

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.

Through the GR-JGP, Grand Rapids brings together government partners, non-profit organizations, and residents to create shared visions for public safety and justice outcomes that are equity-centered, data-driven, and holistic. Ultimately, efforts will reduce the footprint of the criminal justice system, lower the dependence on crisis management services, and improve the lives of residents.

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 | 6-12 months

Stage 3: Initial Implementation | 24-30 months

Stage 4: Sustained Implementation | 12-18 months

The GR-JGP will complete the Planning Stage in 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 at least two years, beginning in March 2023. If selected, the LJI will submit a proposal on behalf of the GR-JGP to Aspen CJRI for up to \$650,000 to fulfill its role. 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. While the backbone role is often played by a single organization, a shared service model across organizations may also prove effective, and organizations are encouraged to apply as such.

For questions related to this RFP, eligibility, or your proposal, please contact Trudy Ngo-Brown at 616-454-7004 x109 or trudy@wmcat.org.

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 the initial Justice Audit and subsequent analysis with GR-JGP Collaborative partners
- c. Facilitating the development of priorities for Reinvestment Plans with GR-JGP partners
- d. Supporting community engagement in collaborative participation and governance
- e. Conducting evaluation of efforts and outcomes

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 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:

- 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)

Partnering Organizations

- Partner organizations providing staffing or complementary expertise towards key project responsibilities may be included in the application.
- 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.
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 – UPDATED 12/15/22

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

November 21, 2022	RFP shared
December 7, 2022	Virtual Information Session
January 25, 2023*	Applications due
January 31, 2023*	LJI Selection Committee reviews applications; makes recommendations for finalists
February 7-9, 2023*	LJI Selection Committee and GR-JGP Planning Workgroup interview finalists
By February 28, 2023	Announcement of LJI to organizations and broader GR-JGP collaborative
March 2023	LJI begins work

**updated*

Evaluation Criteria

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

- A strong overall approach to the scope of work that supports GR-JGP goals
- Ability to manage a complex multi-sector collaborative to facilitate effective dialogues, using conflict mediation and negotiation skills as needed
- Ability to serve as a neutral, credible convener among a broad coalition of stakeholders, including government agencies, community-based organizations, and residents
- Ability to support community engagement and build key relationships across the initiative, especially with grassroots organizing groups
- A commitment to equity and racial justice
- Familiarity with justice system practices and policies
- Existing capacity and experience managing data collection and analysis
- Existing capacity and experience managing policy development
- Ability to quickly hire and retain qualified staff and consultants as needed to perform the project
- Efficient allocation of budget and staff resources to support goals
- Availability to engage in the development of an implementation proposal by March 2023.

All submissions should be emailed to gr-jgp@wmcat.org no later than 5PM on **January 25, 2023**. Applicants will receive an email acknowledging receipt of their proposal. For questions related to this RFP, eligibility, or your proposal, please contact Trudy Ngo-Brown at 616-454-7004 x109 or trudy@wmcat.org.

ATTACHMENT A



Justice and Governance Partnership Program Description

(Updated 4/28/22)

Summary

The Aspen Institute [Criminal Justice Reform Initiative](#)'s Justice and Governance Partnership (JGP) will support up to 10 jurisdictions to improve analytical capacity and support policy reorientation focused on ending overdependence on the criminal legal system, and will 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 creation of a **Local Justice Intermediary** to support a **Local Justice Collaborative**, a set 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 governing coalition.

Working with local justice funding collaboratives, each JGP site could receive, depending on funding availability, up to 5 years of support from CJRI, including up to **\$2.85M in funding**, with **additional technical assistance from national partners** and participation in a peer learning group, the **Aspen Justice Network**.

Background

After decades of advocacy, criminal justice reform initiatives have bourgeoned across the country. Beginning with public acknowledgment of the challenges posed by the annual migration of people returning from prison and jail to home (reentry), then President George W. Bush gave national voice to the notion that "America is a land of second chances." Since then, a dazzling array of reform initiatives have proliferated which address: the collateral consequences of criminalization; behavioral health treatment alternatives to incarceration; the juvenile justice pipeline from school to prison; in-prison educational and vocational advancement; disproportionate minority confinement; harsh sentencing; juvenile detention; community-based crime prevention; million dollar blocks; prison population reduction; justice reinvestment; mass incarceration; jail use reduction; diversionary alternatives to arrest; bail reform; prosecutorial policy; defunding the police; and many more.

