Innovations in Community Based Crime Reduction Program
Guidelines and Deliverables

The following milestones are based on an 18 month CBCR Planning period. Please note that a serious commitment to analyzing crime drivers with help from the researcher and community residents is a critical component of the CBCR model. This process might take longer in some communities than in others. As such, engaging in a thoughtful planning process is more important than adhering to a strict timeline, but the following milestones will be a helpful benchmark to assess your team's progress. Deliverables to LISC and BJA are in red.[1]

PLANNING PHASE

0 – 3 Months
- Accept award
- Participate in CBCR orientation and training webinars
- Submit any requested budget information to Bureau of Justice Assistance (BJA).
  Please note that ALL CBCR grantees must consult with their BJA Grant Manager PRIOR to conducting any grant activities and confirm status of their budget approval.
- Hire or assign a project coordinator[2]
- Formalize cross-sector management team structure (team membership, how often do you meet, how will you make decisions) including methods for decision-making and conflict resolution, develop or revise MOUs as needed, and **send BJA and LISC a memo describing the above**
- Negotiate contract/scope of work with research partner and other subcontractors; **send research MOA to BJA and LISC**.[3]
- Discuss and hone research strategy with cross-sector team
- Identify diverse primary data sources; begin discussions for regular data exchange
- Begin meetings of cross-sector management team

4 – 6 Months
- Collect data from diverse primary and secondary sources consistent with research strategy
- Hone community engagement plan and begin engagement activities
- Conduct asset mapping or develop a resource directory
- Begin data exchanges and conduct data analysis to examine patterns and drivers of crime
- Develop a sustainability strategy including an approach to cultivating political support, positive media interest and/or philanthropic relationships
- Develop a strategy for your Early Action Project (for execution at any point in the Planning Period), **and submit Early Action Project Proposal Form to LISC**
- Pursue your Early Action Project plan.

7 – 13 Months
- Complete first stage of project research and data analysis
- Adjust list of hotspots and/or target problems to be the focus of the CBCR activity as needed
- Identify crime drivers and attractors, prioritize them based on importance and the team's capacity to respond
- Discuss findings of planning phase with residents and community members
- Discuss progress with sustainability efforts within the cross sector management team
- Completion of Early Action Project.
- **Submit Draft Planning Phase Narrative to LISC for review**

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[1] BJA provides additional, specific guidance to CBCR grantees on required project deliverables and deadlines.
[2] Sample job descriptions and interview questions are available on the CBCR website here.
[3] Sample MOAs can be found on the CBCR website here.

14 – 15 Months
- Respond to feedback provided by LISC on the Planning Phase Narrative
- Identify primary evidence-based or innovative response strategies, or identify methodology for selecting appropriate strategies and programs to respond to priority concerns
- Develop Logic Model in conjunction with community partners for implementation activities
- Identify roles for community members in Implementation Phase
- Identify primary response partners and begin negotiating responsibilities
- Confirm researcher role for implementation stage
- Identify any additional sources of funding needed to fully execute your implementation strategies
- Discuss progress with sustainability efforts within the cross sector management team
- Identify any adjustments needed to your CBCR budget to execute the Implementation Plan
- **Contact BJA Grant Manager if any questions about allowable grant expenses**
- **Submit complete Implementation Plan Package to BJA and LISC for review.**

IMPLEMENTATION PHASE

16 – 18 Months
- Following receipt of BJA Plan approval, pursue budget modifications as needed
- Begin execution of implementation workplan, including sustainability plan
- Report internally on progress relative to theory of change or logic model

19 – 24 Months
- Report internally on progress relative to theory of change or logic model
- Adjust implementation approach as needed to align with strategy and goals
- Develop partnerships to support economic development and other long-range goals
- Assign responsibilities and develop internal reporting process for sustainability efforts

25 – 30 Months
- Assess community response to implementation plans and execution of strategies
- Set specific goals for non-BJA resources to be captured during the project-year
- Report internally on progress toward program sustainability
- Report internally on status of economic development or other long-range efforts
- Discuss criteria for final summary report[4] with research partner

31 – 34 Months
- Convene year 1 implementation plan review meeting in coordination with LISC to report internally and to community on progress relative to logic model. Revise strategies, programs and budget as appropriate.
- Report internally on progress toward program sustainability
- Draw on sustainability plan to inform cross-sector management team discussions of what happens after expiration of CBCR funding, including partnership structure, priorities, possible resources, and anticipated next steps
- Report internally on status of economic development efforts
- Begin transition to post-CBCR partnership structure

35 – 36 Months
- Report internally and to community on progress relative to theory of change or logic model
- Report internally and to community on indicators related to program effect
- Begin grant closeout procedures, or
- Complete process for no cost extension if needed Revise asset map or resource directory
- **Submit final summary report to BJA and LISC as a part of your grant closeout package along with your final programmatic report no later than 90 days after the project period end date.**

CBCR Implementation Plan Package

At the close of the *Planning Phase*, CBCR sites will submit an *Implementation Plan* package comprised of four elements that summarize planning activities and findings, the evidence-informed or innovative strategies that the selected to pursue, and an implementation workplan. Guidelines are articulated below. LISC and outside experts will review the full package and provide feedback that will inform BJA's decision to approve the plan or request modifications.

