**DISCLOSURE OF LOBBYING ACTIVITIES**

Complete this form to disclose lobbying activities pursuant to 31 U.S.C. 1352

**Approved by OMB**

0348-0046

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<td>b. initial award</td>
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<td>f. loan insurance</td>
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<tr>
<td>City of Springfield</td>
</tr>
<tr>
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<tr>
<td>36 Court Street</td>
</tr>
<tr>
<td>* City</td>
</tr>
<tr>
<td>Springfield</td>
</tr>
<tr>
<td>State MA: Massachusetts</td>
</tr>
<tr>
<td>Zip 01102</td>
</tr>
<tr>
<td>Congressional District, if known: MA-002</td>
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5. If Reporting Entity in No.4 is Subawardee, Enter Name and Address of Prime:


7. * Federal Program Name/Description: Byrne Criminal Justice Innovation Program

8. Federal Action Number, if known: $  

9. Award Amount, if known: $  

10. a. Name and Address of Lobbying Registrant:

    Prefix [ ] * First Name [N/A] Middle Name [ ]

    * Last Name [N/A] Suffix [ ]

    * Street 1 [ ] Street 2 [ ]

    * City [ ] State [ ] Zip [ ]

b. Individual Performing Services (including address if different from No. 10a)

    Prefix [ ] * First Name [N/A] Middle Name [ ]

    * Last Name [N/A] Suffix [ ]

    * Street 1 [ ] Street 2 [ ]

    * City [ ] State [ ] Zip [ ]

11. Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when the transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be reported to the Congress semi-annually and will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

   * Signature: [Cheryl Woycik]

   *Name: Prefix [ ] * First Name [Domenic] Middle Name [J.]

   * Last Name [Karno] Suffix [ ]

   Title: [ ] Telephone No.: [ ] Date: 03/04/2013

**Federal Use Only:**
Application for Federal Assistance SF-424

1. Type of Submission:
   - [ ] Preapplication
   - [X] Application
   - [ ] Changed/Corrected Application

2. Type of Application:
   - [X] New
   - [ ] Continuation
   - [ ] Revision
   - [ ] Other (Specify)

3. Date Received:
   03/04/2013

4. Applicant Identifier:

5a. Federal Entity Identifier:

5b. Federal Award Identifier:

6. Date Received by State:

7. State Application Identifier:

8. APPLICANT INFORMATION:

   a. Legal Name: Springfield, City of

   b. Employer/Taxpayer Identification Number (EIN/TIN):
      046001415

   c. Organizational DUNS:
      066985920

   d. Address:
      130 Pearl Street
      Springfield
      MA: Massachusetts
      USA: UNITED STATES
      Zip / Postal Code: 01105

   e. Organizational Unit:
      Springfield Police Department

   f. Name and contact information of person to be contacted on matters involving this application:
      Prefix:  
      * First Name: Brian
      Middle Name:  
      * Last Name: Elliott
      Suffix:  
      Title: Sergeant
      Organizational Affiliation:
      * Telephone Number: 413-787-6318
      Fax Number:  
      * Email: belliottspringfieldpolice.net
Application for Federal Assistance SF-424

9. Type of Applicant 1: Select Applicant Type:
   C: City or Township Government

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

* Other (specify):

* 10. Name of Federal Agency:
   Bureau of Justice Assistance

11. Catalog of Federal Domestic Assistance Number:
    16.817
    CFDA Title:
    Byrne Criminal Justice Innovation Program

* 12. Funding Opportunity Number:
    BJA-2013-3472
    * Title:
    BJA FY 13 Byrne Criminal Justice Innovation Program

13. Competition Identification Number:
    BJA-2013-3473
    Title:

14. Areas Affected by Project (Cities, Counties, States, etc.):

* 15. Descriptive Title of Applicant's Project:
    Springfield South End C3 Strategy

Attach supporting documents as specified in agency instructions.

Add Attachments   Delete Attachments   View Attachments
Application for Federal Assistance SF-424

16. Congressional Districts Of:
   a. Applicant  MA-002
   b. Program/Project  MA-002

Attach an additional list of Program/Project Congressional Districts if needed.

17. Proposed Project:
   a. Start Date: 07/01/2013
   b. End Date: 06/30/2016

18. Estimated Funding ($):

<p>| | |</p>
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19. Is Application Subject to Review By State Under Executive Order 12372 Process?
   a. This application was made available to the State under the Executive Order 12372 Process for review on
   b. Program is subject to E.O. 12372 but has not been selected by the State for review.
   c. Program is not covered by E.O. 12372.

20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes", provide explanation.)
   Yes  No

21. By signing this application, I certify (1) to the statements contained in the list of certifications** and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)
   I AGREE

**The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

Authorized Representative:

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<tr>
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<td>Sarno</td>
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<tr>
<td>Suffix:</td>
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</tr>
<tr>
<td>* Title:</td>
<td>Mayor</td>
</tr>
<tr>
<td>* Telephone Number:</td>
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</tr>
<tr>
<td>Fax Number:</td>
<td></td>
</tr>
<tr>
<td>* Email:</td>
<td><a href="mailto:dsarno@springfieldcityhall.com">dsarno@springfieldcityhall.com</a></td>
</tr>
<tr>
<td>* Signature of Authorized Representative:</td>
<td>Cheryl Wajjok</td>
</tr>
<tr>
<td>* Date Signed:</td>
<td>03/04/2013</td>
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</tbody>
</table>

Authorized for Local Reproduction

Standard Form 424 (Revised 10/2005)
Prescribed by OMB Circular A-102

Tracking Number: GRANT11343091
Funding Opportunity Number: B[A-2013-3472 Received Date: 2013-03-04T21:09:57-04:00
* Applicant Federal Debt Delinquency Explanation

The following field should contain an explanation if the Applicant organization is delinquent on any Federal Debt. Maximum number of characters that can be entered is 4,000. Try and avoid extra spaces and carriage returns to maximize the availability of space.
Other Attachment File(s)

* Mandatory Other Attachment Filename: SpringfieldMAAttach1_Abstract.pdf

Add Mandatory Other Attachment  Delete Mandatory Other Attachment  View Mandatory Other Attachment

To add more "Other Attachment" attachments, please use the attachment buttons below.

Add Optional Other Attachment  Delete Optional Other Attachment  View Optional Other Attachment
Budget Narrative File(s)

*Mandatory Budget Narrative Filename: SpringfieldMAAttach4_BudgNarr.pdf

Add Mandatory Budget Narrative  Delete Mandatory Budget Narrative  View Mandatory Budget Narrative

To add more Budget Narrative attachments, please use the attachment buttons below.

Add Optional Budget Narrative  Delete Optional Budget Narrative  View Optional Budget Narrative
Assurances and Certifications

To the best of my knowledge and belief, all data in this application/preapplication is true and correct, the document has been duly authorized by the governing body of the applicant and the applicant will comply with the attached assurances if the assistance is awarded.

Your typed name, in lieu of your signature represents your legal binding acceptance of the terms of this application and your statement of the veracity of the representations made in this application. The document has been duly authorized by the governing body of the applicant and the applicant will comply with the following:

1. Assurances
2. Certifications Regarding Lobbying; Debarment, Suspension and Other Responsibility Matters; and Drug-Free Workplace requirements.

If you are an applicant for any Violence Against Women grants, this includes the Certification of Compliance with the Statutory Eligibility Requirements of the Violence Against Women Act.

Prefix: The Honorable
Name Prefix:(Other)
First Name: Domenic
Middle Initial (if any): J
Last Name: Sarno
Suffix
Name Suffix:(Other)
Title: Mayor
Address Line 1
36 Court Street, City Hall
Address Line 2
City: Springfield
County
State: Massachusetts
Zip Code: 01103-1698
Phone: 413-787-6100 Ext:
Fax:
E-mail: dsarno@springfieldcityhall.com

I have examined the information provided here regarding the signing authority and certify it is accurate. I
am the signing authority, or have been delegated or designated formally as the signing authority by the appropriate authority of official, to provide the information requested throughout this application system on behalf of this jurisdiction. Information regarding the signing authority, or the delegation of such authority, has been placed in a file and is available on-site for immediate review.
**Review SF-424**  Print a Copy

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<th><strong>DATE RECEIVED BY STATE</strong></th>
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**5. APPLICANT INFORMATION**

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<td>City of Springfield</td>
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<tr>
<td><strong>Address</strong></td>
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</tr>
<tr>
<td>130 Pearl Street</td>
<td></td>
</tr>
<tr>
<td>Springfield, Massachusetts</td>
<td></td>
</tr>
<tr>
<td>01105</td>
<td></td>
</tr>
<tr>
<td><strong>Name and telephone number of the person to be contacted on matters involving this application</strong></td>
<td></td>
</tr>
<tr>
<td>Elliott, Brian</td>
<td>(413) 787-6318</td>
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<td>CFDA TITLE: Byrne Criminal Justice Innovation Program</td>
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**13. PROPOSED PROJECT**

| Start Date: | July 01, 2013 |
| End Date:   | June 30, 2016 |

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<td>b. Project</td>
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**15. ESTIMATED FUNDING**

| Federal | $1,000,000 |
| Applicant | $0         |
| State | $0         |
| Local | $0         |

**16. IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS?**

Program has not been selected by state for review
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<td>TOTAL</td>
<td>$1,000,000</td>
<td>18. TO THE BEST OF MY KNOWLEDGE AND BELIEF, ALL DATA IN THIS APPLICATION PREAPPLICATION ARE TRUE AND CORRECT, THE DOCUMENT HAS BEEN DULY AUTHORIZED BY GOVERNING BODY OF THE APPLICANT AND THE APPLICANT WILL COMPLY WITH THE ATTACHED ASSURANCES IF THE ASSISTANCE IS REQUIRED.</td>
<td></td>
</tr>
</tbody>
</table>

[Continue]
Application Handbook  Submit Application

Overview

Applicant Information

Project Information

Budget and Program Attachments

Assurances and Certifications

Review SF 424

Submit Application

Help/Frequently Asked Questions

GMS Home

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• Application submitted on 03/04/2013
ATTACHMENT 1: PROGRAM ABSTRACT

The City of Springfield, Massachusetts;
South End C3 Initiative;
Category 1: Planning and Implementation

1. **Target Neighborhood**: City of Springfield’s South End.

2. **Partners**: City of Springfield Planning and Economic Development, City of Springfield Police Department, Massachusetts Police Department, Hampden County District Attorney, Roca, HAP Housing, and the University of Massachusetts Donahue Institute.

3. **Fiscal Agent**: City of Springfield Planning and Economic Development.

4. **Target Neighborhood’s Need for the Implementation Grant**: as a result of its drugs and gang-related violence, the City of Springfield, Massachusetts’ earned the ranking of 12th most dangerous cities in United States. Since 2009, the number of identified organized gangs that now have active chapters in Springfield has risen sharply. In one year this number rose from 28 to 37 gangs, bringing the city’s gang membership to more than 2,800 members.

   Overall, the City of Springfield suffers from a high rate of crime and violence, but crime analysis reveals that the worst of the problems are concentrated in densely populated urban neighborhoods in and around the central business district, including the South End, and are predominantly linked to gun and gang violence.

   Springfield’s South End neighborhood has a violent crime rate of 46.4 per 1000 (2010), nearly four times the rate of the City of Springfield as a whole. The rate has been increasing in recent years: it was 37.8 in 2008, and 42.4 in 2009. Data and police experience indicate that, within the neighborhood, crime is concentrated in the Hollywood district, which has had a persistent and serious crime problem for over a decade. Countless enforcement tactics have been deployed by the Springfield Police Department in this neighborhood—none of which has produced a true, sustainable result.

   The City has been targeting the South End for neighborhood revitalization since 2007, and was awarded a Choice Neighborhoods Planning Grant for this neighborhood in January 2012 by the U.S. Department of Housing and Urban Development (HUD). Initial Choice Neighborhoods Initiative meetings with neighborhood residents, local businesses, and other stakeholders have made very clear that a crucial component of true neighborhood revitalization is an effective public safety strategy.

   On June 1, 2011, the City of Springfield was struck by an EF-3 (National Weather Service–FEMA Incident #1994) tornado that tore through the City’s South End and damaged multiple buildings, destroying the South End Community Center and the building that housed Square One, the neighborhood’s high-quality early childhood education provider. While a portion (75%) of the expense to repair and replace this infrastructure is being reimbursed, the timeline is slow and some of the rebuild efforts will never be funded.

5. **Goals for the Project**: the primary goal of the project is to improve public safety in the City’s South End neighborhood through the coordination of suppression, intervention, and prevention efforts by a variety of stakeholders, law enforcement professionals, nonprofit and
public support agencies. This coordination will be fueled by a domestic counterinsurgency model implementation of effective, comprehensive approaches to addressing crime. Specific objectives of in support of this goal include:

- Identify the appropriate personnel to be included in the strategy
- Engage stakeholders and define roles
- Hold weekly stakeholder meetings
- Increase neighborhood outreach and local intelligence
- Deny, disrupt, degrade and displace the criminal element in the target area
- Increased neighborhood revitalization through cross-sector community-based partnerships which improve communication and provide local consistent neighborhood services; and
- Empower neighborhood residents to feel a sense of ownership in their neighborhood.

**Description of the Strategies to be Used/implemented:** The City of Springfield and its partners intend to use the Counter Criminal Continuum Policing (C³) strategy which utilizes an approach to detect, deter and degrade criminal activity. Legitimacy and trust is developed, working by, with and through the community, empowering them to take ownership of problems and issues that lead to criminal activity. C³ Policing provides leadership and unity of effort, synchronizing existing local, state and federal resources and directing them at the root causes of criminal activity, not symptoms of criminality after they occur. These resources include but are not limited to education, business, health, and social services.