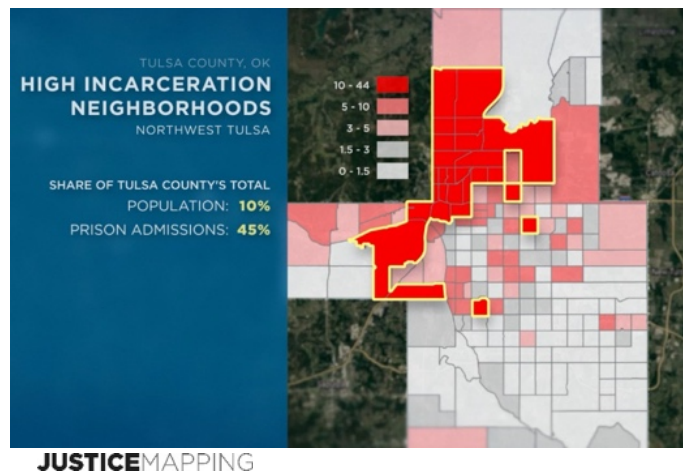
And despite recent increases in crime in some places during the Covid pandemic, all these initiatives have happened amid an unprecedented steep and sustained drop in crime rates across the country over the last 25 years.

Local Analytical and Policy Change Capacity

However, at the same time that so many separate, discretely targeted, justice initiatives and reform interventions have mushroomed across the country, the capacity of most local jurisdictions to holistically assess their own community safety and justice environment, establish priorities, and enact needed reforms has not kept pace. Today, most places lack the governing partnerships that consolidate data across multiple sectors, elicit community knowledge and priorities, and systematically coordinate policy-making. Where analytical capacity does exist, it is often unevenly resident in some criminal justice agencies but not others. Even where data is broadly available across multiple local agencies, it is rarely brought together to depict the entire criminal justice system continuum, nor to address the broader ecosystem, where justice systems interact with other sectors, such as housing, health, employment, education and more. Most justice initiatives are narrowly focused on a component of the continuum and become one-time analytical efforts (often externally initiated and funded) focused on a single policy change effort. This can leave local jurisdictions no more able to initiate and steer future reforms on their own than when they began. Without the collaborative infrastructure and capacity to conduct annually updated analysis of system-wide data, and the wherewithal to push analyses towards policy change, any future reforms can remain subject to the winds of non-systemic, ad hoc influence.

Community Informed Justice

Even the best data-driven criminal justice reform efforts today often fail to incorporate community knowledge, people's lived experiences, interests and priorities regarding safety and justice, nor the perspectives of justice system practitioners, nor those who have been justice involved. This is an especially problematic omission in light of the well documented, disproportionate, spatial concentration of the criminal justice footprint in low-income neighborhoods and neighborhoods of color.



Contemporary developments have only served to heighten the demand for transformative change.

Continued incidents of police abuse caught on camera and viewed by the whole nation have brought further attention to the way residents of otherwise marginalized neighborhoods are over-policed. Law enforcement overreach and the social and economic costs of over-incarceration have combined today to skyrocket public support for multi-sector and community-based solutions to safety and justice.

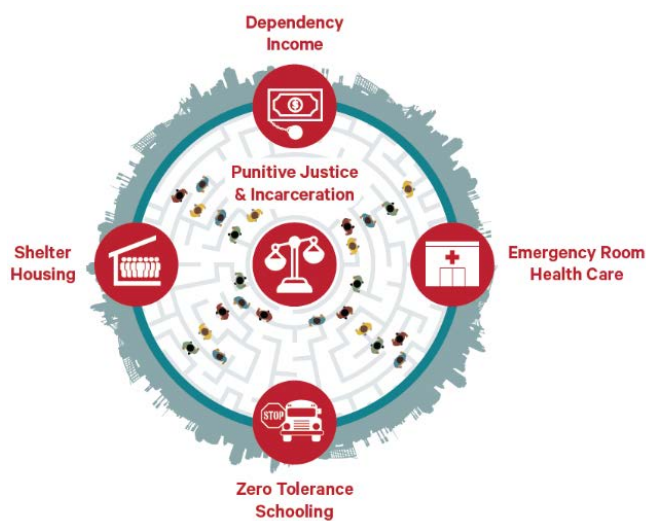
At the same time, justice research methods have, for the most part, remained confined to a consideration of traditional institutional data, lagging behind other sectors in the development of participatory research protocols. Community-based research methods actively engage neighborhood resident networks in defining what kinds of data are collected, by whom, and how they are analyzed. Not otherwise available to

