

ACTION PLAN GUIDANCE TOOL

The purpose of this Action Plan Guidance Tool is to provide your Byrne Criminal Justice Innovation (BCJI) site with guidance on how to develop and submit your Action Plan, the primary deliverable of the BCJI Planning Phase. This Planning Phase, typically lasting between 6 and 12 months, begins once the site's budget is officially approved through the Office of Justice Programs grants management system, Justice Grants (JustGrants).

Throughout the Planning Phase, the International Association of Chiefs of Police (IACP BCJI) Training and Technical Assistance (TTA) Team, made up of dedicated staff from the IACP, project partners at the University of Cincinnati (UC) and University of Nevada, Las Vegas (UNLV), and select subject matter expert (SME) consultants, will provide guidance to your BCJI site by delivering technical assistance, facilitating peer-to-peer calls or exchanges with other sites, and providing resources via [BCJI Connect](#), the online peer-to-peer community of practice for BCJI sites, and the [Library of BCJI Resources](#) on IACP's website.

Developing Your Action Plan

The IACP and BJA recommend using the [Scanning, Analysis, Response, and Assessment \(SARA\) Model](#) for organizing your Action Plan. Action Plans should be written in a narrative format for a general audience using 12-point font and in a single-spaced paragraph format. The components of the BCJI Action Plan include:

- Executive Summary
- Narrative
- Budget and Budget Narrative
- Appendices

Action Plan Narrative Components

I. Executive Summary

The Executive Summary should include a comprehensive list of the core leadership team and a brief synopsis of the goals and outcomes that your BCJI project will aim to accomplish during the Implementation Phase. It should also summarize how your Action Plan supports the BCJI core elements:

Data-Driven

- What types of data were considered during the Planning Phase?
- Who conducted the data analysis?
- How is data shared among stakeholders?
- What measurable outcome data will be used to assess progress towards the stated goals and objectives?

Place-Based

- What locations will the crime prevention strategies focus on?
- How and why were those locations selected?

- What outcomes are expected for these locations?
- Are there complementary plans for neighborhood redevelopment and revitalization?

Builds Partnerships

- Was a cross-sector team created to support your BCJI project?
- What community-based, law enforcement, municipal, business, and social service organizations are represented in the cross-sector team?
- What is the decision-making structure for the cross-sector team?
- How are community residents represented in the cross-sector team?
- What is the research partner's role in the project?

Community-Oriented

- How did community input factor into the Planning Phase activities and Action Plan development?
- What community engagement strategies will be utilized during the Implementation Phase?
- How will your project garner community input during the Implementation Phase?
- How are community stakeholders integrated into the project for sustainment beyond the grant period?

II. Narrative

The [SARA Model of Problem-Oriented Policing](#) is the most effective method for organizing BCJI Action Plans. The Scanning and Analysis sections closely align with activities that occur during the Planning Phases, and the Response and Assessment portions run parallel to the Implementation Phase activities. Below are items that your BCJI site should consider including in the narrative to create a robust Action Plan.

Planning Phase – Scanning and Analysis

Scanning

- What overarching goals did your BCJI site set when applying for BCJI funding?
- What partners were involved in the Planning Phase (e.g., research partner, municipal partner, law enforcement, community organizations, service providers)?
- How were the chronic crime hot spot(s) identified in the grant proposal prioritized during the Planning Phase?
- How were community members engaged in identifying problems and developing response strategies during the Planning Phase?
- Were there any community experiences that spurred the stakeholders towards action?
- What were the community perceptions of safety and law enforcement at the beginning of the Planning Phase?
- Are the following visual aids included?
 - Examples of community surveys created or used during the Planning Phase
 - Micro hot spot maps and trend analysis charts
 - Asset or resource mapping around the hot spot locations

Analysis

- What sources of data did your BCJI site use for the initial data collection and analysis?
- What place-based measures were considered during the initial data collection and analysis?
- What were the findings from the initial data collection and analysis?

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- Did the data analysis reveal any changes to the hot spots identified in the original grant proposal? If so, what changed and why?
- What are the social, economic, and environmental factors that could explain why crimes are taking place in the hot spot location(s)?
- What were the major findings from the initial data analysis? Include discussion around the following factors:
 - Length of time of the specific crime problem(s)
 - Spatial and temporal patterns of crime problem(s)
 - Offenders and victims involved in the crime problem(s)
 - Populations that disproportionately account for crime offenses or victimization
 - Physical and economic conditions that contribute to the occurrence of crime
- Were any community and/or business surveys conducted during the Planning Phase?
 - What trends were identified as a result of the community and/or business surveys?
 - If trends were identified, were they different from those identified in the grant proposal?
 - Was resource mapping conducted?
 - Did the results of the survey capture community perceptions of neighborhood safety and law enforcement?
 - Did your BCJI site use the results of the survey to narrow the scope of the project?
- What new partners were identified and brought in to fill identified gaps and expand response capabilities?
- Were any challenges encountered during the Planning Phase? If so, how were they addressed?
- Did the challenge(s) impact the goals or scope of the project?