C³ Policing is designed around a campaign plan that utilizes eight building blocks as the foundation of the program. Gang demobilization, community outreach meetings, street leader program, youth and parental workshops, anti-gang messaging/information operations, business and community leader development, law enforcement and civil community engagements, and law enforcement operations are the backbone of this hybrid approach.

The culminating effect of the programs building blocks is a re-shaping the community environment making it inhospitable for gang, drug and criminal activity to develop and flourish. Increased trust between law enforcement and the community sets the conditions for an increased flow of criminal intelligence, allowing law enforcement and local governance to respond accordingly.

The C³ effort has a data-driven decision making component that relies upon information collected from the community, police and other agencies to determine core crime and disorder issues. Officers invest a significant effort in talking to community and business people, examining crime trends and identifying the “ground truth” in the target areas. They have produced intelligence-led policing products such as crime trend analyses, incident maps and intelligence summaries that are then distributed to key law enforcement partners.

(6) **Length of the Project Period:** 36-month, beginning October 1, 2012.

(7) **Total Amount of Funding being Requested:** $1,000,000.
Statement of the Problem

Springfield's South End neighborhood has a violent crime rate of 46.4 per 1000 (2010), nearly four times the rate of the City of Springfield as a whole. The rate has been increasing in recent years: it was 37.8 in 2008, and 42.4 in 2009. Data and police experience indicate that, within the neighborhood, crime is concentrated in the Hollywood district, which has had a persistent and serious crime problem for over a decade. Countless enforcement tactics have been deployed by the Springfield Police Department in this neighborhood—none of which has produced a true, sustainable result.

The City has been targeting the South End for neighborhood revitalization since 2007, and was awarded a Choice Neighborhoods Planning Grant for this neighborhood in January 2012 by the U.S. Department of Housing and Urban Development (HUD). Initial Choice Neighborhoods Initiative meetings with neighborhood residents, local businesses, and other stakeholders have made very clear that a crucial component of true neighborhood revitalization is an effective public safety strategy.

The City's focus on the South End stems from the 2007 Urban Land Institute recommendation that renewal of the South End neighborhood must be among the City's highest priorities. The neighborhood is located immediately adjacent to downtown and serves as a gateway to the City from both suburban communities and the heavily traveled interstate highway that runs through Springfield. As a result of this prioritization, the City has invested heavily in improved infrastructure in this neighborhood over the past five years: new paving and streetscaping, a Main Street storefront improvement program, an expanded and renewed public

City of Springfield, Massachusetts
Byrne Criminal Justice Innovation Program Application
Page 1 of 20
park, removal of blighted buildings, and cleanup of a Brownfields site where a burned out factory had been located. The City employs a project manager who has worked with local businesses, residents and stakeholders to form the South End Revitalization Coalition, which meets regularly to oversee the neighborhood initiative. Improvements have been funded by a City bond, Community Development Block Grant funds, and other grants from many sources.

In June 2011, the South End neighborhood experienced a setback when it was struck by an EF-3 tornado, damaging multiple buildings and destroying the South End Community Center and the building that housed Square One, the neighborhood’s high-quality early childhood education provider. For neighborhood revitalization, the tornado has had a silver lining: both the Community Center and Square One have committed to build anew in the South End, and private insurance payments have buoyed local community businesses and allowed them to make building repairs and improvements.

Through the Choice Neighborhood Initiative, the City and its partner, the Springfield Housing Authority (SHA), are working to create quality mixed income housing, fund supportive services and create pathways to quality education and employment for low-income residents, and continue to make neighborhood improvements. The Choice Neighborhood initiative has partnered with HAP Inc. and the Alliance to Develop Power to engage neighborhood residents in the planning process. These two agencies have initiated a door-knocking campaign and have initiated communication and meetings with a broad range of neighborhood residents; their efforts are being linked into the ongoing work of the South End Revitalization Coalition.

Overall, the City of Springfield suffers from a high rate of crime and violence, but crime analysis reveals that the worst of the problems are concentrated in densely populated urban neighborhoods in and around the central business district, including the South End, and are
predominantly linked to gun and gang violence. Firearm offenses, including drive-by shootings, random shots fired events and edge weapons assaults, present a significant law enforcement challenge. Many firearm-involved incidents have resulted in serious injury or death. Between the years of 2003 and 2010, the City of Springfield had the 2nd highest homicide rate (58 or 9.6% of the total) in the Commonwealth of Massachusetts for persons under 24 years of age. Gun and gang incidents dominate the local news headlines.

The proximity of violent crime to the downtown area contributes to a widely-held perception that all of Springfield is unsafe and crime-ridden. On June 4, 2012, the City lost a 36-year veteran police officer to gun violence. The loss of a public service hero has shaken the community and fueled the contention that criminals have the upper hand.

A conservative estimate of gang membership in Springfield is 2,800 members. From 2010 to 2011, there was a 45% increase in the number of identified gang members at the high school level and a 167% jump in the middle school age group. Since 2009, the number of identified organized gangs that now have active chapters in Springfield has risen sharply. Identified gangs rose from 28 to 37 in number from 2010 to 2011.

School attendance, truancy, and a high drop-out rate contribute to the city’s youth violence, gangs, and substance abuse. Springfield has the second largest school district in New England with 25,141 students, of which 81.4% of the student population lives in low income households. The completion of the most recent school year indicates a drop-out rate of 9.6%, or approximately 2,500 city youth. On any given day, approximately 1,355 students are truant. Violence, gang activity, narcotics use and distribution, and related crime have saturated the city high schools and are now present at the middle school level.
In Springfield’s most distressed neighborhoods, poverty is high, job opportunities are virtually non-existent, and robust drug markets make up the local economy. The lure of fast money, and lots of it, is irresistible for many inner city youth.

Current and past law enforcement strategies employed in Springfield have ambitiously targeted a number of high-crime areas of the city. This broad response has encompassed multiple square miles of land area and produced varying results. The application of finite resources in a broad fashion has been difficult to manage and has effectively diluted a viable law enforcement strategy. Past reliance on overtime-based law enforcement suppression patrol has been marginally fruitful, as this approach was void of the important link to approach the crime problem from a more comprehensive, multi-disciplinary approach.

The City is unable to increase law enforcement resources from its annual budget for the South End/Hollywood district at the present time. The City is currently working to create a balanced budget for the fiscal year starting July 1, 2012, and is eyeing layoffs and curtailment of municipal services, including the possibility of reducing police staff and/or the overtime budget. The City has been subject to five years of sharply reduced state funding, along with two natural disasters since June 2011, all of which have taken a toll on the city’s finances.

In a different high-crime neighborhood in Springfield—the North End—the City has been using a strategy called the Counter Criminal Continuum (C3) model since 2009, and has found it to be very effective. In the first year of C3, the North End crime rate dropped 62%, and the rate has continued to drop in ensuing years. The City seeks Byrne funding to replicate this C3 model in the South End Hollywood district.

The following chart indicates the number of E-911 calls for service for the South End neighborhood of Springfield.
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<th>2009</th>
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<td>7,308</td>
<td>7,198</td>
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At a glance, it appears that the calls for service in the target neighborhood are declining. But the reality is that a number of blighted, multi-family apartment dwellings were condemned in 2008 and have been demolished. Decreasing the number of poorly-managed multi-family units has been part of the City’s long-term plan to stabilize the South End.

The following charts provide 5 years’ worth of data regarding incidents and arrests in the Hollywood district of the South End.

**Incidents**

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</tr>
<tr>
<td>Robbery</td>
<td>16</td>
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<td>19</td>
<td>11</td>
</tr>
<tr>
<td>Agg Asslt</td>
<td>43</td>
<td>51</td>
<td>34</td>
<td>50</td>
<td>20</td>
</tr>
<tr>
<td>B&amp;E</td>
<td>46</td>
<td>51</td>
<td>35</td>
<td>51</td>
<td>55</td>
</tr>
<tr>
<td>B&amp;E/MV</td>
<td>20</td>
<td>10</td>
<td>13</td>
<td>7</td>
<td>12</td>
</tr>
<tr>
<td>Stolen MV</td>
<td>24</td>
<td>16</td>
<td>11</td>
<td>18</td>
<td>20</td>
</tr>
<tr>
<td>Arson</td>
<td>4</td>
<td>3</td>
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<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Total</td>
<td>155</td>
<td>151</td>
<td>112</td>
<td>150</td>
<td>124</td>
</tr>
</tbody>
</table>

**Arrests**

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Murder</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Rape</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Robbery</td>
<td>2</td>
<td>4</td>
<td>10</td>
<td>7</td>
<td>1</td>
</tr>
<tr>
<td>Agg Asslt</td>
<td>7</td>
<td>15</td>
<td>16</td>
<td>17</td>
<td>11</td>
</tr>
<tr>
<td>B&amp;E</td>
<td>3</td>
<td>4</td>
<td>1</td>
<td>5</td>
<td>16</td>
</tr>
<tr>
<td>B&amp;E/MV</td>
<td>2</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Stolen MV</td>
<td>0</td>
<td>0</td>
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<td>0</td>
</tr>
<tr>
<td>Arson</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>14</td>
<td>23</td>
<td>28</td>
<td>31</td>
<td>29</td>
</tr>
</tbody>
</table>
The core of the target area is the maze of streets east of Main Street and south of Central Street. Areas further east and south are included because these represent a wooded area and a large public park, both of which geographically define the area, and also provide a locational opportunity for criminal behavior.

An extensive resident survey has recently been completed in the South End in connection with the Choice Neighborhoods Initiative, in which responses were received from 70% of the district’s 332 public and subsidized tenant households in the Hollywood district. Of survey respondents, 46% indicate that they feel unsafe in their neighborhood, and 70% are unlikely to
allow their children to play outside. Sixty-eight percent of residents indicate that crime occurs "frequently" in the neighborhood. The highest reported types of crimes experienced were sale/use of drugs (67%), gun shots (62%), gang-related activity (55%), and teenage violence (54%).

The South End neighborhood is one of Springfield’s poorest and most distressed areas. Sixty-three percent of neighborhood’s 2,849 residents live in poverty (ACS 2006-10),¹ making the neighborhood one of the 15% lowest income communities in America. The neighborhood’s unemployment rate is 18.8% (ACS 2006-10), and median family annual income is $14,244. Sixty-eight percent of neighborhood residents are Hispanic, and for the recently completed neighborhood resident survey in the Hollywood district, 53% of residents preferred to complete the face-to-face survey in Spanish. Forty-five percent of residents 25 years and older have less than a high school education.

<table>
<thead>
<tr>
<th>INDICATOR</th>
<th>SOUTH END</th>
<th>SPRINGFIELD</th>
<th>MA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crime Rate per 1000²</td>
<td>46.4</td>
<td>13.5</td>
<td>4.67</td>
</tr>
<tr>
<td>Population (2010 Census SF 1)</td>
<td>2,849</td>
<td>153,115</td>
<td>6,557,254</td>
</tr>
<tr>
<td>Unemployment (ACS 2006-2010 estimates)</td>
<td>18.8%</td>
<td>14.2%</td>
<td>7.4%</td>
</tr>
<tr>
<td>Poverty Rate (ACS 2006-2010 estimates)</td>
<td>63.1%</td>
<td>27.6%</td>
<td>10.5%</td>
</tr>
<tr>
<td>Percent Minority</td>
<td>61.5%</td>
<td>48.2%</td>
<td>19.6%</td>
</tr>
<tr>
<td>Percent Hispanic or Latino</td>
<td>71.6%</td>
<td>38.8%</td>
<td>9.6%</td>
</tr>
<tr>
<td>Per Capita Income: Individual</td>
<td>$9,092</td>
<td>$17,962</td>
<td>$33,966</td>
</tr>
<tr>
<td>Median Income: Family</td>
<td>$14,244</td>
<td>$34,628</td>
<td>$64,509</td>
</tr>
<tr>
<td>Less than High School Education</td>
<td>44.8%</td>
<td>25.0%</td>
<td>11.0%</td>
</tr>
</tbody>
</table>

¹ The South End neighborhood is a single census track. Demographic data is 2010 US Census data, unless otherwise noted.
² Source: Federal Bureau of Investigation, except for South End, which is from Springfield Police Department.
<table>
<thead>
<tr>
<th></th>
<th>2000</th>
<th>2005</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>High School (GED) or Higher</td>
<td>55.2%</td>
<td>75.0%</td>
<td>89.0%</td>
</tr>
<tr>
<td>Bachelor, Graduate, or Higher</td>
<td>0.1%</td>
<td>14.9%</td>
<td>36.0%</td>
</tr>
<tr>
<td>Population aged 15-24</td>
<td>17.5%</td>
<td>18%</td>
<td>14%</td>
</tr>
<tr>
<td>Households with SSI and/or cash</td>
<td>29.1%</td>
<td>18.6%</td>
<td>0.1%</td>
</tr>
<tr>
<td>public assistance income in the past</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12 months (ACS 2006-2010 estimates)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Police experience points to several inter-related factors as explanations for the area’s high crime rate: extreme poverty; a significant and active local drug trade; prostitution (often as a means of supporting a drug addiction); continuous gang activity; and return of previously incarcerated individuals to the neighborhood, where they may commit the same or similar crimes as a means of survival and, in some cases, as a means of supporting their own drug addiction.

**Project Design and Implementation**

Springfield seeks to enhance the physical, housing and social service improvements being advanced through physical revitalization efforts and the Choice Neighborhoods planning grant in the South End by creating and implementing an effective public safety strategy which will significantly decrease neighborhood crime. The City will use resources from this grant to support the activation of the C3 model in the Hollywood district. Guided by the tenets of Intelligence-Led Policing, as outlined in the 2005 DOJ/BJA technical assistance training material, and the Community Policing model promulgated by the BJA in 2009, the Springfield Police Department has identified the C3 policing strategy as a nationally-recognized best practice.

