



Project Safe Neighborhoods – Strategic Action Plan Template¹



I. Planning Phase Summary

A. The Planning Process and Methods

- 1) Who was involved in your planning process (see Appendix A)? Which of these partners were involved in determining the planning strategy? What was the process for agreeing upon a planning strategy?
- 2) 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).
- 3) What data were used in the analysis (see Appendix B)? How many years' worth of data were examined?
- 4) Describe other sources of information about the gun and gang violence problem (e.g., community member input; surveys, etc.)

B. Violence Reduction Assessment Tool

- 1) Has your PSN team participated in the Violence Reduction Assessment Tool (VRAT)?

If no – see Appendix C

If yes:

- 2) Describe the VRAT assessment feedback. Were there any areas in the implementation assessment that your team needed to address? Based on the feedback, do you believe you have the capacity needed to effectively implement your strategies?

C. Problem Analysis Findings

- 1) What is the target area(s) for your PSN initiative (region, city, police district(s), neighborhood(s))? Why did you select this target area(s)? Did the problem analysis support the selection of this target area(s)?
- 2) What did your problem analysis identify as the key drivers of gun and gang violence in your target area(s)? (see Appendix D)

¹ These planning documents borrow from the Planning and Implementation Strategic Planning Resources developed by LISC as resources for the BJA sponsored Innovations in Community-Based Crime Reduction. See the LISC website: <http://www.lisc.org/>

- 3) Did your data analysis reveal any changes to the target areas identified in your original grant proposal? Are you prioritizing some target areas or hot spots within target areas over others? If so, why?
- 4) Are there any other trends or analyses that you would like to share?
- 5) Did the analysis reveal any unexpected findings?

II. Implementation Plan

A. Goal Identification – provide a statement of the strategic crime reduction team’s goal(s) in addressing gun and gang violence in the target area(s)

B. Proposed Strategies to address the drivers of gun violence

- 1) Has your team prioritized specific drivers of gun violence that will be the focus of your intervention? (see Appendix E)
- 2) What people-, place-, or combined strategies will your strategic crime reduction team employ to address these gun crime drivers? (see Appendices E and F)
- 3) What is the evidence-base that supports these strategies?
- 4) For evidence-informed innovative strategies, what is the theory or basis in evidence that indicates your approach is likely to be successful?

(Note – following development of the strategic plan, PSN teams are encouraged to develop a logic model based on the strategic plan. (see Appendix G).

C. Plans for Ongoing Research and Evaluation

- 1) What is the role of your research partner during the implementation phase, including how often the research partner will meet with project partners?
- 2) What are the expected results of your approach, including anticipated outcomes or indicators (intermediate and long-term) that you will track to measure success?
- 3) Will the research partner conduct a process evaluation (formative) of the project? An outcome evaluation (summative)?

D. Plans for Community Engagement

- 1) Will community members be involved in the PSN project during the implementation phase?
- 2) What mechanisms will you use to share information about progress with community members?
- 3) What mechanisms will you use to gather feedback and new information from community members?

E. Plans for Sustaining the Effort

- 1) What is your strategy for sustaining cross-sector relationships/partnerships during and beyond the life of the PSN funding from BJA?
- 2) What is your strategy for sustaining the commitment among key leaders and organizations to the PSN strategic plan and core principles?
- 3) What is your strategy for sustaining the implementation of specific strategies or activities funded by the PSN grant?

Some examples of sustainability efforts may include:

- a. Involvement with other Innovations Suites;
- b. Attendance at trainings/conferences (e.g., PSN Violent Crime Reduction Workshop; Innovations Suite Researcher-Practitioner Fellows Academy);
- c. Exploration of potential alternative funding sources (e.g., local, private, grants, etc);
- d. Describing how current efforts can or will be expanded (working with a different age group, expand/consider next focus area, plans for community redevelopment)

F. Appendices/Attachments

- 1) 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.
- 2) 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.

III. Implementation Phase Workplan

Appendices

Appendix A – Identifying Key PSN Partners

Criminal Justice Partners:	Involved in Planning	Will be involved in Implementation
Police (local)		
Federal law enforcement (specify)		
Prosecutor's Office		
U.S. Attorney Office		
Community Corrections		
Department of Correction		
Research partner		
Fiscal Agent		
Local Government:		
Schools		
Executive (Mayor's Office, Manager)		
Public Housing		
Community Stakeholders:		
Faith Community		
Neighborhood Associations		
Foundations		

Appendix B – Sources of Data for Analyzing Problem

What types of data and sources of information have you gathered and analyzed?	
Calls for police service	
Police incident reports	
Street level intelligence	
Systematic crime incident reviews	
Shots fired/shotspotter	
NIBIN (National Integrated Ballistics Intelligence Network)	
Gun crime case processing	
Citizen perceptions	
Community characteristics	
What types of analysis have you conducted?	
Trend analysis	
Crime mapping	
Risk Terrain Mapping	
Social Network Analysis	
Gang audits	
Repeat violent offender patterns	

Appendix C – Violence Reduction Assessment Tool (Example Invitation Letter)

As a resource for PSN strategic planning efforts, you are being asked to complete the Violence Reduction Assessment Tool (VRAT). The VRAT is a planning and support instrument that allows communities to assess their capacity for effective implementation, to identify concrete action steps to increase their capacity, and to adopt evidence-based practices as well as to identify and support technical assistance needs.

