

Byrne Criminal Justice Innovation Program Guidelines and Deliverables for Planning & Implementation

The following describes a suggested process and milestones for implementation of the BCJI model. This document also describes the components of the Implementation Plan Package that BCJI sites submit to the Bureau of Justice Assistance. Please note that specific deliverables vary somewhat across BCJI grant categories and fiscal year. The guidelines that follow are meant to help prospective grantees get a sense of the process, timeline and major milestones.

PLANNING PHASE

0 – 3 Months

- Accept award
- Submit any additional budget information to Bureau of Justice Assistance (BJA)
- Hire or assign a project coordinator¹
- Participate in BCJI orientation and training webinars
- Formalize cross-sector management team structure including methods for decision-making and conflict resolution
- Develop or revise MOUs or MOAs as needed to clarify team membership, meeting frequency, how will you make decisions)
- Negotiate contract/scope of work with research partner and other subcontractors²
- 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
- Develop a strategy for an “early action” project or projects that produce visible wins to build confidence among community members and other partners

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
- Pursue your early action project(s).

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 BCJI activity as needed
- Identify drivers of crime and prioritize them based on importance and the team’s capacity to respond
- Discuss findings of planning phase with residents and community members
- **Submit Planning Phase Narrative to LISC for feedback (see Guidelines and Deliverables, Section 1)**
- Discuss progress with sustainability efforts within the cross sector management team

14 – 15 Months

- Respond to feedback provided by LISC on the Planning Phase Narrative

¹ Sample job descriptions and interview questions are available on the BCJI website [here](#).

² Sample MOUs and MOAs can be found on the BCJI website [here](#).

- Identify primary evidence-based or innovative response strategies, or identify methodology for selecting appropriate evidence-based or innovative strategies to respond to priority concerns
- Develop Theory of Change or Logic Model for implementation activities
- Identify community roles in Implementation Phase
- **Submit Implementation Plan and Logic Model to LISC along with modified Planning Phase Narrative** (see Guidelines and Deliverables, Sections 1-3)
- Identify primary response partners and begin negotiating responsibilities
- Identify 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 BCJI budget to execute the Implementation Plan

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
- Report internally and to community on progress relative to theory of change or logic model
- 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

31 – 34 Months

- Revise asset map or resource directory
- Report internally and to community on progress relative to theory of change or logic model
- Report internally on initial indicators of program effect
- Report internally on progress toward program sustainability
- Draw on sustainability plan to inform cross-sector management team discussions of what happens after expiration of BCJI funding, including partnership structure, priorities, possible resources, and anticipated next steps
- Report internally on status of economic development efforts
- Begin transition to post-BCJI 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
- Develop report for community and subsequent partnership structure on status of BCJI effort, long-term priorities, and anticipated next steps
- Begin grant closeout procedures, or
- Complete process for no cost extension
- **Submit final project report**



BCJI Implementation Plan Package

At the close of the *Planning Phase*, BCJI sites will submit an *Implementation Plan* package comprising three elements that summarize planning activities and findings, the evidence-informed or innovative strategies that the BCJI team has selected to pursue, and an implementation workplan. Guidelines are articulated below. LISC and outside experts will review the full package and provide feedback.

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

Please articulate the following:

A. *The Planning Process and Methods* (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 and developing strategies
- Articulate a plan for an *early action* project or describe an early action project that you have planned and implemented in the target area (e.g. community clean-ups, community data sharing events, etc.)

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

- What specific hot spots were identified? Which of these will be addressed by your BCJI 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) Implementation Plan (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 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 you uncovered or verified through research and analysis during planning, and which expected outcomes are relevant to your strategies (such as a theory of change chart or logic model). A sample is provided below, but you are welcome to use an alternative format.

Sample Logic Model						
<p>Theory of Change <i>Brief statement about how strategy relates to broad vision for neighborhood change.</i> (“By bringing our community together with institutional partners to address crime drivers, the ABC Neighborhood will become....”)</p>						
Problem Statement			Strategies	Outcomes		
Problem	Why?	Why here?		Short Term	Intermediate	Long Term
1.						
2.						
3.						

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, including anticipated outcomes or indicators (intermediate and long-term) that you will track to measure success?
- Have you updated the research plan? If so, please provide a copy.

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 BCJI 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 BCJI funding from BJA?
- What is your strategy for sustaining the commitment among key leaders and organizations to the core principles of BCJI, 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 BCJI 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, related tasks, the party responsible for each task, and the expected timeframe for completion. A template is included as a guide, though alternative formats including a revised version of the *Project Timeline* from your original proposal are welcome. In the template included in this 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?**

Strategy/Activity	Major Tasks	Lead Responsible Party	Expected Completion Date	Funding Source (All BCJI? Part BCJI? All Other?)
PROGRAM STRATEGIES – Include law enforcement, economic development, service and other strategies here (this information should correspond to section 1C of your Implementation Narrative)				
1.	A. B. C.	e.g. City Police Dept.	e.g. Q4 2014	e.g. About 50% BCJI, 50% Other Private
2.	A. B. C.			
COMMUNITY ENGAGEMENT				
1.	A. B. C.			
2.	A. B. C.			
RESEARCH & EVALUATION				
1.	A. B. C.			
2.	A. B. C.			
EFFORTS TO PROMOTE SUSTAINABILITY				
1.	A. B. C..			
2.	A. B. C.			
PROGRAM MANAGEMENT (e.g. cross sector team meetings)				
1.	A. B. C.			
2.	A. B. C.			