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3 According to the Department of Justice Community Oriented Policing Services Program, “Community policing is a philosophy that promotes organizational strategies, which support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.” Community Policing Defined, U. S. Department of Justice, Office of Community Oriented Policing Services, April 3, 2009.
that will produce a sustained result in the South End beyond the duration of this potential funding opportunity.

The C3 model seeks to disrupt the roots of crime, rather than just respond to criminal activity as it happens. It is a domestic adaptation of the highly effective Counterinsurgency Operations (COIN) strategy used in Afghanistan, and has been introduced to Springfield by a former military officer who is now in Springfield as part of the Massachusetts State Police.

C3 policing, as adapted from *Counterinsurgency*, is intended to support effective local governance for the community, and a safe and secure environment through the rule of law. The model encompasses providing for the community’s residents, eliminating the root causes of the gangs (the insurgency), and preventing those root causes from returning. Counterinsurgent operations can successfully defeat gang activity, achieve unity of effort along multiple lines of effort, isolate gang members from the rest of the community, and increase the legitimacy of the local government.

The City’s goal for use of the C3 model in the Hollywood section of the South End is improved public safety—through coordination of suppression, intervention, and prevention; through a unity of effort by stakeholders, law enforcement, nonprofit and public support agencies; and through use of a domestic counterinsurgency model. Specific objectives include:

- Focused disruption, denial, degradation and displacement of gang activities in the target area;

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*Counterinsurgency, FM 3-24, MCWP 3-33.5, U.S. Department of the Army, December 2006.*
- Increased neighborhood revitalization through cross-sector community-based partnerships which improve communication, provide local consistent neighborhood services, and improve neighborhood conditions; and

- Empowered neighborhood residents who feel a sense of ownership in their neighborhood.

The C3 model relies on a series of inter-connected strategies, as described below. While much of this description draws on the local experience in the North End, these core elements will be replicated and adapted for use in the South End Hollywood district, in an iterative process of using data and experience to improve specific measures used in the Hollywood district.

**PLANNING ACTIVITIES**

The South End/Hollywood C3 Initiative will begin with a 6-month planning period, during which the research partner, the Springfield Police Department and the Massachusetts State Police will analyze neighborhood crime data in order to ensure that C3 activities are modified appropriately to respond to local conditions. Other activities that are part of the planning phase of C3 are:

**Appropriate target area and personnel**

The C3 Initiative, as carried out in Springfield’s North End, began with identification of a suitable location, based on the presence of gang-related crime and quality of life issues severely impacting stakeholders, verified through crime analysis, intelligence information, and stakeholder feedback; and suitability of the geography based on definitive borders, the presence of sufficient supportive stakeholders, and buy-in from a community-recognized respected leader. The City has already determined that the South End’s Hollywood district meets these requirements.
Planning steps in the South End will include the selection of appropriate law enforcement personnel—from the local and state police—to lead the effort. The law enforcement personnel must be motivated and possess strong communication skills, and at least one member must have COIN-principle training and/or experience. Fundamental COIN principles are: 1) Legitimacy is the main objective; 2) You must understand the environment; 3) Unity of effort is essential; 4) Intelligence drives operations; 5) Prepare for a long-term commitment; 6) Local factors are primary; 7) Security under the rule of law is essential; and 8) Gangs must be separated from their cause and support. Toward the end of the planning phase, selected participants will undergo training in C3 methodology.

Engaging stakeholders

The C3 initiative relies on the active involvement of community stakeholders, including: elected officials; government agencies such as code enforcement and graffiti remediation; rental property managers and owners; business owners; long-term residents; law enforcement agencies at the city, county, state and federal levels; religious leaders from the community; and private and publicly-funded service agencies. One of the planning tasks of the C3 initiative is to identify and recruit these partners. In the South End, there are already many active stakeholders committed to the proposed C3 effort, and the network of stakeholders is being expanded through the ongoing work of the Choice Neighborhoods Initiative. Early work on the South End C3 initiative will begin with noting any partners who are missing, and recruiting them to participate.

IMPLEMENTATION

Kick-Off Meeting

A signature component of the C3 approach is a weekly community meeting place where stakeholders and law enforcement personnel come together at a location within the
neighborhood. At the initial kick-off meeting, one of the C3 law enforcement leaders explains the initiative, addressing both police responsibilities and stakeholder responsibilities. Key points about police responsibilities include:

- C3 is a community initiative, led and guided by Law Enforcement using COIN principles.
- Law enforcement cannot change underlying the conditions related to crime causation, such as unemployment, lack of education, poor parenting skills, etc.
- The initiative seeks to create a stabilized neighborhood beginning with reduction in incidents of violent crime and open air drug dealing.
- Police activities will include directed patrol runs, park and walks, overtime-supported additional patrols and investigations, and additional on-duty activities.
- Intelligence-led policing and crime analysis will be used to determine police responses.

Stakeholders are responsible for carrying out the necessary supportive tasks that are within their domain. For example, landlords, property owners and business are responsible for tasks such as site security, effective property maintenance, lighting and fencing, security staff and/or surveillance cameras where needed, tenant education and eviction of problem tenants, engagement of tenants in the cooperative effort, and reporting known criminal incidents or behaviors. Elected officials are responsible for leverage funds and cooperation from other agencies. Government agencies are to provide swift response to reported complaints and problems (e.g., graffiti). Religious leaders provide a faith-based perspective to residents, and provide dispute resolution.

The private and publicly funded service agencies have a major role in creating the long-term change in people's lives and neighborhood conditions to ensure long-lasting community
change. The agencies are responsible for working together to improve the underlying conditions that relate to neighborhood quality of life and crime conditions, bringing services and programs into the selected geographic area to maximize resident involvement, using realistic approaches to improve coordinated outcomes without the likelihood of increased funding, and communicating effectively in order to provide residents with coordinated services.

**Weekly stakeholder meetings**

Following the initial kick-off meeting, stakeholder meetings are held weekly in the community. At each meeting, stakeholders and law enforcement personnel begin with review of established goals. Police provide intelligence on criminal incidents and arrests that have taken place in the prior seven days. The group engages in discussion, with a strong emphasis on creation of action-oriented details, regarding follow up regarding complaints or information received, current initiative activities effecting the target area, any planned outreach efforts in target area, and the assignment of “homework”—tasks that various stakeholders commit to undertake within a defined time frame. The weekly stakeholder meetings have a strong emphasis on accountability. In the North End, topics for discussion at weekly meetings have included such diverse items as graffiti, foreclosures and abandoned homes, summer jobs for youth, landlord responsibility for buildings, and creation of a ‘walking bus’ for school children.

**Neighborhood Outreach and Local Intelligence**

The C3 model relies on a trusting and productive relationship between neighborhood residents and stakeholders, including law enforcement. Several ongoing activities support this relationship:

- Quarterly neighborhood walks by stakeholders to establish and maintain contact with residents.
• Materials, printed in both English and Spanish, that are distributed and contain information on available social and educational programs to assist residents and the community;

• A public service announcement campaign highlighting the existence and importance of the Text-a-Tip program;

• A Street Leader Program in which selected and vetted community residents report criminal or gang-related activity to law enforcement; Street Leaders are introduced to law enforcement personnel, educated on gang- and drug-related activities, and are given prioritized contact numbers for assigned law enforcement personnel for prompt response to reported criminal activities.

Deny, disrupt, degrade and displace the criminal element

The activities listed above are the elements that are meant to effect mid- and short-term improvement of the neighborhood. These activities are meant to work in concert with law enforcement efforts. The core of C3 policing is focused on denying, disrupting, and degrading the operational capabilities of gangs and criminal activity associated to or linked with gangs, and on undermining the capability of gangs to operate freely and openly within the community. At the outset of a C3 initiative, and at periodic points as needed, police stabilize the neighborhood through aggressive suppression strategies.

Capabilities and Competencies

Letters of support from the fiscal agent, local law enforcement agency, research partner, cross-sector partner, and a community are included as Attachment 5.
*The City of Springfield* is the fiscal agent for this initiative. In addition to providing overall fiscal and grant management, the City will provide cross-sector leadership in conjunction with the South End Revitalization Coalition and HAP, Inc.; provide police leadership, expertise and law enforcement staffing; and will collect and perform preliminary analysis on crime data.

Fiscal and grant management responsibilities, including receipt and dispersal of funds, entering into and managing sub-recipient grant agreements, compliance with reporting requirements, and performance measurement tracking and reporting will be performed by the Office of Community Development (OCD), under the direction of the City’s Director for Administration and Finance. OCD provides fiscal and subrecipient grant management for the City’s $3.6 million annual Community Development Block Grant (CDBG) program, and manages over 40 subrecipient agreements per year. OCD provides fiscal oversight for numerous other federal and state grants each year, including grants from the Economic Development Agency (EDA), the US Department of Housing and Community Development (HUD), the Environmental Protection Agency (EPA), the Massachusetts Department of Transportation and the Massachusetts Executive Office of Administration & Finance, and the Massachusetts Department of Housing and Community Development.

The Springfield Police Department will provide cross-sector leadership on this initiative. Since 2009, the Police Department has partnered with the Massachusetts State Police to lead the robust cross-community partnership in the City’s North End. The leadership includes conducting weekly police-community partner meetings. The police take the lead role in holding all stakeholders accountable for the tasks for which they are responsible.

The Office of Planning has assigned a senior project manager to work with the South End since 2007. The leadership of this individual has created the engaged and committed South End
Revitalization Coalition (SERC), a open group with over 100 members, 35-50 of which attend every community meeting.

The Springfield Police Department will carry out the C3 policing model in the South End.

_The Massachusetts State Police_ (MSP) have been a key partner in the North End C3 initiative. MSP will provide an evidence-based policing training seminar for police officers and policy makers engaged in the C3 South End replication. The training will include use of innovative policing strategies such as the C3 and intelligence-led policing models. The MSP C3 team will provide ongoing technical assistance to local and state police working in the South End in the concepts of C3 policing, including policing innovations such as problem solving, “pulling levers,” hot spots crime policing, community engagement, and state, local and federal agency partnerships that focus on common goals. The MSP C3 team will introduce the South End C3 team to the Evidence-Based Policing Matrix, developed to guide policy makers with effective strategies and tactics. In addition, the MSP will purchase six up-to-date laptop computers to interface with searchable crime databases, funding for criminal justice-related training, and funding for operational and confidential informant needs. Finally, the MSP will assist the Springfield Police Department in carrying out the C3 policing work in the South End.

_The Hampden County District Attorney_ will provide one fulltime prosecutor who will dedicate all or part of his or her time to the cases that result from this initiative. The hope is to have a continuum of representation throughout the case(s) that could result in moving the people through the “system” and into services that will help lead to a greater likelihood of success/sustainability in the future.
Roca has pioneered an evidence-based high-risk youth intervention model. The organization was founded in 1988 in the Boston area to serve the most disenfranchised and disengaged young people ages 14-24; it launched a replication project in Springfield in 2010. Through transformational relationships (intensive relationship building), Roca helps young people re-engage in society—moving them into educational, employment, and life skills programming. Roca has been a collaborative partner in Springfield’s North End C3 initiative. Roca will be engaged with a minimum of 25 high-risk youth in the South End at all times throughout the grant term, targeting young people (ages 17-24) who are street, court, or gang involved, disengaged, unable to participate in other programs, and who have dropped out of school. Roca will be a regular participant in weekly community meetings.

The South End Revitalization Coalition (SERC) is a volunteer citizen effort co-chaired by Leo Florian, president of the South End Citizens Council, and Joan Kagan, President and CEO of Square One, and staffed by the City of Springfield Office of Planning. SERC has led the ongoing effort to revitalize the South End, and provides leadership to the Choice Neighborhoods planning initiative taking place in the neighborhood. SERC has effectively engaged South End business leaders, residents and community stakeholders in creating a common vision for a renewed South End neighborhood. SERC will partner with the Springfield Police Department and HAP, Inc. to provide leadership and accountability for the C3 effort, and particularly for the weekly problem-solving and accountability meetings.

HAP, Inc. is a regional non-profit housing authority based in the South End, which has spearheaded urban neighborhood revitalization efforts in Springfield. While the agency’s neighborhood work began with construction of affordable homeownership units, it quickly expanded to take on the critically important supporting task of working with neighborhood residents to enhance their engagement in and leadership of building community in the neighborhoods in which they work. HAP is a partner to the City in the South End Choice
Neighborhoods Initiative. In that effort, HAP staff have engaged in a doorknocking campaign, have provided leadership in designing and staffing community meetings, and are undertaking an ongoing communications strategy, sending regular newsletters, in English and Spanish, to neighborhood residents. In the C3 initiative, HAP will continue to lead the community engagement piece for low-income tenants in the neighborhood.

_The University of Massachusetts Donahue Institute_ is the research partner for this initiative. The Donahue Institute is the public service, outreach, and economic development unit of the University of Massachusetts President's Office. Its staff of over 120 highly skilled professionals works cooperatively with faculty and staff from the five University of Massachusetts campuses, providing its clients with a unique, valuable bridge between academic theory and real-world policy and business applications. The Donahue Institute is the City's research partner on its South End Choice Neighborhoods planning initiative.

