 was a funeral, for example, that was happening in
16 one of the areas near a housing project in Los
17 Angeles and it was working directly with a group
18 of community leaders to even figure out something
19 as small as what the police should wear to the
20 funeral. Because it was a dialogue about what
21 kind of show of force or relationship the police
22 should have with the community in something as
23 simple as the funeral and the procession itself.
24 So those kinds of things are happening in Los
25 Angeles. I think that it is -- it's an example of

1 what can happen in terms of addressing that.

2 ATTORNEY GENERAL KOSTER: Can you
3 flush that out a little bit more? I understand a
4 dialogue around -- in St. Louis we had the
5 situation where -- and I don't know whether it
6 happens on a regular basis, but a number of police
7 both in St. Louis County where it happened or in
8 the city would be assigned to a funeral. I
9 remember there were a couple last year where there
10 were 15 police officers assigned to a funeral. So
11 I understand the benefits of a funeral after a
12 member of the community had been killed by a
13 homicide and that we were afraid that, you know,
14 the visitations or the funerals themselves could
15 become dangerous spots for retribution or
16 additional killings. So I understand the value of
17 police and -- family, police, community dialogue
18 around those types of events, but can you put a
19 little more flesh on the bone related to Los
20 Angeles? What does racial reconciliation as a
21 term of art mean in Los Angeles. What are police
22 doing, who are they engaging and what does that
23 engagement look like.

24 MS. AMY CRAWFORD: The best thing
25 I can -- first of all, they have a couple

1 different pilot projects going on throughout the
2 city through what's called Grid which is their
3 kind of gang unit out of the mayor's office which
4 directly works every single day with the police in
5 response to any sort of violence or homicides that
6 happens. And they go to the scene, they work in
7 kind of an outreach worker-type role. And they
8 also partner with particular organizations and
9 serve as an intermediary between the police and
10 the community themselves. And also help to create
11 a dialogue that deals with both the group violence
12 that's going on but also some of the frustration
13 and the anger that the community has felt toward
14 the police in the past. And having -- you know, I
15 think it's from the top down. Certainly Connie
16 Rice's relationship with Chief Beck over the last
17 couple of years has really demonstrated the
18 importance of the community's voice to the police
19 and that has, you know, trickled down to some of
20 these pilot programs.

21 Another one the police instituted was you
22 have to apply to become a member of a special
23 element of the force who will be stationed
24 particularly in a public housing project that is a
25 very difficult public housing project and you get

1 additional -- you know, there's additional
2 benefits for it. But they became sort of an
3 application process in which you would, you know,
4 see it as a career enhancement in some ways to go
5 to one of the most troubled neighborhoods and help
6 work with the community every single day, just
7 stationed there around the -- and be a voice
8 within the force as well about what's going on in
9 the community.

10 ATTORNEY GENERAL KOSTER: Chief
11 Forte'.

12 CHIEF FORTE': Thank you. I have
13 a couple comments. I was going to ask about the
14 70 people leaving the city and you already
15 answered that.

16 And about reconciliation and truth
17 telling. I want to tell you about Kansas City.
18 The former chief had enough foresight to call in a
19 number of faith-based leaders before he did hot
20 spot policing and he didn't do it because they
21 said, no, we don't want you to do that because
22 they thought of the racial profiling piece. When
23 I came on board, I met with those people even
24 while I was going through the interview process
25 and told them what I wanted to do and why I wanted

1 to do this. And they went out there for me and we
2 haven't got any complaints about being in these
3 hot spot policing. So I think that's going to
4 force a dialogue when I want to do something as
5 the chief to get that out there.

6 And I applaud both of you all for
7 discussing and sharing with everyone about the
8 homicides and violent crimes not being solely
9 associated with the drug trade. I think the media
10 and law enforcement, we tend to buy into that even
11 when we look at the stats. This year for Kansas
12 City, 79 homicides, only four of them were
13 documented drug-related cases. If you talk to
14 people out there they're thinking drugs and those
15 sorts of things and gangs are creating all of
16 these problems. So again, I thank you for two
17 different jurisdictions and that helps me and I
18 can share that it's not just me saying that here.

19 And the last thing I want to talk
20 about -- or share with you all is -- no, that's
21 it. I'll leave it at that.

22 But racial reconciliation and truth
23 telling, that's the foundation for us to build
24 that trust. We can have all these programs and
25 projects. If people don't believe us, if they

1 don't trust us, if they don't want to work with
2 us, we're getting nowhere. We're getting nowhere.
3 And again, we hear about these projects, we hear
4 about the programs and they're great, don't get me
5 wrong, and they're needed, but if we don't have
6 that foundation, we have nothing to focus on, we
7 have nothing to follow up on. So we've just got
8 to be real and tell the truth and build those
9 relationships before we can build that house.
10 Thank you.

11 ATTORNEY GENERAL KOSTER: Mayor
12 James.

13 MAYOR JAMES: A couple of things
14 and thank you for the information you provided us.
15 I have one thing that you said, Dr. Pollack,
16 was -- Pollack was that when it comes to basic
17 garden variety crime, the U.S. fits kind of neatly
18 within the matrix of the other 17 -- or total of
19 18 industrialized countries. But then when you
20 get into homicides, we just go off the chart. In
21 light of the fact we've been focusing on evidence
22 and evidence-based policing and those types of
23 things, data, facts, what facts do we have that
24 say why we go off the chart? Is it that we have
25 more guns per capita than anybody else or -- or

1 are our kids inherently more violent? What facts
2 do we have to -- that we can address with regards
3 to that specific issue?

4 DR. HAROLD POLLACK: A couple of
5 reactions to that. One is the gun piece is so
6 fundamental. Now, it's also something that is
7 not -- that's deeply rooted in America and, you
8 know, we -- you know, if we could run back the
9 clock 300 years and have a different society then
10 things might be different, but that's part of our
11 history and culture that we struggle with.

12 I think what's -- fortunately there are
13 many things we can do I think to address the gun
14 problem more effectively. And I think that
15 there's a series of issues that we are gridlocked
16 about that relate to the Second Amendment, but
17 there are also a series of policies that we can
18 pursue that are consistent with the Second
19 Amendment that could deal much more effectively
20 with underground gun markets.

21 Now, one of the things we definitely have
22 to do is do better research to really explore
23 what's effective and what's not. I think for a
24 long time we have been afraid to touch the
25 research side of it because of the polarized

1 debate. One of the things we're doing is we're
2 going to jails and we're talking with young
3 offenders and we're saying how did you get your
4 gun. We know a lot of young offenders have
5 trouble getting guns and others are very
6 efficiently able to get guns and we want to
7 understand more about how can we disrupt those
8 distribution networks to get at that. So I think
9 I'll stop there but I do think there's things we
10 can do on the gun piece and that we can come
11 together on in a very polarized environment and
12 make some progress.

13 MAYOR JAMES: Well, one of the
14 things that we struggle with is the proliferation
15 of illegal guns on our streets. So where will I
16 find information in your materials that offer
17 suggestions on those things? I can probably guess
18 or anticipate what a lot of them are. Are there
19 any that are different than universal background
20 checks, reporting and being mandatorily required
21 to report stolen or lost guns, those types of
22 things?

23 DR. HAROLD POLLACK: Well, there
24 was a letter that we spearheaded that was signed
25 by more than a hundred researchers after the New

1 Town tragedy where we laid out particular policies
2 that seem promising and also a research agenda
3 that we think ought to be pursued. You mentioned
4 a universal background check is probably the most
5 single most important thing that we can tighten
6 up. Helping ATF do its job as effectively as it
7 can is important. So I would refer you -- I would
8 refer you to that. I think there's definitely
9 much that can be done. So I think I'll just leave
10 it there.

11 ATTORNEY GENERAL KOSTER: Mayor.

12 MAYOR JAMES: Just one more part.
13 Youth issues are significant in this community. I
14 was impressed by the BAM program. Tell me if I'm
15 wrong, but it seems like it might have fairly
16 limited reach in terms of -- because of the
17 fundamental issue of getting to all of the various
18 schools with the kids and the cost per student,
19 etc., might limit the ability to get it broadly
20 situated and then to sustain it over a significant
21 period of time. What else is out there besides
22 that? I like this program, I'd like to find out
23 more about it, but what else is out there that we
24 ought to be looking at?

25 DR. HAROLD POLLACK: Part of the

1 answer to that is getting together with local
2 nonprofit partners here and see what they are good
3 at in working with young people. The cost of this
4 program I view as reasonable. I think that, you
5 know, many of the programs that are done that
6 really focus on the high-risk offenders cost, you
7 know, \$10,000 per kid. You can't do that on a
8 massive scale. When something is less than \$2,000
9 per kid, you really can. And I think if you can
10 demonstrate effectiveness, if you can do it well,
11 it's worth the money. I think the question is
12 really what do you have in the group of people
13 here and in St. Louis, also, of course, who -- you
14 know, what are they ready to deploy because we
15 actually hired people that were readily available
16 in the social services world that were not
17 highly-trained clinicians. The key was having
18 local partners that were good at doing this stuff
19 and knew how to do stuff and knew how to reach
20 kids. Now, we don't get to the real hard-core
21 offenders with this type program. That's not
22 really what this program is about. It's about
23 kids who are younger and still engaged in school
24 and helping them do better. I think that it's
25 very complimentary to the kinds of programs that

1 Amy talked about and are really reaching for the
2 shooters in a different way from what we were --
3 what we're doing. But I think both sides of it
4 are pretty cost effective and we'd love to talk
5 further with the folks here about what might be
6 feasible.

7 MAYOR JAMES: Thank you.

8 ATTORNEY GENERAL KOSTER: Chief
9 Forte', you said you had a follow-up.

10 CHIEF FORTE': I want to back up
11 about the gun piece. There's some things I looked
12 at data the other day. It's probably eight months
13 old and I happened to be skimming the thing and
14 reviewing a few things. In Kansas City in an 18
15 month period theft from autos, firearm, 262
16 firearms taken in the city limits of Kansas City
17 that were unsecured in vehicles. That's something
18 we can do in Kansas City. They're not breaking in
19 houses to get them, they're breaking into cars to
20 get them. So that's an education piece we here in
21 Kansas City, we can get after that. 262 guns out
22 on the street that didn't have to be on the
23 street.

24 ATTORNEY GENERAL KOSTER: Mayor.

25 MAYOR SLAY: One of the questions

1 that I think that I've had in the past and I think
2 listening to you, Dr. Pollack, this morning, is
3 that while we are pretty consistent with other
4 countries in terms of the level of crime, except
5 for the homicides which are off the charts, why do
6 you -- do you have any information or any opinion
7 on why we have a higher -- much higher level of
8 incarceration compared to other countries? Is it
9 because we're too strict on crime, is it because
10 we are too tolerant of an inappropriate behavior,
11 is it some other reason?

12 DR. HAROLD POLLACK: I think that
13 all of the research that I've seen suggests that
14 it's really important to have swift and certain
15 sanctions when people commit crimes, but the
16 severity of those sanctions is sometimes
17 disproportionate. Particularly -- and certainly
18 if you think about the police legitimacy issues
19 around the drug issue where we have sentencing in
20 the drug -- in the drug area that I think is --
21 that I think across the spectrum people are saying
22 we have to reevaluate this. When I look at the
23 population of offenders that we see, the
24 proportion of them that should be getting 10- and
25 20-year sentences is smaller than the proportion

1 who are actually getting those sentences.

2 One of the things -- we did a study where
3 we looked at what happened as an offender aged.
4 What we found was as the drug users aged they were
5 getting more and more severe sentences for less
6 and less violent crime and young guys who were
7 really dangerous were probably being treated too
8 leniently. And they were on parole and probation
9 and getting -- and allowed to be in an
10 unsupervised way out there offending. And the
11 same guy, you come back 15 years and he's stealing
12 from cars and whatever he's doing and now he's a
13 habitual offender. And we need to think like the
14 Hawaii HOPE intervention and others suggest we
15 could be giving less severe sentences and bringing
16 people back into the prison system less often
17 while still providing a stronger deterrent if we
18 are providing swift and certain sanctions. And
19 that's something that would make a big difference.

20 I think one of the things I really admire
21 what you heard about in the call-in process is the
22 focus is on violence. When people are not being
23 violent, I think sometimes the sentences are too
24 long. That's my personal opinion.

25 ATTORNEY GENERAL KOSTER: Chief

1 Dotson.

2 CHIEF DOTSON: I have two veins of
3 questions. And the first one is, as you talked
4 about diagnostics and I think your statement about
5 maladaptive behavior plus guns equals bad outcome
6 and I think that's right on.

7 And the BAM program, I think you are
8 focused on the right age group, the right
9 demographics, but it kind of goes to Mayor James'
10 question about the sustainability of the program
11 and the \$1,100 investment per person but you saw
12 diminishing returns at the end of the first year.
13 So how do you take that program and make the
14 impact last longer than while the program is
15 intensively managed?

16 DR. HAROLD POLLACK: That's a
17 really good question. We're struggling with that
18 now. One of the things in a city like Chicago, we
19 spend a lot of money on a lot of stuff and the --
20 I mean, the flip side of evidence-based practices
21 is you've got to make some tough decisions. And I
22 think we have to focus on the programs that are
23 effective and implement them in a disciplined way.
24 And when we do that, then we can free up the
25 resources to do the proven programs and to do them

1 well. And, you know, I think that you'll hear
2 from others about evaluation issues but I think
3 it's really important that we hold ourselves to a
4 high standard so that we can free up the resources
5 for those programs. You know, \$1,100 per child,
6 if you look at all the money that Chicago spends
7 on kids in the Chicago public schools and on
8 corrections, we're spending a lot more than \$1,100
9 on a lot of stuff. So I think it's a question of
10 focusing and targeting. And also, designing
11 programs that are efficient and disciplined. You
12 can't design the perfect program that you can do
13 beautifully but you can't reach the scale that you
14 need.

15 CHIEF DOTSON: The second part is
16 about guns and gun laws a little bit. Like Kansas
17 City, St. Louis is challenged with larceny from
18 vehicles that involve firearms. Through the first
19 six months of the year over a hundred firearms
20 were stolen from vehicles, about 5 percent of the
21 larcenies. So the proliferation of illegal guns
22 on the streets of St. Louis is not dissimilar than
23 many cities around the country. Do you think that
24 mandatory minimums have a play in that when
25 individuals are arrested using illegal firearms or

1 do you think they have the opposite effect?

2 DR. HAROLD POLLACK: I'm not a
3 huge in general fan of mandatory minimums but I
4 think in this case I think it needs a look. The
5 length of sentence is another issue but I think
6 people have to know and they have to get a clear
7 message not just from the police and the judiciary
8 and others, if you get caught with a gun it's
9 going to be treated with the seriousness that it's
10 not always treated with.

11 And so -- by the way, I also think we
12 need to have a form of gun ownership that says if
13 you leave your gun unsecured in the glove box in
14 your pickup outside the sports stadium, that's not
15 good. And, you know, there has to be a
16 conversation about that because a gun is a lethal
17 weapon and it's a huge responsibility to have one.

18 But I think that there needs to be a real
19 deterrence message that's focused around guns.
20 Some mandatory minimum or some similar approach
21 sends that message. I think it deserves a serious
22 look.

23 CHIEF DOTSON: And just one quick
24 follow-up. You did mention the immediate
25 consequences. Like the Hawaii program, the Hawaii

1 HOPE. Do you think high bonds on the front-end
2 are a deterrent for criminals? So if you're
3 arrested and, you know, it may be two years before
4 your case is finally adjudicated but, you know,
5 there's a high bond on the front-end that will
6 keep you incarcerated waiting for that trial to
7 happen.

8 DR. HAROLD POLLACK: That one I
9 think I have to say I don't know enough about it
10 but I think that, again, my general sense would be
11 let's target the people that are the most serious
12 offenders and make sure that -- that, A, they get
13 a clear message, and, B, that their cases are
14 moved efficiently so that there's not this long
15 delay that ends up being -- it's harder to
16 successfully pursue the case because this is the
17 guy we really care about. I think there has to be
18 good coordination across different elements of the
19 criminal justice system that allows us to do a
20 better job in that area, if that helps.

21 ATTORNEY GENERAL KOSTER: I have a
22 question for Chief Forte' and Chief Dotson,
23 obviously. In this morning's Kansas City Star was
24 the gun court issue and different approaches
25 towards prioritizing gun crimes in general. Gun

1 crimes that are lower level than homicides is
2 topical in Kansas City and it's very topical in
3 St. Louis because the local judiciary voted
4 yesterday against instituting a gun docket over
5 there. So for Chief Dotson and Chief Forte', what
6 -- for low-level gun offenses, purse snatchings,
7 but crimes in which a gun is used or a weapon is
8 used, what in your mind anecdotally are the Courts
9 doing in these two jurisdictions, and to what
10 degree are the judges handing out probationary
11 sentences for low-level gun offenses here? Chief.

12 CHIEF FORTE': I don't have
13 specific information of course but -- and, again,
14 I don't want to talk about any what judges are
15 doing 'cause I'm not in the courtroom when they're
16 adjudicating these matters. But there needs to be
17 much more done I think on the community level. If
18 we want to see some things done differently, we
19 have to show up in court. If there's somebody in
20 their neighborhood and they're arrested for a
21 gun-related offense, we just can't let them go to
22 court and there's two people sitting in court. We
23 need to show up in court and say we want more for
24 this person regardless of what our relationship is
25 with them, regardless of, you know, how we feel

1 about them personally. We have to say no more,
2 and I say "we have to say no more." Again, I
3 can't comment on what the judge is doing there but
4 I say there's -- not enough's being done. I can't
5 say why it's not being done but we have to show up
6 in numbers. And we don't show up in murder
7 trials. You go to a murder trial and there's two
8 or three citizens out there and they are related
9 or friends of the victim. We have to get
10 involved. We have to get engaged.

11 CHIEF DOTSON: To follow up on
12 Chief Forte', I think getting the attendance into
13 the courtroom is the first step of holding the
14 judges accountable for the sentences that they
15 hand out for the offenders. In St. Louis the
16 experiences that we've had is that SIS and SES,
17 suspended imposition of sentence and suspended
18 execution of sentence, are being used which lead
19 to probation. Probation then -- because of
20 shrinking resources throughout the state,
21 probation and parole has tremendous caseloads and
22 the cases aren't managed and the recidivism rate
23 we've already seen in these programs is extremely
24 high, in some cases above 70 percent. So the
25 ultimate outcome is that individuals that are

1 arrested by law enforcement would go through the
2 judicial process, receive probation and are in
3 situations where they reoffend at a high rate
4 victimizing additional people.

