

Grand Rapids Justice and Governance Partnership Request for Proposals for Local Justice Intermediary

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INTRODUCTION

[The Grand Rapids Justice and Governance Partnership \(GR-JGP\)](#), in collaboration with [Aspen Institute's Criminal Justice Reform Initiative \(CJRI\)](#), is part of a national effort to promote systemic approaches to public safety and justice. Safer communities better understand the underlying factors that impact quality of life across its neighborhoods, while also including community voices in policymaking and investment decisions.

The GR-JGP is an independent membership entity and coalition of residents, community members and agencies representing the local criminal justice system, as well as government, health, housing, education, and economic development sectors to create shared visions for public safety and justice outcomes that are equity-centered, data-driven, and holistic. Ultimately, the goal of the GR-JGP is to understand what contributes to public safety in our city's neighborhoods so that resources, cross-sector strategies, and local government policies can coordinate to provide more equitable outcomes and access to opportunity in our city, while reducing criminal justice system involvement, lowering the dependence on crisis management services, and improve the lives of residents.

Public Agency at WMCAT, a social enterprise of the West Michigan Center for Arts + Technology, was the host organization for the initial planning stage (Jan '22 – Feb '23), facilitating GR-JGP activities with community stakeholders and cross-sector leaders. During the planning phase the [GR-JGP Governance structure](#) was formed outlining how the local Justice Intermediary will be supported through key entities within the Grand Rapids Justice and Governance Partnership which include Co-Chairs, a Leadership Council, the Justice Collaborative, and Aspen Criminal Justice Reform Initiative Team.

Transformation of systems requires capacity building and coordinated action among a wide spectrum of stakeholders over time. The Justice and Governance Partnership engagement with Aspen CJRI is designed to occur over four stages over five years:

- Stage 1:** Preliminary Stakeholder Engagement
- Stage 2:** Planning | one year
- Stage 3:** Initial Implementation | two years
- Stage 4:** Sustained Implementation | two years

The GR-JGP has completed the Planning Stage as of February 2023 and currently seeks proposals from qualified organizations interested in serving as the local Justice Intermediary (LJI) and backbone host for the Implementation Stages. The LJI will coordinate work among partners and advance the goals of the GR-JGP for the next four years, at minimum, beginning in July 2023. If selected, the LJI will submit a proposal on behalf of the GR-JGP to Aspen CJRI for \$225,000 for the first year of implementation, and up to \$300,000 in each of the subsequent three years of implementation. Aspen CJRI will provide, over the four years of implementation, an additional \$1M in technical assistance by expert national partners, and access to a national peer learning group, the Aspen Justice Network, to the LJI as well. Applicants should familiarize themselves with the Aspen CJRI "Justice and Governance Partnership Program Description" in [Attachment A](#), which provides details about the national JGP effort. As the GR-JGP backbone role, it is our preference for a single

organization to serve as the LJI; however, trusted community-based organizations and agency partners may be included in the application, as long as a lead applicant is specified.

For questions related to this RFP, eligibility, or your proposal, please contact Noele Stith at 616-516-2842 or noelestith@designgroupintl.com.

SECTION 1: LOCAL JUSTICE INTERMEDIARY ROLE & RESPONSIBILITIES

The local Justice Intermediary (LJI) will work closely with Aspen CJRI and its technical assistance partners to facilitate the work of the GR-JGP through all implementation phases. This includes:

- a. Advancing JGP goals and the GR-JGP Theory of Change
- b. Producing preliminary, and then full Justice Audits and subsequent analyses with GR-JGP Collaborative partners
- c. Facilitating the development of priorities for Reinvestment Plans with GR-JGP partners integrating Social Purpose Braided Budgeting
- d. Support Community Engagement and Appropriate Representation in Collaborative Participation and Governance
- e. Designing strategies and execute [Community-Based Action Research \(CBAR\) Activities](#)
- f. Conducting Evaluation and Support Learning efforts and outcomes
- g. Conducting Effective Operations

Applicants should review the complete list of activities and recommended capacities detailed by Aspen CJRI in its memo to the GR-JGP in [Attachment B](#) to understand the full scope of this role before beginning the application process.