government, these sorts of community-based action research data provide unique insights into how to define problems, as well as where to focus solutions and how best to implement them at the neighborhood level.

Crisis Management Governance

Moreover, the COVID-19 pandemic has not only aggravated the health, educational and economic insecurity of residents living in deeply disadvantaged corridors of injustice, but has also served to expose a wide swath of Americans to the crisis conditions under which these residents are governed as a matter of course every day.

Albeit the most egregious, the heavy footprint of the criminal justice system is only one destructive influence in these neighborhoods. Disproportionate concentrations of arrests and incarceration exist side-by-side with an interconnected slew of other overlapping disproportionate concentrations of crisis response public



services, including emergency room healthcare, exclusionary school discipline, shelter housing, child welfare removals, and subsistence dependency programs. Taken together with the concentrated application of punitive justice, residents of these neighborhoods live under the perpetual administration of what we call Crisis Management Governance: last resort, crisis response interventions that have become the rule rather than the exception. Crisis management services also represent an expensive cost center for government, while simultaneously mis-serving neighborhood residents, who could best benefit from mainstream proactive, preventive, chronic care, and transitional community institutions and networks.

Aspen’s Criminal Justice Reform Initiative

In response to this context, the Aspen Institute launched its [Criminal Justice Reform Initiative](#) (CJRI) in 2020. CJRI believes that when justice is truly realized, both safety and opportunity are co-defined and co-created *by communities themselves*, so that they may relieve the heavy weight and overuse of the criminal legal system as a response to racial disparities and socio-economic insecurities. CJRI’s work is to support and amplify community-level policies and practices that can transform how we think of safety and justice in the United States.

The Justice and Governance Partnership is CJRI’s first programmatic initiative. Developed by CJRI Director Dr. Douglas E. Wood, and Eric Cadora of Justice Mapping, JGP will focus on building local capacity to collaborate, analyze data, and improve policies that will transform local justice ecosystems, improve the lives of residents and reduce the footprint (and cost) of the justice system.

The Justice and Governance Partnership

The Justice and Governance Partnership, launched in 2021, supports the transformation of justice systems in local communities. This network will comprise up to 10 jurisdictions and will generate a steady increase of data-driven, community-informed policies and practices that will improve the lives of community

members and repurpose public expenditures, which ultimately the whole country can learn and benefit from. Working with local justice funding collaboratives, each JGP site could, depending on funding availability, receive up to 5 years of support from CJRI, including up to \$2.85M in funding and technical assistance from national partners.

JGP will help local jurisdictions improve analytic capacity and support policy improvements focused on ending overdependence on the criminal legal system as a response to structural discrimination and persistent poverty, and will stimulate investment in the local institutions and networks most knowledgeable about neighborhood safety and justice. JGP does this by convening collaborations among government and community stakeholders, anchoring these processes in a Justice Audit of the wider justice ecosystem, and providing support to communities through national technical assistance providers.

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 will 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 housing, health, education, transportation and employment play in shaping safety and justice.