5 ATTORNEY GENERAL KOSTER: Including
6 gun offenses?

7 CHIEF DOTSON: Specifically gun
8 cases. UUWs, unlawful use of a weapon, robbery
9 cases and assault cases. I've talked about it in
10 St. Louis, an individual on probation manages to
11 find an assault rifle, manages to shoot at two
12 police officers. So two counts of armed criminal
13 action, two counts of assault on a law enforcement
14 officer and five years SIS is the sentence for
15 that. When that happens it sends the wrong
16 message to the community, the wrong message to law
17 enforcement but the right message to criminals
18 that it's okay to offend. That's what has to
19 change and that's what we were trying to do with
20 the gun docket in the City of St. Louis.

21 ATTORNEY GENERAL KOSTER: The vote
22 happened yesterday in your city. Do you have
23 anything you want to say about it?

24 MAYOR SLAY: I think the idea of a
25 gun docket was a good idea. I think rejecting it

1 was a bad idea and I do think while judges need to
2 maintain their independence from other components
3 of government and governance, and they should
4 that, I do think there needs to be a level of
5 accountability. I do think it's important that we
6 have a particular system in place that's easier to
7 track -- first of all, easier to track gun crimes
8 so that we can -- we can study them, what's
9 happening with them, who is doing them, how
10 they're handled, are we doing it well. If we're
11 not, what can we be doing better. And I also
12 think that sending a message to anyone using a gun
13 in a crime or using a gun illegally in the City of
14 St. Louis that we send a message to them that
15 we're going to pay special attention to them.
16 We're not going to tolerate gun violence. We're
17 not going to tolerate illegal guns in our city. I
18 do think that there is a level of acceptance that
19 too much tolerance of inappropriate behavior where
20 when you go out -- and I've talked to some of the
21 police officers in the city and they will tell me,
22 well, yeah, we catch a young teen, you know, maybe
23 13 years old with a gun in his hand and somebody
24 will say, Well, why are you carrying a gun? And
25 he says, Everybody else has one so, you know, I've

1 got one. And it's just that whole -- dealing with
2 that, there's a number of obviously -- I'm sure
3 you have a lot of opinions on how you deal with
4 that particular issue, but once it gets to a point
5 where somebody is using that gun in a violent way
6 or threatening way in our city, then, you know,
7 from a law enforcement standpoint we need to deal
8 with it swiftly, we need to deal with it
9 appropriately. We need to send a message that
10 this is not something we will tolerate in our city
11 and that's not happening. Many times these
12 individuals get lost in the system and they're
13 hard -- they're not as easy to track. There are
14 these judges up there that nobody really knows who
15 they are and what they're doing or why they're
16 doing them. I think we should have some focus on
17 this issue because there are too many people, too
18 many law abiding citizens that are victimized by
19 individuals using illegal guns in our city and
20 using them for inappropriate purposes. So that's
21 why I advocated for a gun docket and that's why
22 I'm going to continue to see what we can do to get
23 something like that to happen. Unfortunately, I
24 think we have -- we have some judges that I will
25 tell you that were supporting this and were

1 advocating for it but there were enough others
2 who, you know, they like the idea of being pretty
3 much anonymous when they do their things in the
4 courts and they convinced enough of their
5 colleagues, hey, if we just do something and act
6 like we're doing it then maybe we can get by with
7 saying that we did something and we're actually
8 trying our best. I think the -- Chief, I read
9 your blog yesterday and I think what he said, what
10 the judges did agree to -- I don't need to get
11 into all the details but the chief describes it as
12 just moving the chairs around on the Titanic and
13 that's basically what it was.

14 Anyway, so you can see my frustration.
15 We've been working on this. We've tried to work
16 with the judges to find a way that would work for
17 them. We brought them to the table, we talked
18 with them to try to find a way that we can
19 accomplish our objective together in a way that
20 will work and it didn't happen.

21 ATTORNEY GENERAL KOSTER: Mayor
22 James, would you like the last word before the
23 break?

24 MAYOR JAMES: I sure would. I'm
25 going to take a slightly different approach

1 because as mayor I'm very much familiar with the
2 concept of being blamed for everything that you
3 have and having control over nothing. You know,
4 when it snows and it's not removed, it's the
5 mayor's fault. Well, when a criminal gets out of
6 jail it's not necessarily the judge's fault.
7 Judges work within the same sorts of systems that
8 we do and they're imperfect. Nonetheless, more
9 can be done.

10 The thing that I think we ought to be
11 talking to -- talking about and perhaps trying to
12 show our judges is the fact that in our municipal
13 court system where the city does actually have
14 some control and say, we have specialty courts.
15 We have a veteran's court, we have drug courts, we
16 have family court issues. We have truancy courts.
17 They were all set up to deal with the specific
18 issues for which they were named. They align
19 their processes and procedures, they align the
20 services that they offer, they align the
21 punishments that they do and the rehabilitations
22 that they set and the paroles are monitoring that
23 they need to do that for the specific
24 circumstances. And the results in every single
25 court have shown that when those specialty courts

1 deal with that specific group for which they have
2 been targeted, the results are outstanding.
3 People who had drug issues come out of drug court
4 and they become productive citizens. Vets who are
5 wandering the streets having difficulties are now
6 able to move into a better situation. Kids that
7 were truant, we find out it's not always the kids'
8 fault. You know, when you have a kid that shows
9 up three times for truancy court and then you find
10 that each of the three times the kid is in a
11 different school with a different address, that
12 ain't the kid. So you have to address the issues
13 that you find there.

14 The thing about a drug court that would
15 be -- I'm sorry, a gun court that would be
16 significant, in my opinion, is, first of all, you
17 would be able to align what you're doing to the
18 specific nature of the problem as opposed to,
19 well, you're here, you're just another felon or
20 another criminal and we're going to treat you just
21 like everybody else. Well, the person who stole
22 the car didn't kill anybody with a gun or didn't
23 shoot at somebody with a gun. Guns and people
24 using guns and committing homicides in this city
25 is separate and distinct from purse snatching or

1 car theft or house breaking. Those are all
2 important things but the use of guns on the
3 streets of this city should be treated like the
4 big problem that it is and that means
5 specialization.

6 Yesterday we listened to people talking
7 about evidence-based policing, evidence-based
8 targeting and what did they say? Target specific
9 groups, target specific places, and without a gun
10 court we are targeting nobody. And that's the
11 lesson that we need to get to our judges. I plan
12 to go talk to them, I think that the prosecutor
13 will talk with us but -- and we plan to appeal to
14 their common sense and sense of community spirit
15 and see if we can talk them into it. And if not,
16 then we may have to go talk somebody else into
17 talking them into it.

18 ATTORNEY GENERAL KOSTER: We'll
19 leave it there. I don't know that anybody could
20 say it better.

21 We will take a 15-minute break and we'll
22 be back with technology in the streets.

23 (Break)

24 ATTORNEY GENERAL KOSTER: Okay, if
25 we could reconvene.

1 The topics from now until lunch will be
2 on the issue of technology in the streets both
3 with regard to surveillance cameras and -- and
4 microphones that will pick up the sound of a
5 gunshot -- gunfire in our neighborhoods and will
6 locate them to very, very specific points to give
7 law enforcement officers real time information of
8 activity that is going on that in the past has
9 gone on but has not been called into police
10 departments.

11 There are two presenters on these topics.
12 One is -- the first topic is using technology to
13 fight crime and the second topic that we're going
14 to talk about before lunch has to do with
15 surveillance cameras and something called
16 ShotSpotter technology which is these microphones
17 that will pick up gunfire in neighborhoods.

18 Our first presenter is Nancy La Vigne.
19 Nancy is the director of the Justice Policy Center
20 at the Urban Institute where she manages a
21 research budget of approximately \$10 million
22 leading a staff of more than three dozen
23 researchers. Research projects at the Justice
24 Policy Center span a wide array of crime, justice
25 and public safety topics. Before being appointed

1 as director in 2009 Dr. La Vigne served for eight
2 years as senior research associate at the Urban
3 Institute directing research on prisoner reentry,
4 crime prevention, and the evaluation of criminal
5 justice technologies. Prior to joining the Urban
6 Institute Dr. La Vigne was the founding director
7 of the Crime Mapping Research Center at the
8 National Institute of Justice at the U.S.
9 Department of Justice.

10 Doctor, welcome. Thank you for visiting
11 us in Kansas City.

12 (applause)

13 DR. NANCY La VIGNE: Hello,
14 everybody. It's a pleasure to be here. Just get
15 this angled for my height.

16 Can everyone hear me okay? All right.

17 Thanks so much for having me here. As
18 you described, the Urban Institute Justice Policy
19 Center participates in a wide array of research
20 and evaluation on a whole host of crime and
21 justice topics. The one I'll be talking about
22 today is just one of many of them. And I'm
23 specifically drawing from what we've learned about
24 our evaluations of criminal justice technologies.

25 And I just want to say at the outset that

1 opportunities to speak before you like this today
2 are what I live for, frankly. I spend most of my
3 time conducting research, going in the field
4 collecting data, analyzing, writing up reports and
5 my colleagues and I often ask ourselves do we make
6 a difference. And I think it's opportunities like
7 this where we can share what we learn with actual
8 decision makers that really -- this is what it's
9 all about. And the fact that you gentlemen are
10 dedicating four full days of your time to explore
11 issues of crime and public safety I think is just
12 tremendous. I know of no other example of this
13 ever across the country. So you're to be
14 commended.

15 With that I'll just dive right in and
16 talk a bit about what I've learned in almost 20
17 years of criminal justice evaluation then and
18 specifically looking at issues of criminal justice
19 technologies.

20 You know, I got into this field through
21 my interest in -- and my doctoral program in
22 looking at the spatial analysis of crime and the
23 use of geography to better understand crime. And
24 that was back in the mid '90s, several years ago.
25 It kind of intersected with the information

1 technology boom and there were -- it also happened
2 to coincide with NYPD COMSTAT program. Everyone
3 knows about COMSTAT, right? Do I need to describe
4 it?

5 Well, perhaps I do because at the time
6 when I was at the National Institute of Justice
7 heading up the Crime Mapping Research Center,
8 which had just been established to guide
9 researchers and law enforcement agencies on how to
10 use this geographic information system technology,
11 COMSTAT was just kind of becoming a household
12 terminology or at least police department whole
13 terminology because of NYPD's success -- or
14 purported success in reducing crime. And of
15 course, they did that through the use of computer
16 statistics, hence the name COMSTAT.

17 Well, at the time I was fielding at least
18 a call or two a week from an officer from an
19 agency whose chief told him or her to get on the
20 horn and find out how we can do COMSTAT. And the
21 way the question was posed to me was, I want to
22 get the COMSTAT software. And they were very much
23 thinking of it in terms of the technology instead
24 of the process and how the technology was used.
25 And that's probably the key finding that I've had

1 throughout all the evaluations I've done of
2 criminal justice technologies and that is this
3 kind of silver bullet syndrome, shall we say,
4 where folks get so enamored with the promise of a
5 new technology or the application of -- a new
6 application of an existing technology that they're
7 kind of blind to the fact that it's more about how
8 the technology's implemented and used than it is
9 about just acquiring it to begin with.

10 So that is one key point that I wanted to
11 share today is about the importance of integration
12 of technology into crime control and prevention
13 efforts. And without that integration, you're
14 really not going to have a big impact. Our study
15 of public surveillance cameras bears this out. We
16 conducted a study of the use -- the implementation
17 and use and impact and cost/benefits of
18 implementing cameras in three major U.S. cities.
19 It was I think the biggest study of its kind. We
20 finished it up just a couple years ago. And
21 one -- one thing we learned is that in one of the
22 jurisdictions the impacts were huge. They had an
23 impact on the cameras reducing property crimes.
24 They had an impact on the cameras reducing all
25 manner of violent crime. There was an absence of

1 displacement. It was extremely cost beneficial.
2 There were a few areas in the city where the
3 cameras didn't have their intended impact. Well,
4 what was unique about that agency's use of the
5 cameras? They didn't just put the technology out.
6 They didn't just install the cameras and think
7 miraculously crime would go down. They thought
8 very strategically about where to place the
9 cameras to place the cameras in high-crime areas,
10 to ensure a certain level of saturation of cameras
11 so that they could be useful. One thing we heard
12 from interviews with detectives in one agency is
13 that it was so frustrating to pull video footage
14 from cameras that were in close proximity to a
15 shooting or a homicide because more often than
16 not, the camera's view shot didn't capture any of
17 the action because there weren't enough cameras to
18 have an impact. They really integrated the
19 cameras into all aspects of law enforcement
20 activity. The bike cops loved using the cameras.
21 The cameras importantly were monitored by live
22 usually retired sworn officers who knew what to
23 look for. They were really thinking strategically
24 about anticipating displacement and preventing it
25 before it happened.

1 So of course at any implementation of
2 technology and particularly cameras, there's going
3 to be an edge point at which there's no camera
4 there to see anything unless you blanket the
5 entire jurisdiction, which I don't recommend and
6 I'll get to in a moment. So looking at those
7 edges and thinking, okay, if for some reason the
8 cameras were to push crime in a certain area, what
9 should we do. Well, let's deploy officers there.
10 They actually made more arrests that way from both
11 the technology and knowing where the offenders
12 might go to avoid it. So with all of those
13 efforts, because of that extensive integration of
14 cameras into all facets of law enforcement
15 activities, they had a real impact on crime.

16 Now, one side note on the use of cameras
17 is that they're really not going to prevent crime
18 in places where crime doesn't happen to begin
19 with. Now, I know that's stating the obvious but
20 you wouldn't believe how often jurisdictions place
21 crimes in areas that may become a priority because
22 of one serious, albeit heinous, horrible crime and
23 then expect the cameras to have an impact. I
24 suppose if they were evaluated we would say they
25 do because it was such an isolated incident that

1 there are no crimes after the fact either. But
2 it's not a very good use of resources.

3 I had this experience in my own hometown.
4 I live in a very lovely Maryland suburb right
5 across the D.C. line and about a year ago we had a
6 rash of street robberies. Okay, the rash was
7 three, three street robberies. But in my
8 neighborhood everyone was up in arms and they
9 really wanted to act and they wanted to act fast
10 and they wanted to implement cameras. And they
11 consulted me and, you know, it was a very delicate
12 balancing act because I didn't want to invalidate
13 their fears and concerns, but, frankly, the bottom
14 line is that that's not a good use of resources.

15 In other occasions I've seen agencies
16 where they've put cameras in high-crime locations
17 and they've seen an impact and have decided that
18 they should put cameras everywhere. Because if it
19 works here or there, you know, more of a good
20 thing is good, right? Actually, not so. For
21 certain, there are diminishing marginal returns in
22 those types of investments.

23 But what we have learned from our
24 evaluation is that targeting cameras in specific
25 high-crime areas, placing sufficient numbers of

1 them so that you have ample coverage or
2 saturation, advertising them prominently so
3 potential offenders know that they're there. We
4 call those overt cameras with signage.
5 Jurisdictions that use flashing lights to make the
6 cameras well advertised, that's important.
7 Monitoring the cameras around the clock,
8 integrating them into all facets of policing and
9 investigations. Now, doing that really does hold
10 promise for having an impact.

11 But that alone is not enough. There are
12 other challenges with implementing cameras and
13 other types of criminal justice technologies and
14 one of the biggest ones as I see it is a lack of
15 attention on training. You know, oftentimes when
16 leaders look to implement new technologies they've
17 done the research, they've done the hard thinking
18 about how and why it would have an impact on
19 crime. But if you don't get your end users on
20 board, your line officers, whoever it is in the
21 field who needs to interact with that technology,
22 you're not going to be successful. In fact, you
23 really need to consider issues of organizational
24 culture, receptivity to new technology or else the
25 users won't use it at all or they won't use it to

1 its fullest capacity. Or they may even try to
2 undermine it or circumvent it. I've seen this on
3 many occasions in all manner of technology
4 implementation.

5 And dating back to my days at the
6 National Institute of Justice where we had funded
7 an evaluation of putting laptops in patrol cars.
8 Maybe that sounds really dated, and I guess it is,
9 but, you know, take your mind back to those days
10 when laptops were novel and laptops in patrol cars
11 were considered extremely innovative. And my
12 colleague went into the field to kind of interview
13 some of the officers to find out how they were
14 using the laptops, how they perceived their value,
15 etc, etc. And he was interviewing one officer and
16 the officer shared that his favorite thing about
17 the laptop was the cup holder. And my colleague
18 said, huh? And then he preceded to press the
19 button that opened up the disk drive and that's
20 where he parked his coffee cup. Now, you know,
21 it's not to mock this officer except to say, well,
22 you know, why did he think it was a cup holder?
23 Because he hadn't been trained in using the
24 laptop. He didn't even know what the thing was.
25 This was a long time ago, people. Some of you may

1 not remember what these things looked like. But
2 there's countless other examples about poor
3 training and poor implementation of technology. I
4 mean, dating back to my days with crime mapping
5 where, you know, so many of the agencies said,
6 okay, we've got the software and we've got the
7 color printer, who's going to make the maps? We
8 don't have anyone who knows how to do that. How
9 do you geocode data? They had no idea.

10 I did a recent study looking at the use
11 of RFID in prisons. It's kind of akin to a GPS
12 where the inmates have anklets and if you use the
13 RFID you place the antennas strategically so that
14 you can always know where every inmate is. The
15 idea is identify when inmates are out of place,
16 when they're not in their housing unit, when
17 they're consorting with other inmates that maybe
18 they should be staying away from due to gang
19 affiliations and so forth. It wasn't until
20 halfway through the evaluation when we discovered
21 that no one had ever programmed the software to
22 create the perimeters around the housing units
23 that would issue a flag so that they would know
24 whether they're in place or out of place. They
25 had only bothered to do the perimeters around the

1 entire prison so, yes, they would know if there
2 was an escape. But that was the limit of the
3 technology because they hadn't done the training,
4 they hadn't invested the resources to fully
5 utilize it.

6 A similar example is an evaluation I did
7 placing digital still cameras at the exits of the
8 parking facilities that serve the metro, the users
9 of Washington's subway system. And there it was a
10 really rigorous design. It was a randomized
11 controlled trial, you'd think it would show a lot.
12 Well, it showed next to nothing because the
13 cameras weren't fully utilized. They weren't
14 integrated into investigations. They were
15 supposed to have use of the still images of the
16 license plates as people were exiting and map that
17 up with their license plate recognition software,
18 you know, look up tags to see if there are any
19 stolen vehicles, etc, etc. Never happened. Not
20 surprising, there was no impact of the technology
21 on reducing crime.