SECTION 2: ELIGIBILITY OF APPLICANTS

Lead Applicant Organizations

The lead organization for the local Justice Intermediary (LJI) needs to have both credibility among a wide group of community stakeholders and institutional capacity to effectively fulfill its role. Below are eligibility criteria for lead applicant organizations:

- Show alignment with the [goals and purpose of the Justice and Governance Partnership \(JGP\)](#) and the values of the [Criminal Justice Reform Initiative \(CJRI\)](#)
- Must be an established 501(c)(3) based in Grand Rapids, Michigan for at least 2 years prior to application submission
- Must have sufficient existing infrastructure such as office space, human resource functions, and auditable accounting processes
- Future GR-JGP activities and staffing must not represent more than half of the organization's existing work and staff, requiring organizations to have an operating budget of at least \$1,500,000
- Must have prior experiences working with stakeholders across multiple sectors and members of historically underserved communities (and/or groups representing them)
- Serve in a support capacity to Aspen CJRI's fundraising for GR-JGP needs, and do own local fundraising for any work beyond Aspen's JGP's activities

Partnering Organizations

- Partner organizations considered should be resident and community trusted entities that may be included as complementary expertise toward project responsibilities.
- Letters confirming the role(s) of partner organizations should be included as attachments to the proposal.

SECTION 3: PROPOSAL NARRATIVE

RFP Questions

Lead applicant organizations who meet all eligibility criteria from Section 2 are invited to submit written responses to the following questions, using no more than 8 pages for the entire narrative (excluding attachments).

1. Describe your organization's alignment to the GR-JGP's broader goals to improve neighborhood experiences of public safety and to address the underlying social conditions influencing those experiences. Why are you the right candidate for this role?
2. Describe how the GR-JGP would be managed within your organization's existing structure and how you will leverage your organization's resources to fulfill the LJI role. Please indicate your planned approach to staffing GR-JGP in the initial implementation year, given the activities described in [Attachment B](#).
3. Provide examples of previous work that demonstrates your organization's capacity to meet the key LJI responsibilities below (see [Attachment B](#)):
 - a. Coordinate and conduct key JGP programmatic activities related to the Justice Audit and collaborative development of Reinvestment Plans
 - b. Support community engagement in collaborative participation and governance
 - c. Conduct evaluation and support learning for GR-JGP members and the broader community
 - d. Conduct efficient and effective operations
4. Describe your organization's commitment to equity and racial justice by providing examples of how this is reflected in your current organizational structure, practices, policies, and/or programs.
5. OPTIONAL: Please submit any additional information not covered above but that you feel relevant to this proposal, *within the 8-page limit*.

Attachments

1. Proof of 501(c)(3) designation
2. Most recent financial statement
3. Confirmation letters from key partner organizations (if applicable)

SECTION 4: SUBMISSION GUIDELINES

Selection Timeline –

An LJI Selection Committee, made up of engaged GR-JGP partners and Leadership Council, will review applications, participate in applicant interviews, and make recommendations to the GR-JGP Leadership Council for the selection of the LJI. Below is the timeline:

April 21, 2022	RFP shared
May 4, 2022	Virtual Information Session (9:30a & 4:00p) [email Noele Stith noeles@designgroupintl.com for link]
June 1, 2023	Applications due
June 7, 2023	LJI Selection Committee reviews applications; makes recommendations for finalists
June 13, 2023, PM June 15, 2023, AM	LJI Selection Committee and GR-JGP Leadership Council interview finalists
June 20, 2023, PM	GR-JGP Leadership Council vote for GR-JGP Local Justice Intermediary
By June 21, 2023	Announcement of LJI to organizations and broader GR-JGP collaborative
July 2023	LJI begins work

Evaluation Criteria

Each applicant will be evaluated using consistent criteria developed from LJI recommended capacities outlined in Appendix B and based on each applicant’s narrative proposal. Strong applications should convey:

- Show alignment with the [goals and purpose of JGP](#) and the [values of CJRI](#)
- Be widely perceived as a neutral convener by community, government, and other institutional leaders/stakeholders, and be able to engage needed stakeholders in JGP
- Commitment to equity and racial justice
- Have flexibility in the face of various changing conditions and needs
- Have a community engagement orientation and proven skills
- Existing capacity and experience managing data analysis
- Existing capacity and experience managing policy development
- Familiarity with justice system practices and policies
- Familiarity with grassroots organizing approaches and working with grassroots groups
- Have strong program design and project facilitation experience that will enable the completion of the JGP implementation period deliverables
- Have experience developing multi-sector collaborations
- Create and maintain relationships with the key stakeholders needed to accomplish JGP’s goals
- Be able to navigate local- and state-level politics as they may impact development of JGP
- Have politically savvy public communications skills, and communication skills and methods to show progress of the JGP collaborative

