

# Performance Management for Community Based Violence Intervention and Prevention (CVIPI)



**CVIPI**  
Community Based Violence Intervention  
and Prevention Initiative

**OJJDP** Office of Juvenile Justice  
and Delinquency Prevention

**NIJ** National Institute  
of Justice  
STRENGTHEN SCIENCE. ADVANCE JUSTICE.

Office for Victims of Crime  
**OVC**



**BJA**  
Bureau of Justice Assistance  
U.S. Department of Justice

# Performance Management for CVIPI

## Panel Agenda:

- Introductions/Housekeeping
- Defining Performance Management (PM)
- PM for your Communities CVI Approach
- CVIPI PM Reporting Requirements
- PM for CVI Organization Decision-Making (including best practices and lessons learned)
- PM for Sustainability

# Presenters



**James Stark, Senior Program Officer, LISC (Moderator)**



**Jeannine A. Bulbulia, Research Associate Contractor, BJA**



**Erin Harris, Director of Evaluation, UTEC**  
**Jose Rivera, Director Of Outreach, UTEC**



**Solomon Middleton-Williams, Deputy Director, NCST**

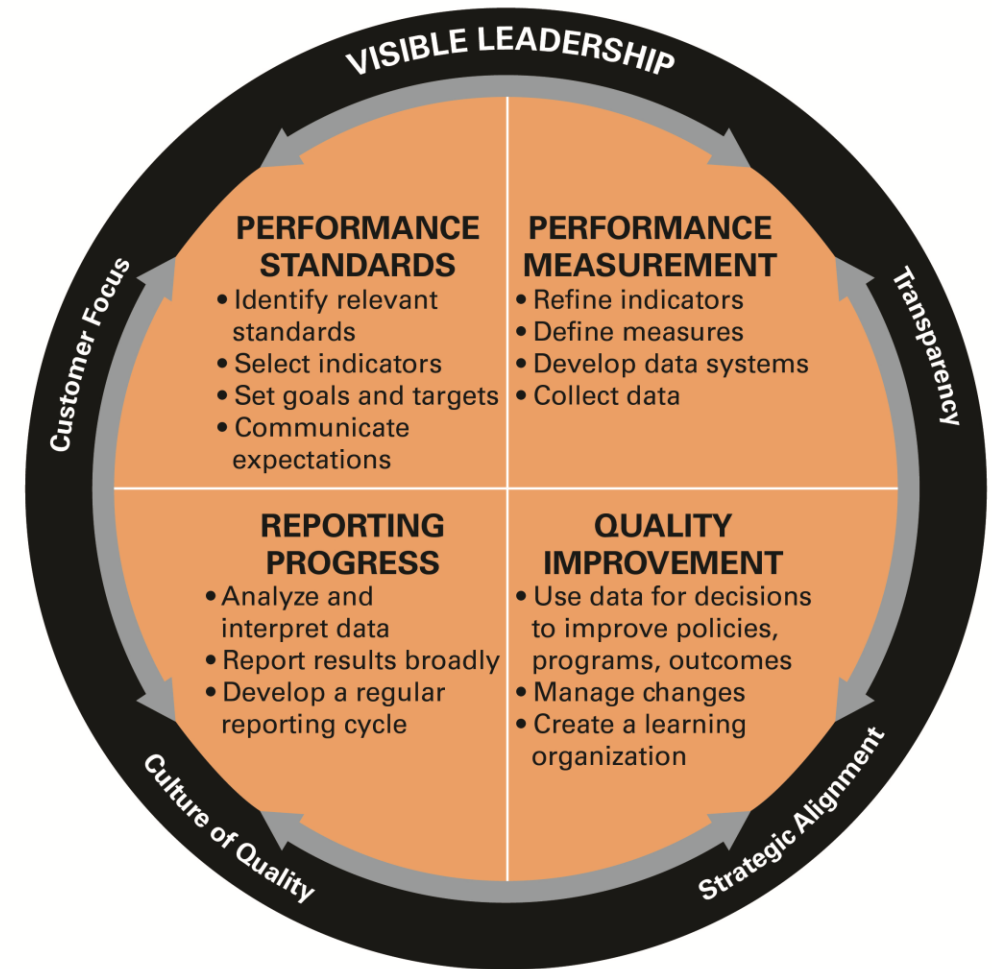


# What is Performance Management?

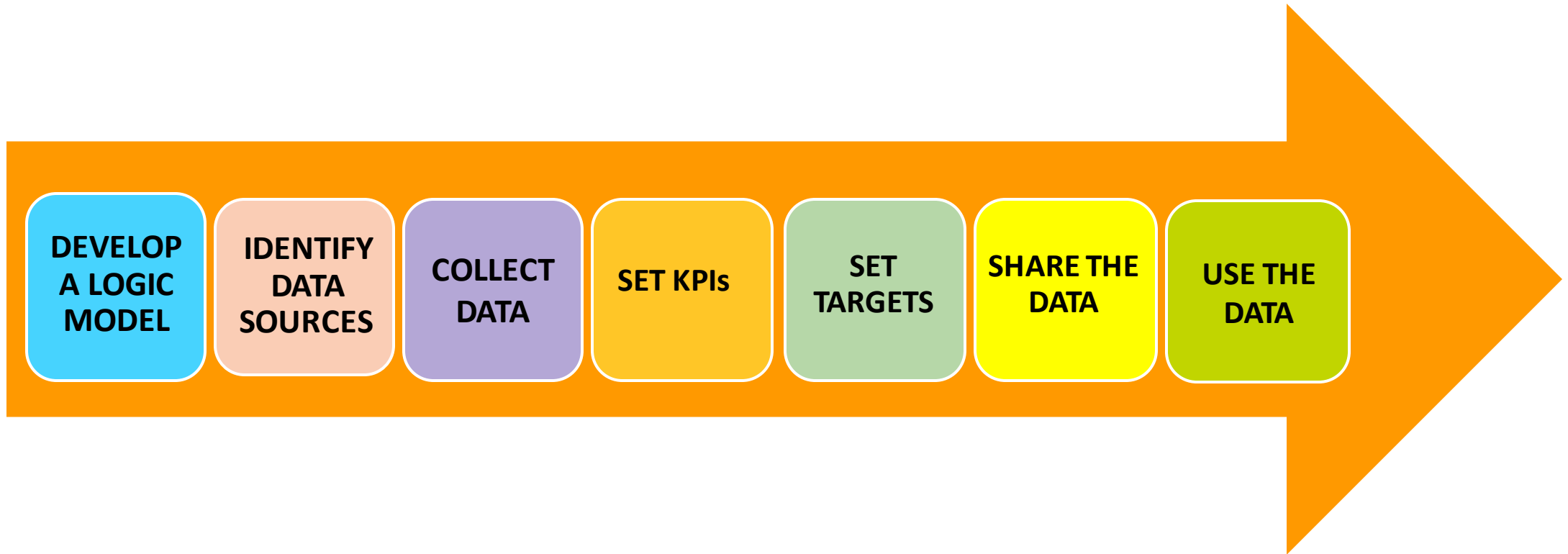
Performance management is a systematic process used by organizations to improve the efficiency, effectiveness, and accountability of their programs or initiatives. It includes:

- Setting clear goals and objectives that align with the organization's mission and strategic priorities.
- Monitoring progress towards these goals and objectives through the collection, analysis, and interpretation of relevant data and information.
- Regularly assessing performance against established benchmarks or targets to identify areas of success and areas needing improvement.
- Taking corrective action when necessary to address performance gaps and improve outcomes.

