Project Safe Neighborhoods
Strategic Action Plan Template

Strategic Planning[1] provides the roadmap for creating clear understanding of PSN goals and the strategies to achieve the goals. Going through the planning process helps build commitment, and helps partners understand why the PSN team is addressing the violence problem in this fashion. Understanding "why" is crucial for effective implementation and sustainability over time.

I. Planning Phase

A. *Partnerships for Planning Phase*

1) Who do we need to be involved in the planning phase (see Appendix A)?

At a minimum, who are the key partners that will help us assess the violent crime problem? For example, an intelligence or crime analysis unit? Gun Crime Intelligence Center? COMPSTAT unit? State Statistical Analysis Center? ATF and/or FBI intelligence analysts? Street level officers, investigators, task force agents? Probation, parole, corrections? Federal and local prosecutors? Are there additional partners we will need to develop strategies?

B. *Problem Analysis to Develop Targeted and Prioritized Enforcement Strategies*

1) What are the most serious violent crime problems in our district? To what extent are these problems concentrated in particular places (*e.g.*, gun and gang violence in specific precincts or zones in urban centers) or district-wide (*e.g.*, chronic violent offenders possessing and using firearms)?

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[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/

2) What types of data (see Appendix B) do we have to analyze the violent crime problem? What do know from street-level intelligence?

C. *Results of the Problem Analysis – What Do We Believe Are the Key Drivers of Our Violence Problem?*

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)? Are there some problems that occur throughout the district?

2) What did your problem analysis identify as the key drivers of violent crime in your target area(s)? (see Appendix D)

II. **Implementation Phase**

A. *Goal Identification – Provide a statement of the PSN team's goal(s) in addressing violent crime in the target area(s).*

B. *Targeted and Prioritized Enforcement Strategies to Address the Drivers of Violent Crime*

1) What targeted and prioritized people-, place-, or combined enforcement strategies will your PSN team employ to address these violent crime drivers (see Appendix D)?

2) What data or information will initially be used to determine a list of the most violent offenders (see Appendix B)?

3) Are there additional partners we will need to implement these strategies (add to partners identified in Appendix A)?

C. *Prevention Strategies to Complement Enforcement*

1) What focused people-, or place-based prevention strategies will we deploy to complement our targeted and prioritized enforcement strategies (see Appendix E)?

2) Are there additional partners we will need to implement these strategies (add to partners identified in Appendix A)?

D. *Accountability*

1) What outcome data will we use to track our progress?

2) How will we monitor violent crime trends in our target areas as well as other parts of the district?

3) Who will be responsible for semi-annual performance reporting?

4) How will we ensure our strategies remain targeted and prioritized?

5) How frequently will we meet to discuss progress, challenges, successes, and mid-course corrections? Who will be involved?

E. *Next Steps*

The most difficult work will be to translate the plan into action. Having identified strategies, you are encouraged to consider who will be responsible for implementing? Will the strategies occur all at once or be sequenced? What are the details and logistics behind each strategy (*e.g.*, how will we select targeted and prioritized people, groups, gangs, and places? How often do the enforcement and prevention activities occur? How will you track activities and modify as needed?

Michigan State University has developed the PSN Violence Reduction Assessment Tool (VRAT). The VRAT is a planning and resource tool intended to assist PSN teams assess their capacity to successfully implement their strategies. PSN teams are encouraged to participate in the VRAT as a supplement to their strategic action plan. For more information see http://www.psnmsu.com/vrat/ or contact Heather Perez, PSN Training and Technical Assistance Coordinator, Michigan State University, perezh@msu.edu.

Appendices

Appendix A – Identifying Key PSN Partners

Criminal Justice Partners:	Involved in Planning	Involved in Implementation
Police (local)		
Federal law enforcement (specify)		
Prosecutor's Office		
U.S. Attorney Office		
Community Corrections		
Department of Correction		
State Probation and/or Parole		
US Probation		
Research partner		
Fiscal Agent		
Local Government:		
Schools		
Executive (Mayor's Office, Manager)		
Public Housing		
Community Stakeholders:		
Faith Community		
Neighborhood Associations		
Foundations		
Social Services		
Outreach Workers		
Trauma Center		

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 tracing	
Gun crime case processing (e.g., GUNSTAT)	
Citizen perceptions	
Community characteristics	
Other	
What types of analysis have you conducted?	
Trend analysis	
Crime mapping	
Risk Terrain Modeling	
Social Network Analysis	
Gang audits	
Repeat violent offender patterns	
Other	

Appendix C - Problem Analysis Summary

Based on your analysis of violent crime patterns, to what extent are the following drivers of violent crime in your target area? (repeat if multiple target areas)		
	Rate (1=highest priority; 2=priority; 3=concern but not as significant relative to others; 4=does not appear to drive a significant amount of our violent crime)	**Note if this will be a focus of your violence reduction strategy**
Gangs or violent street groups		
Geographic hot spot areas		
Felons in possession		
Prolific (chronic) violent offenders		
Street disputes		
Household/family/neighbor disputes		
Intimate partner violence		
Illegal drug markets		
Other (specify)		

Appendix D - Linking Targeted and Prioritized Enforcement Strategies to Problem Analysis

For each identified driver of violent crime, what strategies have you identified to address the problem?	
Insert Drivers of Violent Crime that your team has prioritized (from Appendix C)	**Strategies**

Appendix E - Prevention Strategies

Identify prevention strategies that focus on high-risk people and places?	
People (e.g., high risk youth; gun involved former prisoners returning to community; shooting victims; community engagement & awareness)	**Strategies**
Places (e.g., repeat violent crime locations; repeat violent crime street segments; high violence neighborhoods, precincts, beats)	