The four areas of impact that JGP expects to see are:

1. **Shared Vision:** A shared definition and vision of justice and safety
2. **New Governance:** A new cross-sector and community engaged governing coalition around local justice policy
3. **Community Ownership:** Broader community leadership, perspectives, and ownership
4. **Increased Safety & Opportunity:** Better lives for neighborhood residents with a focus on equitable outcomes

Impact Example Detail:

1. Shared Vision: A shared definition and vision of justice and safety.

For example, JGP partnerships may see improvements such as:

- Increased commitment by diverse community and government partners to justice transformation
- Greater, shared understanding of the justice ecosystem via expansive use of data and collaboration

2. New Governance: A new cross-sector and community engaged governing coalition around local justice policy.

For example, JGP partnerships may see improvements such as:

- Consolidation of 1) big data from government agencies, 2) knowledge of neighborhood networks from community-based organizations, and 3) perspectives and priorities from neighborhood residents and justice practitioners
- Improved partnerships between criminal justice system agencies and community-based organizations across the criminal justice continuum from arrest diversion and alternatives to incarceration to correctional programming and reentry
- Emergence of cross-agency, public services planning coalitions around multi-sector crisis-involved neighborhood residents

- New or increased braided budgeting from across government, non-profit, and private sectors for pooled neighborhood-specific justice reinvestment
 - Establishment of a Local Justice Intermediary—a sustainable institutional home with the credibility to annually convene and staff a new justice collaborative
- 3. Community Ownership: Broader community leadership, perspectives, and ownership.**
For example, JGP partnerships may see improvements such as:
- More inclusive, community-informed local justice policies and practices
 - Increased diverse representation and leadership across the justice ecosystem
 - More broadly-based public belief in and increased trust in justice system legitimacy, especially among neighborhood residents most negatively impacted by justice system operations
 - New forms of leadership and improved relationships between neighborhood residents and institutions in the community
 - More civic associations dedicated to violence mitigation, educational advancement, vocational and career development, health education, and social wellbeing; accompanied by more civic participation in these associations
 - More equitable community access to increased resources across many sectors, such as education, workforce, health and more
- 4. Increased Safety & Opportunity: Better lives for neighborhood residents with a focus on equitable outcomes.**
For example, JGP partnerships may ultimately see improvements such as:
- Fewer people subject to stops, summons, arrests, probation and jail time
 - Less emergency room use
 - Fewer family crises such as evictions, child welfare placements, and behavioral health issues
 - Fewer students referred for school discipline, suspensions, and expulsions
 - Decreases in use of TANF, unemployment claims, etc.
 - Increased equity of positive outcomes across the justice ecosystem
 - Reductions in public and private costs of crisis management services, resulting in opportunities for reinvestment in prevention, support and opportunity-focused programs

Program Approach

The Justice and Governance Partnership will support participating sites through three interconnected components:

- Funding of a local justice intermediary, including new staff positions 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

Local Justice Intermediary

To successfully foster transformation in local justice ecosystems, jurisdictions must possess analytical and policy making capacity to systematically assess and prioritize the state of justice across neighborhoods. Justice ecosystem transformation requires coordinated action over many years among a wide spectrum of stakeholders. Thus, an overarching goal of JGP is to support the establishment of sustainable local justice intermediary operations in each local jurisdiction, critical components of which include:

- Operational funding of staff with the analytical capacity to systematically conduct annual audits of justice operations and the wherewithal to shepherd findings to coordinated implementation. Staffing will include an Executive Director, Senior Policy Specialist, Senior Data Scientist, and the intermediary should attain sustainability and continue operations beyond CJRI's investment period.
- Leadership of an Executive Director widely perceived as a neutral convener, who has the political credibility to organize consensus and achieve effective collaboration among stakeholders representing interests that make up the wider justice ecosystem who may not have traditionally worked together in pursuit of justice reform, including representation from city/county government, criminal justice agencies, human services agencies, CBOs, CDOs, CDFIs, educational institutions, interest groups and neighborhood associations, and justice activists.
- Institutional home with both strong ties to government and analytical independence that enables the justice intermediary to take risks that government alone might not initiate, while supporting public education that seeks to inform and improve local administrative policies and practices. This would include the conduct of jurisdiction-wide, neighborhood specific, public sentiment surveys and systematic review of audit findings, and promotion of participatory research models that reflect methodological pluralism. Additionally, JGP is meant to build on, knit together, and consolidate otherwise disparate local justice initiatives into a more coordinated approach to policy-making across the wider justice ecosystem.