## PUBLIC HEALTH PERFORMANCE MANAGEMENT SYSTEM



# PM For Your Communities CVI Approach

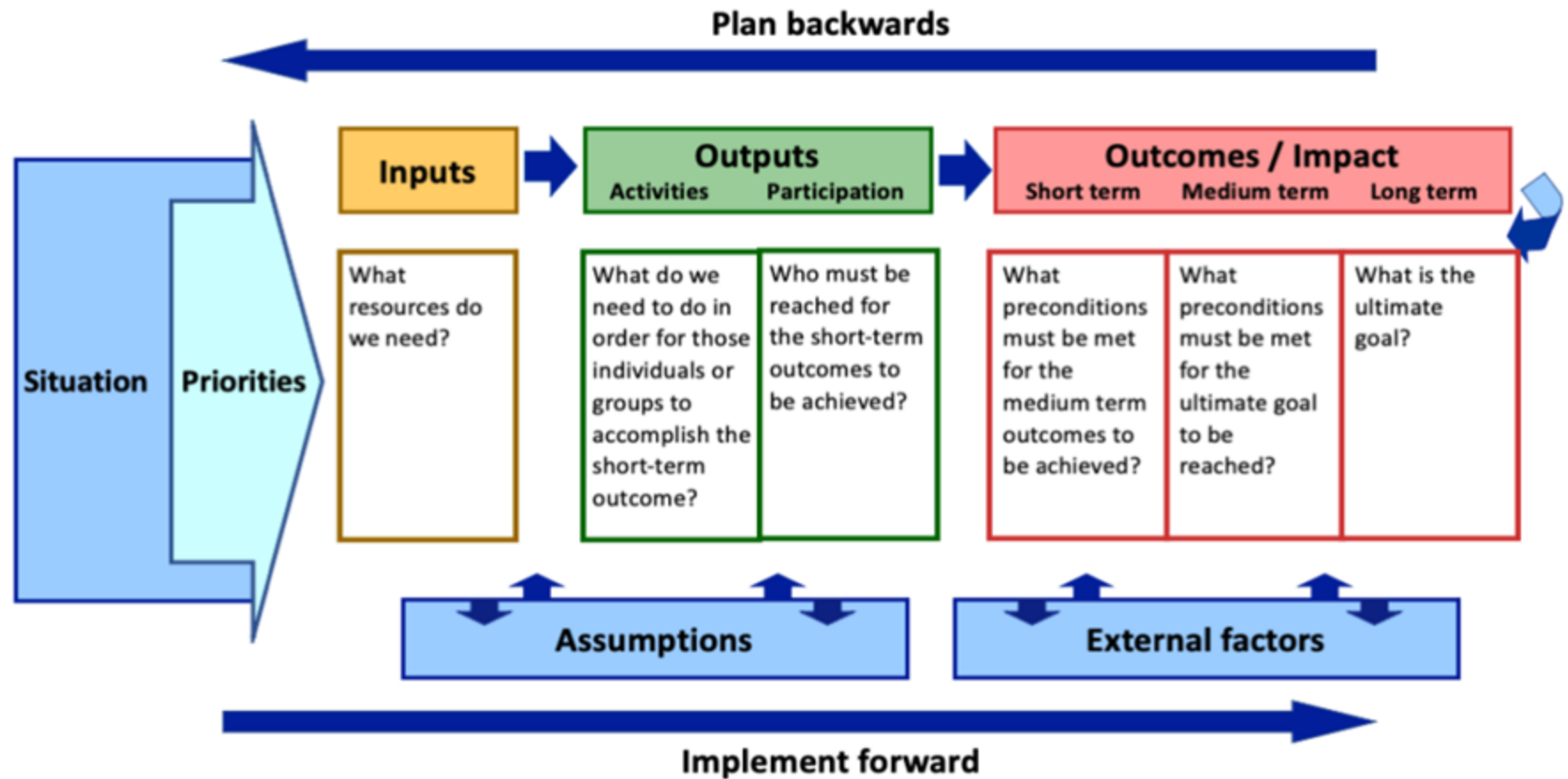


## Logic model ensures our data is **intentional & focused**

- Are we reaching our intended population?
- How are serving this population?
- Are they getting the outcomes that we intend for them?



# Step 1: Develop a Logic Model





## We Identify:

- What we can collect
  - program attendance & progress, participant demographics, etc.
- Existing tools we can adopt
  - e.g., validated Risk Needs Responsivity assessments - UTEC uses Ohio Risk Assessment System (ORAS)
- Existing datasets to tap into
  - e.g., CORI records
- Data that partners can provide
  - e.g., correctional facilities' anticipated releases

In sharing data with partners, we:

- Incorporate data sharing agreements into partner MOUs
- Ensure data sharing is 2-way
- Only share de-identified data UNLESS we get participant permission to share

## We think about all of this thru the lens of how we'll use the data

- e.g., case management data to support individual progress vs. anonymous satisfaction surveys to support program improvements

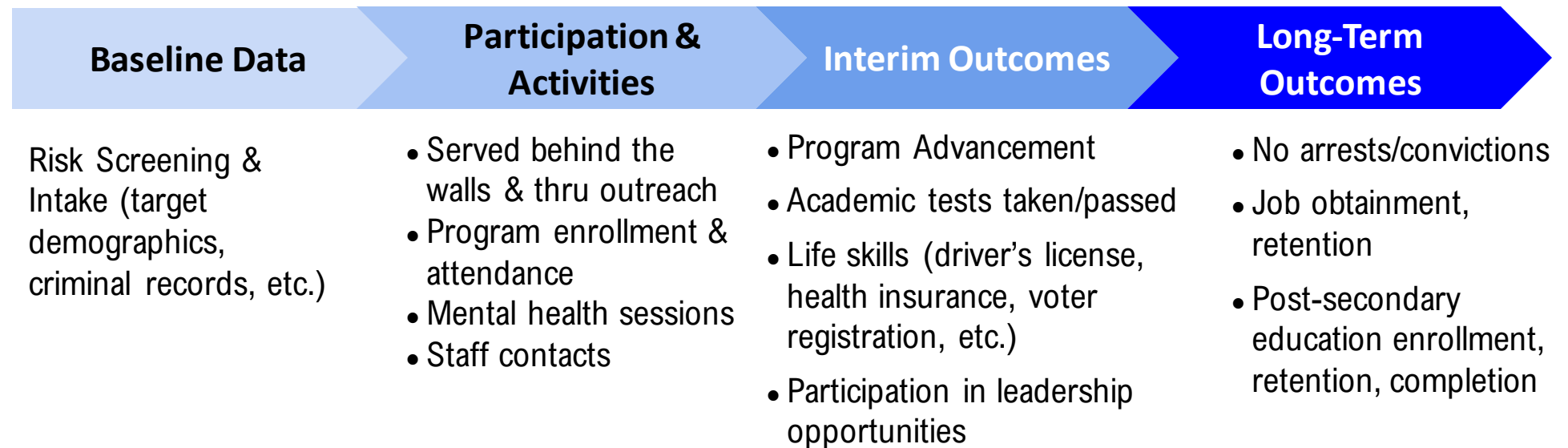
# Step 2: Identify Data Sources





- We review reports regularly to assess data quality, participant progress, & any gaps in the data
- Access to data limited based on staff role to ensure confidentiality
  - Mental health data in particular is strictly limited to mental health team