For the South End C3 initiative, the Donahue Institute will conduct an analysis of crime drivers and an assessment of needs and available resources. It will further access accurate data to conduct a data analysis to clearly define the crime locations and drivers, development of research-based and/or innovative strategies, and assess gaps in resources and partners. The Donahue Institute will work with all the project's partners to validate the targeted problems identified in the neighborhood and the interrelated challenges which contribute to the targeted crime concern. Once the target crime concerns are identified and validated, the Donahue Institute will work with its cross-sector partners and the neighborhood residents to identify strategic solutions that directly address the crime problem. The Springfield Police Department will assist the Donahue Institute by providing crime data and its own internal crime analysis.
Data Collection and Evaluation: The City anticipates working with the Donahue Institute and the BCJI team to create a specific performance measurement plan. At this point, the City anticipates that it will use the following indicators to evaluate performance.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Evaluation criteria</th>
<th>Outcomes</th>
<th>Data Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engage stakeholders</td>
<td>Stakeholders are involved in the initiative</td>
<td>At least 35 stakeholders are regular participants</td>
<td>Weekly meeting sign-in sheets</td>
</tr>
<tr>
<td>Improve collaboration among stakeholders</td>
<td>Number of collaborative partnerships</td>
<td>At least 3 new partnerships each year</td>
<td>Annual survey of stakeholders</td>
</tr>
<tr>
<td>Engage neighborhood residents</td>
<td>Rate of neighborhood participation</td>
<td>Participation by at least 50 residents by end of first year, and at least 100 residents by end of second year</td>
<td>HAP Inc. records of resident participation</td>
</tr>
<tr>
<td>Increase neighborhood safety</td>
<td>Crime rate</td>
<td>Reduction in violent crime rate by at least 10% per year</td>
<td>Springfield Police Department crime data</td>
</tr>
<tr>
<td></td>
<td>Percent of survey respondents who feel safe in neighborhood</td>
<td>Increase of 10% per year</td>
<td>Resident surveys</td>
</tr>
</tbody>
</table>

The Springfield Police Department regularly collects neighborhood-level crime data, including calls for service, numbers of incidents and numbers of arrests. The City has the ability and willingness to report performance and outcome data through BJA’s Performance Measurement Tool (PMT). The City will report data for itself and for all subgrantees.

The City’s research partner, the Donahue Institute, will create data measures to objectively judge improvement and then conduct the data collection and analysis plan to measure change in those metrics. Data will be provided on a regular basis from the Springfield Police Department to the Donohue Institute. Based on the data, the Donahue Institute will compile
quarterly data reports which will be reviewed at the weekly community meetings and by the
SERC. The City and the Donahue Institute the Donahue Institute and the BCJI team to develop a
performance management and evaluation plan, which builds off of the regular data collection and
analysis undertaken as part of the initiative.

**Sustainability Plan:** The City of Springfield has a rich history of leveraging and
sustaining initiatives that work. Leveraging efforts include reviewing and reorganizing general
fund programming dollars to support initiatives that produce measurable outcomes, and seeking
other funding opportunities to strengthen and expand successful programs.

The City is confident that the Department of Justice Byrne funds provided by this grant
will be a sound and effective investment in the community. It is this project’s goal to ensure that
the practices and improvements developed through this grant will be integrated into institutional
operations and continued after the grant has expired. Further, the City has had great success in
integrating prior grant programs into the mainstream of the organizations’ activities because the
projects were vitally needed, enthusiastically welcomed and closely aligned with the
organization’s strategic plan.

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**Budget**

The budget is included as Attachment 3. Primary expenses are personnel costs for the
Springfield Police Department and its criminal justice subcontractor’s which will be paid upon
completion of work and submission of detailed invoices.
**ATTACHMENT 3: BUDGET AND BUDGET NARRATIVE**

**BUDGET DETAIL WORKSHEET:**

<table>
<thead>
<tr>
<th>Name/Position</th>
<th>Computation</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A. Personnel</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coordinator</td>
<td>$23.00 per hour x 18.75 hours per week x 130 weeks</td>
<td>$56,063.00</td>
</tr>
<tr>
<td>Uniform Patrol Division</td>
<td>(4) Police Officers x $42.93/hr. x 4 hr./shift x 200 deployments = $137,376 + (1) Supervisor x $58/hr. x 4 hr./shift. x 200 deployments = $46,400</td>
<td>$183,776.00</td>
</tr>
<tr>
<td>Narcotics Bureau</td>
<td>(10) Police Officers x $42.93/hr. x 4 hr./shift x 24 deployments = $41,212 + (2) Sergeants x $52.30/hr. x 4 hr./shift x 24 deployments = $10,041</td>
<td>$51,253.00</td>
</tr>
<tr>
<td>Detectives Bureau</td>
<td>$52.08/hr. x 1,353 hours</td>
<td>$70,464.00</td>
</tr>
<tr>
<td>Street Crimes Bureau</td>
<td>(1) Sergeant x $52.30/hr. x 4 hrs. x 80 deployments = $16,736 + (4) Police Officers x $42.93/hr. x 4 hrs. x 80 deployments = $54,950</td>
<td>$71,686.00</td>
</tr>
<tr>
<td>Crime Analysis</td>
<td>$40.13 x 450 hours calculated at 3 hrs./week dedicated to analysis in support of South End program x 50 weeks</td>
<td>$18,059.00</td>
</tr>
<tr>
<td><strong>SUB-TOTAL</strong></td>
<td></td>
<td><strong>$451,301.00</strong></td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Name/Position</th>
<th>Computation</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>B. Fringe Benefits</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coordinator</td>
<td>Health Insurance @ $7,500 annually x 2.5 years</td>
<td>$18,750.00</td>
</tr>
<tr>
<td>Coordinator</td>
<td>Employer Tax @ 1.45% of total salary during period</td>
<td>$812.00</td>
</tr>
<tr>
<td>Coordinator</td>
<td>Retirement @ 3.1% of the total salary during period</td>
<td>$1,737.00</td>
</tr>
<tr>
<td><strong>SUB-TOTAL</strong></td>
<td></td>
<td><strong>$21,299.00</strong></td>
</tr>
</tbody>
</table>

| **C. Travel**                 |                                                                             | $0.00         |

| **D. Equipment**              |                                                                             | $0.00         |

| **E. Supplies**               |                                                                             | $0.00         |

| **F. Construction**           |                                                                             | $0.00         |

| **G. Consultants/Contracts**  |                                                                             |               |
| Item                          | Cost                                                                        |               |
| Massachusetts State Police    | $101,642.00                                                                 |               |
| Hampden County District Attorney | $100,000.00                                                                      |               |
| Roca, Inc.                    | $62,075.00                                                                  |               |
| HAP Housing                   | $126,283.00                                                                 |               |
| UMass Donahue                  | $75,000.00                                                                  |               |
| **SUB-TOTAL**                 |                                                                             | **$465,000.00**|


## H. Other Costs

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUB-TOTAL</td>
<td>$0.00</td>
</tr>
</tbody>
</table>

## I. Indirect Costs

<table>
<thead>
<tr>
<th>Description</th>
<th>Computation</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approved Cost Rate</td>
<td>6.24% - total allocated indirect costs excluding employee benefits as a percentage of operating costs</td>
<td>$62,400.00</td>
</tr>
<tr>
<td>SUB-TOTAL</td>
<td></td>
<td>$62,400.00</td>
</tr>
</tbody>
</table>

### Budget Summary

<table>
<thead>
<tr>
<th>Budget Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Personnel</td>
<td>$451,301.00</td>
</tr>
<tr>
<td>B. Fringe Benefits</td>
<td>$21,299.00</td>
</tr>
<tr>
<td>C. Travel</td>
<td>$0.00</td>
</tr>
<tr>
<td>D. Equipment</td>
<td>$0.00</td>
</tr>
<tr>
<td>E. Supplies</td>
<td>$0.00</td>
</tr>
<tr>
<td>F. Construction</td>
<td>$0.00</td>
</tr>
<tr>
<td>G. Consultants/Contracts</td>
<td>$465,000</td>
</tr>
<tr>
<td>H. Other</td>
<td>$0.00</td>
</tr>
<tr>
<td><strong>Total Direct Costs</strong></td>
<td><strong>$937,602.00</strong></td>
</tr>
<tr>
<td>I. Indirect Costs</td>
<td>$62,400.00</td>
</tr>
<tr>
<td><strong>TOTAL PROJECT COSTS</strong></td>
<td><strong>$1,000,000.00</strong></td>
</tr>
</tbody>
</table>

| Federal Request                  | $1,000,000.00 |
| Non-Federal Request              | $0.00        |

**BUDGET NARRATIVE TO FOLLOW:**

...
BUDGET NARRATIVE:

A. Personnel: $451,301.00

One (1) Coordinator at .5 FTE ($56,063): As part of this grant, the City will hire a Coordinator (.5 FTE) to manage the internal and external stakeholders, report h/her findings to the Steering Committee, implement directions/suggestions of the Steering Committee, and coordinate technical assistance training. This expense is anticipated to be $23.00 per hour x 18.75 hours per week for 130 weeks.

The Springfield Police Department’s Uniform Patrol Division ($183,776.00) will deploy in high crime/gang neighborhoods for intervention and suppression “hot spots” patrols. All deployments will be based on the most recent crime analysis data to include geo-mapping and heat index analysis. An example deployment would include:

- (4) Police Officers x $42.93/hr. x 4 hr./shift x 200 deployments = $137,376 + (1) Supervisor x $58/hr. x 4 hr./shift x 200 deployments = $46,400

The Springfield Police Department’s Narcotics Bureau ($51,253.00) will conduct targeted enforcement of prolific gang members based on gang intelligence and the most recent crime analysis data. An example deployment would include:

- (10) Police Officers x $42.93/hr. x 4 hr./shift x 24 deployments = $41,212 + (2) Sergeants x $52.30/hr. x 4 hr./shift x 24 deployments = $10,041

The Springfield Police Department’s Detective Bureau ($70,464.00) will conduct investigations beyond the regular tour of duty on gang-related violent crime/murder cases. An example deployment would include:

- $52.08/hr. x 1,353 hours

The Springfield Police Department’s Street Crimes Unit ($71,686.00) will deploy in high crime neighborhoods, including the South End, for gang intervention and suppression. All deployments will be based on the most recent crime analysis data. An example deployment would include:

- Sergeant x $52.30/hr. x 4 hrs. x 80 deployments = $16,736 + (4) Police Officers x $42.93/hr. x 4 hrs. x 80 deployments = $54,950

Crime Analysis ($18,059.00) will be the basis of all of the Springfield Police deployments. Civilian Crime Analysts will work 450 hours calculated at 3 hrs./week @ $40.13 per hour dedicated to analysis in support of South End program x 50 weeks.

B. Fringe Benefits: $21,299.00

As part of this grant, the City will hire a Coordinator (.5 FTE) to manage the internal and external stakeholders, report h/her findings to the Steering Committee, implement directions/suggestions of the Steering Committee, and most importantly, coordinate technical assistance training geared toward the expansion of evidence-based programming citywide. The fringe benefits for this position are as follows:
Health Insurance ($18,750): the City’s average annual health insurance share is $7,500 per year, and the City estimates it will have a coordinator on staff for 32 of the 36-month grant period. Note: health benefits are estimated at 2.5 years or 30 months because there is a waiting period that an employee must wait before being enrolled in health benefits. $7,500 per year for 2.5 years = $18,750.

Employer Medicare Tax ($812.00): the City is exempt from 6.2% of the 7.45% employer FICA payment, but is responsible for paying 1.45% of the employee’s salary for Medicare. This amount is estimated to be $812 based on a total salary of $56,063 over the project period.

Retirement ($1,737.00): the City is responsible for contributing to an employee’s retirement at an estimated rate of 3.1% of the employee’s salary. This amount is estimated to be $1,737 based on a total salary of $56,063 over the project period.

C. Travel
None

D. Equipment
None

E. Supplies
None

F. Construction
None

G. Consultants/Contracts: $465,000.00

Massachusetts State Police ($101,642.00): The Massachusetts State Police will provide strategic planning, training, and crime analysis. It will do this through the following means:
- Overtime for the C3 Team; Hampden SPDU, Gang and other units as needed; Strategic Planning/COMPSTAT/Crime Reporting Unit at a total cost of $68,672
- Notebook Computers and software for C3 troopers at a cost of $21,450
- Research interns for COMPSTAT and Crime reporting at a cost of $11,520

Hampden County District Attorney’s Office ($100,000): The District Attorney will provide one fulltime prosecutor who will dedicate all or part of h/her time to the cases that result from this initiative. The hope is to have a continuum of representation throughout the case(s) that could result in moving the people through the “system” and into services that will help lead to a greater likelihood of success/sustainability in the future.

Roca, Inc. ($62,075.00): Roca, Inc. will provide case management and intervention to 25 proven-risk youth. It will do this through the following means:
- (1 FTE) an outreach worker (salary and benefits) @ $43,750
- Training instructor for 80 hours at $52 per hour = $4,160
- Program director for 3 hours per week for 64 weeks at $30 per hour = $5,760
- Purchase programming supplies for $3,500
- Participant transport for $4,905

HAP Housing ($126,283.00): HAP Housing will undertake extensive outreach to residents and stakeholders through the following means:
- Community Engagement Coordinator (.05 FTE) @ $9,719 (salary/fringe)
- Community Facilitator (.25 and .50 FTE) @ $76,420 (salary/fringe)
- Travel/Training @ $5,250
- Program supplies & materials @ $7,046
- Program support @ $27,848

UMass Donahue ($75,000): as part of this grant award, UMass Donahue will serve as the research partner and will conduct an analysis of crime drivers and an assessment of needs and available resources; access accurate data to conduct a data analysis to clearly define the crime locations and drivers, development of research-based and/or innovative strategies, and assess gaps in resources and partners; and, work with all the project’s partners to validate the targeted problem identified in the application and the interrelated challenges which contribute to the targeted crime concern; and work with cross-sector partners and neighborhood residents to identify strategic solutions that directly address the crime problem.