National Technical Assistance and the Justice Audit

CJRI brings a uniquely qualified cadre of national technical assistance partners¹ to this work. Technical assistance providers will work both individually with local stakeholders as well as convene them collectively to:

- Develop and launch a local justice collaborative and execute the Justice Audit;
- Translate Audit findings into a Justice Reinvestment Plan and support its implementation;
- Conduct iterative feedback assessments and evaluation of the implementation and outcomes of the Justice Audit, the Justice Reinvestment Plan, local justice intermediary formation, and the Aspen Justice Network.

The Justice and Governance Partnership is anchored in the production and review by each local jurisdiction of a systematically repeated Justice Audit (for example, annually or bi-annually) of the wider justice ecosystem, followed by facilitated production and implementation of a related Justice Reinvestment Plan. Three key characteristics make the Justice Audit uniquely useful:

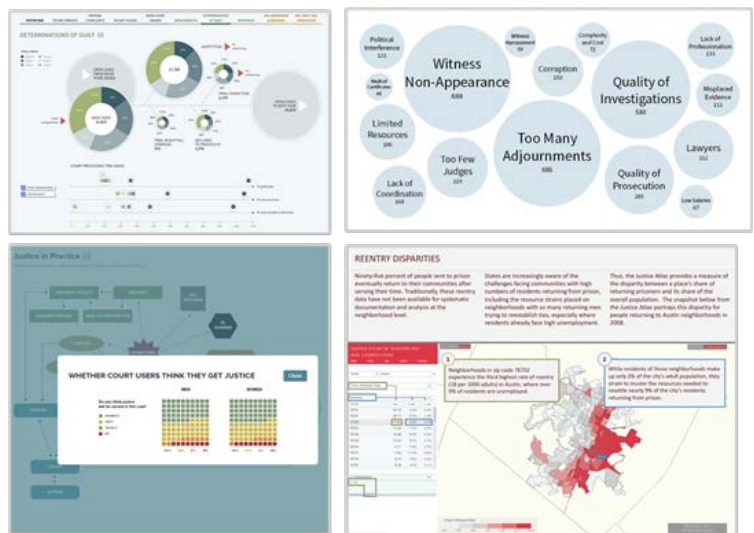
¹ The Justice Mapping Center, Equal Measure; see partner descriptions in Appendix A of this document.

It is designed to be systematically repeated; and therefore, serves as an automatically updated assessment of past performance and a planning tool for forthcoming adjustments and new Justice Reinvestment Plans.

1. It brings together and mobilizes data from a diverse set of sources and stakeholders and organizes them around key dimensions of the wider justice ecosystem. Thus, the Audit serves not only as valuable assessment and planning tool, but also as a consensus organizing strategy to bring together an expanded and richly diverse set of justice stakeholders. The Audit incorporates 'big data' from across the entire justice continuum ranging from policing through court adjudication to reentry. However, that data will be embedded within a wider data environment, including health, education and welfare services data that reveals the neighborhood prevalence of crisis management governance; surveys of criminal justice practitioners; community sentiment surveys significant at the neighborhood level; GIS spatial data mapping; and neighborhood-wide data from community institutions, such as community banks, community development organizations, and other interest groups and associations. Significantly, the Justice Audit and Reinvestment Plan process should be informed by and integrate community-based action research conducted by the community residents most impacted by and experienced with the operations of the criminal justice system in their neighborhoods.



2. Interactive data visualizations and the depiction of data at the census tract level (places with about 3,000 people) make the Audit highly accessible to multiple audiences from public officials and agency leaders to researchers and educators, as well as highly relevant to constituents in every neighborhood and district.



The Justice Audit is designed to meet sites where they are; the goal is not to supplant but to compliment and build upon previous and existing work. The Audit does not depend upon perfect data or sophisticated information systems. Instead, it's assumed that to varying extents data is imperfect and underdeveloped and that through implementing, reviewing, and updating the Justice Audit, stakeholders will increasingly value the accuracy and reliability of their data and consequently institute improvements over time.

