



Byrne Criminal Justice Innovation Program Step-by-Step Guide to the BCJI Model

The following phases are based on an 18-month BCJI planning period. BCJI awardees make a serious commitment to analyzing crime drivers with help from the researcher, community residents and the national Training and Technical Assistance (TTA) Provider. 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 represent helpful benchmarks for participants to assess their progress.

PLANNING PHASE

During the stages of the Planning Phase, BCJI grantees will assemble partners, collect data, engage the community and use the information they gather to create a plan to address crime in the community. Planning Phase steps include:

0 – 3 Months

- Accept award
- Participate in BCJI orientation and training webinars
- Submit any requested budget information to Bureau of Justice Assistance (BJA) and consult with their BJA Grant Manager to confirm status of their budget approval prior to conducting grant activities.
- Hire or assign a project coordinator¹
- Formalize cross-sector management team structure (team membership, meeting frequency, delegation of authority) including methods for decision making and conflict resolution, develop or revise MOUs as needed, and send BJA and TTA Provider a memo describing the above
- Negotiate contract/scope of work with research partner and other subcontractors; send research MOA to BJA and TTA Provider.²
- Discuss and hone research strategy with cross-sector team
- Identify diverse primary data sources; begin discussions for regular data exchange
- Begin regular 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 an Early Action Project (for execution at any point in the Planning Period) and submit Early Action Project Proposal Form to TTA Provider
- Pursue 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 BCJI 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
- Complete Early Action Project.
- Submit Draft Planning Phase Narrative to TTA Provider for review

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

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

14 – 15 Months

- Respond to feedback provided by TTA Provider 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 the implementation strategies
- Discuss progress with sustainability efforts within the cross-sector management team
- Identify any adjustments needed to the BCJI 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 TTA Provider for review.

IMPLEMENTATION PHASE

During the stages of the Implementation Phase, BCJI grantees will implement their plans, track progress against goals, and make any necessary course corrections. Implementation Phase steps include:

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 with research partner

31 – 34 Months

- Convene year 1 implementation plan review meeting in coordination with TTA Provider 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 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
- 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 TTA Provider as a part of grant closeout package.

BCJI Implementation Plan Package

At the close of the *Planning Phase*, BCJI sites submit an *Implementation Plan* package that summarizes planning activities and findings, the evidence-informed or innovative strategies selected, and an implementation workplan. The Implementation Plan Package consists of four elements, described below. The TTA Provider and outside experts review the full package and provide feedback that will inform BJA's decision to approve the plan or request modifications.

(1) Planning Narrative

In this narrative, the BCJI grantees articulate the following:

A. The Planning Process and Methods

- Who was involved in the 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?
- What research methods were used 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?
- How were community members involved in the process, including their role in identifying problems, developing strategies, and selecting evidence-based programs and projects for implementation?

B. Findings

- 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 the BCJI effort?
- Did the data analysis reveal any changes to the hot spots identified in the original grant proposal? Is the team prioritizing some hot spots over others? If so, why?
- What are the major findings about crime and its drivers in the target area? Including:
 - Length of time the specific problems or problem locations have been concerns
 - 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
- Other trends or analyses that grantees would like to share
- Did the analysis reveal any unexpected findings?

(2) Program Narrative

A. Proposed strategies to address findings

- What strategies will the 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 the chosen approach is likely to be successful?
- What programs and projects will the partnership deploy to implement the strategy?
- What assumptions underlie the prediction of how the chosen strategies will produce these results?
- How do the interventions relate to broader economic development or revitalization plans for the target area or surrounding neighborhood?
- To complement the narrative, grantees must provide a visual representation of how the proposed strategies relate to the crime drivers/attractors they uncovered or verified through research and analysis during planning, and which expected outcomes are relevant to the chosen 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

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

C. Plans for Community Engagement

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. 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 the team use to share information about progress with community members?
- What mechanisms will the team use to gather feedback and new information from community members?

D. Plans for Sustaining the Effort

- What is the partnership’s strategy for sustaining cross-sector relationships/partnerships during and beyond the life of the BCJI funding from BJA?
- What is the 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 the strategy for sustaining the implementation of specific strategies or activities funded by the BCJI grant?

E. Appendices/Attachments

- Grantees may share 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.
- Grantees should 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

Each grantees submits a workplan listing their team’s main strategies, projects and programs. The template below serves as a guide. The “Funding Source” column is a tool for identifying components of the strategy that might require special attention in the 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 BCJI? Part BCJI? 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% BCJI, 50% Other Private
2.					
3.					
4.					

(4) Early Action Summary

BCJI 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 selected, why the team chose this particular project, the impact of the project on the community and how the project connects to the outcomes as listed above.