# Step 3: Collect Data





# UTEC Develops Annual SMARTIE Performance Indicators (KPIs)



## Step 4: Set KPIs

**STRATEGIC:** Tie directly to logic model & overall goals

**MEASURABLE:** Allow for numeric components & an identified data source

**AMBITIOUS:** Keep big picture in mind, focused on achieving the mission

**REALISTIC:** Assess things participants can reasonably be expected to achieve

**TIMEBOUND:** Set expectations for 3 time points:

- short-term (while in programming),
- intermediate (by program completion), &
- long-term (post-program)

Because relapse is built into UTEC's model, our KPIs take into account that progress isn't always linear or within a set amount of time.

**INCLUSIVE:** Developed with involvement/input of staff & participants

**EQUITABLE:** Provide a lens to addressing systemic injustice



# Review KPIs Annually to Set Targets for the Year



## Step 5: Set Targets

Type	Purpose	How To Set
Goal targets	Hold program staff accountable	<ul style="list-style-type: none"><li>• Informed by past data &amp;/or external comparison data, when available</li><li>• Consult with program staff on what is realistic</li></ul>
Aspirational targets	Give something to strive for	Identify ambitious targets that are achievable with ideal circumstances & additional resources

When setting targets, we consider:

- Factors that affect the ability to hit targets, including:
  - internal variables (e.g., staffing, programmatic changes)
  - external variables (e.g., COVID)
- What needs to improve/change to allow us to hit higher targets



# Step 6: Share the Data

## Communicate across stakeholders

Consistent messaging tailored to different interests & needs

## Focus on the "Why"

Impact on participants  
Learning & continuous improvement

## Provide real-time data

Share weekly, monthly, quarterly, & annually to inform timely decisions

## Share in different formats

E.g., dashboards, evaluation reports, data snapshots, Board & staff presentations

## Include a narrative explanation

Tell the story to provide context of what the data means

## Visualize with charts & graphs

Recommended tool: Tableau



### In communicating data to program staff, we:

- Share high-level themes AND detailed data
- Make the process fun, engaging, & interactive
  - *Kahoot! polls*
  - *Baby animal pics*
- Ask staff to discuss what results mean to them
  - *Recommended tool: Data-driven dialogue*





## **Build accountability**

Create consistent  
messaging & goals

Foster shared  
responsibility



## **Celebrate success**

Provide recognition  
for program staff that  
their efforts are  
paying off



## **Share externally**

Show intentionality in  
achieving & improving  
outcomes

Publicly celebrate  
successes

Communicate where we  
need more  
funding/support



## **Make program changes**

Inform program  
improvements

Identify best  
practices to be  
further built/scaled

# Step 7: Use the Data





Throughout all steps: we nurture a culture of data

# The Outcomes Transparency and Questioning Campaign

## The Inquirers team made up of:

**Data “champions”** in different roles across the org

**Data skeptics**, to help us think critically about data processes & outcomes

## Goals:

**Get curious** about & **have fun** with data

Develop a **learning agenda** of key questions to focus analysis

Give staff a **sense of ownership & agency** over their own data



**CVIPI**  
Community Based Violence Intervention and Prevention Initiative

# What is the Office of Justice Programs?

- The Office of Justice Programs (OJP) provides grant funding, training, research, and statistics to the criminal justice community.
- OJP is one of three grant-making components of the Department of Justice along with the **Office on Violence Against Women (OVW)** and the **Office of Community Oriented Policing Services (COPS)**.



**CVIPI**  
Community Based Violence Intervention  
and Prevention Initiative

**BJA** – Bureau of Justice Assistance



**BJS** – Bureau of Justice Statistics



**NIJ** – National Institute of Justice



**OVC** – Office for Victims of Crime



**OJJDP** – Office of Juvenile Justice  
and Delinquency Prevention



**SMART** – Office of Sex Offender  
Sentencing, Monitoring, Apprehending,  
Registering, and Tracking



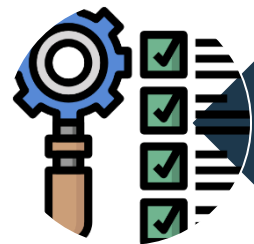
# What are the Benefits to Grantees?



Identify areas for improvement to focus internal efforts



Allow OJP to address grantee challenges through the provision of training and technical assistance



Generate evidence of progress toward program goals



# What Data Do I Report?

## Performance measures

- A series of questions that measure outputs, activities, and outcomes of grant activities

## Narrative questions

- A series of questions related to the grantee's specific goals, objectives, barriers, and successes

## Closeout questions

- A series of questions grantees will need to respond to only when activities have been completed and the **grant is ending**.