22 Another area -- this is quite the
23 cautionary tale, isn't it? I'm sorry about that.
24 But another area that we've observed having --
25 being a challenge in terms of technology

1 implementation is that of underestimating the
2 costs of the technology. And I think that one of
3 the problems in underestimating the costs is that,
4 as I already mentioned, there's a failure to
5 consider the costs of training, the costs of full
6 integration and there's a lot of hidden costs of
7 technology that some vendors really won't share.
8 I mean, they don't even have an interest in
9 sharing these hidden costs but they're real and
10 they're important and they have to do with
11 training and they have to do with installation,
12 they have to do with the costs of upgrades over
13 time. And importantly, they have to do with
14 maintenance and that's an often overlooked cost,
15 but in one of our public surveillance sites we
16 found that annual maintenance costs of admittedly
17 a large array of cameras costs upwards of \$300,000
18 a year. That's just maintenance costs alone. So
19 all of these costs need to be considered and
20 planned for up front. If you don't plan for them,
21 you don't have the money to implement the
22 technology as intended and then you just put money
23 down the drain, frankly.

24 The good news is that in the cases of
25 some types of technology, when they're implemented

1 well and have an impact, they can be extremely
2 cost beneficial. So our public surveillance
3 camera study did include a cost/benefit analysis
4 and what we found there in two jurisdictions where
5 the cameras had an impact on crime, the savings in
6 terms of averted costs of crime of, you know, the
7 victimization, court case processing, jail time,
8 etc., etc., those savings ranged between 1.50 to
9 \$4 for every dollar spent on the technology. So
10 it really can be cost beneficial.

11 However -- and this is probably my
12 biggest caveat of all. We can't talk about
13 technology and crime without addressing the real
14 and important critical issues of privacy and civil
15 liberties. And, you know, when you think about
16 it, most of the technologies that law enforcement
17 are investing in these days in some way, shape or
18 form involve increased surveillance or the ability
19 to increase surveillance. And what we've learned
20 through our observation of specifically the public
21 surveillance technology is that any decision
22 involving the acquisition and use of new
23 technology really has to involve a dialogue with
24 the public. And when that doesn't happen, the
25 whole plans can get derailed pretty quickly.

1 There's one southwestern city who was
2 well poised to implement cameras in their downtown
3 area. They had it all planned out. They even had
4 corporate funding and they held a press conference
5 and they had the mayor and the chief -- police
6 chief and the corporation and the big blown-up
7 check, you know, the ones that they have at press
8 conferences to say, hey, look, public/private
9 partnership. And the community was completely
10 blind-sided. They knew nothing of this. They had
11 not been consulted or informed in any way. I
12 guess you can guess what happened next. The whole
13 plan got derailed. They -- there was vitriolic,
14 politicized, not conversation but just response
15 that led to just repurposing the funds in some
16 other way. And to this day that jurisdiction
17 doesn't have cameras which could have helped them
18 quite a bit.

19 We have learned a lot from the policies
20 that could and should be put in place to ensure
21 that privacy is protected and civil liberties are
22 not infringed upon when it comes to public
23 surveillance and similar types of technologies.
24 The Constitution Project has developed a very
25 informative guidebook on this topic. Our own

1 guidebook that the Urban Institute put out is
2 specific for law enforcement and their municipal
3 partners and also provides a lot of guidance, and
4 I would heed you all if you're considering the
5 implementation of cameras or other types of
6 technology that focus on increased surveillance,
7 that you make use of those resources.

8 You know, I should add that what's
9 interesting to note in some of the jurisdictions
10 that have done this right and really involved the
11 public, even those that oppose the cameras, all
12 together, you know, they felt like they were part
13 of the process and the policies were made very
14 transparent. And in part of our evaluation we
15 interviewed people about how the public perceived
16 the technology before both and after
17 implementation and what we learned is that after
18 the cameras were implemented the biggest complaint
19 from the public was why isn't there a camera on my
20 street corner. Why aren't you viewing my
21 neighborhood as a priority for crime control. So
22 it really can change the whole tenor of the
23 conversation.

24 One word of caution on the issue of
25 policies around ensuring privacy and the

1 responsible use of technology, and this is
2 specifically to the use of cameras, was something
3 that happened in one northeastern city that we
4 studied where their policies were so restricted --
5 restrictive that it really rendered the technology
6 useless. They only allowed active monitoring of
7 cameras in one physical location in the
8 jurisdiction. There was no one person solely
9 dedicated to monitoring those cameras. And they
10 required an officer at the level of a lieutenant
11 or higher to be in the room at any given time
12 while the cameras were monitored. It's no wonder
13 that in that jurisdiction the cameras had no
14 impact on crime whatsoever.

15 So in closing I would just say that I'm
16 pretty convinced that technology can be a very
17 valuable tool. I think it needs to be implemented
18 thoughtfully, well planned out in terms of costs
19 and policy. Fully integrated with other crime
20 prevention and crime control measures and fully
21 transparent to the public.

22 I'm going to leave you with one final
23 note that I think is important. I think it was
24 already conveyed in terms of the fact that
25 technology is useless without the human component

1 and that is that people like to talk and vendors
2 in particular like to talk about technology as a,
3 quote, force multiplier. I take issue with that.
4 I think it's misleading at best and it's a
5 potential threat to law enforcement agency ranks
6 because, as I've argued here today, you need
7 humans to interact with the technology for the
8 technology to be useful. Technology is not a
9 substitute for officers on the street, it's not a
10 substitute for good old-fashioned investigation
11 work and it's not a substitute for interagency
12 problem solving. It's just another tool to aid
13 those efforts.

14 So I will conclude my remarks now and
15 I'll go sit over there and if you have questions,
16 I'm happy to take them. Thank you.

17 (applause)

18 ATTORNEY GENERAL KOSTER: Thank
19 you, Doctor.

20 The next topic is a three-person panel to
21 discuss surveillance cameras and the ShotSpotter
22 technology. The three individuals who will join
23 us are Lieutenant Angela Coonce. Lieutenant
24 Coonce joined the St. Louis Metropolitan Police
25 Department in 1998. She is currently assigned to

1 the Intelligence Division as intelligence
2 commander. She previously served as beat officer,
3 detective, and as the aide to former Chief Joseph
4 Mokwa before being promoted to the rank of
5 lieutenant.

6 Sergeant Brent Feig of the Metropolitan
7 Police Department -- St. Louis Metropolitan Police
8 Department serves as the supervisor of the
9 Technical Analysis Group in the Intelligence
10 Division. Sergeant Fieg joined the police
11 department in 1999.

12 And David Chapman -- or, excuse me, David
13 Chipman is the senior vice president, Public
14 Safety Solutions for ShotSpotter, Incorporated.
15 Since January he has served on the Congressional
16 Gun Violence Prevention Task Force and previously
17 David worked for the ATF and as a special agent
18 for the Office of Inspector General.

19 Welcome all of you.

20 (applause)

21 LT. ANGELA COONCE: We're going to
22 talk a little bit about what we're doing in
23 St. Louis right now. When Chief Dotson took over
24 in January he had the Intelligence Division start
25 looking at the technologies that our department

1 had in place. Like everybody else, we're cops and
2 new shiny objects, we love to get them. When we
3 started looking at technology, we have a lot of
4 it. You name it, we got it. We've got GPS, ETS.
5 We've got red light cameras, in-car cameras,
6 in-car computers.

7 One thing we found that was missing, all
8 that data wasn't getting sent to a centralized
9 location. We were flooding officers with all this
10 information and no one was really breaking it down
11 and focusing on what we really needed to focus on
12 was crime fighting and crime reduction.

13 So that's when the conversation started
14 about the Real Time Intelligence Center. And it's
15 not a new concept for law enforcement. It is a
16 new concept for the St. Louis region 'cause we
17 don't have one. So Brent and I went on a
18 whirlwind tour. We went to the Memphis Police
19 Department, Chicago Police Department and thanks
20 to Chief Forte we got to spend some time in their
21 crime center yesterday about four hours and it was
22 very useful because we're doing a lot of the same
23 stuff but even our departments I don't think are
24 sharing enough information.

25 So we're in the planning stages of the

1 Real Time Intelligence Center. We're going to
2 focus on monitoring, which has a lot to do with
3 the cameras. Evaluating information and really to
4 prevent criminal activity. And in talking with
5 Kansas City yesterday, a lot of the same things
6 that they're doing are what we are implementing
7 now and we really want to focus on
8 intelligence-led policing. There's so much data
9 out there and we've got to break it down, find
10 what we can use and send that information to the
11 officers.

12 So kind of a four-pronged approach
13 really. Information gathering. We have all the
14 information, we've just got to gather it and get
15 through it and share it. And law enforcement
16 doesn't like to share information, cops don't like
17 to talk to each other that much. If I get
18 information, I don't like to share it with people.
19 We're really going to focus on sharing information
20 and even with the conversations with the Kansas
21 City Crime Center yesterday, once we're integrated
22 we want to start sharing information across the
23 state for the first time really as far as
24 intelligence.

25 Video surveillance is a big part of this

1 and Brent's going to talk a little bit about that.
2 License plate recognition and sound detection
3 cameras, which is kind of a new concept that
4 Brent's going to talk about.

5 Enhancing the crime analysis. We are
6 doing a great job of crime analysis right now.
7 Everybody goes through COMSTAT every week,
8 everybody's got hot spot maps. But really what
9 we're missing and talking, again, to Kansas City
10 yesterday, they're doing the same thing and
11 they're integrating their intelligence analysts
12 and crime analysts so we're breaking through
13 information. And the goal in the end is to get
14 that information out to our officers.

15 We have kind of what we're calling a
16 perfect storm of opportunity. We've got a new
17 chief who is real focused on technology. We're
18 moving into a new building in the spring of 2014.
19 If we were going to try to put our Real Time
20 Intelligence Center in our building now it would
21 probably be in a closet because that's all the
22 space we have. We've got a 2,800 square foot
23 space that will be the intelligence center. The
24 Intelligence Division will surround that with
25 emergency management and our federal partners.

1 And the doctor talked a little bit about
2 this earlier. Really, enhancing the
3 public/private partnerships, we're focusing on
4 right now. And what we've seen in St. Louis and
5 I'm sure in a lot of different cities is that our
6 private businesses and our neighborhood
7 organizations have already purchased a lot of
8 technology and a lot of cameras so what we want to
9 do is start working with them to put them on one
10 platform so we could have access to them. We
11 don't have a lot of money at the police
12 department. I'm sure that's a problem everywhere.
13 We don't want to buy the cameras, we don't want to
14 maintain the cameras, we don't want to keep the
15 data but we want to be able to see that when we
16 need it.

17 These are some of the people that we've
18 already worked with and we're in the process of
19 forming better relationships to get the access to
20 their cameras. And when we started looking at the
21 cameras in St. Louis, placement was a big issue.
22 The one that's underwater is an actual camera that
23 we have right now in the riverfront. Any time it
24 floods that camera goes out because all the power
25 comes from the base. So in talking, placement of

1 cameras is really important to us. So we started
2 working with the neighborhoods on the hot spot
3 maps. So when they're going to purchase cameras
4 right now, we're looking at year to date and three
5 year trends to see this is where crime is
6 occurring and this is where we need to put the
7 cameras. And not just cameras, if we can include
8 license plate readers in there that would really
9 help us.

10 This is a neighborhood downtown. This is
11 one of the entertainment districts. They were
12 getting prepared to spend a hundred thousand
13 dollars on all this new technology. So we met
14 with them and said, hey, this is a really big hot
15 spot. It was a new concept for them because they
16 hadn't ever placed cameras in a hot spot mapping
17 area so they were very excited.

18 Same thing for Forest Park. They were
19 looking for a more comprehensive security plan so
20 we looked at their hot spots.

21 And this is the Central West End
22 neighborhood. It's an entertainment district.
23 They're getting ready to integrate 70 new cameras.
24 They have about 20 but they're going to add 70 new
25 cameras and license plate readers and we just

1 said, hey, if you're going to put them up, talk to
2 us and we can show you where the hot spots are.
3 So now they can put the cameras in the areas where
4 crime is occurring and not haphazardly throughout
5 the neighborhood.

6 We're going to have all this information
7 and the question then was how do we get that out
8 to officers that are responding to calls. So we
9 started working with Motorola and they have a new
10 product that they call the Real Time Crime Center
11 Console. And if you can imagine, we're going to
12 have a crime center that we can access video when
13 a crime's occurring. What they wanted to be able
14 to do is push that information out to the officers
15 in their cars on the computers.

16 So what the Motorola crime center can do,
17 say you're an officer responding to a robbery at a
18 QuikTrip. QuikTrip has cameras, they're on the
19 platform, we can see their cameras. We can
20 actually go in, look inside to see what's
21 happening. If it's a suspect with a gun, we can
22 send that information to the officers in the car
23 as they are responding and view that video while
24 the officer's out there. So it's huge for us and
25 officer safety.

1 Brent is going to take over and talk more
2 specifically about the cameras themselves and what
3 we're looking at.

4 SGT. BRENT FEIG: Kind of when we
5 got into this project what we saw was we had a lot
6 of these competing technologies but no real
7 tie-together. So what we started to explore was
8 use of the camera system in conjunction with some
9 of our systems. We have video surveillance which
10 are the standard cameras within the neighborhood
11 or police department cameras and all those other
12 cameras. Now we're starting to branch out into
13 some of those sound detection device cameras.

14 ShotSpotter is going to speak here in a minute but
15 kind of what we saw was we'd get ShotSpotter calls
16 which gives you a nice map of exactly where the
17 shots were fired but what you don't get is kind of
18 that technology, that real time intelligence that
19 we need to move forward.

20 So what we found ourselves doing was
21 going out and recovering shell casings which
22 historically may help us solve the current case
23 but -- or other cases but what we didn't get
24 necessarily is who shot the gun. So now what
25 we're doing is looking at technologies when that

1 shot does ring off, that camera will then focus in
2 on exactly where that gunshot occurred. So now we
3 have some actual intelligence. Immediately we can
4 push that out to responding officers so they know
5 who to look for as they're saturating that area.

6 Also along with our fixed license plate
7 recognition systems -- again, LPRS will tell you
8 when cars are stolen, you have wanted cars,
9 anything like that, but what happens when those
10 cars aren't wanted? They're rental cars, they're
11 other cars that you may not have intelligence on.
12 Now all you have is a license plate but you may
13 not have anything else. So, again, tie the
14 surveillance cameras into that system so not only
15 are you capturing license plates but you're
16 actually capturing people, kind of time and place,
17 potential follow vehicles, things along those
18 lines.

19 We're tying in with MODOT also looking
20 long range in putting those license plate
21 recognition systems onto bridges. So we're
22 gathering that data as it comes in from Illinois
23 passing through the state of Missouri.

24 We're using surveillance cameras in open
25 air special events. St. Louis seems to be the

1 mecca in Missouri for special events. We have
2 over a hundred that require some kind of police
3 detail.

4 And then also criminal activity, putting
5 them in our hot spots so we can try to deter
6 crime.

7 Kind of a goal of the surveillance system
8 is not only a deterrent but quick apprehension.
9 The goal of deterrents would be the highly visible
10 camera systems. So those camera systems that have
11 the police department logo on it, that had that
12 flashing blue light. Chicago and Memphis deploy
13 those and it builds on that quick apprehension and
14 actually goes into trying to deter the crime.

15 Again, quality of the camera is key. In
16 these two instances, they're nice. However,
17 you're not probably going to be able to do
18 anything with those two camera pictures.

19 Working with some of our private partners
20 we were able to pull these two gentlemen who had
21 just shot a 12-year-old female in a park. Again,
22 nice, clear camera, you can get a facial shot on
23 one of them. The chief tweeted this out for all
24 the public and within 24 hours both of these
25 suspects were in custody. Again, it's use of the

1 surveillance video in conjunction with some of our
2 other technology in order to do that quick
3 apprehension.

4 Again, as we talked about, the fixed
5 license plate recognition system, the single-lane
6 LPR is just the license plate recognition system
7 but what the goal is is to put some camera systems
8 on top of it to be able to monitor that real time.

9 Again, we have numerous special events in
10 the city. What we're moving towards are these
11 mobile devices that, again, quick, easy to set up,
12 ties in real time and allows us to move and be
13 mobile and respond to incidents quickly.

14 Technology integration. Of course, the
15 combined system of the surveillance cameras, the
16 LPRs and sound detection devices benefit both
17 responding officers and citizens of St. Louis.
18 Again, they work together and independent of one
19 another they're not as effective.

20 Kind of what advantages we've seen in
21 St. Louis is we're tying all our technology
22 together with the video to provide the real time
23 monitoring and prevention. We've partnered with
24 other entities within the city, the street
25 department, some of those private partnerships and

1 we've -- the port authority and we've already got
2 a platform. We can take any camera system, tie it
3 into our Real Time Intelligence Center, be able to
4 push that information out.

5 Also, it allows us to have multiple users
6 at the same time to view cameras. And then also
7 allows for remote viewing of the cameras. So you
8 could be on the move at a special event and
9 actually watch the videos not dedicated to one
10 specific place.

11 Kind of the benefits that we've seen, we
12 had our Susan G. Komen Race for the Cure. It was
13 about two months to the date after the Boston
14 Marathon bombing. The marathon had about 26,000
15 people. Susan G Komen, it was about 46,000 in
16 St. Louis. We deployed about 25 mobile cameras,
17 quick, easy set up, used our existing fiberoptic
18 network within the city. And this is what we got,
19 a picture of the chief at about 400 feet away.
20 Again, clear. You can pick out the face. If we
21 need to send that out, we can send that out real
22 time.

23 Some of the social media successes, we
24 talked about some privacy concerns. We monitor
25 open-source information. So those things are out

1 in the open, open to the public.

2 One of the success stories that we had
3 was recently our Fair Saint Louis event, several
4 hundred thousand folks. We received word from one
5 of these groups or teams that were going to come
6 down and reek some havoc on the fairgrounds. One
7 gentleman wore a distinct outfit in his Facebook
8 post. We were quickly able to find him using one
9 of these cameras and be able to remove him from
10 the arch grounds so it provided a safe
11 environment. And the future of our Real Time
12 Intelligence Center is right there. That is just
13 a depiction of how we foresee it.