H. Other Costs
None

I. Indirect Costs: $62,400
The City of Springfield is in compliance with 3 CFR 225 (OMB Circular A-87) and maintains its Cost Allocation Plan and Indirect Cost Rate (ICR) on file electronically and in paper form. The City’s composite ICR is 6.24% without the inclusion of employee benefits and 12.73% if benefits are included. While the City could ask for and defend reimbursement higher than the 6.24%, it wishes to request the lower of the two amounts because it’s opting to spend the additional funds on direct programming.
### ATTACHMENT 4: PROJECT TIMELINE AND POSITION DESCRIPTIONS

<table>
<thead>
<tr>
<th>Activity</th>
<th>Inputs</th>
<th>Timeframe</th>
<th>Responsible Party</th>
<th>Outputs</th>
<th>Performance Measurement</th>
</tr>
</thead>
</table>
| **Six Month Planning Phase**  
**Goal 1: Public Engagement and Strategic Communication in the area of Public Safety**  
**Outcome: Increase participation and decision-making in developing the C3 South End Strategy** |        |           |                   |         |                         |
| South End Revitalization Coalition (SERC) Expansion | • City Staff  
• Neighborhood Residents  
• Business Owners  
• Springfield Police Department  
• Massachusetts State Police  
• Hampden County DA  
• Hampden County Sheriff  
• Roca | By April 2013 | City staff | Quarterly meetings with attendance of 40+ cross-functional stakeholders at each meeting | Broad community support for emerging plans and activities will be realized |
| Initial Data Collection/Analysis Base Mapping | • City Staff  
• Donahue Institute  
• Outside Vendors | 10/1/2012-1/31/2013 | Research Partners | Collection and assessment of crime and socioeconomic conditions affecting the neighborhood | Technical memorandum on existing conditions and Resources, site constraints and opportunities |
| Community Meeting | • City Staff  
• HAP Housing (HAP)  
• Stakeholders  
• Springfield Housing Auth.  
• Property Owners  
• Public | Feb. 2013 | HAP Inc. | Meeting with community to introduce the proposed strategy and solicit input | Consensus on the preferred locations and project scope |
| Initial Concept Plans | • City staff  
• Community Input | March 2013 | City Staff | At least one technical strategic plan outlining activities and timeframes for suppression and prevention strategies | Make available on City web-site |
<table>
<thead>
<tr>
<th>Activity</th>
<th>Inputs</th>
<th>Timeframe</th>
<th>Responsible Party</th>
<th>Outputs</th>
<th>Performance Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Implementation Phase—Year 0.5 through year 3</strong></td>
<td></td>
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<tr>
<td><strong>Goal 1: Deploy law enforcement resources in an effort to stabilize the</strong></td>
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<tr>
<td>community</td>
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<tr>
<td><strong>Outcome: Realize an immediate reduction in violent crime</strong></td>
<td></td>
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</tr>
<tr>
<td>Hold initial stakeholder meeting to explain strategy to residents and</td>
<td>• Springfield Police Dept.</td>
<td>May 2013</td>
<td>Springfield Police Dept., City staff</td>
<td>Community understanding and buy-in</td>
<td>Broad community support for initiative will be realized</td>
</tr>
<tr>
<td>stakeholders</td>
<td>• Stakeholders</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Strategically increase law enforcement resources under the proven</td>
<td>• Springfield Police Department</td>
<td>June-September</td>
<td>Springfield Police Dept., City staff</td>
<td>Data Driven Approaches to Crime and Traffic Safety</td>
<td>Reduction of response time among law enforcement and other resources in suppression and the solving of crimes</td>
</tr>
<tr>
<td>guidelines of Counter to Criminal Continuum (C3)</td>
<td>• Massachusetts State Police</td>
<td>2013; periodically as needed</td>
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<tr>
<td>**Goal 2: Engage community to take ownership and be accountable for</td>
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<tr>
<td>neighborhood conditions**</td>
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<tr>
<td><strong>Outcome: Decrease community conditions which provide opportunities for</strong></td>
<td></td>
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<tr>
<td>or encourage crime</td>
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</tr>
<tr>
<td>Hold weekly stakeholder meetings</td>
<td>• Springfield Police Dept.</td>
<td>Beginning</td>
<td>Springfield Police Dept.</td>
<td>Community problem-solving and ownership of neighborhood issues</td>
<td>Increased collaborative efforts and improved neighborhood conditions</td>
</tr>
<tr>
<td>• Stakeholders</td>
<td>• Stakeholders</td>
<td>June 2012</td>
<td></td>
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<tr>
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<tr>
<td>**Goal 3: Engage law enforcement partners to work in tandem with the</td>
<td></td>
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<tr>
<td>Springfield Police Department**</td>
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<tr>
<td>**Outcome: Build supports that will ensure that wrap-around law</td>
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<tr>
<td>enforcement strategies are in place</td>
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<td></td>
</tr>
<tr>
<td>Complete full design of programs and contractual agreements for all</td>
<td>• Choice Neighborhoods team</td>
<td>July 2013</td>
<td>City staff</td>
<td>Identification of all community supportive services and how to access the services; contractual relationships with partners that are part of Byrne grant</td>
<td>Improved access for community residents to supportive services and programs</td>
</tr>
<tr>
<td>budgeted partners</td>
<td>• City staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>• HAP</td>
<td>• Roca</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Complete community services planning</td>
<td>• Choice Neighborhoods team</td>
<td>July 2013</td>
<td>City staff</td>
<td>Identification of gaps in community services and creation of plans to fill gaps</td>
<td>Plan for improved community services</td>
</tr>
</tbody>
</table>
Position Descriptions (Key Positions)

The **Springfield Police Department South End C3 Leader** will be an existing Springfield police officer who has excellent communication skills, familiarity with COIN, and is motivated to lead the C3 effort in the South End. This individual will provide overall leadership of the initiative, including leadership to other officers working on the C3 initiative and leading the weekly stakeholder meetings. This individual will also be responsible for ensuring that data collection and performance reporting in ongoing.

**Springfield Police Department South End C3 participating police officers** will be existing police officers who are motivated to be part of the South End C3 initiative. These individuals will be given both beat patrols and overtime assignments in the target area.

The **Massachusetts State Police South End C3 Leader** will be an existing Massachusetts State Trooper who is motivated to lead the C3 effort in the South End. This individual will assist the Springfield Police Department leader in providing leadership to other officers working on the C3 initiative and active participation in the weekly stakeholder meetings.

**Massachusetts State Police South End C3 participating Troopers** will be existing state troopers who are motivated to be part of the South End C3 initiative. These individuals will be given overtime assignments in the target area.

**Hampden County District Attorney assigned to South End C3 Initiative** An existing staff District Attorney will be assigned to cases resulting from this initiative, so as to ensure a continuum of representation throughout the case(s) that could result in moving the people through the “system” and into services that will help lead to a greater likelihood of success/sustainability in the future.

**HAP - Half-time community organizer** This individual will be responsible for ongoing engagement of low-income residents of the Hollywood district; responsibilities will include doorknocking, resident meetings and implementation of an ongoing communication strategy.

**Roca – Outreach Worker** Roca will hire a full-time outreach worker to engage with high-risk youth in the Hollywood district of the South End, in an effort to assist the youth to avoid criminal behavior and participate in Roca and other programming.

**OCD - Program manager for fiscal oversight** The Springfield Office of Community Development will assign a program manager to oversee all fiscal and reporting requirements of the grant.
University of Massachusetts Donahue Institute – Data and Research Coordinator  The Donahue Institute will assign a data and research coordinator to interface with the Springfield Police Department and oversee the data collection and analysis completed for this initiative.
THE CITY OF SPRINGFIELD, MASSACHUSETTS

MAYOR DOMENIC J. SARNO

HOME OF THE BASKETBALL HALL OF FAME

U.S. Department of Justice
Bureau of Justice Assistance
Office of Justice Programs
810 Seventh Street NW
Washington, DC 20531

June 5, 2012

Greetings:

On behalf of the City of Springfield, Massachusetts, I am writing to express our support and participation in the City of Springfield’s Office of Planning and Economic Development’s U.S Department of Justice “Byrne Criminal Justice Innovation Program FY 2012 Competitive Grant Announcement”. If funded, the City will establish a cross-sector partnership in its South End neighborhood that will take the City’s crime prevention, intervention and suppression work to another level of performance and excellence, while establishing long-term resources and engagement activities for the residents.

The proposed strategies and programs include a three year capacity building agenda for community prevention efforts, resident engagement, as well as a strong public safety programmatic and suppression components through the partnering of State, County, and local governmental agencies.

As part of the C3 South End strategy, the City of Springfield’s Office of Planning & Economic Development will serve as the fiscal agent to provide general oversight throughout the 36-month grant period, as well as into the future. As the fiscal agent it will commit to partnering with applicable City agencies to ensure administrative success and compliance. For example, it will work closely with the City’s Office of Procurement and Law Department to procure and draft contracts with vendors; the City’s Comptroller’s Office to ensure financial integrity of all grant funds; the Police Department to ensure it has what it needs to successfully employ its law enforcement methodologies; and the Office of Housing which is currently administering the U.S. HUD Choice Planning Grant funds to ensure vendors are working together to leverage resources, rather than duplicating them. If you need additional information, please contact me at (413) 787-6100.

Respectfully,

Domenic J. Sarno
Mayor, City of Springfield

City of Springfield • 36 Court Street • Springfield, MA 01103-1687 • (413) 787-6100
U.S. Department of Justice  
Bureau of Justice Assistance  
Office of Justice Programs  
810 Seventh Street NW  
Washington, DC 20531

June 1, 2012

Greetings:

On behalf of the Springfield Police Department, I am writing to express our support and participation in the City of Springfield’s Office of Planning and Economic Development’s U.S Department of Justice Byrne Criminal Justice Innovation Program FY 2012 Competitive Grant Announcement. The City would like to take its prevention, intervention and suppression work to the next level of performance and excellence, reduce violence, and increase public safety.

The proposed strategies include a three-year capacity building agenda for community prevention efforts, resident engagement, as well as a strong public safety programmatic and suppression components by partnering of state, county, and local governmental agencies.

The Springfield Police Department will deploy law enforcement resources under the proven guidelines of Counter Criminal Continuum (C3), which draws on strategies used by the US military, as well as Data Driven Approaches to Crime and Traffic Safety (DDACTS), a model that integrates location-based crime and traffic data to deploy law enforcement and other resources. The Police Department will also provide crime and arrest data needed to complete the crime analysis. Finally, the department will subcontract with the Massachusetts State Police, the Hampden County District Attorney and Sheriff, and Roca to provide technical assistance, regional data analysis, vertical community prosecution, truancy intervention, and intervention work.

Thank you for allowing Springfield to participate in this grant application process. Please contact me at (413) 787-6313 or wfitchet@springfieldpolice.net if you have further questions.

Sincerely,

William J. Fitchet  
Police Commissioner
U.S. Department of Justice
Bureau of Justice Assistance
Office of Justice Programs
810 Seventh Street NW
Washington, DC 20531

June 5, 2012

Greetings:

On behalf of the University of Massachusetts Donahue Institute (UMDI), I am writing to express our support and participation in the City of Springfield’s Office of Planning and Economic Development’s U.S Department of Justice Byrne Criminal Justice Innovation Program FY 2012 Competitive Grant Announcement. As part of this application, the City will establish a cross-sector partnership in its South End neighborhood that will take the city’s crime prevention, intervention and suppression work to another level of performance and excellence, while establishing long-term resources and engagement activities for the residents.

As part of the C3 South End strategy, UMDI will provide the following services:

A: Conduct an analysis of crime drivers and an assessment of needs and available resources. It will further access accurate data to conduct a data analysis to clearly define the crime locations and drivers, development of research-based and/or innovative strategies, and assess gaps in resources and partners.

B. Work with all the project’s partners to validate the targeted problem identified in the application and the interrelated challenges which contribute to the targeted crime concern.

C. Work with cross-sector partners and neighborhood residents to identify strategic solutions that directly address the crime problem.

If you need additional information, please do not hesitate to contact me at (413) 545-0001; lgriesemer@donahue.umassp.edu

Sincerely,

[Signature]

J. Lynn Griesemer, Ed.D.
Executive Director
June 5, 2012

U.S. Department of Justice
Bureau of Justice Assistance
Office of Justice Programs
810 Seventh Street NW
Washington, DC 20531

To Whom It May Concern:

On behalf of HAP, Inc., I am writing to express our support and participation in the City of Springfield’s Office of Planning and Economic Development’s proposal for a U.S Department of Justice Byrne Criminal Justice Innovation Program FY 2012 Competitive Grant. The City is establishing “C3 South End” to take the city’s prevention; intervention and suppression work to another level of performance and excellence, reduce violence, and increase public safety.

The proposed strategies and programs include a three year capacity building agenda for community prevention efforts, resident engagement, as well as a strong public safety programmatic and suppression components through the partnering of state, county, and local governmental agencies.

As part of our overall Community Engagement effort, HAP, Inc. has been working closely with the City of Springfield in the South End. We are most pleased to provide services as part of the C3 South End strategy that are designed to ensure that residents, business owners, police, city officials and other stakeholders are actively engaged in community preservation and improvement activities in meaningful and sustainable ways. HAP will employ a full time, bi-lingual (Spanish-English) Community Engagement Specialist to undertake extensive outreach to residents and stakeholders throughout the neighborhood, including recent residents and those for whom English is not their first language. This person will also be responsible for establishing and maintaining communication mechanisms to keep residents informed and for coordinating with neighborhood partners, City officials, and state and local police departments. She will also be responsible for providing logistical support for the organization of neighborhood meetings and ensuring that such meetings are well attended by neighborhood residents and other stakeholders.

If you need additional information, please contact Sarah Page at (413) 233-1727 or at spage@haphousing.org.

