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## “CEASEFIRE”: BASIC STEPS TO IMPLEMENTATION

1. Select target offense category (homicide; gun assaults; shots fired) as focus of operation
2. “Group mapping”: identify violent groups
  - Convene experienced front-line officers, field probation/parole, etc
  - Identify, on the basis of their working knowledge, violent groups (gangs, drug crews, small neighborhood sets, etc.)
  - Identify “turf”, areas of operation, etc.
  - Identify current/recent violent activity, beefs, alliances, etc.
  - Estimate number of individuals in each group
  - Institutionalize process so this information is updated regularly
  - **Product: list of violent groups; “network” of beefs and alliances; identification of most serious current and historical groups; estimate of number of individuals involved; routinized production of key strategic and tactical information**
3. “Incident review”: review a number of incidents of the target offense to gather information and insight about the problem
  - Identify the most recent 50-200 target offenses (i.e., homicides). Review all such incidents (do not select by gang connection, omit domestics, etc.)
  - Gather available formal information: location, weapon type, criminal history of victim and offender, probation/parole status, etc.
  - Convene experienced front-line officers, field probation/parole, etc. and review with them what they know about these incidents and those involved: motive and context, relation of victim to an offending group, relation of suspect to an offending group; previous incidents that led up to this one; incidents that followed from this one; etc.
  - **Product: robust description of target problem**

4. Initial “demonstration” crackdown: identify key group for initial enforcement action
  - Select “standout” violent group
  - Identify members, especially “impact players”: usually on the basis of up-to-date front-line information
  - Assess individuals’ legal vulnerabilities: current cases, old cases, warrants, probation/parole status, drug activity, etc.
  - Frame interagency enforcement plan focusing directly on group members.
  - Implement. Ideally, this should result in a high-profile sweep in which arrests, warrant service, violations, etc. all happen more or less at once. This is, of course, not always possible.
  - **Product: “marketable” group crackdown**
  
5. Identify members of groups and their supervision status: a) or b) below:
  - *a) Identify members of **all** violent groups and establish their probation/parole status*
    - Charge front-line officers, etc. with identifying group members. Review any existing information they may already have (books, lists, etc.)
    - Review existing formal information: case files, field stops, gang databases, etc.
    - If necessary, conduct surveillance, deploy informants, etc.
    - At executive level, review this information for reliability
    - Provide list to probation and parole to identify which group members are currently under supervision
    - Institutionalize process so this information is updated regularly
    - **Product: list of group members (for subsequent group crackdowns) and group members under supervision (for group crackdowns and to implement call-ins)**
  
  - *b) Identify several probationers/parolees in **each** violent group*
    - Charge front-line officers, probation and parole, etc. with identifying 1-3 members of each group currently under supervision
    - **Product: list of at least several members of each group who are under supervision. This is sufficient for implementing the call-in, but requires additional information gathering if a group becomes subject to a crackdown.**
  
6. Organize social services
  - Identify social service providers who can provide assistance to group members: education, employment, emergency assistance, treatment, mentoring, casework, etc.
  - Obtain commitment to give rapid, priority attention to group members as part of overall operation

- Create “one stop” entryway for group members. Group members should only have to make one call for help, and should then be personally assessed and assisted in obtaining any necessary services
  - **Product: service structure for those who want out**
7. Organize community “moral voices”
- Identify community figures willing to articulate key community standards
    - The violence is wrong
    - There is no excuse
    - You’re doing enormous damage to yourselves, your families, your communities
    - You’re better than this
    - We care about you, need you, and want to help you
    - Challenge the street code: it’s not OK to go to prison, it’s not OK to die, it’s not OK to hurt someone, your boys won’t have your back, etc.
  - Community elders, family members, mothers of murdered children, mothers whose sons have gone to prison, “old head” ex-offenders, faith leaders, etc.
  - **Product: community voices to articulate community standards and undercut the street code**
8. Organize first offender call-in
- Organize enforcement agencies who will deliver “stop it” message
  - Organize service providers, or a service broker, who can deliver services
  - Organize community voices
  - If working with bench and using courtroom as call-in site, each out to bench, explain project, find courtroom for event, find judge willing to preside over initial phase of event (bringing in offenders and acting on no-shows)
  - If not working with bench/using courtroom, determine site for call-in
  - Rehearse meeting with speakers
  - **Product: participants, script, site, presiding judge**
9. Identify groups which should be represented at first call-in
- This could be all groups. If there are too many to manage at one call-in (maximum number of attendants is about forty), identify most important groups, on basis of recent and historical violence, or schedule multiple call-ins
  - **Product: groups for first call-in**
10. Identify “representatives” from each group and serve them with notices to appear (notices should go out about a week before call-in)
- Identify one-two individuals from each group who are under supervision
  - Probation/parole gives them notice to appear at call-in

- This can be done in ordinary fashion through probation/parole officers, or by hand-service in the field (for example, home visits by teams of probation/parole and police officers). The latter makes a statement and is more desirable, but is more work.
- **Product: members of target groups notified to attend call-in**

11. Conduct call-in (should be scheduled within week or so of sweep or other action resulting initial crackdown)

- Messages:
  - This is nothing personal; you are here as a messenger to your group; take what you here back to the whole group
  - Enforcement agencies: explain crackdown – target behavior (homicide, shooting, assaults) will now result in enforcement action **to entire group**. It may be necessary to fine-tune this message to respect the actual volume of target events and the capacity of law enforcement: for example, delivering message that *the first homicide* after the call-in will result in a group crackdown.
  - Community members: violence is unacceptable
  - Service providers: help is available
  - All: we'll help you if you'll let us, we'll stop you if you make us

12. Repeat as necessary.

- Carry out enforcement promise. Act, for example, against first group to commit a homicide
- Carry out service promise for those who seek help
- Repeat call-in after first group crackdown is carried out.
  - Deliver clear explanation: we told you what we were going to do, this group member killed someone, we took the following special actions with respect to his entire group, we will continue to do this as you make us
  - Some of you have asked for help and have gotten it
  - Reinforce community message
- Repeat as necessary as violent groups are attended to, to reinforce availability of services, and to reinforce community message