# What Data Do I Report?

**Link to Performance Measures Questionnaire:**

<https://bja.ojp.gov/funding/performance-measures/CVIPI-Performance-Measures.pdf>

**More information on performance measures can be found here:**

<https://bja.ojp.gov/funding/performance-measures>

## Reporting Tip:

You can use the questionnaire as a guide to track relevant data in your files in the time interval that is easiest for you. When it is time to report, you can add those figures to get your reporting period totals.



# CVIPI

Community Based Violence Intervention  
and Prevention Initiative

**BUREAU OF JUSTICE ASSISTANCE**  
Community-Based Violence Intervention and Prevention Initiative  
**PERFORMANCE MEASURES**

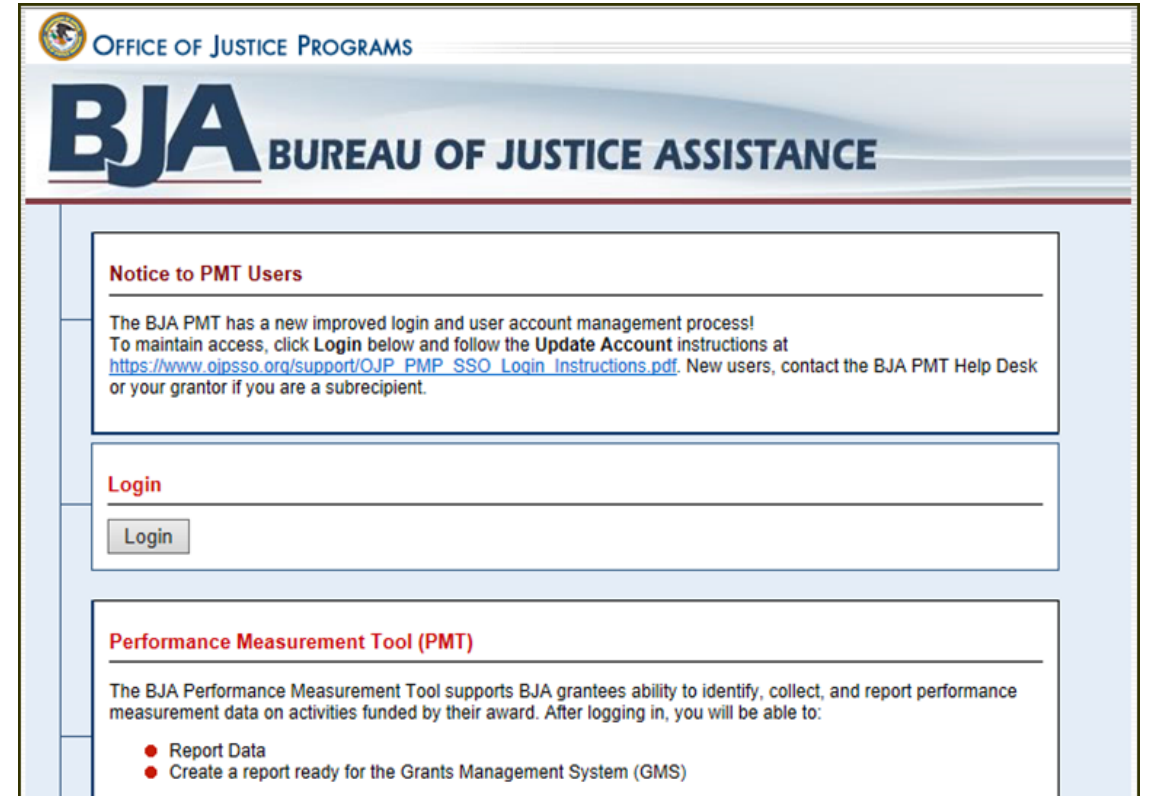
**GENERAL AWARD ADMINISTRATION**

1. Is this the last reporting period for which the award will have data to report? *For example, all funds have been expended and the award is in the process of closing out in the Justice Grants (JustGrants) system.*
  - A. Yes/No (If Yes, answer the Closeout Questions.)
2. Was there grant activity during the reporting period? *There is grant activity when the grantee has obligated, expended, or drawn down grant funds to implement objectives proposed in the Bureau of Justice Assistance (BJA)-approved grant application. If Yes, the program becomes operational and should remain so until the grant closes out.*
  - A. Yes (includes strategic planning activities)/No
  - B. If No, select from the following responses and answer the Semiannual Narrative Questions:

Reason(s) for no grant activity during the reporting period	Select all that apply
In procurement	<input type="checkbox"/>
Project or budget not approved by agency, county, city, or state governing agency	<input type="checkbox"/>
Seeking subcontractors (request for proposal stage only)	<input type="checkbox"/>
Waiting to hire project manager, additional staff, or coordinating staff	<input type="checkbox"/>
Paying for the program using prior federal funds	<input type="checkbox"/>
Administrative hold (e.g., court case pending)	<input type="checkbox"/>
Still seeking budget approval from BJA	<input type="checkbox"/>
Waiting for partners or collaborators to complete agreements	<input type="checkbox"/>
Other	<input type="checkbox"/>
If Other, explain:	

# Where Do I Report?

- ❖ BJA's Performance Measurement Tool (PMT) is one of the online tools that facilitates performance reporting for BJA.
- ❖ CVIPI Program grantees report performance measures quarterly (Jan/April/July/Oct) in the PMT until further notice.
- ❖ The report generated by the PMT is then uploaded into the Justice Grants system (JustGrants) twice a year (January/July).
- ❖ Access the PMT at: <https://bjapmt.ojp.gov>.