Implementation Phase – Response and Assessment

Response

- Based on the Planning Phase activities and assessment, what are the specific Action Plan goals and objectives?
- What specific strategies will your BCJI project employ to achieve the Action Plan goals and objectives?
- What was the decision-making process of the cross-sector partners or core team leadership to address the specific Action Plan goals?
- Does each objective have a responsible party clearly assigned?
- What crime drivers were prioritized for Implementation Phase response strategies?
- What is the evidence or research base that supports the selected strategies?
- Would the selected strategies be considered innovative (i.e., tailoring established strategies or employing new approaches to meet community needs)?
- How will these strategies bolster police-community relations and enhance community trust?
- Did you create a chart that shows how each implementation strategy supports the goals and objectives of your BCJI project?
- How will community members be engaged throughout the Implementation Phase?
- What is the role of the research partner throughout the Implementation Phase?
- What mechanisms will be used to share information about project progress?

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- What mechanisms will be used to gather feedback and new information from community members?
- What is the plan to sustain response strategies?

Assessment

- What are the expected results of the proposed strategies?
- What quantifiable outcome measures will be tracked to measure success?
- What are the anticipated intermediate and long-term outcomes of the project?
- What is the evaluation plan for the implementation strategies?
- Will there be an ongoing assessment of the implementation outcomes?
- How will those assessments be shared with project partners and community stakeholders?
- How will the evaluation of the project goals and objectives be reported?
- Does the core leadership or cross-sector partnership team foresee any challenges or obstacles to implementing the selected strategies?
- If so, how will those challenges be addressed during implementation?
- How will the cross-sector relationships and partnerships be sustained during and beyond BCJI funding?
- How will the core leadership team and cross-sector partners sustain the strategies and activities implemented with BCJI funding?

III. Budget and Budget Narrative

Submit a [budget detail worksheet](#) supporting the Implementation Phase activities in the Office of Justice Programs format with the following considerations in mind:

- Your Implementation Phase budget should only include activities directly funded by BJA, which should be related to the public safety outcomes defined in the Action Plan.
- Strategies funded by other sources may be discussed in the plan narrative but should not be part of the budget and budget narrative.
- Review the [Department of Justice Grants Financial Guide](#), BJA BCJI solicitation, [IACP's Action Plan Guidance webinar](#), and the [BCJI Connect Resource Library](#) for more details on budget considerations, unallowable costs, and technical grant management resources.

IV. Appendices (if applicable)

Any reports or tools referenced in the narrative such as crime maps, crime data trends and comparisons, survey instruments, data or examples, or marketing materials used to promote your project may be included in the narrative if they are short, or as appendices, if they are long to avoid significantly increasing the page count of the Action Plan Narrative.

Submitting Your Action Plan

The steps to submit your Action Plan for approval include:

1. BCJI sites will submit their draft Action Plans and Implementation Phase budgets to bcji@theiacp.org.
2. IACP staff will conduct a review of the Action Plan and budget using the criteria outlined below. (*approximately 5 business days**)
3. IACP staff will share the draft Action Plan with your site's designated TTA partner at UC or UNLV to review and provide further recommendations. (*approximately 1 week**)
4. IACP staff will return feedback to your BCJI site to review and incorporate in your Action Plan. If necessary, IACP staff will also facilitate a call between your site, IACP, and UC or UNLV TTA partners to discuss the feedback. (*approximately 2-3 weeks**)
5. Once your BCJI site has reviewed and incorporated any recommendations from the IACP BCJI TTA Team, your site will need to resubmit the final Action Plan packet to bcji@theiacp.org.
6. IACP staff will submit the final Action Plan packet on your site's behalf to BJA, along with a summary of the incorporated revisions, for review and approval. (*approximately 2 weeks**)
7. Once BJA has approved your site's Action Plan, they will notify your site of the approval.
8. Your BCJI site will be required to submit a Grant Award Modification (GAM) in the JustGrants system and receive approval from OJP in order to access implementation funds.
9. When the GAM is approved by OJP, implementation funds will be released to your BCJI site to begin your Implementation Phase activities. (*approximately 2 weeks**)

**Timeframes are approximate.*

Action Plan Review Timeline

- IACP staff review: **5 business days***
- UC or UNLV partner review: **1 week***
- BCJI site revisions: **2-3 weeks***
- BJA approval of Action Plan: **2 weeks***
- GAM approval and implementation funds release: **2 weeks***

**Timeframes are approximate.*