14 I'll turn it over to Dave.

15 ATTORNEY GENERAL KOSTER: Thanks,
16 Sergeant.

17 MR. CHIPMAN: Thank you.
18 Following 25 years as a special agent with ATF,
19 the last year prior to coming to ShotSpotter I
20 worked for Mayors Against Illegal Guns and I was
21 asked to go around the country and share my
22 experience what gun laws could help impact the
23 problem we're talking about today. So I talked a
24 lot about background checks, talked a lot about
25 gun trafficking and in response I heard a lot

1 about your constitution. I have a great respect
2 for your constitution. In fact, I swore an oath
3 to uphold it and risked my life 25 years defending
4 it. What I didn't hear a lot about was about
5 human rights and I think that's why we're all here
6 today.

7 It's my belief that my children have a
8 human right to walk to school without getting
9 their head blown off. I think everyone here has a
10 human right as a parent to not have to have their
11 children sleep on the floor of a room and put
12 cinder blocks by their bed to worry about drive-by
13 shootings. That's the realities that I've seen
14 working as an agent with ATF in many places. And
15 I am very proud to be here in a state and in
16 cities that are committed that their cities will
17 not become that way. And I appreciate that all of
18 you are here today.

19 I think everyone's going to be surprised
20 to hear today that I'm not going to talk about
21 technology. I'm not a big fan of technology. I
22 work for a company that provides real time
23 intelligence. For many years I was part of an
24 agency that bought a lot of technology that never
25 helped me as a cop. I wanted real time

1 intelligence. In fact, I went to a group that was
2 looking at fusion centers and I remember this as
3 clear as day, a crusty old D.C. cop stood up and
4 said, When is this fusion center going to give me
5 the information I need to lock up a bad guy
6 tonight? That's a good question. And I think
7 what's great about this presentation that we have
8 in this group today is we were challenged to be
9 honest. So I'm going to be honest about what the
10 real time technology from ShotSpotter can provide
11 and what it cannot.

12 I'm a big fan of 24, okay. I love
13 television. This is the reality of what most of
14 our 911 dispatchers look at. It's as far from 24
15 as you could find. What this is, is a system
16 that's been around forever. Police rely on the
17 public to report crimes via 911 and then they
18 respond to the best of their ability. What I want
19 to show you is how real time intelligence can
20 change everything for police and how it's
21 beginning to change things in Kansas City and
22 St. Louis.

23 (Sound demonstration.)

24 MR. CHIPMAN: I love sounds,
25 especially right before lunch. You can see why

1 police are on edge. We saw movement over there.
2 What ShotSpotter intelligence does is it brings
3 the experience for dispatchers into a totally
4 different realm and what it does is it pushes
5 intelligence about where a gun has been fired
6 immediately. What I mean by immediately in cop
7 terms is within a minute. And what's happening
8 is, is that ShotSpotter is putting an acoustical
9 dome over an area and it's listening for sounds.
10 Those sounds are going to a command center in
11 Silicon Valley where police experts are reviewing
12 these sounds, making sure that we're weeding our
13 firecrackers and backfires and are looking for
14 gunshots. When we know there's a gunshot we push
15 that information immediately to dispatch centers
16 and even to patrol cars.

17 This is what we push to them. As a cop I
18 would have loved this. Wow, a picture. Like a
19 picture speaks a hundred words, you know, a
20 thousand words. And a dot; this is where the
21 gunfire happened. When I was an ATF agent it
22 would have been very nice to know that the call
23 for service that I was reporting to about a
24 gunshot involved actually a shot that came from
25 the top of a building, not some address or some

1 unknown area. I think every cop in here can
2 understand that that could save your life.

3 Thomas, can you push the green button.

4 (Sound demonstration.)

5 MR. CHIPMAN: As a cop, too, I
6 never trusted technology. So it would help to me
7 to know it's the real deal by actually hearing it.
8 Wouldn't it be great in your patrol car to
9 actually hear the gunshot? For anyone in this
10 room, that's clearly a gunshot. But as we heard
11 earlier by the mayor, you know, our crime problem
12 is mobile and that's why I wanted to include the
13 next picture here.

14 Here is another incident involving a
15 shooting and I'm going to bring that up.

16 Thomas, can you push this.

17 (Sound demonstration.)

18 MR. CHIPMAN: That's some more
19 gunfire but in this case this is gunfire coming
20 out of a car. And what's great about the fact
21 that we have an array of sensors over a city and
22 we are triangulating this noise, which is
23 different from other technologies that hang a
24 microphone off a camera, we're actually able to
25 show the directionality of these shots. And in

1 this instance we were in immediate time being able
2 to push to officers in their car that shots were
3 fired, probably from a car going this direction at
4 31 miles an hour. Now we're getting close to Jack
5 Bower and that's why I'm so excited about what
6 this technology can do to what we want it to do,
7 which is catching bad guys with guns before they
8 hurt someone.

9 We heard a lot earlier about some of the
10 pitfalls if we just sell technology. It can be
11 very complicated. And what I want to show you
12 here is some of -- just a brief look at some of
13 the real time mapping capabilities that come with
14 the product. Maps that show where your gunfire
15 has occurred. If there have been multiple shots,
16 the ability of someone like an investigator after
17 the fact to play these sounds. I mean, this comes
18 as part of the intelligence we provide. It's not
19 something you have to pay for extra, it comes as
20 part of the package. And I think when we're
21 talking about how do we prevent the next shooting,
22 you want to know where shootings have been
23 occurring.

24 And this -- we were told to be honest
25 during this presentation so I'm going to tell you

1 an ugly truth about gun violence. And I want to
2 tell you a story. Recently I had an opportunity
3 to meet with a major in a police department in
4 Florida. And this major had worked in his
5 department for 25 years. And he told me, David, I
6 know very clearly where the gun violence problem
7 is in my city, I'm very confident about it. And,
8 you know, when we got ShotSpotter it was something
9 our mayor wanted and I wasn't really sure about
10 it. We put ShotSpotter into his area and during
11 the first trial period he had 120 shootings. One
12 of those had been called into 911. That means as
13 the police officer claimed to know his area, he
14 did not know about 119 shootings in his area.

15 I'd like to sort of finish off with this
16 idea, and I hope I don't embarrass the chief,
17 which I probably won't, but he really said
18 probably the most profound thing that I ever heard
19 at a conference and I'll never forget it. And,
20 Chief Forte', you said when we fail to protect, we
21 disconnect. My view is that one of the challenges
22 we have with the police legitimacy is really not
23 the fault of police. They want to be on the front
24 lines, they want to prevent gun violence but they
25 don't know when it's occurring. All they know is

1 when there's a body in the street. This
2 technology will transcend this. This will give
3 real time actual intelligence to the police so
4 they can start showing up. And when the public
5 sees the police start showing up, get out of their
6 cars, collect evidence, interview people, that's a
7 game changer and we've seen that.

8 In Nassau County they just had a press
9 conference several months ago. They had gotten
10 ShotSpotter and what they saw is a 90 percent
11 decline in shootings. That's spectacular, but
12 what was most optimistic, what I felt the best
13 about is, before ShotSpotter 1 in 10 shootings was
14 reported to police. After, 9 in 10. Why?
15 Because the people in the communities were now
16 working with police and they were doing their
17 best.

18 There's no one in this audience that
19 believes that police can prevent all crime but we
20 all expect that the police show up and try their
21 best. This is real time intelligence that not
22 only keeps police safe but it gives them the
23 chance to make your community safe. Thanks for
24 letting me talk to you.

25 (applause)

1 ATTORNEY GENERAL KOSTER: Thank
2 you, David.

3 MR. CHIPMAN: Appreciate it.

4 ATTORNEY GENERAL KOSTER: Thank
5 you. Those were four excellent presentations.
6 And since ShotSpotter is probably most ingrained
7 in the Kansas City area and in the state of
8 Missouri, given that your community instituted it
9 I believe first is my understanding, Chief Forte',
10 do you want to begin with the questioning?

11 CHIEF FORTE': Yes. My question
12 is about the license plate reader, not necessarily
13 ShotSpotter. Are you required to keep the data
14 for a certain amount of time, a retention period,
15 especially, you know, having Illinois on one side
16 and Missouri on one side?

17 LT. ANGELA COONCE: We have an
18 internal policy, we keep it six months. That's
19 our internal policy.

20 CHIEF FORTE': And I read Chief
21 Dotson put something out wanting to get drones.
22 Can you all give me -- was it receptive in the
23 community? I know in some communities the FAA
24 have -- Congress has requested the FAA change some
25 air space regulations, those sorts of things.

1 I've been interested in that.

2 LT. ANGELA COONCE: We're going to
3 punt this one.

4 CHIEF DOTSON: I think earlier the
5 presenter talked about it. We started a
6 conversation in the community very early on to let
7 them know what our intentions were and our plans
8 were. So as you would imagine, some groups like
9 the ACLU had questions about it but every time I
10 go out to the neighborhood meetings people want to
11 know the progress and the status of it. So it's
12 being very positively received. We've started the
13 primary application with the FAA and hopefully in
14 the timeline 12 to 18 months will be able to start
15 our program up. So I think you were absolutely
16 right when you said include the community in the
17 conversation, include the community in the
18 dialogue on the front-end and there are no
19 surprises at the end.

20 CHIEF FORTE': Thank you.

21 ATTORNEY GENERAL KOSTER: Mayor
22 James.

23 MAYOR JAMES: I have kind of -- I
24 have several questions regarding the issue that
25 you actually raised I think, Ms. La Vigne, and

1 that is, you can't talk about the use of these
2 types of technologies without talking about the
3 privacy, civil liberties issues. And, you know,
4 there's always this dichotomy, you know, the kind
5 of offhanded thing, well, if you're not doing
6 anything, what are you concerned about, why are
7 you worried about it. And that may on its face
8 make some sense when you're talking about the
9 difference between decreasing the violence in your
10 city in a perceptible, identifiable, documented
11 way versus letting it continue and perhaps rise.
12 But the reality I think has to be a lot different
13 than that when it comes down to talking to people
14 about the issue. You said that there was an area
15 or place where cameras were installed and there
16 was resistance but after they were installed
17 people wanted to know why there wasn't one on
18 their street. I identify with that. It's kind of
19 like our street car thing, you know. But the
20 bottom line is, tell us a little bit more about
21 those arguments, about those discussions, about
22 the privacy, civil liberties issue versus the
23 lessening crime objective.

24 DR. NANCY La VIGNE: Yeah. You
25 know, I think this is the core of police

1 legitimacy to have these conversations, these open
2 dialogues that explain the nature of the crime
3 problem, the harm that the violence is causing to
4 the community, and why you're investing in
5 technologies to help address those harms and
6 reduce them. And that requires more than one
7 conversation and it requires a lot of input from a
8 whole host of players and some of them are going
9 to be actual residents of the communities that
10 you're trying to protect and others will be more
11 advocacy oriented. But they all need to be at the
12 table and if they're not, as my example of that
13 one southwestern city demonstrated, even with
14 resources in hand, they were not able to
15 successfully implement the camera system.

16 MAYOR JAMES: Thank you.
17 Appreciate it.

18 LT. ANGELA COONCE: If I could add
19 just one thing. In St. Louis I think because the
20 police department is not implementing the cameras
21 and it's not our program, it's the private
22 business, it's the neighborhood organizations that
23 have talked to their constituents and they're the
24 ones installing the cameras, I think there's a
25 little bit more trust there. We're not owning

1 that data, it's the private partnerships that do,
2 and I think that we've encountered kind of the
3 same thing, why can't we get more in our
4 neighborhood. So as the aldermen purchase more
5 cameras for their neighborhoods, we're getting a
6 lot more interaction with the citizens of
7 St. Louis saying, hey, when can we get cameras in
8 our neighborhood. But I think the level of trust
9 in that their aldermen are putting the cameras in
10 or the businesses and we're not constantly
11 watching all the time and it's only when there's a
12 crime occurring that we can go back and help us
13 solve the crime.

14 MAYOR JAMES: Regardless, at some
15 point in time there's going to be an argument
16 about civil liberties, yes, no. And whether it's
17 purchased by the aldermen or by the chief or by
18 the city or whoever, there still has to be that
19 discussion. And are the neighborhoods just coming
20 out of the blue and saying, hey, what about
21 cameras, or is somebody suggesting cameras will
22 work and then they adopt that as their own because
23 that seems to be the big issue is the
24 communications. And like you said in that one
25 southwest city, if there's no advanced

1 communication then it doesn't matter whether or
2 not you've got the resources or not. I'm looking
3 for some meat a little bit about how do you get
4 beyond the basic should we or shouldn't we
5 argument, and what does that should we or
6 shouldn't we argument look like.

7 MR. CHIPMAN: Mayor, I think one
8 of the benefits of the integration of technologies
9 is when you have gunshot detention as the impetus
10 to get other technologies to move following that,
11 I don't think you're going to have any argument
12 from anyone in the community that responding to
13 illegal gunfire in an urban environment is a
14 violation of anything. In fact, you'd probably be
15 criticized for not doing so. And so, if our
16 cameras are responding by swiveling and looking
17 where gunfire actually occurred, I think that that
18 conversation is one that's easier to have because
19 you're describing why the cameras are there and
20 why they're being used. And so, when you have an
21 instance in Minnesota where we had -- where there
22 was a camera in place and ShotSpotter in place, we
23 were able to identify those two homicide
24 perpetrators. Gunshots were fired, a camera
25 caught their car. This was a case that would not

1 be made and I think when you communicate those
2 types of results to the community, I think people
3 are -- get to the point where what was shared
4 here, well, we want this in our community, that
5 makes sense to us. But I agree that you have to
6 have the conversation about how it works and why.

7 And then I think everyone wants to know a
8 metric of success. The benefit of ShotSpotter is,
9 ShotSpotter has this data. We can tell if we're
10 preventing gun violence because shots will go
11 down. If we're not preventing gun violence, shots
12 won't go down. It's a metric that we can all see
13 as an outcome and it's independent.

14 LT. ANGELA COONCE: One specific
15 example that we use of a shooting that we
16 captured, it was actually in public housing and
17 one of their selling points to their renters is
18 that, hey, we have these camera systems in place
19 to protect you. So it's actually a selling point
20 for the renters that go in there. They have
21 invested a lot of money in technology so it's not
22 us having to go out to convince them, it's
23 actually a selling point. So they're having those
24 conversations up front and we're coming in on the
25 end to assure them if crime happens, we'll be able

1 to get that information out quickly.

2 ATTORNEY GENERAL KOSTER: One
3 point to put into the record, so I'm speaking to
4 the court report primarily here, is this notion --
5 I think there is an open question in Missouri
6 state law as to whether license plate reader data
7 is subject to Chapter 610 in the Sunshine Law
8 after a certain period of time. And keeping that
9 data confidential within the law enforcement
10 community I think is something that is -- that the
11 legislature should take up and answer. And so,
12 when we put out the report at the end --

13 MAYOR JAMES: Right.

14 ATTORNEY GENERAL KOSTER: -- I
15 think that that might be something that we want to
16 take note of, that the confidentiality of license
17 plate reader data is something that should be
18 seriously considered by the Missouri legislature.

19 Chief Dotson, do you want to take it from
20 here?

21 CHIEF DOTSON: I actually have a
22 question for the doctor. We talked about setting
23 expectations around technologies and things like
24 that. How do you set the expectations correctly
25 for a community that cameras aren't the end all,

1 be all because there are displacement issues. And
2 the research that I've seen about cameras is
3 sometimes there's diminishing returns if the
4 cameras aren't refreshed and whether that
5 refreshness is a public conversation, a reminder
6 that they're there. How do you set a community's
7 expectations correctly?

8 DR. NANCY La VIGNE: Yeah, I want
9 to thank you for going back to my presentation. I
10 think that if you present cameras as part of an
11 integrated -- and not just integrated with
12 technology but integrated with all manner of law
13 enforcement and investigative activities, you're
14 not selling cameras as the be all and end all.
15 They're one of many tools.

16 And toward the issue of displacement, one
17 thing that has been kind of surprising to me as a
18 researcher, I've never thought that displacement
19 was a given but with an intervention like cameras,
20 there's got to be some of it. We didn't find any
21 evidence of displacement in any areas where
22 cameras had an impact on crime. And, in fact, in
23 some areas we saw what's called a diffusion of
24 benefit, or a halo effect, in areas that were
25 adjacent to the camera view shed but beyond their

1 view. So, you know, perhaps that's overpromising
2 but I think if you talk about it as, you know,
3 here we have this tool that when integrated with
4 other technology and our activities in general can
5 really have an impact, and we've seen evidence
6 through evaluations by, for example, the Urban
7 Institute that suggests that it can work under
8 certain circumstances and we have something to
9 share.

10 ATTORNEY GENERAL KOSTER: Mayor.

11 MAYOR SLAY: The issue of -- one
12 that we've -- you know, we're struggling with in
13 St. Louis is, as we continue to expand technology
14 and, as we all know, there's a whole lot of --
15 there's an array of technology that's available.
16 And as we move forward, the technology becomes
17 updated, it becomes -- some of it becomes outdated
18 very quickly. So there is a cost -- there's a
19 cost factor here. We do spend a lot of money on
20 law enforcement. It's our number one budgetary
21 priority, it's our number one policy priority in
22 the City of St. Louis and we're going to continue
23 to spend a lot of money on it. And I think,
24 Doctor, you were mentioning, that, well, you know,
25 there could be cost beneficial with these cameras

1 if they are -- if they are implemented and it's
2 done right. I'm paraphrasing what you were
3 saying. But there is a cost factor in that -- and
4 we do not want to have this technology replace of
5 course the men and women of the department that
6 are out there investigating the crime, catching
7 criminals, you know, out in the neighborhoods,
8 working with and getting to know the neighborhoods
9 and the people and doing all the things the police
10 department does. And so, this is a tool I think,
11 as you suggested, that is just to supplement and
12 to compliment the stuff that's already been being
13 done. Having said that, there is -- there is an
14 incremental cost to this technology, it's going to
15 cost more money. What -- I mean, does this mean
16 we just need to find ways to just increase the
17 police budget apart from what we're doing already
18 or are there -- are you suggesting something else
19 or -- you know, the cost issue is a big issue for
20 us I think.