The VRAT has been developed by Michigan State University under a grant from the Bureau of Justice Assistance. Teams from more than 125 communities have participated in the VRAT as part of their strategic planning process.

A minimum of four individuals from key partner agencies should complete the VRAT.

Examples include:

Law Enforcement (local, state, federal)

Prosecution (local, state, federal)

Probation/parole

Social Services

Faith/Community/Business leaders

Research Partner

The assessment takes 20 to 30 minutes to complete. The assessment must be completed in “one sitting” as to not get timed out of the system. Unfortunately, the online assessment does not allow you to save your answers and get back into it and you cannot change your answers once you hit “submit”.

Be sure to have the most current version of your browser. You may need to complete the Assessment from a personal computer as opposed to a secure work computer due to firewall issues.

It is likely that you will not know the answer to some questions. Please respond “don’t know” or “not applicable” in these instances. The VRAT uses the term *Strategic Crime Reduction Effort (SCRE)* generically to refer to crime prevention/reduction efforts like PSN, Drug Market Intervention (DMI), Group Violence Reduction Strategy (GVRS), Innovations in Policing, Ceasefire, etc.

Upon completion of the VRAT, individual scores are displayed, however, individual responses will not be shared with the team. Feedback is provided in a de-identified, aggregate form. The PSN Team will receive composite team feedback following the XXXXX deadline if four or more members representing multi-disciplines have completed the Assessment. The feedback must be incorporated into the Strategic Action Plan (SAP) that is submitted to BJA.

The VRAT feedback will serve as a baseline for assessing implementation capacity over time. We hope the feedback will prove helpful for planning purposes, to support effective

implementation, technical assistance delivery, sustainability and to better equip your jurisdiction to pursue future sources of funding.

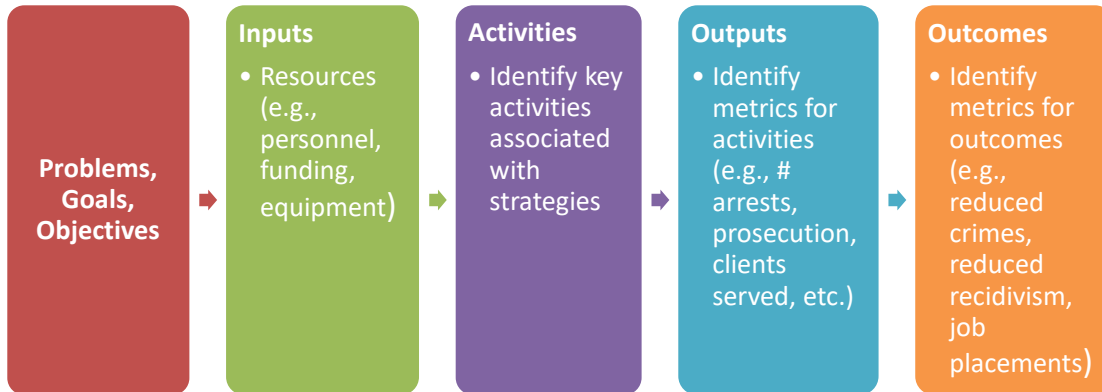
The VRAT can be accessed at: <http://vrat.psnmsu.com>. If you have questions or issues with the VRAT, please contact: Heather Perez, perezh@msu.edu