The Aspen Justice Network

JGP will convene diverse groups of justice stakeholders in multiple places all similarly working to increase analytical and policymaking capacities and improve justice system and community outcomes. JGP will knit together a national network among sites to take advantage of the experiences, knowledge, and evolving expertise of each. As such, the Aspen Justice Network (AJN) will focus on improvement and impact at member sites. It will advance from building execution expertise among site cohorts during initial stages, to establishing long-term impacts across local justice intermediaries in latter stages. The AJN will also serve as a platform for bringing the experiences and results of JGP localities to a national audience, to support improvement in jurisdictions across the US.

The AJN will foster diversity, equity, inclusion, and talent development among leaders in the network. It will document progress toward goals at each site and foster opportunities for sites to exchange experiences, forward queries, and learn from each other as the initiative progresses. It will hold national convenings which bring the network of site representatives and stakeholders together periodically for workshops, presentations, and collective strategy discussions.

The AJN will also mobilize the Aspen Institute’s media platforms to convey compelling stories of successful initiatives, personal profiles, and other lessons learned for use in public education and communications efforts; as well as to win ongoing supportive funding for local justice intermediaries.

Timing, Process and Funding

The Justice and Governance Partnership process will happen in four stages. Communities are eligible for up to \$2.85M in funding each, over a 5-year period, depending on funding availability.

	Main activities	Technical assistance (TA) provided	Funding	Time Period
Stage 1: Initial Stakeholder Engagement	Bringing together of initial required stakeholders, submit planning grant proposal	No formal TA	None	Variable, based on community
Stage 2: Planning	Planning grant period; creation of implementation plan and detailed landscape and proposal, MOUs, data sharing agreements; establish intermediary, submit implementation proposal.	Planning-focused TA – creating a collaborative and a funding proposal	\$150K to \$250K	Up to 1 year
Stage 3: Initial Implementation	Implementation of proposed plan; co-conduct Justice Audit/s and create Reinvestment Plans w/CJRI and TA providers; sustainability & policy change planning.	Deep TA focused on co-implementation of Audit and Reinvestment Plans, and	Up to \$650K/year	2 – 2.5 years

		reaching outcomes		
Stage 4: Sustained Implementation	Transfer of capacity to local collaborative; conduct 1 Justice Audit on own and create next Reinvestment Plan; conduct policy change activities; secure sustained funding.	Light TA focused on coaching where needed	Up to \$650K/year	1 – 1.5 years

Stage 1. Initial Stakeholder Engagement

Activities: Alongside local partners, CJRI will explore the interest and wherewithal of key stakeholders to engage in the formal planning period. 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.

Expected Outcomes: A planning group will be formed, and an organization selected to apply for Planning Period funding. Based on an invitation from CJRI, the jurisdiction will submit a planning grant proposal outlining activities to be undertaken, capacity to expand stakeholder recruitment and form a Local Justice Collaborative, identification of the planning grant recipient entity, and how planning funds will be allocated.

Stage 2. Planning Period

Activities: If a Planning Grant proposal is accepted, CJRI will provide funding and planning-focused technical assistance to select a local justice intermediary to implement JGP, and submit an Implementation Stage funding proposal. Grantees will be responsible for substantially expanding recruitment of key stakeholders from the wider justice ecosystem as defined by constituencies engaged in and impacted by crisis management governance. Target stakeholders will include representatives from among executive branch officials; criminal justice system agencies; health and human services agencies; quasi-public, non-governmental organizations; and activists and interest group associations. CJRI and TA partners will support identification of a local justice intermediary.

During this period, the grantee will assess the institutional, cultural and political landscape germane to criminal justice reform, community advocacy and movement activism, and the opportunities and challenges of implementing JGP in the jurisdiction. In partnership with TA provider Justice Mapping, the grantees will also convene stakeholders to prepare for an initial Justice Audit.

Expected Outcome: The goal of the planning stage is for applicant jurisdictions to produce a proposal for initial implementation and funding of the first Justice Audit and Reinvestment Plan. The proposal will be expected to include detailed implementation plans, selection of the justice intermediary, memoranda of understanding and data sharing agreements from an expanded group of stakeholders.