21 DR. NANCY La VIGNE: Yeah, the
22 costs I was describing in the cost/benefit
23 analysis that we did which we found was cost
24 beneficial were associated with agencies that
25 invested in their own cameras and software and

1 installation costs and maintenance costs and so
2 forth. What I'm hearing is a very creative
3 approach which is harnessing the power of
4 preexisting cameras that -- where the costs are
5 borne by private businesses often. So I think
6 that that can be even more cost beneficial at very
7 little in terms of resources that are expended by
8 the city or the police department. So I think
9 that that's one solution.

10 And then, you know, when we did our
11 cost/benefit analysis we actually did it two ways.
12 One way included the -- the victimization costs
13 which of course are real where people are injured,
14 they're out of work. There's -- there's a whole
15 host of societal costs around crime. So
16 preventing crimes reduces those costs. We also
17 did the cost/benefit analysis ignoring all of
18 those costs which, while valid, don't put cash
19 back into the city coffers. And even when we
20 conducted the cost/benefit analysis very
21 conservatively in that way, we still found that
22 cameras pay for themselves in the long run.

23 MR. CHIPMAN: On the cost/benefit
24 analysis, I'm not a mathematician, my father was,
25 but it seems to me I heard earlier today that one

1 of the problems was in areas plagued by gun
2 violence you had 70 or these scores of people
3 leaving the area. To me, that's tax dollars. So
4 when you look at your technology, you know, what's
5 the value of having people stay in communities.
6 And so, you know, the Nassau County experience,
7 what would be the value to the community to have
8 gunfire go down by 90 percent.

9 MAYOR SLAY: No, I get that part.

10 MR. CHIPMAN: I don't think -- I
11 think we can put a number on that.

12 MAYOR SLAY: I get that part.
13 Basically, there was an up-front cost that you
14 have to be able to invest in it.

15 MR. CHIPMAN: So let me --

16 MAYOR SLAY: There is no long-term
17 cost savings. I get that part.

18 MR. CHIPMAN: Well, let me
19 explain. With ShotSpotter you can't buy our
20 technology. There is no up-front cost. Every
21 year you have a subscription you have without
22 buying a piece of equipment, without buying any
23 software, without paying for any training. So
24 this is I think where a lot of companies are now
25 going to understanding your fear, like you don't

1 want to have to constantly be buying technology,
2 getting it serviced. And so, this new model is
3 what's the value of real time intel? That's all
4 you have to deal with now, what's that value to
5 know every gunshot in an area. And that's what we
6 can provide.

7 ATTORNEY GENERAL KOSTER: Any
8 other questions?

9 Obsolescence, to what degree is the
10 microphone -- is the microphone technology
11 improving so quickly that you are replacing these.
12 If a community purchases a subscription, to what
13 degree are they assured that, you know, on a
14 three-year rotation they're going to be receiving
15 technological upgrades as part of their
16 subscription?

17 MR. CHIPMAN: Right. So we
18 guarantee that you will hear the gunfire and it
19 will be placed accurately like I showed you and
20 it's up to us to make sure that that technology
21 works. And so, right now I can tell you that, you
22 know, what we guarantee is that you're going to
23 now hear 90 percent of the gunfire within a couple
24 of meters as opposed to what the reality is for
25 law enforcement who doesn't have the technology,

1 which is you're going to hear about 1 in 10 gun
2 incidents and the person who calls you is going to
3 say it happened somewhere on my block.

4 ATTORNEY GENERAL KOSTER: What
5 urban areas in the country have elected to
6 purchase this subscription and cover the broadest
7 array of territory within their jurisdiction?

8 MR. CHIPMAN: So some of our
9 largest partners are Oakland, California, San
10 Francisco, Milwaukee. D.C. is under our old
11 system like St. Louis is where years ago they
12 bought the technology themselves. We don't do
13 that anymore because we want to have our experts
14 servicing and keeping this technology at the
15 standard that's required. And so, we're in 80
16 cities now and we're moving everyone to this
17 method by which they don't have to worry about the
18 technology, they don't have to worry about the
19 software, we'll train them. We're going to be
20 there in partnership with the police so police can
21 focus on arresting bad guys, which is what I did.

22 ATTORNEY GENERAL KOSTER: You sell
23 it by geographic area?

24 MR. CHIPMAN: Sure, we sell it by
25 square mile. Usually a city will start with three

1 square miles, but what you heard earlier is really
2 it's 5 percent of a community that's 50 percent of
3 the places. So I would never suggest that we
4 would need to cover your entire city. We would
5 need to cover those areas where the crime is
6 occurring which is a much smaller piece of the
7 pie.

8 ATTORNEY GENERAL KOSTER: And the
9 cost is what per square mile?

10 MR. CHIPMAN: \$50,000 a year.

11 ATTORNEY GENERAL KOSTER: \$50,000
12 per year per square mile.

13 Go ahead, Mayor.

14 MAYOR JAMES: I think it's cheap.
15 I think -- I speak for you, Chief, when I say that
16 it's been an investment that is a good one for
17 Kansas City. And one, frankly, that I'd
18 personally like to see expanded. Might have to
19 cut back on the uniform cleaning allowance for the
20 chief here.

21 MR. CHIPMAN: Sorry, Chief.

22 CHIEF FORTE': I'm use to it.

23 ATTORNEY GENERAL KOSTER: Thank
24 you. I apologize, go ahead.

25 MAYOR JAMES: I just wanted to ask

1 one thing about the integration. Because we've
2 got all these pieces of technology and I know that
3 the Real Time Intelligence Center is meant to
4 integrate all of those. Just like I believe that
5 our law enforcement resource center is meant to
6 integrate and analyze all of those things. So
7 that's the sausage being made. What does the
8 sausage look like at the end? How does all of
9 this and what data or evidence do we have that
10 says that all of this is working?

11 LT. ANGELA COONCE: I think that
12 the benefit for us in going to Memphis was an eye
13 opener because they integrate all the technology
14 and in talking with Major Corbin from Kansas City,
15 he's identified 28 entities from your department
16 that need to be integrated together. They're
17 starting kind of small and moving out. But
18 watching the Memphis crime center in action as a
19 call for service would come in and they have the
20 shot detection cameras, a shot would come out
21 downtown -- and they have an example where the
22 shot came out and the camera goes to the area and
23 there's a suspect there. So, you know, they're on
24 the phone immediately or on the radio with the
25 responding officers giving descriptions.

1 And even with -- you know, one of our
2 major problems is car break-ins, as I'm sure you
3 guys are going through, and it was kind of the
4 same thing. There's officers in the crime center
5 monitoring lots that are recognized as -- you
6 know, during that week as high call for services
7 because of car break-ins. So analysts in the
8 center monitoring see a couple people walking in
9 the parking lot. They've got it all on the video,
10 it's really interesting. They start having car a
11 respond just as a suspicion person. Now the
12 analysts watch as two individuals break into a
13 car. So the analyst and the crime center could --
14 kind of an eye in the sky are talking to the
15 officers saying this is the direction they're
16 walking, this is the clothing that they're wearing
17 and you could see the cars responding and the
18 people in the crime center were watching that
19 happen. So had that car just driven by, there
20 would be no indication that these guys just broke
21 into a car but having kind of the eye in the sky
22 tells the officers these two guys, yes, you're
23 pulling up to them now. It was really interesting
24 to see it in action and with the problems we have
25 with car break-ins we saw that true benefit.

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1 ATTORNEY GENERAL KOSTER: How well
2 do the license plate readers work at night?

3 SGT. BRENT FEIG: They work just
4 as well as they do during the day. There's flash
5 infrared signals sent out so they work just as
6 well at night as during the day. The snapshot of
7 the car may be a little distorted but you still
8 can read the license.

9 ATTORNEY GENERAL KOSTER: Are
10 there license plate readers in Forest Park?

11 SGT. BRENT FEIG: We made a
12 presentation about three weeks ago to Forest Park
13 Forever and I would anticipate that there will be
14 some dual license plate recognition systems along
15 with surveillance cameras in the very near future.

16 CHIEF DOTSON: They have
17 identified half of the funding for it and they're
18 looking for the other half now. So I would say by
19 next spring we'll be placing an LPR system in
20 Forest Park.

21 SGT. BRENT FEIG: Kind of the
22 Mayor's take on it, what does the sausage look
23 like. Currently those 28 data sources, it's big
24 data. You don't know exactly what it contains and
25 it's 28 different sign-ons. And that is time use

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1 for investigators to search. So what that sausage
2 looks like is much more condensed, quicker search,
3 more accurate results to search more data sources,
4 that's what we're looking for. And then the
5 integration among the different partners between
6 the community. Never before has St. Louis and
7 Kansas City shared intelligence information. Here
8 bad guys don't --

9 MAYOR JAMES: Except when
10 St. Louis sent kids to Rockhurst College.

11 SGT. BRENT FEIG: Never before
12 have we shared that. And rarely do police
13 departments expand out with their information, so
14 being able to tap that big data in a quick and
15 easy way, we can push information out, share it
16 among law enforcement partners, share it among
17 community partners so then that way we have that
18 legitimacy.

19 MR. CHIPMAN: One of the data
20 sources is key. We heard earlier how people on
21 parole and probation are involved in crimes. I
22 mean, people on a tether give a report of their
23 exact GPS location. So with ShotSpotter you layer
24 that over that GPS location and if those two
25 connect, you know when your parolee was just at

1 that shooting. So this is where the sausage can
2 be made when people are bringing together in real
3 time intelligence systems, it's a game changer.

4 LT. ANGELA COONCE: And one last
5 thing. The really good thing about our visit to
6 the crime center yesterday, you guys have the
7 Genetec system, the platform, and that's exactly
8 what St. Louis has. So we could actually share
9 video real time. So if there's an incident going
10 on in St. Louis, we could be sending that video to
11 your crime center real time. It's an integration
12 across the state of information that is not
13 capable right now.

14 MAYOR JAMES: Fantastic.

15 (applause)

16 ATTORNEY GENERAL KOSTER: Thank
17 you very much, everyone. We'll take a lunch
18 break, be back about 1:00 o'clock.

19 And thank you to the four of you for a
20 terrific presentation.

21 (Lunch break.)

22 ATTORNEY GENERAL KOSTER: Okay,
23 good afternoon, everyone. Thanks for to
24 reconvening with us.

25 This afternoon's presentation is centered

1 around Kansas City's NoVA project and there are
2 four presenters that we're going to be listening
3 to. Tammy Dickinson, U.S. Attorney for the
4 Western District of Missouri. In that position
5 she's served as the top ranking federal official
6 on this side of the state. Her office is
7 responsible for prosecuting federal crimes related
8 to terrorism, public corruption, child
9 exploitation, firearms, and narcotics. Previously
10 she was the chief trial assistant for the Jackson
11 County Prosecutor's office between 2002 and 2013.
12 And as assistant prosecuting attorney for the
13 office between 1998 and 2002.

14 Jean Peters Baker has served as Jackson
15 County Prosecuting Attorney since May of 2011.
16 Prior to that role she worked for the Jackson
17 County Prosecutor's office for 14 years as trial
18 team leader and as chief warrant officer. In
19 addition to participating in the NoVA -- in the No
20 Violence Alliance, or NoVA initiative, prosecuting
21 Attorney Baker has instituted a community
22 supervision court to assist individuals released
23 from corrections.

24 Andrew Fox is an assistant professor of
25 criminal justice and criminology at the University

1 of Missouri-Kansas City. His research interests
2 include social network analysis, gangs, crime
3 prevention, mental health and communities. His
4 current work focuses on intergrating social
5 network analysis into law enforcement decision
6 making. And he and I had a chance to speak last
7 night, I very much look forward to his
8 presentation.

9 And Captain Joseph McHale is a Kansas
10 City Police Department officer and KC NoVA project
11 manager. Captain McHale has nearly 20 years of
12 experience with the Kansas City Police Department
13 where he was a member of the tactical response
14 team for more than seven years.

15 So to the four of you, welcome. Thank
16 you very much for participating. And who is --
17 Captain McHale will begin.

18 CAPTAIN McHALE: Good afternoon.
19 It's an honor to be here before you today. On
20 behalf of the KC NoVA governing board we
21 appreciate the opportunity to present our efforts
22 on what we're trying to accomplish in Kansas City.

23 We're going to start the program by
24 showing just a very short, about five-minute video
25 that kind of gives an overview of the project.

1 What this video is geared toward is the offender
2 seeing it so we wanted to show it for you to view.

3 MAYOR JAMES: Just a couple of
4 things. Make sure that you're -- you bring that
5 microphone close. I can hear you 'cause you're
6 pointing my direction but I want to make sure the
7 people behind you can.

8 (Kansas City NoVA video played.)

9 CAPTAIN McHALE: I'd like to take
10 just a moment on a personal note. Sergeant Gary
11 Cooley, we lost him unexpectedly to a heart
12 condition last Thursday. So our thoughts and
13 prayers are with the family of Gary Cooley who
14 will be dressed tomorrow.

15 MS. JEAN PETERS BAKER: My name is
16 Jean Peters Baker. I'm the prosecutor for Jackson
17 County. And the beautiful photo that is now up on
18 the screen is an example of what KC NoVA is about
19 and how we focus our efforts. So this three year
20 old, Damiah, was killed just last month with her
21 28-year-old mother. That case is still unsolved.
22 It's one that we desperately want to solve, it is
23 one that we desperately must solve for the
24 citizens of Kansas City and also our metro area.
25 Unsolved homicides like this really strike terror

1 in all of us. It also rips the fabric of our
2 communities and so we need to get justice in this
3 particular case because this is an example of why
4 we are all working together.

5 For Damiah, it's too late. We are
6 certainly trying to make that impact in people's
7 lives before there is another Damiah, before the
8 violent act happens. Once the violent act has
9 happened, it's too late, and we are going to try
10 to find the very best prosecution home we can for
11 individuals so that we want to -- we want to get
12 the best results that we can and that's why I have
13 this long-standing partner sitting next to me,
14 Tammy Dickinson.

15 The help of the U.S. Attorney's office,
16 their partnership in this is absolutely crucial to
17 us. And I know it was just last week that House
18 Bill 436 was very, very close to a reality for us.
19 I want to thank the Attorney General for taking
20 the lead in sort of shining the spotlight on how
21 ridiculous and harmful a bill like that could be
22 for the State of Missouri. Because that bill
23 essentially said that the U.S. Attorney and your
24 local prosecutor could not engage in the kind of
25 partnership that we are working together on every

1 day to reduce murders like this in our city.
2 That's what 436 would have achieved. It would
3 have split this kind of partnership and Kansas
4 City needs us to work together.

5 U.S. ATTORNEY DICKINSON: Good
6 afternoon. And I'm going to echo those comments,
7 Attorney General, for your help. That was
8 extremely important to my federal partners in
9 making sure that they've got all the capacity they
10 need in order to continue to do their job.

11 But it is a privilege for me to be
12 sitting here today and joining forces with Kansas
13 City NoVA. I consider as a long-term prosecutor
14 that it is our responsibility as federal
15 prosecutors to do whatever we can to assist our
16 state and local partners in doing whatever we can
17 to clean up these streets. There were too many
18 times when I was in a courtroom prosecuting
19 murderers, there were too many Damiahs that I saw
20 in the course of my career. That's why I am
21 committed to sharing and making it a priority with
22 ATF, the FBI, DEA, Homeland Security to provide
23 whatever resources we can and joining the forces
24 with Kansas City NoVA to make sure that we use
25 every strength of the Federal government to

1 support this initiative.

2 CAPTAIN McHALE: I'm not going to
3 beat this up too much 'cause we've talked about it
4 for two days. Kansas City and St. Louis are two
5 of the most violent cities in the United States.
6 We all know that. Our murder rate is through the
7 roof. It's a problem that we have to address.
8 And aggravated assaults, those are murders that
9 they just didn't shoot straight enough. We have
10 to look at those numbers and decrease them
11 dramatically.

12 The goal of NoVA is very simple and
13 there's only one goal and that's to reduce
14 homicides and aggravated assaults in our
15 community.

16 Governing parties, this is the biggest
17 piece of the project that could have caused the
18 most headaches. But instead, when I was
19 interviewed to be the project manager of KC NoVA,
20 these individuals were sitting across the table
21 from me: The mayor, the chief, the county
22 prosecutor, the U.S. Attorney, probation and
23 parole, our research partner UMKC and the
24 Alcohol -- the Bureau of Alcohol, Tobacco and
25 Firearms, an amazing partnership that most cities

1 would absolutely kill for. In some communities
2 the chief and the mayor wouldn't even talk to each
3 other and there you two sit and that speaks to the
4 partnership and how strong it's going to be moving
5 forward.

6 Focused deterrence, it's a model -- it's
7 a medical model. What we're looking at are the
8 individuals that are involved in violent crime in
9 our community in applying different medicines to
10 the individuals before the crime occurs. Once the
11 crime occurs, it's too late. We've already lost
12 somebody. So if we can utilize social services,
13 our faith-based partners, probation and parole,
14 family support groups and when necessary arrest
15 and prosecution, we will be successful.

16 It's smarter policing. It's taking the
17 strength of the community, it's taking the
18 strength of our academic partner in identifying
19 these small amount of individuals in our community
20 that are actually committing the violence. We've
21 always said it but I think KC NoVA in the way that
22 we're developing intelligence, we can show those
23 individuals now and truly impact those groups that
24 are involved in the violence.

25 The first steps. The first steps to NoVA

1 were to find out who these people are. We've
2 always talked about it but Dr. Andrew Fox from
3 UMKC and their research team have truly changed
4 the way intelligence will ever be looked at in
5 Kansas City again. He's going to go through a few
6 slides and documents. A process that initially
7 took us two months to build one network, we can do
8 in less than an hour. In fact, we can do it on
9 every homicide now and it's very powerful.

10 DR. ANDREW FOX: Thank you,
11 Captain McHale.

12 As he mentioned and as we saw with the
13 National Network for Safe Communities, they
14 mentioned the use of social network analysis for
15 focused deterrence projects and that's something
16 that I do, social network analysis.

17 Now, we really I think push the bounds
18 using social network analysis in law enforcement
19 in the year that I've been doing it and I'm going
20 to share a little bit about social network
21 analysis and its application here in Kansas City.

22 It's important to understand social
23 relationships and in criminology we've long
24 understood that there's certain aspects that make
25 an individual more or less likely to commit a

1 crime. One of the long-standing findings has been
2 that the more peers -- the more your peers are
3 engaged in criminal behavior, the more you're
4 going to be engaged in criminal behavior so we
5 know relationships matter. Who you know impacts
6 what you do. So social network analysis, which
7 I'll say shorthand SNA, really helps us understand
8 the social dynamics of groups. We know that
9 information and goods flow through people so
10 knowing the social structure is important for
11 understanding the activities that those groups are
12 engaged in.