Appendix F - Strategy Review Decision-Making Tool

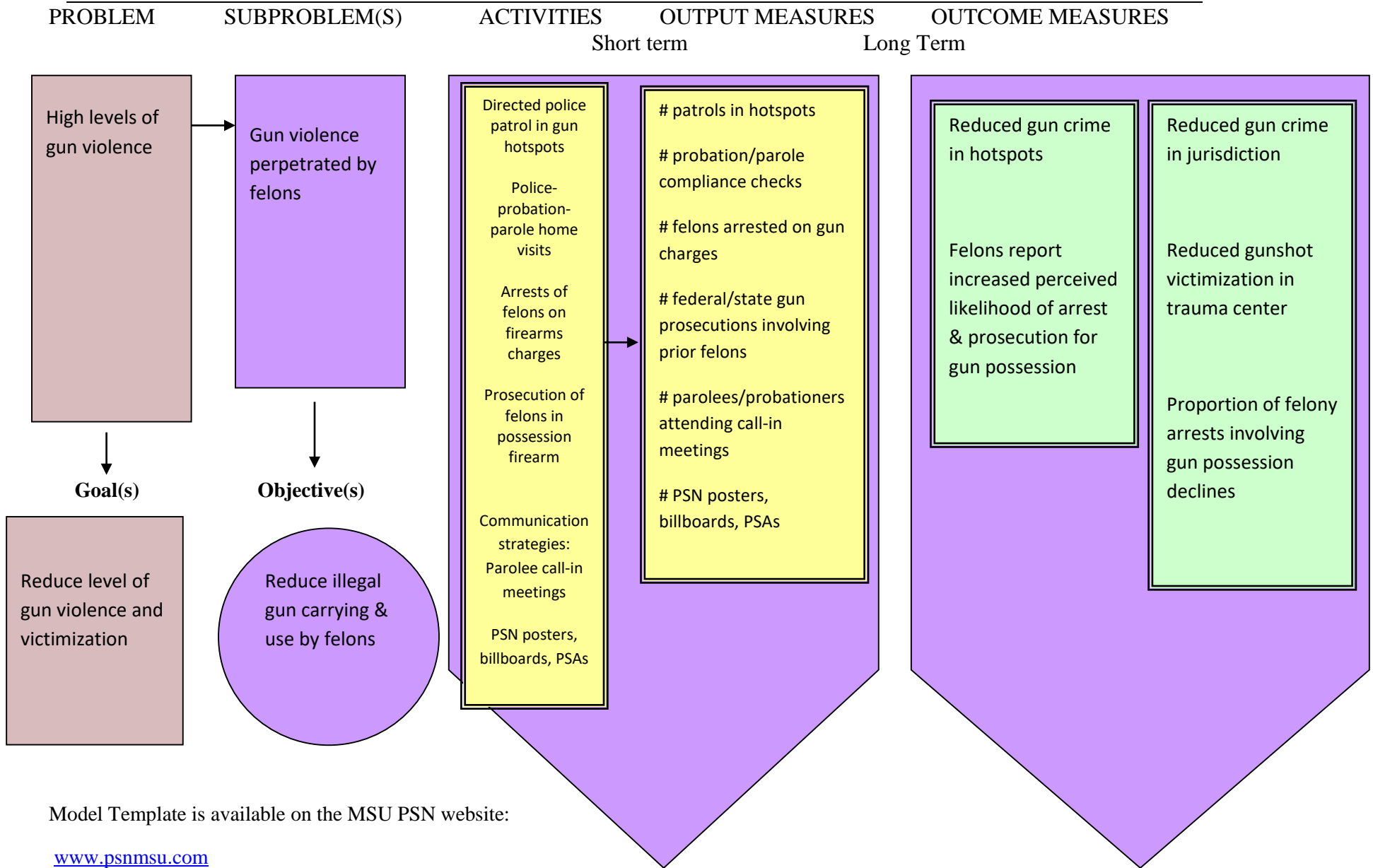
Target Problem & Strategies	Is this an evidence-based practice? An evidence-informed innovation?	Does this strategy emphasize enforcement, prevention, intervention, re-entry, community/neighborhood development?	Do we think it will have a short-term impact? Why?	Do we think it will have a long-term impact? Why?	Can we do this? (leadership support, resources, etc.)	Do we want to do this? (norms, values)
Specify Problem 1						
Strategy 1						
Strategy 2 ...						
Specify Problem 2						
Strategy 1						
Strategy 2 ...						
Specify Problem 3						
Strategy 1						
Strategy 2 ...						

Logic Models

Systematic guide – Why do we think what we are doing will have the intended effect(s)? What are the key activities and metrics?



LOGIC MODEL EXAMPLE²



Model Template is available on the MSU PSN website:

www.psnmsu.com

²Adapted from OJJDP

Appendix H: PSN Resources



**Bureau of Justice Assistance
Office of Justice Programs
U.S. Department of Justice**



**Michigan State University
School of Criminal Justice**

Project Safe Neighborhoods FY2018 Grantee

SWOT Analysis

- S = Strengths: Resources, capabilities, relationships, and other factors that can be used as a basis for developing the program
- W = Weaknesses: Skills, capabilities, relationships, and other resources that are lacking or need improvement in order to develop the program
- O = Opportunities: Factors that promote the timeliness, potential support for and success of the program
- T = Threats: Factors that may challenge the feasibility of implementing the program

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	ACTIONS/STEPS		
				3 mo	6 mo	12 mo
				3 mo	6 mo	12 mo