The screenshot displays the official website for the Bureau of Justice Assistance (BJA), part of the Office of Justice Programs. The header includes the BJA logo and the text "OFFICE OF JUSTICE PROGRAMS" and "BUREAU OF JUSTICE ASSISTANCE". The main content area is divided into three sections:

- Notice to PMT Users:** A message stating that the BJA PMT has a new improved login and user account management process. It instructs users to click "Login" and follow "Update Account" instructions at [https://www.ojpso.org/support/OJP\\_PMP\\_SSO\\_Login\\_Instructions.pdf](https://www.ojpso.org/support/OJP_PMP_SSO_Login_Instructions.pdf). It also advises new users to contact the BJA PMT Help Desk or their grantor if they are a subrecipient.
- Login:** A section with a "Login" button.
- Performance Measurement Tool (PMT):** A section describing the tool's purpose: to support BJA grantees in identifying, collecting, and reporting performance measurement data on activities funded by their award. After logging in, users will be able to:
  - Report Data
  - Create a report ready for the Grants Management System (GMS)



# When Do I Report?

Reporting Period	Data Required	PMT Deadline	Upload to JustGrants?
October 1–December 31	Performance Measures and Narrative Questions	January 30	Yes January 30
January 1–March 31	Performance Measures	April 30	No
April 1–June 30	Performance Measures and Narrative Questions	July 30	Yes July 30
July 1–September 30	Performance Measures	October 30	No
Last Reporting Period of Award	Performance Measures, Narrative Questions, and Closeout Questions	120 Days After Award End Date	Yes 120 Days After Award End Date



# General Award Administration

If it is the last reporting period for the award, grantees will be required to answer the Closeout Questions



**GENERAL AWARD ADMINISTRATION**

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Paying for the program using prior federal funds	<input type="checkbox"/>
Administrative hold (e.g., court case pending)	<input type="checkbox"/>
Still seeking budget approval from BJA	<input type="checkbox"/>
Waiting for partners or collaborators to complete agreements	<input type="checkbox"/>
Other	<input type="checkbox"/>
If Other, explain:	



# General Agency/Award Information

- Grantees will need to select their CVIPI grant award category.
- These categories will be changing in the next few months however grantees can check JustGrants to obtain their category.

## GENERAL AGENCY/AWARD INFORMATION

3. Select your Community-Based Violence Intervention and Prevention Initiative (CVIPI) grant award category. *Categories 1–4 complete this survey. [Carry Forward]*
  - A. Category 1: CVIPI planning and implementation for community-based/Tribal organizations
  - B. Category 2: CVIPI planning and implementation for city/county/Tribal governments
  - C. Category 3: CVIPI expansion and enhancement for community-based/Tribal organizations
  - D. Category 4: CVIPI expansion and enhancement city/county/Tribal governments
  - E. Categories 5–7: Report in the Training and Technical Assistance Portal and upload your report to the JustGrants system.
4. What is the primary target area of your CVIPI? *Check the response that best fits your initiative.*
  - A. Specific landmark or place (e.g., shopping mall, school, neighborhood)
  - B. Hot spots/concentrated micro areas (a number of blocks or street segments that have been identified as experiencing a disproportionate share of the jurisdiction's violence)
  - C. Entire jurisdiction
  - D. Multi-jurisdictional/cross jurisdictional
  - E. Describe your selection above: \_\_\_\_\_



# Targeted Violence Interventions And Supports for Highest-Needs Groups

The CVIPI strategies most employed were **outreach programs** and **violence interrupters**.

Grantees will need to enter the number of at-risk people engaged and the number of credible messengers that were part of the program during the reporting period.

- Thoughts/challenges?