13 By understanding the groups we can better
14 engage in deterrence projects and pulling levers.
15 There might be an individual who doesn't listen to
16 the police or the threats of extended prosecution
17 don't deter that person. But they will listen to
18 their peers and engage in activities that their
19 peers are engaging in. And so, if we can start to
20 put pressure on groups of people, as you heard
21 with the National Network, that's the goalpost of
22 the focused deterrence project is to get groups to
23 be accountable and collective accountability
24 strategies, which KC NoVA is. Social network
25 analysis specifically is a graphical tool to

1 display the group dynamics and I'm going to show
2 you a little bit of that now.

3 In some of these networks you're going
4 see actual pictures called a sociogram so it's a
5 picture of the social structure that exists. Each
6 dot is a node, we call it a node, which is a
7 person, typically, and the line between them is a
8 tie. So we're suggesting that these two know each
9 other.

10 Social network analysis is not unique.
11 It's now being used in crime fighting strategies
12 but it's long been used by epidemiologists and
13 others looking to identify the spread of disease.
14 Here I show you a network from Colorado Springs
15 that is a sexual contact network. So you can
16 graphically display those who have had sexual
17 contact and watch or examine the spread of STDs.

18 We can also use -- social network
19 analysis was used after 911 to look back at the
20 relationships that were established between the
21 911 hijackers. So social network analysis can be
22 used for a number of things.

23 Having the ability to take large amounts
24 of data and organize it to understand something
25 about the social structure is valuable for law

1 enforcement I suggest. This is an example of a
2 hand drawn network. So if a detective knows all
3 the relationships that exist, this is an example
4 of a network that could be drawn.

5 There are a couple of issues. First, if
6 you don't know where the person lies in the
7 network, the visual display can be quite
8 confusing. So we've employed the use of
9 technology that can do a couple of things for us.
10 It can take a large amount of data that one person
11 or a group of people can't possibly organize and
12 graphically display it in a way that makes sense.
13 The software attempts to lay out the network so
14 that where an individual is placed on a sociogram
15 is equal to their social distance. So when we
16 look at a network that I'm going to show you, the
17 distance on the screen between two individuals is
18 the distance they are socially. Same way if we
19 looked at a map, the distance between two cities
20 would be their geographic distance.

21 When I first got here Detective Cranblit
22 and myself worked on building the first network.
23 We started with a gang in the northeast part of
24 the city. We knew through talking to detectives
25 who the gang members were and then we identified

1 through the system all their associates and then
2 their associates' associates. So anybody that's
3 at least a friend of a friend of a known gang
4 member in this group was included in that network.
5 This process took a few months. The first network
6 I built in Arizona going through the system took
7 me nine months. And like I said, we've increased
8 those processes to the point where now we can --
9 after training two crime analysts here at KCPD
10 they can build networks within hours of anything
11 that is asked of them. So we've taken down some
12 of those technological barriers and pulling data
13 from the system in a such way that we can now
14 build networks very quickly.

15 Once we build that network the question
16 becomes who's important in that network. Some of
17 the research I've done suggests that this -- there
18 are different measures of centrality to identify
19 who's most important, but the specific measure,
20 which is called betweenness centrality, identifies
21 those individuals that help keep the network
22 cohesive. And so, on this network that you're
23 seeing up here I've re-sized the individuals based
24 on their betweenness centrality. This measure
25 really identifies those most well-travelled

1 intersections in a network. Those people that are
2 controlling the flow of information and goods
3 throughout a network. If we were able to
4 influence them or remove them or some type of
5 intervention that made them inactive in this
6 network, things would break down in the network.
7 And since they are violent networks, we're wanting
8 them to stop functioning.

9 Another point here, you see there are
10 both red and green dots. Red ones indicate those
11 who are wanted. So this is a very clear strategy.
12 If we want to dismantle or disconnect the network,
13 many of the important players are already wanted
14 by law enforcement and can be focused on.

15 I bring it here to the most recent
16 network that NoVA is operating under. We took all
17 of the suspects of violent crime, all the suspects
18 of homicides and aggravated assaults over the last
19 two years in Kansas City and we went through and
20 identified all their associates and then all their
21 associates' associates. So, going again two steps
22 out from known suspects of violent crime.

23 I should also mention it shows that
24 earlier the associations are established through
25 either co-arrest or field interview forms. So all

1 documented police contact between individuals.

2 So identifying the suspects of violent
3 crime going two steps out, this network was
4 created. Just to note, we didn't identify any
5 victims, just suspects. However, we know from the
6 criminology that suspect one day, possibly a
7 victim the next. And so, the murder rate
8 nationally is about 5 per 100,000. In this
9 network it's over 500 per 100,000.

10 ATTORNEY GENERAL KOSTER: How
11 large is this network?

12 CAPTAIN McHALE: 2,100.

13 DR. ANDREW FOX: The national
14 average per aggravated assault is about 241 per
15 100,000 and in the network though over 3,000 per
16 100,000. So these are all suspects but the
17 victimization rate is extraordinarily high. In
18 the last two years 24 individuals in this network
19 have been killed.

20 CAPTAIN McHALE: That brings us to
21 our starting point. The police department's never
22 had a tool like this to look at a group this large
23 and to try to do something with it with the
24 knowledge. What are we going to do differently,
25 how are we going to get a message to these

1 individuals, how do we stop the crime before it
2 occurs. And what we decided to do is start
3 testing the processes.

4 We took the five largest groups of those
5 2,100 people and started with 514 individuals. Of
6 those 514 individuals, Dr. Fox found a betweenness
7 centrality and we identified 120 people that we
8 deemed to be most central to the network. Of
9 those 121 people, 80 of them were on probation and
10 parole.

11 In April of this year we did our first
12 call-ins here in Kansas City. Sixty people
13 attended these call-ins. We were blown away by
14 the attendance and the willingness of people to
15 come and hear our message. The call-in started
16 with the video that I showed you just a few
17 minutes ago. I'm going to show you now a very
18 short clip of what those call-ins look like.

19 We've got to get through the credits real
20 quick. Take two seconds.

21 (Kansas City NoVa video played.)

22 CAPTAIN McHALE: One thing that
23 we've learned over the past few months is the
24 ability to build this type of a social structure
25 as a police department, we have huge challenges in

1 learning how to use it and how to share it. What
2 was nonsensitive in nature, when we put it
3 together quickly highlights very sensitive
4 investigations and pieces. It touches all pieces
5 of our departments: Homicide, narcotics,
6 intelligence. And we're still learning how to
7 share and utilize this intelligence resource.

8 But moving forward with trying to impact
9 these groups of individuals there's a component
10 that we promised during the call-ins and the
11 delivery of social services to these individuals.
12 That number of individuals that we're currently
13 staffing right now is up to 20. And we've only
14 barely scratched the surface on trying to
15 implement into this net network of individuals.
16 Our goal is to provide services to over a hundred
17 by the end of the year and I think we're going to
18 meet that goal.

19 ATTORNEY GENERAL KOSTER: Could
20 you move the microphone a little closer. I think
21 there's feedback from the microphone trying to
22 reach too far to you.

23 CAPTAIN McHALE: We've even tried
24 to take another step. Not only did we have
25 call-ins but the governing board went out and to

1 get the message to individuals on the streets,
2 they went to their houses. We're know going to
3 the prisons. Some of these individuals are
4 incarcerated. We're talking when -- we know
5 they're going to come out, they're coming out, so
6 we're messaging to them while they're in prison.
7 That way when they get out they know there's
8 services available, there's help available, and
9 we've already taken the message to them before
10 they get out that there's another chance. One of
11 the messages that we've received from the
12 community is that they need -- the offenders need
13 that kind of heat to stay out of the criminal
14 life-style. Their friends have to know that we
15 know who they are in order to give them cover to
16 remain out of the life of violent crime.

17 The faith-based partnerships, the mayor
18 touches on this a lot. We have to change the
19 moral voice of this community 'cause we're going
20 to see in October -- or, I'm sorry, probably
21 November of this year we're going to hit a
22 hundred. I think we know that. And the tolerance
23 level in this community for that type of violence
24 has to change. KC NoVA has significant pieces in
25 place to begin to change the moral voice of this

1 community and the level of intolerance for this
2 type of violence is going to go up.

3 We held vigils in the last couple of
4 weeks, one at 31st and Prospect, to recognize the
5 over 1,100 individuals that have been murdered in
6 this city over the last decade. Think about that.
7 Slow motion mass murder, right, Mayor?

8 MAYOR JAMES: That's exactly
9 right.

10 CAPTAIN MCHALE: It happens on our
11 streets every single day and it's third page
12 Metropolitan, three sentences.

13 MAYOR JAMES: That's right.

14 CAPTAIN MCHALE: Jean Peters Baker
15 touched on this just a second ago. When we have a
16 three-year-old child that's murdered in her own
17 home and we can't solve it, that's a problem and
18 we're going to fix that.

19 Moving to intelligence again, this is
20 where the possibilities of what we're learning are
21 getting so big of where we can really impact the
22 violence. Taking the information that's available
23 through ATF and the National Integrated Ballistic
24 Information Network, we're barely scratching the
25 surface. If we look at ballistics by shell casing

1 and firearms, we can apply the social networks to
2 those and we can find out who the individuals are
3 involved in those cases. Apply the processes that
4 we've learned and build the social structure not
5 only of the people that have been involved in
6 aggravated assaults and homicides but those
7 individuals that are playing with the pistols in
8 our community. Find out who they are and go after
9 them.

10 This is very interesting also. This is
11 highlighting one of our weaknesses. This is one
12 case that it's one, two, three, four, five, six
13 cases that are all connected and the way we found
14 this out was through ballistic hits. And you'll
15 notice each one of those cases starts with a 12.
16 I found out about this case, ATF and KCPD are
17 actively working it right now. The 12 indicates
18 2012. If I can get this information into real
19 time, have it going every day, we're up to speed
20 on shell casings, we're up to speed on firearms,
21 applying those social networks to them so we can
22 see who is playing with the guns, right here right
23 now I promise you we'll be on them.

24 Probation and parole, this is a piece
25 that we're looking at in a whole different way.

1 There's approximately 6,000 people in Kansas City,
2 Missouri, that are on probation and parole right
3 now. That agency is working with us in lockstep
4 and they're trying to do a lot with very little.
5 What we're going to try to do is refocus on the
6 individuals that are actually committing the
7 violence, the people that are absconding, the
8 people that have the warrants. And NOVA, this was
9 going to be under Agent Cooley's direction moving
10 forward so we're not going to fail on this piece
11 in his memory. Right now I know there's
12 approximately 400 individuals that are on
13 probation right now that have active warrants in
14 our community and we know about it. And moving
15 forward the Kansas City, Missouri Police
16 Department is no longer going to allow that to
17 happen. We're going to be on top of them. The
18 minute you don't report to your probation and
19 parole officer and they issue a warrant, we're
20 coming after you that week. It's no longer going
21 to be hanging out in your community when you're
22 wanted.

23 Getting away from the personal, if the
24 videos didn't touch you and the little face up
25 there a few minutes ago didn't touch you, you need

1 to look at the dollars and cents. It's over a
2 million dollars per person that this community is
3 saving in reducing the homicide rate. So if we
4 reduce homicides in Kansas City, Missouri by
5 30 percent, it's going to be about \$40 million
6 infused back into this community.

7 The entire governing board panel will now
8 make themselves available for questions,
9 discussion, feedback.

10 ATTORNEY GENERAL KOSTER: Who
11 would like to begin? I have a couple of questions
12 but would somebody...

13 Tammy, in the 1980s -- 70s and '80s was
14 when the last of the mob -- and, Mayor, you may
15 have a recollection 'cause you and I practiced law
16 a long time ago but you started a few years
17 earlier than I did.

18 MAYOR JAMES: I notice how you
19 slipped that in there.

20 ATTORNEY GENERAL KOSTER: When the
21 last of the mob was really stamped out in Kansas
22 City, there were gang task -- there were mob task
23 forces over at KCPD and they just sat on them and
24 they made tax evasion cases, and whatever kind of
25 case needed to be made, they made. This strikes

1 me as an updated gang version of that. Is that --
2 to what degree are we trying to make the broadest
3 array of cases possible against these individuals,
4 including, you know, even going so far as to tax
5 evasion cases. I'll throw that out. Does that
6 ring a bell or create a reaction anywhere?

7 U.S. ATTORNEY DICKINSON: Yes,
8 absolutely, and that is -- you're hitting real
9 close to home. Because what I did yesterday was
10 shut down what was known as the strike force in
11 our office. I combined those prosecutors with the
12 gang and narcotics prosecutors to form one unit
13 specifically to address these issues. And that
14 was my motto. If we can make it work, we can take
15 it. We will take whatever case we can make to get
16 these defendants off the streets. If it's a drug
17 case, fine. Most of these are not tax paying
18 citizens with declarable income so we're probably
19 not going to get a whole lot of help from the IRS
20 but they stand ready. They will do it if we ask
21 them to do it.

22 And that I think goes to our strong
23 leadership between Jean and I on the prosecution
24 side. I have made this a priority to my federal
25 agencies. We've got to get the guns, ATF is right

1 there, but also that's where the FBI comes in a
2 nontraditional format. They're use to dealing
3 with the strike force and attacking the mafia, the
4 La Cosa Nostra, in those types of fashions. I say
5 we turn that on the gangs of Kansas City, on the
6 drug dealers of Kansas City. We all know that the
7 drug dealers have got guns. And the violence
8 occurs a lot of times over drugs. It's territory,
9 it's retaliatory, it's all of that. So I think if
10 we take that old strike force model and turn that
11 now towards violence, that it will be a chance to
12 be successful. And by restructuring my office I
13 think I'm leading the way in trying to support
14 that.

15 We need to dedicate the resources in very
16 shrinking budgetary times, but if that's what we
17 need to do, we stand committed to do it. But I do
18 believe that you hit on very key points of we take
19 that old strike force model and that's exactly
20 what we're doing.

21 ATTORNEY GENERAL KOSTER: Chief
22 Dotson, do you want to begin?

23 CHIEF DOTSON: Actually I have no
24 questions.

25 ATTORNEY GENERAL KOSTER: Mayor?

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1 MAYOR SLAY: One thing certainly
2 this is -- this partnership is obviously the key
3 to having -- to making this work. And what I'm --
4 what I'm wondering about is, is what specifically
5 is the U.S. Attorney's role in this. I know they
6 hand the people over to you, you help them with
7 intelligence and you prosecute to the extent that
8 you can under federal law. Is that basically what
9 your...

10 U.S. ATTORNEY DICKINSON: Yes,
11 absolutely. What we've got are some dedicated
12 prosecutors in my office teamed up with dedicated
13 prosecutors at the county level in Jean's office.
14 When these NoVA targets are picked up, we are in
15 immediate communication. This is something that
16 we're perfecting. We're getting better at it, but
17 those two prosecutors are immediately put together
18 with the NoVA team. And the facts are given out,
19 we're making a very quick assessment, have we got
20 a federal crime here. Can we make a federal
21 crime. Is this someone who should be in federal
22 prison. Because if we take them and it's a
23 violent crime, they've got a really good shot at
24 being detained in a nice little federal facility
25 and they're going to go to prison for at least

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1 five without parole. We can't always say the same
2 for our state offenders. If you pick up a felon
3 in possession in the state court, you're going to
4 walk with probation. In the federal system,
5 you're going to get at least five and if you've
6 been there before, you're looking at 15. So
7 that's the type of communication that we're
8 talking about.

9 And again, is this someone -- when you
10 look at the whole network, is this someone that is
11 able to be rehabbed. Is it someone that's lower
12 on the totem pole or is this someone that is bad
13 that immediately needs to be removed. Those are
14 the discussions that we are having with the NoVA
15 team, with ATF, with the FBI, and in partnership
16 with Jean Baker.

17 MAYOR SLAY: That's refreshing
18 'cause, you know, what I've found generally -- and
19 I'm not in law enforcement of course -- is that
20 what I hear you saying is you are actually looking
21 to see whether or not you can make a federal case
22 against some of these individuals. We see
23 generally something a little different where
24 it's -- you know, we're trying to encourage --
25 "we" being law enforcement and prosecutors here

1 trying to encourage federal authorities to take
2 these cases with not a whole lot of reception from
3 them. In other words, they're very limited and
4 restricted on the type of cases that they will go
5 after when it comes to gun crimes, drugs, and
6 things like that. That's one of the things.

7 And the other question -- I'm really glad
8 to hear that. That's very refreshing to hear.

9 And on the issue of trying to find these
10 individuals that you're going to be targeting, can
11 you kind of explain that? I think that's a
12 little -- that's a little -- if you know who these
13 people are and you know that a lot of them are
14 already -- there's warrants out for them, they're
15 wanted, why can't you just pick them up?

16 CAPTAIN McHALE: The project
17 typically starts when we -- with a sweep. We'll
18 look at everybody in the network that's -- sorry,
19 Mayor, I do that every time.

20 MAYOR JAMES: The Attorney General
21 pointed out that I'm older than him so along with
22 that comes harder hearing.

23 CAPTAIN McHALE: Generally when we
24 started to look at the 514, we looked at everybody
25 that was wanted and we do what's called a

1 demonstration crackdown. We go after everybody
2 and arrest as many of those individuals that are
3 wanted as we possibly can while gaining
4 intelligence on where they live, where they hang
5 their hat. That way we can invite them to
6 call-ins, continue to knock on their door, let
7 them know we know who you are and we know who your
8 friends are. That network, it's insane. After
9 the 514 that we started with, there were 1,588.
10 Of those 1,588, over 700 were wanted, sir. We're
11 looking at the right people.

12 MAYOR SLAY: Right.

13 U.S. ATTORNEY DICKINSON: But that
14 is the low hanging fruit that we need to start
15 with. It's oftentimes just a resource challenge
16 to get the team together 'cause you're going after
17 dangerous people also.

18 MAYOR SLAY: Makes sense. That's
19 a dangerous job. I know you guys understand that
20 but it's certainly appreciated, all your work.