- Be able, and trusted to, navigate both city- and county-based needs and engage both city and county entities
- Be able to support Aspen CJRI's fundraising for GR-JGP needs, and do own local fundraising for any work beyond Aspen CJRI JGP Activities of the JGP Local Justice Intermediary and Recommended Capacities of a Local Justice Intermediary for the Grand Rapids, MI Region
- Be able to quickly assign or hire staff or consultants for the needed components of the project, and have excellent people and project management skills
- Be able to steward and advance the JGP work through all Implementation stages, and create sustainability beyond the Aspen funding period

All submissions should be emailed to info@gr-jgp.org no later than 5PM on **June 1, 2023**.

Applicants will receive an email acknowledging receipt of their proposal. For questions related to this RFP, eligibility, or your proposal, please contact Noele Stith at 616-516-2842 or noelestith@designgroupintl.com

Appendix A: Technical Assistance Partner Profiles

The Justice and Governance Partnership is working in five jurisdictions currently, and will generate a steady increase of data-driven, community-informed policies and practices that will improve the lives of community members, producing lessons that ultimately the whole country can learn and benefit from. Working with local justice funding collaboratives, JGP mid-sized city collaboratives could receive, depending on funding availability, up to 5 years of support from CJRI, including up to nearly **\$1.5M in funding to a local justice collaboration**, with **additional \$1M in technical assistance provided by expert national partners**, and participation in a peer learning group, the [Aspen Justice Network](#).

Grand Rapids Justice and Governance Technical Assistance Partners

The Aspen Institute

[The Aspen Institute](#) supports the overall development and management of the technical assistance provided to Justice and Governance Partnership (JGP) sites, specifically: work with The Justice Mapping Center and Equal Measure to coordinate, develop and align targeted technical assistance; provide individualized coaching and advice to the JGP Leadership Council and the selected local justice intermediary; coordinate with The Justice Mapping Center and Equal Measure on alignment and integration of collaborative governance technical assistance supports; provide technical assistance to the local justice intermediary on designing community-based action research methods and braided social purpose budgeting approaches; convene the Aspen Justice Network annually to bring together other Justice and Governance Partnership colleagues to learn and reflect with each other; and lead the fundraising efforts for support of the initiative.

Justice Mapping

Led by Eric Cadora, [Justice Mapping Center](#) is a consulting network of subject area experts and information technology specialists who study criminal justice operations and surrounding neighborhood conditions at the local level, both in the U.S. and around the world. Justice Mapping produces maps, reports, data sites, and other data visualization tools designed to help government, philanthropy, academia, and advocates reframe justice policy around places, coordinate operations in neighborhoods, and reinvest in safer communities. Cadora has 35 years' experience in criminal justice reform. Over that time, he introduced the Million Dollar Blocks analysis of prison spending, co-conceived and launched the national Justice Reinvestment Initiative, and is a lead partner in conducting Justice Audits around the world and in the United States.

Equal Measure

[Equal Measure](#) is a Philadelphia-based nonprofit consultancy working with national and regional foundations, nonprofits, and public entities to advance social change. Equal Measure offers program design, evaluation through a wide range of methodologies, capacity building, technical assistance, and communications services to help those who do good, do even better. For more than 30 years, Equal Measure has partnered with clients across a broad spectrum of content areas, sharing fresh insights and translating good ideas into meaningful change—strengthening partners' efforts to make communities healthier, more equitable, and more inclusive.

ATTACHMENT A



Justice and Governance Partnership

The Vision: The Aspen Institute [Criminal Justice Reform Initiative](#)'s [Justice and Governance Partnership](#) (JGP) is supporting mid-sized and rural/micropolitan jurisdictions to improve analytical capacity and support policy improvements focused on ending overdependence on the criminal legal system, and to stimulate reinvestment in the local people, institutions and networks most knowledgeable about neighborhood safety and justice. JGP does this by convening collaborations among government and community stakeholders and creating a **Local Justice Intermediary** (LJI) to support a **Local Justice Collaborative**, a coalition of diverse partners who come together across [the justice ecosystem](#) to improve justice and safety. Anchored in the annual production of a [Justice Audit](#)—an extensive account of justice-related data held by government agencies, quasi-public and non-governmental organizations, as well as surveys of justice practitioners and neighborhood residents—JGP also enhances these analytical partnerships through [community-based action research](#) methods which further incorporate the ideas and solutions of those most impacted by the justice system. Ultimately, this enhanced collaboration, armed with better, deeper information will support jurisdictions to improve local justice-related policy through **Justice Reinvestment Plans**, with specific program and policy enhancements based on data and informed by community experience, and backed by a broad coalition.

