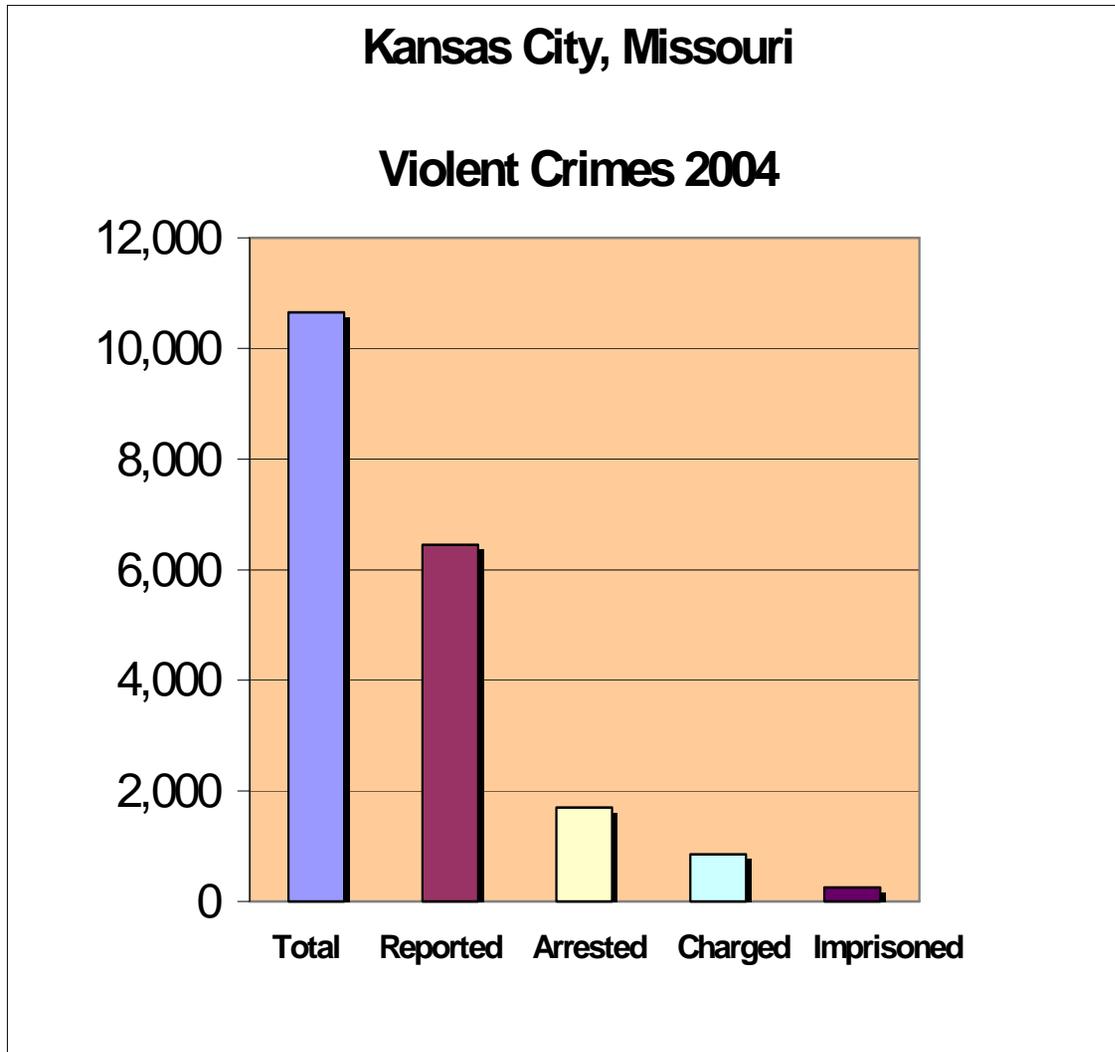


Many criminals go free



Total – estimates the actual number of violent crimes that occurred in Kansas City in 2004. Citizens had a one in forty-two chance of experiencing a violent crime. At this rate, citizens are virtually assured of victimization by violent offenders, if they live an average lifespan in Kansas City.

Reported – represents the number of violent offenses reported to the Kansas City Police Department (KCPD) in 2004.

Arrested – reflects the number of violent offenses that are cleared by arrest or exceptional means. In 2004, KCPD had about a 27 percent clearance rate for violent crimes.