21 ATTORNEY GENERAL KOSTER: Mayor
22 James.

23 MAYOR JAMES: You know, I love
24 each and every one of you because this is a labor
25 of love.

1 Morino, thank you for being here.

2 And what I don't know that folks out in
3 the audience see or the other folks who are in the
4 roles that NoVA has created in order to make the
5 whole machine moved forward. One thing in
6 listening to some of our really great speakers
7 and, again, I want to thank the Attorney General.
8 You know, I know you -- I doubt that you get tired
9 of hearing it and I hope you don't, but this is an
10 extraordinary event to do this and to bring this
11 type of information out to not only us for
12 purposes of using it but to the community so that
13 they have the information and know that we are
14 looking at doing things.

15 Question for the team. There seems to be
16 a slight difference that we've incorporated in KC
17 NoVA that was from what I heard Amy Crawford
18 talking about this morning about Boston Ceasefire.
19 And maybe it's a subtlety or maybe I'm not as
20 informed as I think I am, which is very possible.
21 But we're going after the individuals, the loci in
22 the networks. She seemed to indicate that when
23 they do that, they're also bringing in all those
24 people that they're associated with and saying if
25 any of you screw up, we're coming after all of

1 you. That's a different approach it seems like.

2 Am I correct in that?

3 CAPTAIN McHALE: I think the
4 assumption -- or what she was saying is that
5 they're to take back -- they bring the key players
6 in and then they're to take the message back to
7 their groups to let them know that. We're
8 implementing very similar to what she said today.
9 The main difference in what she spoke of today is
10 they were doing it based on groups but it's my
11 belief with the intelligence that we have and the
12 way that gangs are structured in Kansas City with
13 the loose association, this group today, this
14 group tomorrow, this group the next day, whoever
15 can do me whatever, we think the individual level
16 that we're looking at will be more effective in
17 the long run.

18 MAYOR JAMES: So the fluidity of
19 the movement of people from one group to another
20 doesn't really facilitate the approach of looking
21 at it as a big randomly -- not randomly,
22 seldom-changing group?

23 CAPTAIN McHALE: Yes.

24 MAYOR JAMES: Okay. Thank you.

25 DR. ANDREW FOX: I want to say

1 there is a -- it has been altered a little bit
2 'cause we have so many -- so many in the networks
3 but they are developing group-level enforcement
4 strategies. When someone in the network commits a
5 violent act, they're looking at that person and
6 their friends and delivering that message and
7 developing what group-level enforcement would be
8 like. So in that way it's in line with what she
9 was talking about.

10 MAYOR JAMES: Very good. Thank
11 you.

12 ATTORNEY GENERAL KOSTER: Chief.

13 CHIEF FORTE': Captain McHale,
14 when did you take over? I know they didn't even
15 have a name when you took the position.

16 CAPTAIN McHALE: You sent me down
17 as sergeant in July of last year and then we
18 gained our staff in the middle of September last
19 year.

20 CHIEF FORTE': I just wanted to
21 share that to let everyone know that this is what
22 they have accomplished thus far in a short period
23 of time.

24 And also, can you talk about some of the
25 services that you all provide.

1 CAPTAIN McHALE: Absolutely. When
2 we have an individual in network that reaches out
3 for help, they have different ways of reaching
4 out. They can call telephone numbers, there's
5 e-mail, they can come into the office. At the
6 call-in it's very difficult to get them to put
7 that guard down and accept the services but the
8 next day and the following week they often show
9 up.

10 A risk assessment is done by client
11 advocates at that time to determine what is the
12 need for this individual, what services do they
13 need. It's not a handout. They have to work for
14 this. They have to be committed to the change.
15 But whatever the risk assessment shows that they
16 need, whether it be housing, whether it be -- most
17 of the time it's drug and alcohol abuse
18 assistance, getting a stable platform, just
19 someplace to go and hang their head at night. I
20 found people we're staffing so far, that's the
21 biggest piece. Anger management and basic life
22 skills are something that they're -- that's their
23 starting point. Even if we could have a job for
24 every single one of them, oftentimes their
25 structure in what they've grown up in and the

1 element that they've surrounded themselves in
2 doesn't allow them to hold a job. So the risk
3 assessment is a starting point. And I have to be
4 honest with you, the services that are available
5 through Kansas City and through the client
6 advocacy program of Jackson County, if they need
7 it, we can pretty much provide it for them.

8 CHIEF FORTE': And I'd like to
9 share with everyone, this guy came in here
10 yesterday. Didn't know about the summit or
11 anything. He was here to enroll in college
12 classes, to take tests and things like that. He
13 heard about it. He came over here. He's just
14 been released from the penitentiary three days
15 ago. He stayed the entire day yesterday and he
16 sat in the front row the second half of the day
17 and he took notes and I referred him to Captain
18 McHale and he's going to get services now. He
19 doesn't have a place to stay, and his dad has been
20 released from the penitentiary recently, also.
21 And we talked about it. I thought we were going
22 to talk about KC NoVA on the agenda and I said
23 stick around, we're going to talk about some
24 things. And he was so excited, he sat in the
25 front row yesterday and talked about this is what

1 I need 'cause I don't know where I'm going to stay
2 but I'm up here. He had college credit before he
3 went to jail, he had ten credits and he got out of
4 jail three days ago. I know it will work. It's
5 working.

6 ATTORNEY GENERAL KOSTER: I have a
7 comment and a question. Do you have something you
8 want to say, Jean, before we --

9 MS. JEAN PETERS BAKER: Attorney
10 General Koster, I think it bears noting the two
11 people -- two of the people sitting on your panel
12 have been absolutely instrumental in NoVA getting
13 off the ground. So I certainly want to recognize
14 Chief Forte' and Mayor James for their devotion
15 and their political courage in letting us get this
16 far. Without them, we wouldn't be here.

17 MAYOR JAMES: It's a team effort.

18 ATTORNEY GENERAL KOSTER: So over
19 the last two days there have been a number of
20 really fine presentations and I think what makes
21 this presentation so encouraging and exciting
22 really is -- I don't know how to say it except
23 we're reminded that the greatest human technology
24 is still commitment and enthusiasm, and what just
25 emanates from your presentation is enthusiasm for

1 the goal and teamwork and commitment. And -- you
2 know, all the technology in the world does not
3 supplant what human commitment can achieve and
4 that just is clearly present in the presentation.
5 And I know several of you and I've known you for a
6 long time and so I know that it's inherent in your
7 character and that alone will make this a success.

8 I want to switch over to a topic that has
9 come up a little bit yesterday. It's in the
10 Kansas City Star today. It was voted on in
11 St. Louis yesterday and will be a topic later but
12 we have two individuals with a great deal of
13 prosecutorial experience and so I want to ask your
14 opinion on a slightly different topic which has to
15 do with gun courts.

16 And we've been talking about gun courts
17 without really defining them. Drug courts have
18 been intense experiences where the offender has
19 intense supervision by a judge that has reach over
20 a wide variety of cases. And deferred prosecution
21 is sort of an inherent philosophy within the drug
22 court and that has been a tailored approach toward
23 mid- and low-level narcotics defendants and we've
24 seen some success -- some real success and
25 hopefulness around those.

1 The gun docket, I'm not sure that
2 that's -- at least for myself, that that's what we
3 mean when we talk about the gun docket. Certainly
4 nobody's talking about -- we are talking about
5 intense supervision but not deferred prosecution I
6 would assume. In my mind, when I say gun docket,
7 I am talking about high cash-only bonds, and in
8 St. Louis they're using 30,000 cash-only bond. A
9 \$50,000 cash-only bond does not offend my
10 sensibility at all.

11 Another element that I don't know whether
12 is inherent in the proposal is trial
13 prioritization. Priority trial positions. My
14 friends in the trial bar will perhaps be offended
15 but if -- if civil cases or other types of
16 criminal cases were bumped because of gun cases,
17 by either Supreme Court rule or by statute receive
18 some type of trial priority so that when a defense
19 counsel or prosecutor comes in and has a
20 meritorious continuance claim, it doesn't mean
21 that the next trial slot that they're going to get
22 is eight months down the road, it just means,
23 okay, you need a piece of evidence, you need to
24 take a deposition, fine, we'll see you here in
25 three weeks and, Tim Dollar, your case slips to

1 number three. Sorry, see you. That type of
2 approach doesn't offend me at all either.

3 And then the tricky topic of mandatory
4 minimums. The -- all of us who have spent a
5 lifetime in law enforcement are well acquainted
6 with the good and bad, much of it challenging
7 evidence about mandatory minimums. At times,
8 really bad outcomes for mandatory minimums. So we
9 all are conflicted about that topic. But I'm not
10 as conflicted about it around the gun area. I
11 really feel that jail cells and prison cells are
12 limited commodities and I think I speak for all
13 five of us, but a lot of us who take a lot of
14 public input are feeling something out of the
15 community that we are willing to -- we want these
16 beds to be used -- these cells to be used for
17 weapons crimes of any variety, and if that means
18 we de-emphasize other types of crimes, well, then,
19 so be it, because we want this emphasized. That
20 is my understanding of drug courts.

21 What -- as we -- I think that this -- or,
22 excuse me, gun courts. As this panel creates
23 recommendations that will be ready probably by
24 December, certainly by the beginning of the
25 legislative year, I really want both of your

1 opinions on these two topics because you're two of
2 the foremost prosecutorial authorities in the
3 state and I want your thoughts on these things
4 that I've talked about: High bonds, priority
5 trial positions, mandatory minimums, gun courts.
6 What is your take on these issues?

7 MS. JEAN PETERS BAKER: An armed
8 offender docket provides -- one of the main
9 elements is swiftness, swiftness of justice.
10 We're not known for swift justice.

11 ATTORNEY GENERAL KOSTER: Right.

12 MS. JEAN PETERS BAKER: But it is
13 necessary. It's a necessary component in order to
14 really make an impact in overall violent crime
15 rates because most of us -- what most of us know
16 who are in the prosecution business and certainly
17 in the law enforcement business knows, a young
18 felon with a gun, you know, usually means no good.
19 There's no good that comes from that initial
20 scenario. So how we deal with that within the
21 court system -- you know, there may be a myriad of
22 ways that we deal with that but I have yet to see
23 that end well. That basic scenario. So I think
24 that the quickness of getting them in a courtroom
25 and their case being disposed, is -- that's first.

1 It's very important. I know it is to this
2 community.

3 But there's another element that I think
4 that should be weighed when we -- when we discuss
5 an armed offender docket and that is consistency,
6 the reliability. What are we doing, what works,
7 what doesn't. I think most of the public would be
8 shocked to know that we engage in a variety of
9 ways of dispensing justice throughout courthouses
10 in America where it's not really based on any kind
11 of real evidence-based approaches. So an armed
12 offender docket is also the study of what we're
13 doing. How does it work, what do these sentences
14 result in. And I think that's pretty critical. I
15 don't know why we wouldn't want to have that tool.
16 I don't know why we'd want -- why we wouldn't aid
17 ourselves in this business.

18 So, obviously, I'm a supporter of this
19 kind of measure because it's one of several
20 measures that we must try. There is no one
21 panacea here, there's no one approach that's going
22 to fix violent crime for either of our cities.
23 And so, having more tools rather than less.

24 ATTORNEY GENERAL KOSTER: I'm --
25 talk to the issue of priority trial position. I

1 think that it's a small change but it's a huge
2 change.

3 MAYOR JAMES: It's huge.

4 ATTORNEY GENERAL KOSTER: If you
5 had priority trial position for gun cases and the
6 rest of the bar -- the rest of the trial bar, the
7 rest of the civil justice system and the criminal
8 justice system had to wait until these cases were
9 cleared, you know, even a small -- even a purse
10 snatching with a weapon suddenly got first trial
11 position down in the 16th circuit, I think it
12 would wake everybody up. It would create a
13 cultural -- it could create a cultural change. It
14 would require the General Assembly to begin to
15 give more resources to the third branch of
16 government which is -- which is desperately needed
17 because we would see that all the cases that are
18 getting tried, the gun cases were taking priority
19 and everybody else is getting bumped and we would
20 see there were not enough resources being applied.

21 Sly, what is your take on this?

22 MAYOR JAMES: My thought about
23 moving the trial positions up has a slightly
24 different take and that is, it's better for the
25 victims and it's better for the witnesses. If the

1 witnesses know they only have to hang out for six
2 months, hang on for six months, that's a lot
3 easier than saying, you know what, I know the
4 people are knocking on your door in the middle of
5 the night, calling you up and threatening you,
6 making signs like guns when they see you at the
7 gas station. You know, sometime in the next
8 couple of years we're going to get this case tried
9 and that guy might actually, possibly, could,
10 maybe, I'm not sure, can't guarantee it, go to
11 jail. If you can say to them, look, here's the
12 way this system works, this is a person who is
13 assigned to a specific court because of the nature
14 of their offense. The rule of that Court is that
15 you're going to get to trial in six months. You
16 just need to hang on with us and we will work with
17 you and protect you for six months to make sure
18 that you're able to testify, Miss Victim, mom,
19 victim family, we're going to get this thing taken
20 care of in six months. And we have a court now
21 that takes this seriously, and you know how you
22 know you're taking it seriously? Because it's a
23 special court, they even named it a court just for
24 these types of things. So then the victims know
25 that they're going to have something that looks

1 like justice, which they do not know now, and the
2 witnesses know that they're going to have a short
3 time to wait while they're trying to avoid the
4 harassment and whatever else of people associated
5 with the defendant that they cannot have now, and
6 the defendant knows that their butts are going to
7 jail in six months because of what they did, which
8 they don't even fear now. That's a good thing.
9 There's all sorts of layers of good.

10 With regards to the research, we've been
11 talking for two days now about evidence-based
12 policing, facts and data, how do we solve
13 problems, getting all this technology so we can
14 feed it all in and pull out the data. That's the
15 type of data we need because we need to know -- we
16 need to be able to say at the end of whatever
17 period of time this works and here's how we know
18 it. We've got the data that proves it. And then
19 maybe we can export what we know to other cities
20 who might need to try to do something differently
21 and we can help others that way. I agree with
22 just about everything you're saying.

23 Judge, I'm glad to see you here today.
24 Please take this back to our friends on the bench.
25 We'd love to talk to them about this because this

1 is something that we need done, but I'm happy --
2 this is Judge --

3 MS. JEAN PETERS BAKER: Messina.

4 MAYOR JAMES: -- Messina. Judge
5 Messina back here. Jackson County circuit judge,
6 great judge, great lady, but please help us out
7 with this. We're going to need some help here.

8 ATTORNEY GENERAL KOSTER: Tammy,
9 did you want to address the issue that we were
10 discussing?

11 U.S. ATTORNEY DICKINSON: Many of
12 the things that you brought up, mandatory
13 minimums, speedy trial, the high bonds are
14 currently the federal model. You're either
15 detained or you're not detained in the federal
16 system.

17 Mandatory minimums are there, and we have
18 180-day speedy trial. So you have to be tried in
19 that amount of time unless the defendant requests
20 a continuance.

21 I think all of those combined are what is
22 needed. I think we see through intelligent
23 policing the defendants fear the federal system
24 because they fear the federal model. They know if
25 they get picked up and they've got a gun, they're

1 going to be detained. They know if they get
2 picked up and they've got a gun, they're going to
3 do time. So I do think that that is one tool that
4 the judiciary and the prosecutors need to get on
5 the same page with. And the law needs to get on
6 the same page with. That's our deterrence model.
7 If we make it painful enough, they don't want to
8 go to jail, but if they know that they're just
9 going to -- it's going to be catch and release, I
10 get caught with a gun, you take the gun, and I go
11 back out either on paper or on bond, and there's
12 no serious consequences, the deterrent is not
13 there.

14 ATTORNEY GENERAL KOSTER: So let
15 me speak to the old state prosecutor in our -- as
16 opposed to the current federal prosecutor. Speedy
17 trial in my model -- at least in my mind a speedy
18 trial is different of course than priority trial
19 positioning.

20 U.S. ATTORNEY DICKINSON: Right.

21 ATTORNEY GENERAL KOSTER: Each of
22 the last two homicide cases I tried were three
23 years old.

24 U.S. ATTORNEY DICKINSON: Yes.

25 ATTORNEY GENERAL KOSTER: Three

1 years. The notion of priority trial position
2 where Judge Messina was confronted with a motion
3 for a continuance, that continuance is a two-week
4 continuance because everybody else just has to
5 live with the fact that we as a society are now
6 going to prioritize -- with our limited judicial
7 resources, we're going to prioritize weapons
8 crimes and that's just a reality. Those speedy
9 trials is -- has a different cultural impact than
10 trial position priority would take; do you agree?

11 U.S. ATTORNEY DICKINSON: Yes,
12 absolutely. And we're talking about -- if we're
13 talking about a felon in possession. If we're
14 talking about a homicide case that might be a
15 different situation but some of these can be tried
16 in a couple of days. I can try a serious murder
17 case in no more than ten days. So we're talking
18 about a docket that should be able to move
19 quickly, as you say. If you want a continuance
20 you're getting a two-week continuance or you're
21 getting a three-week continuance versus you're
22 getting an eight-month continuance.

23 And coming from Jackson County, I know
24 that one of the issues there was that the criminal
25 dockets were two to three weeks, the civil dockets

1 were eight to 12. So there was a huge gap in
2 between there and then you had the domestic
3 docket, which was two weeks. So if you wanted a
4 continuance it was three or four months down the
5 road because judges were not apt or they weren't
6 going to bump those civil cases.

7 ATTORNEY GENERAL KOSTER: Right.

8 U.S. ATTORNEY DICKINSON: And by
9 the way that they put the priority on the dockets,
10 maybe it should be the other way around. Maybe
11 the criminal docket should be eight to 12 weeks
12 versus the civil dockets being eight to 12 weeks.
13 But if we had a designated court, that could
14 literally just turn those cases.

15 ATTORNEY GENERAL KOSTER: Or the
16 designated court was the distribution hub for the
17 rest of the circuit.

18 U.S. ATTORNEY DICKINSON: Yes. Or
19 maybe even designated criminal courts.

20 MAYOR JAMES: You know, there's
21 another part to this -- and I don't want to get
22 too far into displacing the civil docket. After
23 all, I do have to run again here soon. But I do
24 think that there's another advantage to the
25 detention aspect because we know that a lot our

1 murders are retaliatory. If the person is locked
2 up, the retaliation is much more difficult to do
3 which means that we might be reducing one
4 potential murder and keeping another person who's
5 in there, he might be -- that person might be
6 proactive and want to take out whoever the heck
7 they think might retaliate against them or might
8 be a witness against them. So we solve a couple
9 of problems by detaining the shooter up front as
10 long as possible or until trial.