The Justice and Governance Partnership is working in five jurisdictions currently, and will generate a steady increase of data-driven, community-informed policies and practices that will improve the lives of community members, producing lessons that ultimately the whole country can learn and benefit from. Working with local justice funding collaboratives, JGP mid-sized city collaboratives could receive, depending on funding availability, up to 5 years of support from CJRI, including up to nearly **\$1.5M in funding to a local justice collaboration**, with **additional \$1M in technical assistance provided by expert national partners**, and participation in a peer learning group, the [Aspen Justice Network](#).

The Impact: The impact envisioned by JGP is the transformation of the local justice ecosystem through collective action, as demonstrated by a reduction in [governmental crisis management interventions](#) and a concurrent increase in the well-being of neighborhood residents. To accomplish this, diverse stakeholders come together to form a collective vision of safety and justice that values the experiences and knowledge of community members and the role that chronic insecurity in areas such as housing, health, education, transportation and employment play in shaping safety and justice. The four impact goals that JGP expects to attain are:

Goal 1: Local jurisdictions adopt and apply a holistic definition of jurisdictional justice and safety with broad, shared participation and ownership from multiple sectors.

Goal 2: Advocates, justice-involved, and other residents bring community experiential knowledge to participate, shape, and own a shared vision of community safety, justice, and well-being.

Goal 3: Local jurisdictions pursue discretionary and legislative policy improvements to enable and sustain a cross-sector, equitable, and holistic vision of community safety, justice, and well-being.

Ultimate Goal: Individuals in jurisdictions, particularly those negatively impacted within the justice ecosystem, experience less crisis and more social support. This will be evidenced by:

- Neighborhood-level improvements in reductions in the crisis management governance footprint in the criminal justice sector and jurisdictionally-prioritized justice ecosystem, and in expansion of programming, resources, and access to safety and justice.
- Criminal justice sector crisis management governance reductions include reductions in punitive justice (as captured by the Justice Audit).
- Justice Ecosystem crisis management governance reductions might include areas such as: Healthcare (e.g.: emergency room admissions); Education (e.g.: school suspensions/expulsions); and Social Services (e.g.: TANF and SNAP use).
- Safety and justice enhancement might include areas such as: Increased access to CDFI capital; Increased participation in apprenticeship programming; and Increased participation in preventative and 'diversionary' programming.
- Diminishing disproportionalities as determined by race or ethnicity in the jurisdiction within key established indicators and across prioritized areas of crisis management governance and perceptions of safety, justice, and wellbeing.

The Approach:

JGP will support participating sites through three interconnected components:

- Funding of a Local Justice Intermediary, focused on collaboration, data analysis, and public education
- Technical assistance from nationally recognized experts, including the production of Justice Audits informed by community-based action research, and formulation of associated Justice Reinvestment Plans
- Participation in a national learning community through the Aspen Justice Network

These components work across a multi-stage, up to 5 year, process. Outlined below is the process and supports for JGP work in mid-sized cities, typically a mid-sized metro in collaboration with the surrounding county. (The JGP approach and supports for rural/micropolitan collaboratives may vary.)

1. Stakeholder Engagement Period

CJRI will explore the interest and wherewithal of key stakeholders to engage in a planning process and support formation of a local Leadership Group. Key stakeholders usually include representation from executive or legislative branches of government; leadership of criminal justice agencies; community-oriented organizations, institutions of higher education, and local philanthropy. The Leadership Group will select a local organization which will become the LJ, charged with stewarding the JGP work.