## TARGETED VIOLENCE INTERVENTIONS AND SUPPORTS FOR HIGHEST-NEEDS GROUPS

27. Select the type(s) of CVIPI strategies employed during the reporting period. *Select all that apply.*

- A. Cognitive behavioral programs
- B. Community-based public safety initiatives
- C. Hospital-based violence intervention programs
- D. Outreach programs
- E. Peace fellowships
- F. Strategies to enhance conditions to reduce community violence (e.g., crime prevention through environmental design, clean ups, nuisance abatement and revitalization of spaces and community services)
- G. Targeted victim services
- H. Therapeutic services
- I. Violence interrupters
- J. Other, describe: \_\_\_\_\_

28. Enter the number of at-risk people (both victims/potential victims and perpetrators/potential perpetrators) engaged during the reporting period: \_\_\_\_\_

29. Enter the number of credible messengers that were part of your CVIPI program during the reporting period: \_\_\_\_\_

30. Enter the average case load per credible messenger during the reporting period: \_\_\_\_\_

31. If you provided direct services during this reporting period, which of the following services were provided to your at-risk population? *Select all that apply.*

- A. Cognitive based. These services include therapeutic programs used to change criminal thinking and behavior, such as moral reconnection therapy or aggression replacement training
- B. Educational. These services foster knowledge by helping participants develop daily life skills that can enhance their opportunities
- C. Employment. These services are designed to help people find suitable job opportunities
- D. Healthcare/Medicaid eligibility. These services are designed to help individuals or families find, obtain, or retain health care
- E. Housing. These services are designed to help individuals or families find, obtain, or retain suitable housing, including transitional housing
- F. Mental health. These services are provided in correctional facilities or in the community for those participants under supervision and may include counseling programs or group self-help programs
- G. Pro-social. These services use directed skill building to help participants interact in a positive way with others



# CVIPI

Community Based Violence Intervention and Prevention Initiative

# Semiannual Narrative Questions

- Semiannual Narrative Questions are required to be reported in January and July of each year and during the last reporting period of grant activity. Grantees will need to identify the goals achieved with their funding.
- Use SMART(IE) goal setting practices
- Your responses are critical to demonstrating the importance and continuity of this work



## SEMIANNUAL NARRATIVE QUESTIONS

In this module, you will identify the goals you hope to achieve with your funding. Once submitted, these goals cannot be changed without approval of your grant manager.

Set **SMART** goals to clarify the scope of your priorities:

- Specific
- Measurable
- Achievable
- Relevant
- Time-bound

If you have multiple goals, provide updates on each on separately.

Answer the following questions every semiannual reporting period (January and July of each year), based on your grant-funded activities.

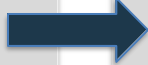
1. What were the top three accomplishments this program had during the reporting period?  
\_\_\_\_\_
2. What were the top three goals you focused on during this reporting period and what progress did you make towards those goals?  
\_\_\_\_\_
3. List two problems/barriers you encountered within the reporting period that prevented you from reaching your goals or milestones? If you encountered no problems during this reporting period you may leave this question blank.  
\_\_\_\_\_
4. Is there any assistance that BJA can provide to address any problems/barriers identified in question 3?  
A. Yes/No  
B. If Yes, explain: \_\_\_\_\_
5. Are you on track to complete your program fiscally and programmatically as outlined in your grant application?  
A. Yes/No  
B. If No, explain: \_\_\_\_\_
6. What major activities are planned for the next 6 months?  
\_\_\_\_\_
7. Based on your knowledge of the criminal justice field, are there any innovative programs/accomplishments that you would like to share with BJA regarding this initiative?  
\_\_\_\_\_

**THANK YOU FOR PARTICIPATING!**

# Best Practices - Goals

## Great Goals but Needs Improvement

- Improve criminal justice lever-pulling for those who perpetrate gun violence
- Develop solutions to increase feelings of safety and security in high-violence neighborhoods.
- Strengthen outreach, service delivery, and case management for victims and those at the very-highest risk for involvement in gun violence.



## SMART Goal Examples

- Engage and graduate 20 Junior Violence Interrupters.
- Conduct a needs assessment survey of at least 400 community members in our priority jurisdiction.





# Reporting Best Practices



## Use Narrative Sections to Describe Program Efforts, Highlight Successes & Describe Challenges

- **Provide context** - Explain the rationale behind specific interventions, the target population served, and the broader community or societal context in which the program operates.
- **Describe successes, achievements, and positive outcomes** - communicate the impact of your programmatic efforts and successes to stakeholders, funders, and the broader community, using data, evidence, and storytelling to convey the value and significance of their work.
- **Respond thoughtfully to programmatic challenges** – Provide a comprehensive overview of programmatic challenges, what you have done to attempt to address challenges, lessons learned and support (if any) required to help address challenge.



# Reporting Best Practices

Review performance measure sections highlighting the types of questions and how grantees should answer questions.



1. **Understand the purpose:** Grantees should carefully review performance measure sections to understand the specific objectives and outcomes that funders aim to assess.
2. **Identify key questions:** Grantees should identify the main questions or metrics outlined in the performance measure sections, focusing on indicators that measure progress toward program goals.
3. **Clarify expectations:** Grantees should clarify any uncertainties or ambiguities regarding the questions or metrics with the funding agency or program officer to ensure accurate reporting.
4. **Determine data sources:** Grantees should identify the data sources necessary to address each question or metric, ensuring that they have access to relevant information for reporting purposes.