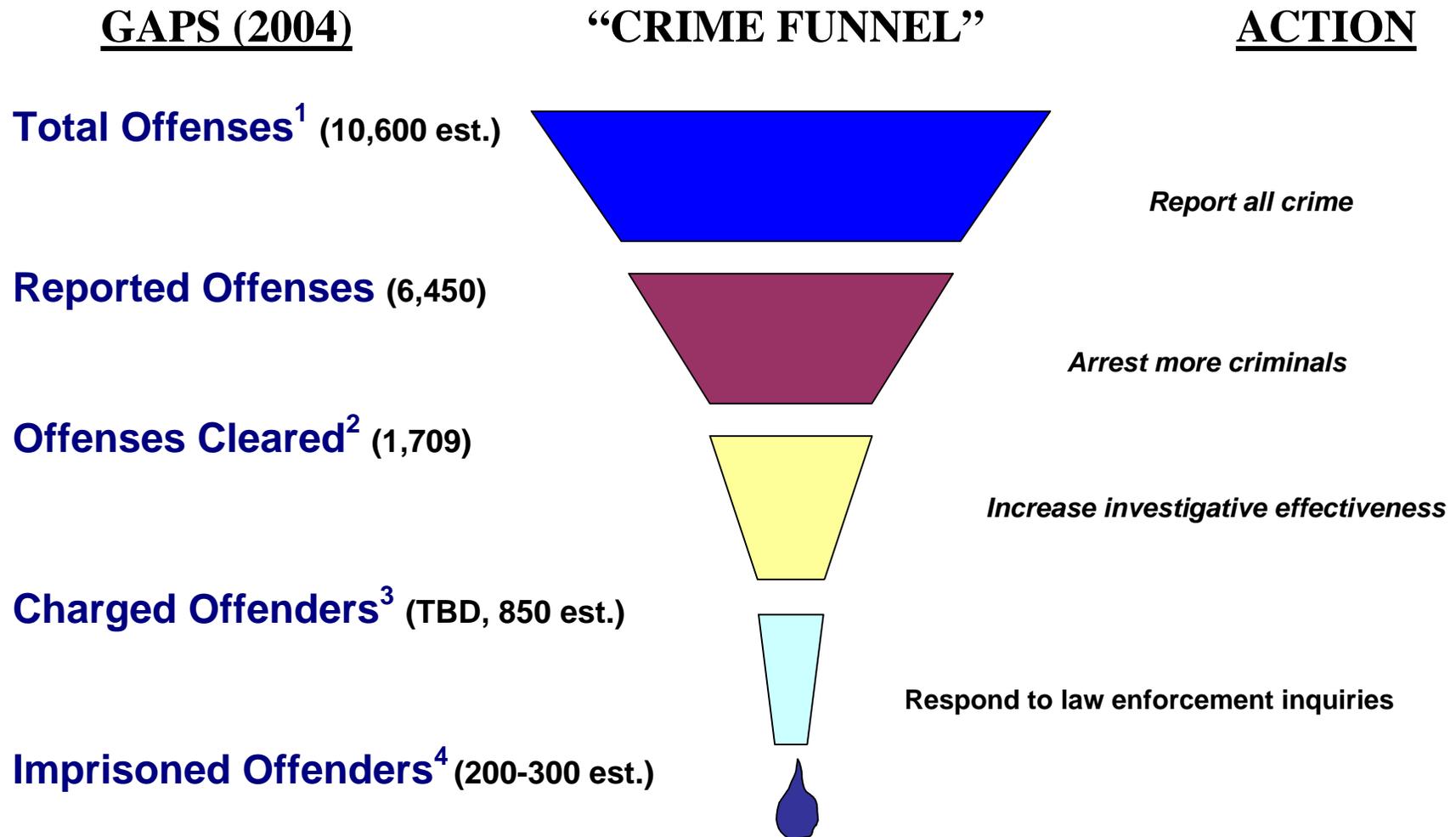
Charged – refers to the number of people that are actually charged for violent crimes by prosecutors. Prosecutors are only able to charge about half of the people arrested.

Imprisoned – shows the number of charged people who are actually convicted and serve time in prison.

Every System is perfectly designed for the results that it produces...

Note: For simplicity, a one-to-one correspondence between violent crime offenses and arrested people is assumed.