2. Planning Period | one year | up to \$250K in planning funds

If a Planning grant proposal is accepted, CJRI will provide up to \$250K in funding to the LJ, and provide planning-focused technical assistance to create an initial implementation proposal. Grantees will be responsible for substantially expanding recruitment of key stakeholders to form a local justice collaborative, particularly to include constituencies engaged in and impacted by crisis management governance. Applicants will also work with the Aspen JGP team to create an initial prototype of the Justice Audit, research and assess the landscape germane to criminal justice reform, and prepare for Community-Based Action Research work. The LJ and stakeholders will participate in design of the Justice Audit, through the prototyping process, an iterative data development process, with facilitated convenings and reviews of the data that are initially available.

3. Initial Implementation Period | two years | up to \$600K in funding

If an Initial Implementation grant proposal is accepted, JGP technical assistance providers will work closely with the LJ and stakeholders to lead development and production of an additional Justice Audit prototype and then a full Justice Audit. This leads to creation of a Justice Reinvestment Plan: an action plan, based in the data

of the Justice Audit, to create changes in policy and programs that enhance safety, and reinvest punitive-based justice funds into positive community opportunities for growth.

The local justice intermediary will hire additional staff, and supported by CJRI and TA partners, learn the Justice Audit and Justice Reinvestment planning processes, so as to run these themselves in the final JGP stage of work. Alongside the production of an initial Justice Audit, the intermediary will also be building its policy change capacity, and begin planning for financial sustainability of its work after Stage 4.

4. Sustained Implementation Period | two years | up to \$600K in funding

If a Sustained Implementation grant proposal is accepted, the LJI will lead production of a second Justice Audit and formulate and implement a second Justice Reinvestment Plan. JGP national technical assistance providers will support but take a back seat to the LJI operations. Most importantly, the LJI will, through the Local Justice Collaborative, foster changes to institutional and government discretionary administrative policies and practices that support justice reform and justice reinvestment.

About CJRI and JGP: The Aspen Institute’s [Criminal Justice Reform Initiative](#) believes that when justice is truly realized, both safety and opportunity are defined and created *by communities themselves*, so that they may become free of the heavy weight of the criminal legal system. CJRI’s work is to support and amplify community-level policies and practices that can transform how we think of justice in the United States. The Justice and Governance Partnership was developed by CJRI Director [Dr. Douglas E. Wood](#), and Eric Cadora of [Justice Mapping](#). CJRI and JGP have received initial support from many key institutional funders of justice reform, including Arnold Ventures, The Balmer Group, the Bank of America Charitable Foundation, Chan Zuckerberg Initiative, the Community Foundation for Southeast Michigan, and the Ford Foundation.

CJRI Justice and Governance Partnership (03-22-23)

ATTACHMENT B



Justice and Governance Partnership

Activities of the JGP Local Justice Intermediary and Recommended Capacities of a Local Justice Intermediary for the Grand Rapids, MI Region

updated: April 5, 2023

Introduction and Context

This document was created by Aspen Institute CJRI staff at the request of Grand Rapids JGP stakeholders to aid in the selection of a Grand Rapids JGP Local Justice Intermediary (LJI) to oversee the Implementation stages of JGP.

Because Grand Rapids/Kent County is the first jurisdiction that CJRI is working with that is proceeding to the Implementation stage, our assessment of the responsibilities of and qualities needed in an LJI should be considered a best estimate at this time; as the project progresses it's highly likely that responsibilities will shift and adapt with the work. Though this document attempts to project what the next 3-4 full years of JGP implementation may look like, we have more details of the first year of implementation than for future years.

Finally, we acknowledge that since fundraising is ongoing and not complete for Grand Rapids' implementation years beyond the first initial year, it could be that the LJI would undertake a more limited range of activities than are listed here, to match available budget for any given year. At the time of this writing, Aspen has raised \$225,000 to regrant to the GR-JGP LJI for the initial year of implementation work. Aspen's goal is to raise an additional \$300,000 per year, for three additional years.

Important general information and background on the Aspen Institute CJRI Justice and Governance Partnership program design, goals and intended outcomes can be found [here](#) (webpage) and [here](#) (2 page description). The following materials assume familiarity with the JGP general information and background links provided.

General Description of the Implementation Periods

Initial Implementation Period (implementation years 1 & 2):

CJRI's technical assistance providers will work closely with the LJJI and stakeholders to lead development and production of one or two preliminary [Justice Audits](#), and stakeholder review of these preliminary analyses for potential immediate changes to practices or administrative policy. The preliminary Audit(s) then lead to a first, full Justice Audit, which is accompanied by creation of a Justice Reinvestment Plan: an action plan, based in the data of the Justice Audit, to create changes in policy and programs that enhance safety, and reinvest punitive-based justice funds into positive community opportunities for growth.