Sincerely,

[Signature]
Peter A. Gagliardi
Executive Director

322 Main Street, Suite 1, Springfield, MA 01105-2403 / 413-233-1500 / 800-332-9667
Fax: 413-731-8723 / TDD: 413-233-1699 / Rental Assistance Fax: 413-787-1797
20 Hampton Avenue, Northampton, MA 01060 / 413-584-8495 / 800-851-8495 / Fax: 413-586-3571
www.haphousing.org

HOUSING COUNSELING • RENTAL ASSISTANCE • HOUSING DEVELOPMENT • PROPERTY MANAGEMENT • HOMEOWNERSHIP • EMERGENCY AND TRANSITIONAL HOUSING

HAPHousing™ is a trademark of HAP, Inc., a private 501c3 nonprofit organization serving all of Hampden and Hampshire counties.
June 5, 2012

Greetings:

On behalf of the South End Revitalization Coalition and the South End Citizen’s Council, I’m writing to express our support and participation in the City of Springfield’s Office of Planning and Economic Development’s U.S Department of Justice Byrne Criminal Justice Innovation Program FY 2012 Competitive Grant Announcement. The City is seeking funds to establish a cross-sector partnership in its South End neighborhood that will take the City’s crime prevention, intervention and suppression work to another level of performance and excellence, while establishing long-term resources and engagement activities for the residents.

The proposed strategies and programs include a three year capacity-building agenda for community prevention efforts, resident engagement, as well as a strong public safety programmatic and suppression components through the partnering of state, county, and local governmental agencies.

As part of the C3 South End strategy, the South End Revitalization Coalition will work with the community partners, residents and local business owners to address the relevant crime issues in the neighborhood, as well as implement strategies that will build upon current revitalization efforts emerging in the South End as part of the City’s Choice Planning Grant. If you need additional information, please feel free to contact me at Leo818@verizon.net.

Sincerely,

Leo A. Florian
Co-Chair of the South End Revitalization Coalition & President of the South End Citizens Council
Hi Brian

The Office of Chief Financial Officer has concerns regarding your budget for application #2013-H0583-MA-BJ, see below. Please email me the revised budget and budget narrative with the revisions so I can forward for review and approval. Thanks!

Sam
202 353-8592

TRAVEL

Based on the information provided for the cost of lodging for the DOJ meetings, the cost is $2,388 and not $1,194 as indicated. Please have the applicant make the correction.

Please have the applicant clarify whether the cost for the 5 Street Leaders training and the Crime Analyst training are actual travel costs or the cost of the training sessions. If they are actual travel costs, the applicant will need to provide a basis of computation for the cost. If they are the costs for the training sessions, the costs should be moved to the Other cost category.

INDIRECT COST

Please have the applicant indicate the base used to calculate indirect costs.

***
Hi:

You may want to remote in to this meeting with me.....

SERGEANT BRIAN W. ELLIOTT
SPRINGFIELD POLICE DEPARTMENT
OFFICE OF GRANTS & PLANNING
o:.413-787-6318
C:.413-244-4614
F:.413-787-6663

From: Matthew Perkins [mailto:MPerrins@lisc.org]
Sent: Thursday, October 24, 2013 1:17 PM
To: Huntoon, Alissa; mrussell@ceroline.com; tara.anderson@sfgov.org; ssanders@ypiusa.org; david.lloanya@thafl.com; lddawson@dhr.state.ga.us; stephenbarge@sbcglobal.net; alagrange@brgov.com; Elliott, Brian; bmayer@kc-crime.org; gberman@courts.state.ny.us; dfritz@city.cleveland.oh.us; ddeter@erie.pa.us; hawkins@olneyville.org; robin@marthaobryan.org
Cc: Beamon, Samuel; Tovar, Antonio; Benton, LaShawn; Julia Ryan
Subject: RE: Congratulations and Introductory Email for the BJA Byrne Criminal Justice Innovation (BCJI) Program FY 13 Grant Award

As a follow up, LISC is setting up a ReadyTalk appointment for the group. A specific invitation/link will be sent out later today or tomorrow.

Thanks for your patience,

Matt Perkins

Matthew Perkins
(202) 739-0881
fax (202) 785-4850

From: Huntoon, Alissa [mailto:Alissa.Huntoon@usdoj.gov]
Sent: Friday, October 18, 2013 4:40 PM
To: mrussell@ceroline.com; tara.anderson@sfgov.org; ssanders@ypiusa.org; david.lloanya@thafl.com; lddawson@dhr.state.ga.us; stephenbarge@sbcglobal.net; alagrange@brgov.com; bellott@springfieldpolice.net; bmayer@kc-crime.org; gberman@courts.state.ny.us; dfritz@city.cleveland.oh.us; ddeter@erie.pa.us; hawkins@olneyville.org; robin@marthaobryan.org
Cc: Matthew Perkins; Beamon, Samuel; Tovar, Antonio; Benton, LaShawn; Julia Ryan
Subject: Congratulations and Introductory Email for the BJA Byrne Criminal Justice Innovation (BCJI) Program FY 13 Grant Award

Good afternoon,
You are listed as the Point of Contact (POC) in our Grants Management System. If you are not the program POC, please forward this email to any relevant program staff, including your research partner.

Please save the date for a BCJI Grantee Orientation Call on Tuesday, October 29th at 3pm (EST). Further details and a call in number will sent next week.

Congratulations on your FY 13 Byrne Criminal Justice Innovation (BCJI) grant award from the Bureau of Justice Assistance (BJA). We look forward to working with you and your entire project team in this important effort.

The BCJI is the Department of Justice's public safety component of the White House's larger neighborhood revitalization efforts. The BCJI program is a place based, community oriented data-driven approach; under the BCJI program model, sites engage in an initial planning phase - along with community residents, a research partner and cross sector partners - to examine data and conduct analysis to fully understand the crime drivers in a targeted neighborhood. This process drives the implementation phase in which sites address these crime drivers with data driven crime prevention and reduction strategies.

As noted in the solicitation to which you applied and to help us achieve these important outcomes, BJA selected a national partner, the Local Initiatives Support Corporation (LISC), to:
- help sites build cross-sector partnerships;
- implement effective data-driven or innovative crime prevention strategies,
- engage local residents as equal and important stakeholders, and
- collaborate with the research partners to collect, analyze, and aid sites in using performance data to enhance program management and sustain their strategies.

Working in partnership with BJA, LISC has assembled a top-notch team, including a roster of subject matter experts, to provide training and technical assistance information sharing sessions, facilitate peer to peer exchanges of information, and administer targeted subject matter expertise that is relevant to your specific neighborhood. BJA will rely heavily on LISC to provide these services to you and they will provide BJA with regular reports of project status and other relevant program or grantee issues.

LISC will be launching a BCJI website this fall that will also be a vehicle for information and resource sharing among BJA, LISC, BCJI sites, and communities around the country.

If you have any questions about the BCJI program or model, please do not hesitate to contact us:

**BJA Contact Information**
Alissa Hunton, Senior Policy Advisor
Alissa.Hunton@usdoj.gov
202.305.1661

**LISC Project Staff**
Matt Perkins, Senior Program Manager
Mperkins@lisc.org
202.739.0881

For more information about the BCJI program, including the recent press release announcing the FY13 BCJI awards, past webinars, grant announcements, and other resources, please visit:
Thank you and again, congratulations on your award and I look forward to working with each of you, Alissa

Alissa Huntoon
Senior Policy Advisor
Bureau of Justice Assistance
Office of Justice Programs
U.S. Department of Justice
810 7th Street NW
Washington, DC 20531
P 202.305.1661
F 202.307.0036
http://www.ojp.usdoj.gov/BJA/
Sent from my iPhone

Begin forwarded message:

From: Matthew Perkins <MPerkins@lisc.org>
Date: October 24, 2013 at 3:57:24 PM EDT
To: "Huntoon, Alissa" <Alissa.Huntoon@usdoj.gov>, "mrussell@ceroline.com"
<mrussell@ceroline.com>, "tara.anderson@sfgov.org" <tara.anderson@sfgov.org>,
"ssaunders@ypiusa.org" <ssaunders@ypiusa.org>, "david.ioloanya@thafl.com"
<david.ioloanya@thafl.com>, "lddawson@dhr.state.ga.us" <lddawson@dhr.state.ga.us>,
"stephtenbarge@sbcglobal.net" <stephtenbarge@sbcglobal.net>, "alagrange@brgov.com"
<alagrange@brgov.com>, "belliott@springfieldpolice.net" <belliott@springfieldpolice.net>,
"bmayer@kc-crime.org" <bmayer@kc-crime.org>, "gberman@courts.state.ny.us"
<gberman@courts.state.ny.us>, "dfritz@city.cleveland.oh.us" "dfritz@city.cleveland.oh.us",
"ddeter@erie.pa.us" <ddeter@erie.pa.us>, "hawkins@olneyville.org"
<hawkins@olneyville.org>, "robin@marthaobryan.org" <robin@marthaobryan.org>
Cc: "Beamon, Samuel" <Samuel.Beamon@usdoj.gov>, "Tovar, Antonio"
<Antonio.Tovar@usdoj.gov>, "Benton, LaShawn" <LaShawn.Benton@usdoj.gov>, Julia Ryan
<JRyan@lisc.org>
Subject: BCJI New Grantee Orientation Call invitation - RSVP please

LISC

BCJI Grantee Orientation Call

You have been invited to a ReadyTalk Meeting hosted by Matt Perkins. All the information you need to join is below.

Step 1: Dial-In

Details

Date: Tue, Oct 29, 2013
Time: 03:00 PM EDT
Duration: 1 hour 30 minutes
Step 2: Web Login

https://cc.readytalk.com/r/ftuc3mtr441l&com

Meeting Description:
The orientation call will introduce new grantees to BJA staff overseeing the BCJI effort, as well as to LISC, the national training and technical assistance provider for the BCJI effort. Grantees will also be provided information on the BCJI process and lessons learned by prior program participants.
FYI

SERGEANT BRIAN W. ELLIOTT
SPRINGFIELD POLICE DEPARTMENT
OFFICE OF GRANTS & PLANNING
0: 413-787-6318
C: 413-244-4614
F: 413-787-6663

From: Huntoon, Alissa [mailto:Alissa.Huntoon@usdoj.gov]
Sent: Thursday, October 31, 2013 9:47 AM
To: Matthew Perkins; DDickson@martinabryan.org; dfritz@city.cleveland.oh.us; ddeter@erie.pa.us;
hawkins@olneyville.org; gberman@courts.state.ny.us; stephtenbarge@sbcglobal.net; alagrange@brgov.com; Elliott,
Brian; bmayer@kc-crime.org; Jason Cooper; Julia Ryan; jbrower@corning.org; tara.anderson@sfgov.org;
ssaunders@yplusa.org; david.ilanya@thafl.com; lddawson@dhr.state.ga.us
Cc: Beamont, Samuel; Benton, LaShawn; Tovar, Antonio; Huntoon, Alissa
Subject: Follow up to Orientation Call - Timeline for Revised Plan Submission and Final Budget Approval

Good morning everyone,

Thanks again to everyone for calling in earlier this week. Again, I'm really looking forward to working
with each of you and learning more about your work in the next few months. Additionally, BJA is
happy to have selected our training and technical assistance partner, LISC, to provide you with a
wide range of support throughout the life of your grant; they bring significant skills and expertise to the
table.

As mentioned on our call earlier this week, BJA and LISC stated we would send out some follow up
emails and request some information from you in the next couple of weeks. Here are my follow up
items.

****Please pass this information along to any relevant staff or team members. Also, if you have
not already done so, please let Matt Perkins from LISC know whom your site POCs are – those
individuals that we should contact about any communication regarding the BCJI program and
training and technical assistance activities.

**Confirming Final Budget Approval**

BJA and our Financial Office conducts layers of reviews on ALL budgets submitted as part of a
federal grant award. Grantees cannot expend funds until those budgets have received what is
referred to as a final budget clearance. Often times, there may be some back and forth between you
and BJA/our Financial office to provide additional information or revise a budget.
If you are not the authorized or financial contact for your grant, please get in touch with that person to ask them about your budget and final clearance. They should receive email notifications from us in addition to going into GMS themselves to check on the status. If you do have any questions, you can contact Sam Beamon at Samuel.Beamon@usdoj.gov

The most recent Office of Justice Programs (OJP) Financial Guide is located here: http://www.ojp.usdoj.gov/financialguide/index.htm

OJP also offers a Grants 101 tutorial here: http://www.ojp.gov/grants101/

Process and Timeline for Submitting your Revised Plans

BJA and LISC are refining our template for the strategic plan (based upon input from the field and the first round of BCJI grantees) and will get that out to you as soon as possible – by the end of November or the first week in December. This will include guidance what information to include, length, attachments, potential budget changes, etc.

Again, the planning period varies depending upon your Category:

   Enhancement grants: 3 to 6 months
   Implementation grants: 9 to 12 months

Grant awards will always officially begin with an October 1, 2013, date. This date will not change. However, from my perspective, your planning period does not begin until you’ve received the final budget clearance and can begin to expend grant funds. Understanding that several of you will have already had team meetings, engaged residents, etc., for purposes of the “planning phase”, generally use the date your budget was approved.

Once your plan is complete, below is the process and timeline. Please do not hesitate to contact me if you have any questions.

1. As all sites have varying timelines, submission of your revised plan to BJA will be driven primarily by the site and when budget funds could be accessed.

2. When you are ready to submit your plan, please email your document(s) to BOTH:
   ✓ Alissa Huntoon, Senior Policy Advisor, BJA: alissa.huntoon@usdoj.gov
   ✓ Matt Perkins, Senior Program Officer, LISC: mperkins@lisc.org

3. BJA and LISC will review the plans and provide initial feedback to sites within four (4) weeks of receipt of plan.

4. Please be prepared to provide additional information, clarify points, or answer questions, to BJA and LISC if requested. This back and forth may take a couple of weeks, will vary.