(1) Planning Narrative (up to 10 pages, excluding maps, tables, and other attachments)

Please articulate the following:

A. <u>The Planning Process and Methods</u> *(3-5 pages)*

- Who was involved in your planning process (e.g., research partner, fiscal agent, police, community members, others)? Which of these partners were involved in determining the planning strategy? What was the process for agreeing upon a planning strategy?
- Describe your research methods for problem analysis (including crime analysis) and hot spot identification and analysis (type of data, data elements, and type of statistical analysis)
- What data were used in the analysis? How many years' worth of data was examined?
- Describe how community members were involved in the process, including their role in identifying problems, developing strategies, and selecting evidence-based programs and projects for implementation.

B. <u>Findings</u> *(3-5 pages, exclusive of maps, tables, etc)*

- If applicable, description of any changes to the target area, compared to the original grant proposal and why changes are warranted.
- What specific hot spots were identified? Which of these will be addressed by your CBCR effort?
- Did your data analysis reveal any changes to the hot spots identified in your original grant proposal? Are you prioritizing some hot spots over others? If so, why?
- What are your major findings about crime and its drivers in your target area? *Please discuss*:
    - Length of time the specific problems or problem locations have been problematic
    - Spatial and temporal patterns of the crime
    - Who is involved in criminal activity (both offenders and victims)? Are there any specific populations (e.g. youth, parolees, immigrants) that account for a disproportionate amount of crime, either as offenders or victims?
    - Nature of physical/economic environment?
    - What are the environmental attributes of the target area? How does crime overlay with physical assets and liabilities, development projects, law enforcement efforts, target areas of other initiatives and other relevant factors.
    - What are the community perceptions and intelligence about the crime issue? Does this differ from the perceptions of law enforcement? If so, how and, if known, why?
    - Patterns of reentry in the community, including comparison to other areas of the jurisdiction
- Are there any other trends or analyses that you would like to share?
- Did the analysis reveal any unexpected findings?

(2) Program Narrative (Up to 15 pages)

    A. _Proposed strategies to address your findings_ (3-5 pages)

- What strategies will your cross-sector partnership employ to address these issues?
- What is the evidence-base or research-base that supports these strategies?
- For innovative strategies what is the theory or basis in evidence that indicates your approach is likely to be successful?
- What programs and projects will you deploy to implement your strategy?
- What assumptions underlie your prediction of how your chosen strategies will produce these results?
- How do your interventions relate to broader economic development or revitalization plans for the target area or surrounding neighborhood?
- To complement your narrative, _please provide a visual representation of how your proposed strategies relate to the crime drivers/attractors you uncovered or verified through research and analysis during planning, and which expected outcomes are relevant to your strategies (logic model)._ A sample is provided below.

Sample Logic Model							
Problem Statement			**Evidence-Based or Innovative Strategy**	**Outcomes - Impact**			**Outcome Measures**
Problem	**Why**	**Why here?**		**Short Term**	**Intermediate**	**Long Term**	
1.							
2.							

    B. _Plans for Ongoing Research_ (2-3 pages)

- What is the role of your research partner during the implementation phase? How often will the researcher(s) meet with other project partners?
- What are the expected results of your approach? What anticipated outcomes or indicators (intermediate and long-term) will your team track to measure success?

    C. _Plans for Community Engagement_ (1-3 pages)

In this context, the term "community engagement" is used to include all members who regularly take part in community life, including people who work and engage in social activities within the community. Keep in mind the primary efforts at community engagement should involve residents of the community.

- How will community members be involved in the CBCR project during the implementation phase?
- What mechanisms will you use to share information about progress with community members?
- What mechanisms will you use to gather feedback and new information from community members?

    D. _Plans for Sustaining the Effort_ (2-3 pages)

- What is your strategy for sustaining cross-sector relationships/partnerships during and beyond the life of the CBCR funding from BJA?
- What is your strategy for sustaining the commitment among key leaders and organizations to the core principles of CBCR, such as the use of research to guide decisions?
- What is your strategy for sustaining the implementation of specific strategies or activities funded by the CBCR grant?

    E. _Appendices/Attachments_

- Consider sharing planning tools that may be helpful to other current or future sites, such as survey instruments, guiding questions for focus groups, information regarding methodology, etc.
- Please provide information relevant to the planning period that is illustrative of results or efforts but not considered essential to the main body of the report. This may include additional maps, selected analysis results, organization charts, etc.

(3) Implementation Phase Workplan

Please submit a workplan listing your main strategies, projects and programs using the template below as a guide. A "Funding Source" column is suggested as a tool for identifying components of your strategy which might require special attention in your sustainability strategy.

SAMPLE IMPLEMENTATION WORKPLAN
What will you do with current resources in the next one or more years?
How will the cross-sector team continue to work together?

Evidence-Based or Innovative Strategy	Program or Project to Implement Strategy	Tasks/Activities	Lead Responsible Party	Expected Completion Date	Funding Source (All CBCR? Part CBCR? All Other?)
1. Increase police visibility in Hotspot areas at "Hot Times"	Police Foot Patrol	A. B. C.	e.g. City Police Dept.	e.g. Q4 2014	e.g. About 50% CBCR, 50% Other Private
2.					
3.					
4.					

(4) Early Action Summary (Up to one Page)

CBCR sites must include a one page summary of their Early Action project as part of the Implementation Plan Package. The summary should include the type of project you selected, why your team chose this particular project, the impact of the project on the community and how the project connects to the outcomes as listed above. As a reminder, this summary should be submitted to LISC and BJA as part of the Implementation plan package.