The local justice intermediary staff, supported by CJRI and TA partners, will learn the Justice Audit and Justice Reinvestment planning processes, so as to run these themselves in the next JGP stage of work. Alongside the production of an initial Justice Audit, the intermediary will also be building its policy change capacity, and begin planning for financial sustainability of its work after the Sustained Implementation period.

Sustained Implementation Period (implementation years 3 & 4)

The LJJI will lead the production of a second full Justice Audit and formulate and implement a second Justice Reinvestment Plan. JGP national technical assistance providers will support but take a back seat to the LJJI staff. Most importantly, the LJJI will, through the GR JGP Justice Collaborative, foster changes to institutional and government discretionary administrative policies and practices that support justice reform and justice reinvestment.

Draft List of Specific Activities of the Local Justice Intermediary throughout Implementation

Coordinate and Conduct the Programmatic Activities of JGP:

1. **Produce Preliminary Justice Audit, full Justice Audits (JA), and related Justice Reinvestment Plans (JRP)**
 - Co-produce a preliminary Justice Audit and lead stakeholder discussions on action steps (year 1)
 - Shadow and assist Justice Mapping Center (JMC) in production of a 'prototype' or preliminary Justice Audit, based on data available at the start of year 1 from existing data sharing agreements and publicly available data.
 - Lead discussions among JGP-GR stakeholders about potential actions or steps that can be taken, based on preliminary JA findings and analysis. Such actions could include early identification of focus neighborhoods.
 - Co-produce an initial full Justice Audit with the Justice Mapping Center (year 2)
 - Shadow and assist JMC personnel throughout the data collection, data verification, data analysis, application design, application programming, data preparation, data uploading, and application testing processes.

- Shadow JMC personnel and learn to provide support to stakeholders around submitting and/or entering updated data.
- Co-create a Justice Reinvestment Plan from initial JA findings with JMC and other TA providers (year 2)
 - Shadow and assist JMC and other participating TA facilitators to develop a Justice Reinvestment Plan, including: convenings to analyze Audit findings, reviews and discussions of promising policy reform and reinvestment initiatives for adaptation to local needs, and establishment of consensus policy and reinvestment priorities.
 - Shadow and assist participating TA providers in facilitating the formulation of funding and budgeting strategies to support implementation of reinvestment plan priorities.
- Lead production of a second, updated JA (years 3-4)
 - Manage all aspects of second JA update from data collection to application testing with supportive backup from JMC.
- Lead production of a second, updated JRP from second JA findings (Year 4)
 - Manage all aspects of second JRP revision, including assessment of progress to goals through establishment of new consensus priorities for the coming year.

2. Social Purpose Braided Budgeting

Integrated with the JA and JRP activities is the need to collect and assess budgetary information.

- As sites work through their collaborative processes including the development of the first full Justice Audit, budget planning will be included as part of technical assistance to each site. Sites should include agency/organization staff with budgetary responsibilities to participate in the Justice Audit process.
- Sites will be asked to explicitly take steps towards developing braided and blended funding plans that will be ultimately reflected in the Justice Reinvestment Plans.
- Aspen CJRI plans to provide a toolkit to assist with this work, and plans to offer sites customized technical assistance as they encounter budget-related questions and challenges.

3. Community-Based Action Research (CBAR) Activities

Integrated with the JA and JRP activities is the need to collect non-institutional data through [CBAR](#)-related activities, and apply CBAR concepts to community surveys. Activities include:

- Scan and assess existing local justice projects that are currently underway or have been completed in the last 5 years, and interview local community organizations and organizers to gain deeper understanding of these CBAR projects.
- Collaborate with these local CBAR projects and other community leaders to identify neighborhood-based stakeholders who: have experiences with community-centered approaches to research and represent marginalized and vulnerable constituencies, and are working in community development and/or community organizing.
- Identify, recruit and organize Local CBAR Teams. Key participating JGP Planning Group stakeholders will include community-based services organizations, interest-group advocates, and other organizations and groups who have experience with and local knowledge of community and youth networks who represent marginalized and vulnerable constituencies.