5. When a plan has been approved, the site POCs will receive an email from me, stating approval and I will again include the below information in that email.

6. Only when BJA has approved the revised plan, sites will then need to officially upload the documents into GMS via a Grant Adjustment Notice (GAN.) Any questions about
uploading into GMS or the specific GAN, please contact Sam Beamon (copied above) at Samuel.Beamon@usdoj.gov. Documents to be uploaded include:

a. Revised plan (may also be referred to as a revised Program Narrative, it is the same thing)
b. Revised project budget (this will depend upon your revised strategy which may result in a shift in budget)
c. Revised project timeline (this can be a one page document that outlines any changes to your project timeline as a result of the planning period)

7. Submitting these documents into GMS will trigger the process for the removal of the special condition and access to remaining grant funds. This process to approve the GANs and remove a special condition may take up to 4 to 6 weeks.

Thanks so much, and again, please do not hesitate to email or call with any questions.

Alissa

Alissa Huntoon
Senior Policy Advisor
Bureau of Justice Assistance
Office of Justice Programs
U.S. Department of Justice
810 7th Street NW
Washington, DC 20531
P 202.305.1661
F 202.307.0036
http://www.ojp.usdoj.gov/BJA/

From: Matthew Perkins [mailto:MPerkins@lisc.org]
Sent: Tuesday, October 29, 2013 3:11 PM
To: DDickson@marthaobryan.org; dfritz@city.cleveland.oh.us; ddeter@erie.pa.us; hawkins@olneyville.org; gberman@courts.state.ny.us; stephenbarge@sbcglobal.net; alagrange@brgov.com; bellott@springfieldpolice.net; bmayer@kc-crime.org; Jason Cooper; Julia Ryan; Huntoon, Alissa; jbrewer@corning.org; tara.anderson@sfgov.org; ssaunders@vplusa.org; david.ilonya@thafli.com; lddawson@dhr.state.ga.us
Subject: RE: BCII New Grantee Orientation call RSVP slides

Matthew Perkins
(202) 739-0881
fax (202) 785-4850

From: Matthew Perkins
Sent: Monday, October 28, 2013 2:10 PM
To: DDickson@marthaobryan.org; dfritz@city.cleveland.oh.us; ddeter@erie.pa.us; hawkins@olneyville.org; gberman@courts.state.ny.us; stephenbarge@sbcglobal.net; alagrange@brgov.com; bellott@springfieldpolice.net; bmayer@kc-crime.org; Jason Cooper; Julia Ryan; Huntoon, Alissa; jbrewer@corning.org; tara.anderson@sfgov.org; ssaunders@vplusa.org; david.ilonya@thafli.com; lddawson@dhr.state.ga.us
Subject: BCII New Grantee Orientation call RSVP
A reminder for our call tomorrow, I still have not heard (I think) from representatives for the sites in Corning CA, Los Angeles, Tampa, West Albany GA, Baton Rouge, Springfield, and Syracuse.

BCJI Grantee Orientation Call

You have been invited to a ReadyTalk Meeting hosted by Matt Perkins. All the information you need to join is below.

Step 1: Dial-In
- U.S. & Canada: 866.740.1260
- Access Code: 4559813

Step 2: Web Login
- https://cc.readytalk.com/n/rjg3tr441j&eom

Meeting Description:
The orientation call will introduce new grantees to BJA staff overseeing the BCJI effort, as well as to LISC, the national training and technical assistance provider for the BCJI effort. Grantees will also be provided information on the BCJI process and lessons learned by prior program participants.

Details:
- Date: Tue, Oct 29, 2013
- Time: 03:00 PM EDT
- Duration: 1 hour 30 minutes
- Host(s): Matt Perkins

Add to your Calendar:
- Outlook Calendar
- Lotus Notes Calendar
- Google Calendar

ReadyTalk Support Information:
Test your computer for compatibility prior to the meeting.

For technical support:
U.S. and Canada: 800.843.9166
International: 303.209.1600
Email: help@readytalk.com
Web: Conferencing Support

Powered by ReadyTalk®
Attached is the amended budget. Please feel free to call me if you have any questions or concerns.
Thank you
Cathy Buono
413-787-6082

Ok, thanks!

Sam

Hi,
I am working with Brian Elliott and Gerry McCafferty on the budget amendment for the Byrne Grant. We met this am and I will be working on amending the budget based on our meeting and your email. I will hopefully have a revised budget to you by end of day.
Thank you

Cathy Buono
Director of Administration and Finance
Development Services
City of Springfield
Hi Cathy,

OCFO reviewed your latest budget revisions and had the following comments. Please revise and email me the corrected budget narrative and budget detail worksheet. Thanks!

Sam

PERSONNEL:

1. Per the computation provided for the Dir. of Housing, it is indicated that the cost will be based on 3 years. However, the explanation indicates that the cost will be based on 27 months. Please verify the amount of time to be spent on the project and make the necessary revisions.
2. Please provide a basis of computation for the cost of police overtime totaling $97,095.

FRINGE BENEFITS:

Please indicate the base used to calculate fringe benefits.

TRAVEL:

Please move the cost for the Trauma Support training to the Other category.

CONSULTANTS/CONTRACTS:

1. Under HAP, Inc., it is indicated that the cost for the Community Building Specialist will be based on 3 years. However, the explanation indicates that the cost will be based on 27 months. Please verify the amount of time to be spent on the project and make the necessary revisions.
2. Please verify the base used to calculate benefits for the Community Building Specialist. The base indicated is for the salary based on 3 years; however, the cost for benefits is based on the salary for 27 months.
3. Please provide a basis of computation for the cost of training, travel, and Administration/overhead under HAP, Inc.

Please ensure that the revised budget detail worksheet totals the award amount of $1,000,000.

***

From: Buono, Cathy [mailto:CBuono@springfieldcityhall.com]
Sent: Wednesday, January 22, 2014 12:47 PM
To: Beamon, Samuel
Cc: belliot@springfieldpolice.net; McCafferty, Gerry
Subject: RE: Budget amendment for 2013-H0583-MA-BJ
Attached is the amended budget. Please feel free to call me if you have any questions or concerns.
Thank you
Cathy Buono
413-787-6082

---

From: Beamon, Samuel [mailto:Samuel.Beamon@usdoj.gov]
Sent: Tuesday, January 21, 2014 1:16 PM
To: Buono, Cathy
Cc: belliott@springfieldpolice.net; McCafferty, Gerry
Subject: RE: Budget amendment for 2013-H0583-MA-BJ

Ok, thanks!

Sam

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From: Buono, Cathy [mailto:CBuono@springfieldcityhall.com]
Sent: Tuesday, January 21, 2014 12:58 PM
To: Beamon, Samuel
Cc: belliott@springfieldpolice.net; McCafferty, Gerry
Subject: Budget amendment for 2013-H0583-MA-BJ

Hi,
I am working with Brian Elliott and Gerry McCafferty on the budget amendment for the Byrne Grant. We met this am and I will be working on amending the budget based on our meeting and your email. I will hopefully have a revised budget to you by end of day.
Thank you

Cathy Buono
Director of Administration and Finance
Development Services
City of Springfield
Good morning BCJI sites,

Happy new year! It's been a couple months since my last communication with ALL 29 BCJI sites and I have some important program information and updates to share.

Please take the time to read carefully through this entire email and pass along to any relevant BCJI team members.

The first one I'm really excited about -- a training that BJA is offering all BCJI grantees in partnership with Michigan State University, in collaboration with LISC.
1. **ALL BCJI GRANTEES:** Save the date for a BJA supported training, provided by Michigan State University, a long time BJA partner. Through the MSU grant, travel expenses will be covered for up to two (2) BCJI project staff to attend this training – ideally the SITE COORDINATOR and the RESEARCH PARTNER. *(Please note: BCJI sites may send additional team members at their own cost. If available, BCJI travel funds may be used to send additional team members.)*

Pending conference approval, the training will be in held in San Antonio, Texas, during the week of April 7-11th.

Specifics on logistics, agenda, and travel information will be sent, upon DOJ conference approval, by Michigan State University (Natalie Hipple or Robin Carter.)

While this training is not a required condition of your grant, BJA **strongly recommends** that ALL sites send representatives to this training. Some background and general topics to be covered by both MSU and LISC are below.

**Training Background: MSU’s Research Partner Orientation Course**

Since 2002, MSU has served as the national research partner for Project Safe Neighborhoods (PSN) supporting PSN districts with research-based training and technical assistance, including strategic problem solving, focused deterrence interventions, integration of research, performance measures, comprehensive anti-gang strategies, drug market intervention and related topics. MSU is a leader in developing police-researcher partnerships and action-research models to support strategic problem solving.

The MSU training aligns well with key BCJI program elements – place-based, data-driven problem solving. Data-driven approaches focus on identifying a problem(s), gathering necessary data, conducting analysis, selecting a response, and assessing program impact and effectiveness.

MSU has tailored their Research Partner Orientation Course for the BCJI model and will provide instruction in these core areas. Additionally, the training will provide examples of successful partnerships around the country, guided group work, and participation in MSU’s Violence Reduction Assessment Tool.

LISC will also be providing training modules as well – potential topics include economic development and sustainability.

Again, upon meeting approval, a full agenda, logistical and travel information will be sent by MSU. In the meantime, please do not hesitate to reach out to myself or Natalie Hipple at MSU with any questions *(hipplen@msu.edu)*.

2. **Reporting into the PMT – Baseline Crime Data questions**

Thanks to everyone for participating in the PMT feedback and training sessions. I know you all are in the process of collecting your data to submit into the PMT by the end of this month.
Several of you have asked questions and I encourage sites to continue to ask questions if further clarification is needed. It helps us to understand where we might need to be more clear or revise questions or language.

For the 5 questions related to baseline crime data, we held a separate call to discuss and answer questions. If anyone would like to have a follow up call on these questions, please let me know and our PMT team would be happy to set that up.

3. **LISC Symposium: Safe Streets Strong Communities**

Some of you had the opportunity to attend the LISC symposium last week which focused on collaboration between police and community groups to fight crime. I also had the opportunity to attend and hear both the Attorney General Eric Holder and Secretary of HUD Shaun Donovan talk about the importance of this collaboration and to congratulate LISC on their years of work in this area, specifically through their Community Safety Initiatives division.

I encourage everyone to take a look at the coverage here:  
http://www.lisc.org/content/publications/detail/21446

4. **BJCI Website**

Speaking of LISC, they are working hard at launching the BCJI website in the next couple of weeks! Please stay tuned for this launch which will house several great resources, publication, announcements, and links to related programming across government, private, and non-profit sectors to help support the BCJI program.

5. **For FY13 BCJI Sites: Planning and Implementation Guide – guidance on submission of revised plan.**

As we mentioned on the orientation call last fall, LISC and BJA are working to provide a detailed template to help BCJI sites prepare their revised plans for submission to LISC and BJA.

On October 31*, I sent all FY13 sites an email detailing the process and timeline for submitting those plans. Happy to resend to anybody, just let me know.

We still owe you the detailed template, which you all should be receiving soon.

In the meantime, please do not hesitate to contact Matt Perkins at LISC or me if you have any specific questions.

I appreciate everyone taking the time to read carefully through this email and as always, drop a line whenever you have something great to share with BJA and LISC, OR, never hesitate to call or email if you have a question.

Thanks much and have a great weekend,
Alissa

Alissa Huntoon
Senior Policy Advisor
Bureau of Justice Assistance
Office of Justice Programs
U.S. Department of Justice
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Washington, DC 20531
P 202.305.1661
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1. Per the computation provided for the Dir. of Housing, it is indicated that the cost will be based on 3 years. However, the explanation indicates that the cost will be based on 27 months. Please verify the amount of time to be spent on the project and make the necessary revisions. Changed 3 years to 27 months in description

2. Please provide a basis of computation for the cost of police overtime totaling $97,095. Talk to Brian/Gerry – plugged available balance

FRINGE BENEFITS:

Please indicate the base used to calculate fringe benefits. $186,376.00 X 25% fringe = $46,912.00  (salaries of civilian employees) 25% - Health Insurance – 14%, Retirement – 9% and Medicare/Life Insurance – 2%

TRAVEL:

Please move the cost for the Trauma Support training to the Other category. – where is this ?

CONSULTANTS/CONTRACTS:

1. Under HAP, Inc., it is indicated that the cost for the Community Building Specialist will be based on 3 years. However, the explanation indicates that the cost will be based on 27 months. Please verify the amount of time to be spent on the project and make the necessary revisions. Changed 3 years to 27 months in description

2. Please verify the base used to calculate benefits for the Community Building Specialist. The base indicated is for the salary based on 3 years; however, the cost for benefits is based on the salary for 27 months. Same comment as above

3. Please provide a basis of computation for the cost of training, travel, and Administration/overhead under HAP, Inc. The City has consolidated all HAP’s requests for administrative support and overhead costs into one category and given
them a percentage of the funds they have been awarded through this contract. We will require a cost allocation plan as well as source documentation for all requests for reimbursement. The allocation plan will be approved by the City before any costs are incurred by HAP or approved by the City.

Please ensure that the revised budget detail worksheet totals the award amount of $1,000,000.

***

From: Buono, Cathy [mailto:CBuono@springfieldcityhall.com]  
Sent: Wednesday, January 22, 2014 12:47 PM  
To: Beamon, Samuel  
Cc: bellott@springfieldpolice.net; McCafferty, Gerry  
Subject: RE: Budget amendment for 2013-H0583-MA-BJ

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Cathy Buono
413-787-6082

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Ok, thanks!