11 ATTORNEY GENERAL KOSTER: Any
12 other comments or questions?

13 MS. JEAN PETERS BAKER: I do have
14 one final piece that I wanted to state today
15 before we close up this session and that is
16 because of the work of KC NoVA, we were awarded a
17 very, very competitive federal grant, the Burn
18 Grant. And we -- I think it deserves noting
19 today, a million dollars over the next three years
20 so that we can do this effort.

21 ATTORNEY GENERAL KOSTER: Well,
22 the community thanks you for that.

23 (applause)

24 ATTORNEY GENERAL KOSTER: Thank
25 you for a very, very good and passionate

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1 presentation. It was -- it's really heartening to
2 see all of the law enforcement working together
3 with our federal family as well as the state
4 partnerships. Thank you everybody.

5 And thank you to the attendees today.
6 This has been a terrific two days in Kansas City.
7 This conference is going to move to St. Louis for
8 the final two days of the Urban Crime Summit. All
9 of you are welcome to my hometown and to the
10 mayor's town starting tomorrow if you care to, but
11 thank you. This has been a very successful effort
12 and we look forward to continuing for the rest of
13 the week.

14 MS. JEAN PETERS BAKER: I think
15 there's one more piece.

16 ATTORNEY GENERAL KOSTER: Reentry.

17 MAYOR JAMES: We're not done yet.

18 ATTORNEY GENERAL KOSTER: I
19 apologize, I take back everything I said.

20 MAYOR JAMES: Don't leave. Don't
21 leave. It's the same presenters.

22 MS. JEAN PETERS BAKER: Jackie
23 Dunn will be joining me.

24 We will be brief. Again, I'm Jean Peters
25 Baker with the Jackson County Prosecutor's office

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1 and with me in partnership is Jackie Dunn. She is
2 the regional director of Probation and Parole for
3 the western half of the state here. And she and I
4 have engaged in a pilot project that we have
5 learned is sort of a forgotten population. We
6 have talked about it a little bit today and that
7 is our prisoners who are exiting Missouri prisons
8 and many of them are settling in St. Louis and in
9 Kansas City.

10 Also with me is Andre Carson who is
11 working with the prosecutor's office as part of
12 this project in working with the clients.

13 So thank you very much for giving us an
14 opportunity to tell you a little bit about our
15 prisoner reentry program.

16 I guess the first thing I want to say is
17 it's a little difficult, especially when you're a
18 prosecutor and you go to your staff and you say
19 I've got an idea, we're going to -- we're going to
20 bring folks we prosecuted back into the
21 courthouse. You know, it's a little bit of a hard
22 sell as to why we would do such a thing but
23 prisoner reentry, it's pretty basic in its notion.
24 It is -- our ex-offenders, they're coming back
25 out. There's nothing anybody here can do about

1 that, they are coming back out, and so we have an
2 obligation to our communities to make them as safe
3 as we can. So we have a reentry program to try
4 and address the skyrocketing statistics regarding
5 re-offending, recidivism.

6 So basically here's why we're here. We
7 are doing prisoner reentry because of this
8 statistic. 29 percent of our offenders that are
9 released back into our communities in Missouri are
10 going to return within a year. Within two years,
11 it goes up to 41 percent. And then within three
12 years the numbers get far, far worse. So if we
13 don't address this population we are sort of
14 cutting off our nose despite our face. To say
15 we've done enough, we did our job, we prosecuted
16 it, we should be done. What we've learned is the
17 partnership, the collaboration is what works.

18 We've talked about a collaboration with the Courts
19 and that's part of what this program is as well.

20 So Jackie, myself and the 16th Circuit are
21 collaborating to bring down these recidivism rates
22 for the state of Missouri.

23 So, our goals, they're pretty basic. If
24 we can reduce crime, we're going to increase
25 public safety. So if we can stop people from

1 recidivating in our community, we'll have fewer
2 victims so that this is going to be a cost savings
3 to not just my local community but beyond that.

4 Some of us also believe we have a moral
5 obligation to help those who have paid their debt.
6 They were prosecuted, they were sentenced by a
7 court, they paid their debt and, you know, they
8 are coming back out into our community. So we are
9 helping ex-offenders so that they can basically be
10 taxpayers so that they are not a drain on the
11 system, that we are helping them support
12 themselves, support their own families. Many of
13 us view that as we've supported them for many,
14 many years, it's time for them to do it on their
15 own but they need a little help and assistance
16 sometimes getting there.

17 Go ahead, Jackie.

18 MS. JACKIE DUNN: What we've done
19 is identified a group of individuals in the
20 Missouri Department of Corrections that are A/B
21 felons or weapons offenses who were being released
22 at the time we started the program I think in
23 January 2011 -- or, I'm sorry, May of 2011. We
24 identified 25 inmates who were high risk that we
25 determined would be at risk for recidivating in

1 Jackson County. Then we had the parole board get
2 involved and create special conditions to
3 participate in the Jackson County parole reentry
4 court.

5 The parole reentry court has a judge
6 assigned to it and really functions like a drug
7 court model. The interesting part is the parole
8 board has ultimate jurisdiction but they have --
9 we've created a liaison situation with the parole
10 board and the judge ultimately makes the decision
11 in court and they support those decisions.

12 So far we've had quite a bit of success
13 with the program. As you can imagine with any
14 drug court model, those offenders have been very
15 successful, in the probation reentry program the
16 people are successful. At this point it takes a
17 while to look at recidivism rates to determine
18 whether or not we've had a real impact. So far it
19 appears as we have.

20 MS. JEAN PETERS BAKER: We are
21 about one year into this project, a little more
22 than that, and we have just last week, I believe
23 it was Thursday we graduated four of our offenders
24 out of the program. And so, that means they had
25 to jump through a lot of hoops to get to that

1 point, but it was a good day for us to see we're
2 making success here.

3 Again, this is still in its pilot phase.
4 We want to know what works and should we keep
5 doing it, does it make sense.

6 So what we're trying to do with these
7 offenders, some of the things that are listed up
8 there, the biggest one is providing them job
9 training and job readiness. So we do some
10 assistance in helping them secure employment but
11 it is critical that they can hold down a job.
12 They know what's going to be expected of them,
13 they know how to keep that job. 'Cause if they
14 can keep a job, this -- this population is very
15 motivated, does not to want to go back to prison.
16 And so, really, that's probably the key I think to
17 this program.

18 MS. JACKIE DUNN: We do have one
19 grant attached to the program through the Missouri
20 Department of Corrections and through Connections
21 to Success who runs a specific program for these
22 individuals. We have two great successes at the
23 time that it was reported to me. We have two
24 people making \$25 an hour which is really on the
25 high end. I think the average is about \$9.50 an

1 hour.

2 MS. JEAN PETERS BAKER: However,
3 no matter the job, a job, even if it's a \$9.50 an
4 hour job, it gives you purpose, it gives you
5 meaning, and it also helps you want to stay, you
6 know, being a member of your community -- a
7 contributing member of your community instead of
8 taking from it.

9 So some of the other stats I'm going to
10 go through really quickly is substance abuse
11 treatment. That obviously is a pretty big
12 component. I think the critical piece that we
13 have learned for substance abuse treatment is that
14 we get them quickly. We are -- we are making
15 contact with them before they hit feet on free
16 soil. We are going into the prisons to do
17 interviews of them to see whether or not they are
18 an appropriate participant for our program. And
19 substance abuse is something that we know we have
20 to address quickly. And so, when they get out
21 they have a directive that they have to come
22 report within 24 hours into that courtroom and
23 meet with Mr. Carson so that we can make sure we
24 understand what their substance abuse issues might
25 be and where to direct them from there.

1 MS. JACKIE DUNN: These are pretty
2 basic statistics. Providing them with education
3 and life skills. Everybody in the program since
4 they are violent offenders, identified A/B felons
5 and weapons have to participate in an anger
6 management program. We've had most all of the
7 participants successfully get through that program
8 and complete it. We provided educational
9 assistance through that grant and case managers
10 with Jean's office and also probation and parole
11 officers.

12 Job readiness programs, yeah. We have a
13 large percentage that are employed.

14 Interesting enough, you know, it was hard
15 when I was approached in the beginning with this,
16 couldn't figure out how parolees were going to be
17 interested in going back before a judge when they
18 weren't required to. We didn't have a lot of
19 money initially, or even now, for the program but
20 how we sold it was, success. I mean, one of the
21 things that we know about offenders right when
22 they're coming out of the institution, the
23 majority of them really do want to be successful,
24 that's how we sold the program to them. Nothing
25 more than, you know, we're going to do everything

1 we can to help you be successful.

2 MS. JEAN PETERS BAKER: I want to
3 point out that they do not get an early release.
4 These are folks that are coming out anyway.
5 They're not getting a real benefit necessarily to
6 be in our program. They have to want to be in it
7 so that we can get the best success that we can.
8 But even those who want to be in this, they do
9 need the basic services that we provide. The
10 basic direction, the basic skill sets that we can
11 provide because a lot of these fellas have been in
12 prison for a long, long time. Sometimes we have
13 to teach them about a cell phone and how it works,
14 how important they are. You know, it's hard to go
15 without one. And so, there's some real basics,
16 you know, that we do provide for them. And
17 sometimes it's as basic as eyeglasses, tires maybe
18 for a car to get them to a job, work boots. These
19 are things that we are trying to make connections
20 with.

21 And then continue holding them
22 accountable week after week after week that
23 they're in this program.

24 So we rolled through that really quickly.

25 I do want to note that Andre Carson is here with

1 me today and he is an individual that has come on
2 from the very beginning with this program and I'll
3 let Andre just give you a little bit from his
4 perspective.

5 MR. ANDRE CARSON: Going to what
6 Jean was saying about the motivation factor for
7 these guys, this doesn't work if the guys aren't
8 motivated which is one of the reasons why we go
9 into the prison before they get out to interview
10 them and to see whether they stand out. See if
11 they want to be successful. Most of these guys
12 want to be successful but they don't know what
13 that success looks like. So what we try to do is
14 mentor and model. For myself, speaking as an
15 individual who has come that environment, been
16 formerly incarcerated myself, I know the bumps
17 that you have to go through in order to be
18 successful. Right now I'm currently a student
19 here at UMKC getting my master's degree and one of
20 the things I try to do is model that success to
21 the guys that come out and to let them see that
22 life doesn't end when you get incarcerated. It's
23 just a bump and once you do get out you still --
24 you're still expected to be successful. And what
25 I want to do is try to push them in that direction

1 and show them what needs to be done in order to
2 make that happen.

3 MAYOR JAMES: Can you hold on for
4 just a minute?

5 MR. ANDRE CARSON: Yes.

6 (applause)

7 MAYOR JAMES: Thank you. I think
8 it's worth clapping when you sit there doing what
9 you're doing, looking how you're looking,
10 explaining how you did it.

11 So now, please, continue. Didn't mean to
12 interrupt by praising you.

13 MR. ANDRE CARSON: Okay. But like
14 I was saying, the motivation factor is the key
15 thing today for that. When she said we need to
16 get -- make the fast track thing, we want things
17 to happen quickly for these guys once they get out
18 so they won't get distracted by other outside
19 influences. We want them inside the courtroom in
20 front of the judge knowing exactly what's expected
21 of them after they get out. We tell them that
22 before they actually get into the program but we
23 want that reiterated as soon as they get out,
24 okay, this is what we expect of you. We have
25 these things to offer to you then along the way

1 but you just don't get these things for free.
2 Success comes with a price and anybody who is
3 successful, whether you're been incarcerated or
4 not, you have to put in the kind of work to get
5 there and we expect you to do the same thing.

6 These guys -- the four guys that we had
7 graduated last week was four out of a possible
8 five guys who was able to actually graduate from
9 the program that is scheduled to be at least 18
10 months. One of the guys, he didn't graduate
11 because he failed -- he's one of the guys that's
12 been incarcerated the longest, actually 30 years.
13 When they spoke about needing to relearn --
14 needing to learn what a cell phone is about,
15 that's what that means. Someone who's been locked
16 up that long needs to know -- needs to relearn a
17 lot of things. That's what we're trying to do.
18 We don't want to kick the guy out. We want the
19 guy to be successful so we made an extension on
20 that and he will be successful.

21 But those are some of the things that
22 we're trying to do.

23 MS. JEAN PETERS BAKER: Are there
24 any questions?

25 ATTORNEY GENERAL KOSTER: Question,

1 Chief?

2 CHIEF DOTSON: Run me through --
3 as you make contact in prisons with these
4 individuals that are coming out, how do you set
5 their expectations for what's going to happen?
6 And I heard you say 18 months. Is that the length
7 of the program, and as you're going through that,
8 how do you measure success, what do failures look
9 like. And obviously, you know, what's the
10 interaction with the reentry through the process.

11 MR. ANDRE CARSON: The success --
12 what the success looks like is we want to see
13 these guys hold down employment for X amount of
14 time, at least the majority of the time they're in
15 our program. We want these guys to -- if they're
16 not holding down a job, we want them to be in some
17 type of educational environment whether that's
18 literacy, GED or college, community college. We
19 want these guys to eventually move out on their
20 own, have their own place to stay, not be
21 violating, not getting dirty UAs. These are some
22 of the stepping stones to what success looks like
23 for this program. Staying away from getting --
24 catching new cases, being able to be in a position
25 to where they're not seeing me or the parole

1 officers once a week. We want to be where we
2 can -- we can call them in once a month or every
3 other month to see how the -- to check on them,
4 see how they're doing. So those are the pictures
5 of what success looks like.

6 CHIEF DOTSON: What's the
7 investment in each person in the program? You
8 said you have grant funding but what do you see as
9 the real cost and how many people do you think you
10 can handle in a program like that?

11 MS. JACKIE DUNN: I think right
12 now the cost is in kind for the most part. The
13 grant that we have is a \$50,000 grant that was
14 taking care of employment kinds of things and
15 basic needs funding. Other than that, are paying
16 for anger management. Yeah.

17 MS. JEAN PETERS BAKER: There are
18 some services that we are paying for like the
19 anger management classes, you know, also testing,
20 urinalysis. You know, those are necessary markers
21 for us to know whether or not people are
22 successful or not. But it is negligible compared
23 to the very high rate of -- or the very high cost
24 of incarceration in the state of Missouri which is
25 I believe between 22, 23,000 per person per year.

1 CHIEF FORTE': Oftentimes those
2 who are reentering society have a difficult time
3 finding jobs, finding employers to hire them. Do
4 you have a pool of employers that have agreed to
5 hire some of the people in your program?

6 MS. JEAN PETERS BAKER: We do. In
7 fact, we have worked hard to try and find good
8 partners in the community that are willing to also
9 take that risk. For a lot of people it is a risk
10 and so we want to make sure that people that are
11 coming out of this reentry program are people who
12 are ready, serious -- you know, serious about
13 sobriety, serious about changing their life and
14 staying outside. So, you know, the partnership,
15 it's a two-way road for us that we want employers
16 to know that people we're sending them are going
17 to be good employees and I think our success to
18 date has been very positive in that regard.

19 The -- maybe the really great thing,
20 however, about this program is that it -- you
21 know, violations, we know about them quickly, we
22 know about them far more quickly when they're in
23 this program than if they're just on regular
24 parole, and they're handled with swiftness.

25 MR. ANDRE CARSON: One of the

1 things that makes this a cost effective way of --
2 approach of handling this situation is the fact
3 that, like she said, we do partner with different
4 people like Connection to Success, Second Chance.
5 When we partner with these different
6 organizations, that gives us the ability to pair
7 our guys with these organizations who specialize
8 in helping these guys getting employment and
9 housing and things of that nature. They don't
10 just give them employment, they send them through
11 job readiness classes to make sure they're
12 prepared to interview for a job, dress for a job
13 and hold down a job after they get the job. This
14 is some of the things that Connections to Success
15 does and we try to utilize different partners in
16 the community to help these guys be successful.

17 MS. JACKIE DUNN: That's one thing
18 I do want to highlight, reiterate. Kansas City
19 has a very strong coalition of folks who are
20 interested in not just programming, they're
21 interested in helping offenders so that they won't
22 offend. They see the bigger picture. We have --
23 Second Chance runs a large coalition of resources
24 and then also we have those in Probation and
25 Parole. So a lot of folks out there with

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1 programming that are willing to help.

2 ATTORNEY GENERAL KOSTER: Mayor,
3 anything?

4 MAYOR JAMES: No, I think I'm
5 about good. Thank you.

6 ATTORNEY GENERAL KOSTER: How many
7 people have gone through the program now?

8 MS. JACKIE DUNN: We only selected
9 25 inmates as a pilot project.

10 ATTORNEY GENERAL KOSTER: And in
11 the next 12 months what do you think you'll have
12 capacity to reach?

13 MS. JACKIE DUNN: Well, we had --
14 right now we're just -- it's a pilot so we haven't
15 talked about increasing the number yet.

16 MS. JEAN PETERS BAKER: We have
17 talked about doing another arm of reentry that
18 would fall under NoVA. So that we're looking at
19 people maybe who are already out there, you know,
20 who are already on parole and in our community
21 already so that we are reaching as many people as
22 possible. So that's part of our discussion and
23 where we're at now.

24 ATTORNEY GENERAL KOSTER: Any
25 other comments?

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1 Judge, anything? We're good, okay.

2 Thank you to this panel and thank you for
3 taking on this pilot project. It's an important
4 and often forgotten piece of the criminal justice
5 system.

6 Again, thank you to everyone who has
7 shown an interest in the Urban Crime Summit over
8 the last two days. Again, we'll be going to
9 St. Louis for the next two days. And I don't know
10 if there is anyone from the University of
11 Missouri-Kansas City in the room but I also want
12 to extend my thanks to you and to our court
13 reporter, but to our hosts at UMKC for allowing us
14 to use this beautiful facility and for taking care
15 of us over the last two days. We greatly
16 appreciate it.

17 And to everyone who has been apart of
18 this process over the last 48 hours and who's
19 interested in it, we -- two things of note. There
20 will be a transcript of the entire four-day summit
21 which will be up on the Attorney General's website
22 probably within two weeks. And then there will be
23 a report of recommendations that this summit panel
24 puts out for policy makers for the law enforcement
25 system and for state legislators that will be

1 completed and issued by early December at the
2 latest.

3 So I thank you again for your patience
4 and your participation in this summit. Thank you,
5 everyone.

6 (Adjourned at 2:35 p.m.)

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