- Develop a plan to prepare neighborhood-based stakeholders in the design of neighborhood resident surveys, the subsequent analysis of data and the reporting out to key constituencies, as part of the JA/JRP process. CBAR Teams will play a central role in all phases of survey construction and administration, the findings of which are to be threaded throughout and across the Justice Audit and which are meant to inform justice reinvestment planning in each JGP site. CBAR findings will directly contribute to research design, questionnaire design, pre-testing, sampling methods, survey administration, and interpretation of survey results.
- Develop research agendas and community engagement strategies; and to ensure effective integration of ongoing CBAR findings within JGP data domain workgroups, as they develop policy-making governance protocol, SWOT analyses, and define Justice Audit data domains and survey parameters during the beginning of the JGP Initial Implementation Stage.

As additional funding may become available, the LJI will develop plans to engage local residents in community-centered research ranging across ethnographic accounts, key informant interviews, nominal/focus group sessions, and iterative feedback to cull, express and articulate community-centered perspectives of marginalized and vulnerable groups across a wide range of justice issues, including: experiences with the justice system, access to justice, sense of safety, system legitimacy, and justice priorities. Such projects would likely follow the development of the initial Justice Audit, and might be an activity called for in a Justice Reinvestment Plan.

Support Community Engagement and Appropriate Representation in Collaborative Participation and Governance

- Identify local partners to support community engagement
- Assure diverse representation of stakeholders across the LJC, particularly representation of those most impacted by issues JGP seeks to address
- Staff Local Justice Collaborative, help move agenda forward and support effective decision-making by the LJI and leadership group
- See CBAR section of Programmatic Activities Section related to community engagement

Conduct Evaluation and Support Learning:

- Carry out refinement of activities and outcomes within the GR jurisdictional theory of change (TOC) for implementation phase; continued iteration on the TOC based on initiative- and local-level learnings throughout implementation phase
- Evaluate short- and long-term outcomes included in TOC using justice audit, CBAR, other data and methods etc.
- Potentially integrate or continue to explore findings related to the SWOT Analysis/Landscape scan, using these findings as a foundation for the historical and contextual roots of inequities
- Support co-design/co-analysis efforts between Equal Measure and community organizations/members to collect and analyze data, as well as develop public facing deliverables
- Contribute to thought leadership and producing learnings to and share with the national field. Participate in the Aspen Justice Network meetings and activities.

Conduct Effective Operations:

- Provide oversight of entire project
- Hire effective leadership and supporting staff and/or consultants
- Manage project budget

- Develop annual work plans and propose annual budgets and work plans to Aspen
- Convene and facilitate meetings with collaborative
- Serve as primary liaison with Aspen CJRI staff and consultants
- Communications: host project website, press relations, social media/email, etc.; conduct internal communications
- Lead participation in Aspen Justice Network
- Support Aspen team on national and local fundraising; conduct other fundraising as appropriate for supplemental projects

Recommended Capacities of an LJI

The LJI will staff and coordinate the work of the collaborative. Aspen CJRI recommends that the LJI can show the following:

- Show alignment with the [goals and purpose of JGP](#) and [the values of CJRI](#).
- Be widely perceived as a neutral convener by community, government, and other institutional leaders/stakeholders, and be able to engage needed stakeholders in JGP.
- Have flexibility in the face of various changing conditions and needs.
- Have a community engagement orientation and proven skills.
- Existing capacity and experience managing data analysis
- Existing capacity and experience managing policy development
- Commitment to equity and racial justice
- Familiarity with justice system practices and policies
- Familiarity with grassroots organizing approaches and working with grassroots groups
- Have strong program design and project facilitation experience that will enable the completion of the JGP implementation period deliverables.
- Have experience developing multi-sector collaborations.
- Be able to navigate local- and state-level politics as they may impact development of JGP.
- Have politically savvy public communications skills, and comms skills and methods to show progress of the JGP collaborative.
- Be able, and trusted to, navigate both city- and county-based needs and engage both city and county entities.
- Be able to support Aspen CJRI's fundraising for JGP-GR needs, and do own local fundraising (should the collaborative seek to do work beyond Aspen JGP's activities).
- Be able to quickly assign or hire staff or consultants for the needed components of the project, and have excellent people and project management skills.
- Be able to steward and advance the JGP work through all implementation stages, to project sustainability beyond the Aspen funding period

Aspen CJRI JGP Grand Rapids LJI Description (04-05-23)