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Cc: bellott@springfieldpolice.net; McCafferty, Gerry  
Subject: Budget amendment for 2013-H0583-MA-BJ

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Thank you

Cathy Buono
Director of Administration and Finance
Development Services
City of Springfield
Hello all,

A few items to share:

1. **San Antonio Training: Draft Agenda** You should all have received an invitation letter via email from Michigan State University (MSU) with logistical details for the San Antonio training. To help you make decisions about attendance, I’ve attached a draft agenda that provides timeframes and topics that will be covered (a final version will be sent prior to the training.) BJA, MSU, and LISC are still working on finalizing the agenda and are working on an opportunity for informal networking as well as lunch table talks (optional) for those that are interested.
More information will be forthcoming, but training participants will be also be assisting MSU and BJA with piloting a new resource/tool for the field (in development by MSU – the Violence Reduction Assessment Tool. You will notice there is a session for this on the agenda and for those registered to come, you will receive materials about this tool PRIOR to the training.

Please continue to send me any questions you may have about this training – I’m looking forward to meeting several of you and engaging in some great conversation and learning in San Antonio.

2. **Research Reviews:** BJA staff recently completed a series of Research Reviews, which are available on the BJA website here: [https://www.bja.gov/ProgramDetails.aspx?Program_ID=70](https://www.bja.gov/ProgramDetails.aspx?Program_ID=70)

Specifically, BJA has prepared 10 Research Reviews on topics that may be relevant to BCJI sites and to better assist sites with reviewing the available research on data driven and evidence-based practices. Some of the topics include police legitimacy, collective efficacy, crime prevention through environmental design, and reentry to high crime areas.

3. **NEW BCJI Website:** We’re very excited about the launch of the LISC BCJI website (www.lisc.org/BCJI). LISC will continue to add resources, materials and announcements to the site, which also serves to connect all the BCJI sites to other federal program activity that aligns with your efforts (Promise, Choice, and others.)

Thanks again and I hope everyone has a wonderful weekend,
Alissa

Alissa Huntoon
Senior Policy Advisor
Bureau of Justice Assistance
Office of Justice Programs
U.S. Department of Justice
810 7th Street NW
Washington, DC 20531
P 202.305.1661
F 202.307.0036

**From:** Huntoon, Alissa
**Sent:** Friday, January 24, 2014 11:52 AM
**To:** dwspringer@austin.utexas.edu; Fitzgerald, Kyran (Kyrann.Fitzgerald@austintexas.gov); Seema Iyer (siyer@ubalt.edu) (siyer@ubalt.edu); levar.michael@baltimorecity.gov; Roberts, Bartholomew (bbr8@buffalo.edu); Perrin-Johnson, Tanya (tpjohnson@mtb.com) (tpjohnson@mtb.com); Dave Martin (ac2938@wayne.edu) (ac2938@wayne.edu); Ellis Stafford (estafford@detroitcrimecommission.org); robin_toof@uml.edu; Ballotta, Maryann (MBallotta@lowellma.gov); robpnp@aol.com; Sandra Espadas (sespadas@publicstrategies.org); Charlotte Gill (cgill9@gmu.edu); Barb Biondo
Good morning BCJI sites,

Happy new year! It’s been a couple months since my last communication with ALL 29 BCJI sites and I have some important program information and updates to share.

Please take the time to read carefully through this entire email and pass along to any relevant BCJI team members.

The first one I’m really excited about – a training that BJA is offering all BCJI grantees in partnership with Michigan State University, in collaboration with LISC.

1. **ALL BCJI GRANTEES:** Save the date for a BJA supported training, provided by Michigan State University, a long time BJA partner. Through the MSU grant, travel expenses will be covered for up to two (2) BCJI project staff to attend this training – ideally the SITE COORDINATOR and the RESEARCH PARTNER. (*Please note: BCJI sites may send additional team members at their own cost. If available, BCJI travel funds may be used to send additional team members.)*

Pending conference approval, the training will be in held in San Antonio, Texas, during the week of April 7-11th.

Specifics on logistics, agenda, and travel information will be sent, upon DOJ conference approval, by Michigan State University (Natalie Hippel or Robin Carter.)

While this training is not a required condition of your grant, BJA strongly recommends that ALL sites send representatives to this training. Some background and general topics to be covered by both MSU and LISC are below.

**Training Background:** **MSU’s Research Partner Orientation Course**

Since 2002, MSU has served as the national research partner for Project Safe Neighborhoods (PSN) supporting PSN districts with research-based training and technical assistance, including strategic problem solving, focused deterrence interventions, integration of research, performance measures, comprehensive anti-gang strategies, drug market intervention and related topics. MSU is a leader in
developing police-researcher partnerships and action-research models to support strategic problem solving.

The MSU training aligns well with key BCJI program elements — place-based, data-driven problem solving. Data-driven approaches focus on identifying a problem(s), gathering necessary data, conducting analysis, selecting a response, and assessing program impact and effectiveness.

MSU has tailored their Research Partner Orientation Course for the BCJI model and will provide instruction in these core areas. Additionally, the training will provide examples of successful partnerships around the country, guided group work, and participation in MSU’s Violence Reduction Assessment Tool.

LISC will also be providing training modules as well — potential topics include economic development and sustainability.

Again, upon meeting approval, a full agenda, logistical and travel information will be sent by MSU. In the meantime, please do not hesitate to reach out to myself or Natalie Hipple at MSU with any questions (hipplen@msu.edu).

2. Reporting into the PMT – Baseline Crime Data questions

Thanks to everyone for participating in the PMT feedback and training sessions. I know you all are in the process of collecting your data to submit into the PMT by the end of this month.

Several of you have asked questions and I encourage sites to continue to ask questions if further clarification is needed. It helps us to understand where we might need to be more clear or revise questions or language.

For the 5 questions related to baseline crime data, we held a separate call to discuss and answer questions. If anyone would like to have a follow up call on these questions, please let me know and our PMT team would be happy to set that up.

3. LISC Symposium: Safe Streets Strong Communities

Some of you had the opportunity to attend the LISC symposium last week which focused on collaboration between police and community groups to fight crime. I also had the opportunity to attend and hear both the Attorney General Eric Holder and Secretary of HUD Shaun Donovan talk about the importance of this collaboration and to congratulate LISC on their years of work in this area, specifically through their Community Safety Initiatives division.

I encourage everyone to take a look at the coverage here: http://www.lisc.org/content/publications/detail/21446

4. BJCI Website
Speaking of LISC, they are working hard at launching the BCJI website in the next couple of weeks! Please stay tuned for this launch which will house several great resources, publication, announcements, and links to related programming across government, private, and non-profit sectors to help support the BCJI program.

5. For FY13 BCJI Sites: Planning and Implementation Guide – guidance on submission of revised plan.

As we mentioned on the orientation call last fall, LISC and BJA are working to provide a detailed template to help BCJI sites prepare their revised plans for submission to LISC and BJA.

On October 31st, I sent all FY13 sites an email detailing the process and timeline for submitting those plans. Happy to resend to anybody, just let me know.

We still owe you the detailed template, which you all should be receiving soon.

In the meantime, please do not hesitate to contact Matt Perkins at LISC or me if you have any specific questions.

I appreciate everyone taking the time to read carefully through this email and as always, drop a line whenever you have something great to share with BJA and LISC, OR, never hesitate to call or email if you have a question.

Thanks much and have a great weekend,
Alissa

Alissa Huntoon
Senior Policy Advisor
Bureau of Justice Assistance
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810 7th Street NW
Washington, DC 20531
P 202.305.1661
F 202.307.0036
http://www.ojp.usdoj.gov/BJA/
Hi Cathy and Gerry,

OCFO reviewed your latest budget revisions and had the following comments. Please revise and email me the corrected budget narrative and budget detail worksheet. Thanks!

Sam

2nd REQUEST INTERIM REVIEW

PERSONNEL

1. Per the computation provided for the Dir. of Housing, it is indicated that the cost will be based on 3 years. However, the explanation indicates that the cost will be based on 27 months. Please have the applicant verify the amount of time to be spent on the project and make the necessary revisions.

2. Please have the applicant provide a basis of computation for the cost of police overtime totaling $97,095.

FRINGE BENEFITS

Please have the applicant indicate the base used to calculate fringe benefits.

TRAVEL

Please have the applicant move the cost for the Trauma Support training to the Other category.

CONSULTANTS/CONTRACTS

1. Under HAP, Inc., it is indicated that the cost for the Community Building Specialist will be based on 3 years. However, the explanation indicates that the cost will be based on 27 months. Please have the applicant verify the amount of time to be spent on the project and make the necessary revisions.

2. Please have the applicant verify the base used to calculate benefits for the Community Building Specialist. The base indicated is for the salary based on 3 years; however, the cost for benefits is based on the salary for 27 months.

3. Please have the applicant provide a basis of computation for the cost of training, travel, and Administration/overhead under HAP, Inc. All of the above issues/requirements must be addressed before a final financial clearance can be issued. Please advise the applicant to ensure that the revised budget detail worksheet totals the award amount of $1,000,000.

***
See PMT: https://www.bjaperformancetools.org/ Please complete the report, then make a .pdf, then attach in GMS. Regarding the data collection worksheet, you can use the form attached or use it as a guide.

Sam
202 353-8592

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We included the data in the report form itself. Is there a specifically-formatted spreadsheet we should be using? Is the PMT report the report on spending? Because we didn’t spend any of the grant in the first quarter.

Thanks.

Geraldine McCafferty | Director of Housing
CITY OF SPRINGFIELD
1600 E. Columbus Avenue | Springfield, MA 01103
t: 413.787.6500 | f: 413.787.6515 | www.springfieldcityhall.com

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Begin forwarded message:

From: donot-reply@oip.usdoj.gov
Date: March 12, 2014 at 4:08:56 PM EDT
To: belliott@springfieldpolice.net
To: dsarno@springfieldcityhall.com
Subject: Grant Report Number 1: Report Change Requested
Reply-To: donot-reply@oip.usdoj.gov

Grant Report Number 1: Report Number 1:Please attach your PMT report and your Excel spreadsheet that shows your data. If you have questions, please call me. Thanks!
We have received your Grant Report Number 1 for Award Number 2013-AJ-BX-0007. Our review of this report is complete but some changes are necessary in order for the Program Office Grant Manager to accept the PR or Final Report. Please read the above comments from the Grant Manager; edit and resubmit your Grant Report using the Office of Justice Programs Grant Management System. (https://grants.ojp.usdoj.gov/)

Thank you for your attention to this matter.
From: Ashley Jackson <AJackson@lisc.org>
Sent: Thursday, April 17, 2014 10:52 AM
To: Elliott, Brian; Windsor woods
Cc: McCafferty, Gerry

Subject: RE: Confirming Contact Info for BCJI Site

Sounds good. Thanks, Brian and good luck on the hiring process.

From: Elliott, Brian [mailto:BElliott@springfieldpolice.net]
Sent: Thursday, April 17, 2014 10:51 AM
To: Ashley Jackson; Windsor woods
Cc: GMcCafferty@springfieldcityhall.com
Subject: RE: Confirming Contact Info for BCJI Site

Good morning Ashley:

Great to meet you in person. Regarding the coordinator, Gerry McCafferty and I are working on hiring a permanent civilian coordinator who is from the area and is bi-lingual. I’m half way there but my Spanish is rough. We are hoping to have this person in place with 30 days. This assumes that the person we are looking at will accept the terms of employment. So for the time being, I’m filling the role along with my colleague Gerry. We will update your record when we have the permanent position filled.

Thank you.

B.E.

SERGEANT BRIAN W. ELLIOTT
SPRINGFIELD POLICE DEPARTMENT
OFFICE OF GRANTS & PLANNING
O: 413-787-6318
C: 413-244-4614
F: 413-787-6663

From: Ashley Jackson [mailto:AJackson@lisc.org]
Sent: Thursday, April 17, 2014 10:45 AM
To: Windsor woods
Cc: Elliott, Brian

Subject: RE: Confirming Contact Info for BCJI Site

Thanks, Kim

From: Windsor woods [mailto:windsorwoodsresearch@gmail.com]
Sent: Wednesday, April 16, 2014 6:02 PM
To: Ashley Jackson
Cc: bellotti@springfieldpolice.net

Subject: Re: Confirming Contact Info for BCJI Site

Hi Ashley

It was great to meet everyone! It was definitely informative as our partnership takes next steps.
The phone number for Windsor Woods is 413-684-5124. All other information for us is accurate.

I will let Brian answer as to whether he is the correct contact as site coordinator.

Thank you.
Kim

Sent from my iPhone

On Apr 16, 2014, at 2:43 PM, Ashley Jackson <AJackson@lisc.org> wrote:

Good Afternoon,
It was a pleasure meeting you last week at the MSU training in San Antonio. I hope you enjoyed your time there and found the training to be informative. In the coming weeks we will be listing points of contact for the Site Coordinator and Research Partner on all the BCJII site pages. With that in mind, I’d like to confirm that the below information is correct:

<table>
<thead>
<tr>
<th>Research Partner</th>
<th>Site Coordinator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Windsor Woods Research Associates</td>
<td>Brian Elliott</td>
</tr>
<tr>
<td><a href="mailto:winsonwwoodsresearch@gmail.com">winsonwwoodsresearch@gmail.com</a></td>
<td>Springfield Police Department</td>
</tr>
<tr>
<td><strong>Phone Number?</strong></td>
<td><a href="mailto:belllott@springfieldpolice.net">belllott@springfieldpolice.net</a></td>
</tr>
<tr>
<td></td>
<td>413-787-6318</td>
</tr>
</tbody>
</table>

For the Windsor Woods Research Associates contact—which phone number would you like us to list on the site page? Also, if this any of the above information is incorrect, please let me know and I’ll update accordingly. Thanks in advance!
Ashley

Ashley Jackson
Assistant Program Officer
Local Initiatives Support Corporation
501 7th Ave, 7th Floor, New York, NY 10018
212-455-1614
www.lisc.org/csi