Stage 3. Initial Implementation

Activities: If an Initial Implementation grant proposal is accepted, JGP national technical assistance providers will work closely with stakeholders to lead development and production at all stages of the inaugural Justice Audit, as well as formulate an associated Justice Reinvestment Plan. Each stakeholder will be responsible for appointing an agency or organizational point person and leadership who will participate in design of the Audit, an iterative data development process, and facilitated convenings and reviews of the completed Audit in aid of formulating and implementing a Justice Reinvestment Plan.

The local justice intermediary will hire key staff, including an executive director, senior policy specialist, and lead data scientist. The local justice intermediary staff will be supported by CJRI and TA partners to learn the Justice Audit and Justice Reinvestment planning processes. Alongside the production of an initial Justice Audit, the intermediary should also be building its policy change capacity, as well as planning for financial sustainability of its work after Stage 4.

Expected Outcome: The goal of the initial implementation stage is for applicant jurisdictions to produce and launch an inaugural Justice Audit and to formulate and implement an initial Justice Reinvestment Plan and establish the capacity to continue the Justice Audit and Reinvestment Plan in Stage 4. They will also have made initial progress in developing shared norms, workplans, and priority actions—and begun cultivating the inclusion of diverse community voices—across the justice ecosystem. The grantee should also create a proposal for funding for the sustained implementation stage.

Stage 4. Sustained Implementation

Activities: If a Sustained Implementation grant proposal is accepted, the local justice intermediary 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 local justice intermediary operations. Most importantly, the local justice intermediary will, through its collaborative partners institute changes to institutional and government discretionary administrative policies and practices that support justice reform and justice reinvestment.

Expected Outcome: The end goal of the sustained implementation stage is for applicant jurisdictions to have taken over full responsibility for and production of Justice Audits and Justice Reinvestment Plans going forward. Jurisdictions will have successfully implemented shared norms and workplans, demonstrated success in sharing key data across the justice ecosystem, proven the inclusion and integration of diverse community voices, and made progress on policy changes—whether discretionary or legislative—to pursue. They will also have changed organizational and institutional discretionary policies and practices that begin to produce some of the impacts listed on pages 4 and 5. The local intermediary will have established sustained funding to continue its activities beyond the end of JGP funding.

Appendix A: Technical Assistance Partner Profiles

Justice Mapping

Led by Eric Cadora, [Justice Mapping](#) 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 B



Activities of the JGP Local Justice Intermediary and Recommended Capacities of a Local Justice Intermediary

(updated 10/27/22)

Introduction and Context

This document was created by Aspen Institute CJRI staff at the request of Grand Rapids JGP participants 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, and as the project progresses it's highly likely that responsibilities will shift and adapt as the work progresses. To some extent also, though this document attempts to project what 3-4 years of JGP implementation make look like, the details of the first year of implementation are likely more detailed here than future years.

Finally, the list of activities here should be viewed as the complete and widest range of key responsibilities and areas of work of the LJI - but we acknowledge that completing all the activities described here is dependent on fundraising. Since fundraising is ongoing and not complete for Grand Rapids' implementation stages, it could be that the LJI would undertake a more limited range of activities, to match available budget for any given year. When the selected LJI applies to Aspen for the first year of a JGP implementation grant, it will be against a known budget figure, and our expectation is that the LJI would propose to CJRI which activities it can undertake to fit the known budget at that time.

General information on the Aspen Institute CJRI Justice and Governance Partnerships is [here](#).

We recommend that potential organizations interested in serving as the LJI review the full JGP Program Description document (8 pages), available from WMCAT, or from Aspen CJRI.

SECTION 1:

General Description of LJI and Implementation Period Activities

Local Justice Intermediary

To successfully foster transformation in local justice ecosystems, jurisdictions must possess analytical and policy making capacity to systematically assess and prioritize the state of justice across neighborhoods. Justice ecosystem transformation requires coordinated action over many years among a wide spectrum of

stakeholders. Thus, an overarching goal of JGP is to support the establishment of sustainable local justice intermediary operations in each local jurisdiction, critical components of which include:

- Operational funding of staff with the analytical capacity to systematically conduct annual audits of justice operations and the wherewithal to shepherd findings to coordinated implementation. Staffing will include an Executive Director, Senior Policy Specialist, Senior Data Scientist, and the intermediary should attain sustainability and continue operations beyond CJRI's investment period.
- Leadership of an Executive Director widely perceived as a neutral convener, who has the political credibility to organize consensus and achieve effective collaboration among stakeholders representing interests that make up the wider justice ecosystem who may not have traditionally worked together in pursuit of justice reform, including representation from city/county government, criminal justice agencies, human services agencies, CBOs, CDOs, CDFIs, educational institutions, interest groups and neighborhood associations, and justice activists.
- Institutional home with both strong ties to government and analytical independence that enables the justice intermediary to take risks that government alone might not initiate, while supporting public education that seeks to inform and improve local administrative policies and practices. This would include the conduct of jurisdiction-wide, neighborhood specific, public sentiment surveys and systematic review of audit findings, and promotion of participatory research models that reflect methodological pluralism. Additionally, JGP is meant to build on, knit together, and consolidate otherwise disparate local justice initiatives into a more coordinated approach to policy-making across the wider justice ecosystem.

Initial Implementation Period (years 1 & 2):

Activities: If an Initial Implementation grant proposal is accepted, JGP national technical assistance providers will work closely with stakeholders to lead development and production at all stages of the inaugural Justice Audit, as well as formulate an associated Justice Reinvestment Plan. Each stakeholder will be responsible for appointing an agency or organizational point person and leadership who will participate in design of the Audit, an iterative data development process, and facilitated convenings and reviews of the completed Audit in aid of formulating and implementing a Justice Reinvestment Plan.

The local justice intermediary will hire key staff, including an executive director, senior policy specialist, and lead data scientist. The local justice intermediary staff will be supported by CJRI and TA partners to learn the Justice Audit and Justice Reinvestment planning processes. Alongside the production of an initial Justice Audit, the intermediary should also be building its policy change capacity, as well as planning for financial sustainability of its work after the end of the grant.

Expected Outcome: The goal of the initial implementation stage is for applicant jurisdictions to produce and launch an inaugural Justice Audit and to formulate and implement an initial Justice Reinvestment Plan and establish the capacity to continue the Justice Audit and Reinvestment Plan in Sustained Implementation. They will also have made initial progress in developing shared norms, work plans, and priority actions—and begun cultivating the inclusion of diverse community voices—across the justice ecosystem. The grantee should also create a proposal for funding for the sustained implementation stage.

Sustained Implementation Period (years 3 & 4)

Activities: If a Sustained Implementation grant proposal is accepted, the local justice intermediary 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 local justice intermediary operations. Most importantly, the local justice intermediary will, through its collaborative partners, institute changes to institutional and government discretionary administrative policies and practices that support justice reform and justice reinvestment.

Expected Outcome: The end goal of the sustained implementation stage is for applicant jurisdictions to have taken over full responsibility for and production of Justice Audits and Justice Reinvestment Plans going forward. Jurisdictions will have successfully implemented shared norms and work plans, demonstrated success in sharing key data across the justice ecosystem, proven the inclusion and integration of diverse community voices, and made progress on policy changes—whether discretionary or legislative—to pursue. They will also have changed organizational and institutional discretionary policies and practices that begin to produce intended impacts. The local intermediary will have established sustained funding to continue its activities beyond the end of JGP funding.

SECTION 2:

Draft List of Specific Activities of the Local Justice Intermediary

Coordinate and Conduct the Programmatic Activities of JGP:

1. Produce Justice Audits (JA) / Justice Reinvestment Plans (JRP)

- Co-produce an initial Justice Audit with the Justice Mapping Center (years 1-2)
 - Shadow and assist Justice Mapping Center (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 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 Efficient and Effective Operations:

- Provide oversight of entire project
- Manage project budget
- Develop annual work plans and propose annual budgets and work plans to Aspen
- Convene and facilitate meetings with coalition
- Primary liaison with Aspen CJRI staff and consultants
- Hire needed 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 core fundraising; conduct other fundraising as appropriate for supplemental projects

SECTION 3:

Recommended Capacities of an LJI

- Ability to quickly hire qualified staff and consultants as needed to perform the project
- Trusted, neutral entity in the community with credibility among stakeholders from government to community-based organizations.
- 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
- Ability to manage a complex collaborative, including negotiation skills