Less than five percent of criminals are convicted and imprisoned for violent crimes



¹ Citizens do not report all crimes. According to the National Crime Victimization Survey (NCVS), only about 36 percent of rapes, 61 percent of robberies, and 64 percent of serious assaults were reported to police during 2004. See <<http://www.ojp.usdoj.gov/bjs/pub/ascii/cv04.txt>>.

² Kansas City Missouri Police Department. *2004 Annual Report*, page 27.

³ Dye, Thomas R. *Understanding Public Policy, Ninth Edition*, Simon & Schuster: Upper Saddle River, New Jersey, 81. “Prosecutors do not charge about half of the persons arrested for serious offenses.”) (In 2004, the Kansas City Police Department arrested 1,694 people that cleared 1,709 violent offenses. The people arrested may not be unique. In some cases, one arrest will clear multiple offenses. Sometimes, several people are arrested for one offense. For simplicity, a one-to-one correspondence between violent crime offenses and offenders is assumed.)

⁴ Ibid. (On average, less than thirty percent of the persons charged with violent offenses actually receives jail or prison sentences.)

Each gap in the crime funnel can be segmented for further analysis

For example, the gap between all violent crime and reported crime can be broken into reasons for more detailed analysis

Total Offenses⁵ (10,600 est.)

Reasons why citizens do not report crime.



Crime was unsuccessful.

Crime was not important.

Crime was a private matter.

Distrust police.

Fear reprisal.

Reported Offenses (6,450)

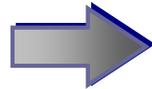
“Distrust police” is partially controllable by KCPD. Maintaining service level commitments and public relations can improve trust and reporting of crime.

⁵ Citizens do not report all crimes. According to the National Crime Victimization Survey (NCVS), only about 36 percent of rapes, 61 percent of robberies, and 64 percent of serious assaults were reported to police during 2004. See <<http://www.ojp.usdoj.gov/bjs/pub/ascii/cv04.txt>>.

Gap Analysis offers mission-critical insights

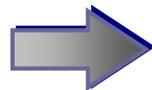
More criminals need to be punished. The gap between total violent offenses and the number of criminals imprisoned for those offenses needs to be closed. An analysis of the gap between each segment in the criminal justice system suggests the actions that are needed, including:

1. Report all crime



An unreported crime creates an opportunity for the crime to happen again to someone else. An estimated 4,000 violent crimes were not reported to KCPD in 2004. The gap between the total violent crimes that were estimated to have occurred and the crimes reported is too large. Many criminals go free because citizens fail to report unlawful behavior to the police.

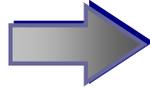
2. Arrest more criminals



Higher arrest rates deter criminals. The largest gap in the crime funnel occurs between reported offenses and those offenses for which arrests are made. Police need flexibility to create results. Administrative discretion can play a large part in the apprehension of criminals. Informal policies can increase or decrease arrests. For example, checking for outstanding warrants in addition to routine I.D. checks can increase arrest rates. The extent of discretionary decisionmaking normally emanates from police leadership.

Gap Analysis offers mission-critical insights (con't)

3. Enhance investigative effectiveness



Clearance rates for violent crimes in Kansas City lag behind rates in comparable cities. KCPD only clears about a quarter of the violent offenses that are reported. Productivity can be improved through better training, equipment, organization, information, and management.

4. Respond to law enforcement inquiries



Citizens need to tell what they know about crime. Evidence is crucial to raising arrest, clearance, and conviction rates. This requires a cultural change. Peer pressure conditions people to not snitch or squeal on their friends. Public relation campaigns and civic leadership can help change this attitude.

Deterrence works

Increase expected punishment

The crime funnel needs to expand into a pipeline with the following actions:

- Increase the proportion of reported crimes cleared by arrest.
- Increase the proportion of the accused who are prosecuted.
- Increase the proportion of those prosecuted who are convicted.
- Increase the fraction of those convicted who are sentenced to prison.
- Increase the average prison time served.⁶

Citizens and police shape the deterrence levels of communities. Deterrence starts with detection and fear. Criminals need to fear the retaliation capability of the criminal justice system. Citizens who experience or witness violent crimes are on the 'front lines' of crime and punishment. This emphasizes citizen participation.

⁶ National Center for Policy Analysis. *NCPA Policy Report No. 219*, September 1998, ISBN #1-56808-041-7, "Executive Summary," page 2. See <<http://www.ncpa.org/~ncpa/studies/st219>>.