# Reporting Best Practices



**Review performance measure sections highlighting the types of questions and how grantees should answer questions.**

- 5. Collect relevant data:** Grantees should collect and compile the necessary data to respond to each question or metric accurately, ensuring that the information is current, valid, and reliable
- 6. Provide clear and concise responses:** Grantees should craft responses to performance measure questions that are clear, concise, and directly address the specific information requested, avoiding unnecessary elaboration or ambiguity.
- 7. Use examples or evidence:** Grantees may enhance their responses by providing examples, case studies, or evidence that illustrate programmatic efforts, achievements, challenges, and outcomes related to each performance measure.



# Reporting Best Practices



**Review performance measure sections highlighting the types of questions and how grantees should answer questions.**

- 8. Align with program goals:** Grantees should ensure that their responses to performance measure questions align closely with program goals, objectives, and priorities, demonstrating how their activities contribute to desired outcomes.
- 9. Review and revise as needed:** Grantees should review their responses to performance measure questions carefully, revising and refining them as necessary to improve clarity, accuracy, and alignment with reporting requirements and program objectives.
- 10. Seek feedback:** Grantees may seek feedback from program staff, colleagues, or stakeholders to review and validate their responses, ensuring that they effectively communicate programmatic efforts and achievements.



# Data Planning Best Practices



## What data do you have? What data do you need?

- **Assess existing data:** Conduct a comprehensive assessment of existing organizational data sources, including administrative records, client databases, surveys, and other relevant sources of information.
- **Identify data gaps:** Identify any gaps or deficiencies in existing data infrastructure, recognizing areas where additional data collection or enhancement is needed to support programmatic goals and objectives.
- **Define data requirements:** Define the data requirements necessary to evaluate program performance, measure outcomes, and assess impact, considering both quantitative and qualitative data elements.
- **Prioritize data elements:** Prioritize data elements based on their relevance, significance, and utility in informing decision-making, resource allocation, and program improvement efforts.



# Data Planning Best Practices



## What data do you have? What data do you need?

- **Establish data collection methods:** Determine the most appropriate methods for collecting data, considering factors such as feasibility, cost-effectiveness, accuracy, and timeliness, and selecting tools, instruments, or protocols accordingly.
- **Develop data collection protocols:** Develop standardized protocols and procedures for collecting, recording, and managing data, ensuring consistency, reliability, and validity across different data collection activities and settings.
- **Ensure data quality:** Implement quality assurance measures to ensure the accuracy, completeness, and integrity of their data, including data validation checks, data cleaning processes, and regular data audits.
- **Address privacy and confidentiality:** Adhere to strict privacy and confidentiality protocols when collecting, storing, and sharing sensitive data, complying with relevant legal and ethical standards to protect the privacy rights of individuals and safeguard confidential information.



# Data Planning Best Practices



## What data do you have? What data do you need?

- **Establish data sharing agreements:** Establish formal agreements with partners, collaborators, and stakeholders to facilitate data sharing and exchange, outlining the terms, conditions, and protocols governing the use and dissemination of shared data.
- **Leverage technology:** Leverage technology and digital tools to streamline data collection, management, and analysis processes, exploring innovative solutions such as data management systems, analytics platforms, and mobile data collection applications.
- **Continuously evaluate and adapt:** Regularly evaluate their data planning efforts, soliciting feedback from stakeholders, monitoring data quality and utility, and making adjustments as needed to optimize data collection and management practices over time.



# Performance Management for Sustainability

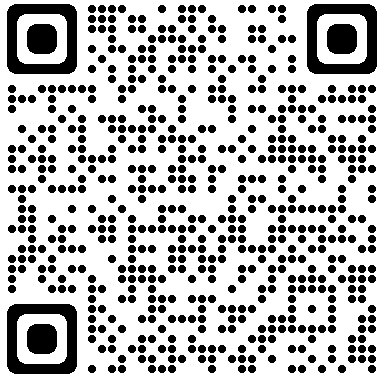
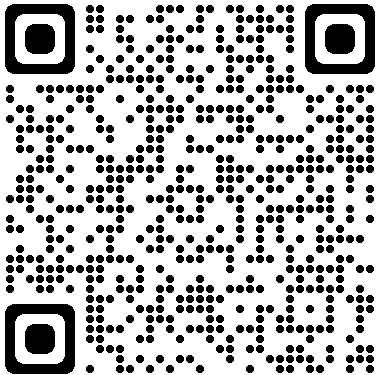
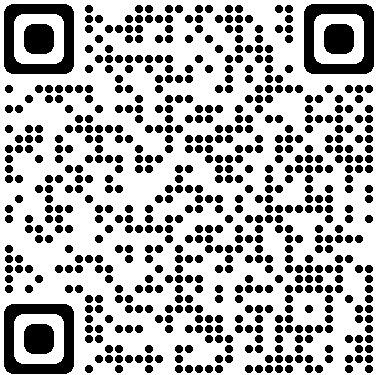


## How does this information help sustain our program? Can it also take us to the next level?

- **Highlight Importance of Resources** – Demonstrate how funding created capacity to plan/implement a specific strategy that “traditional” safety efforts have been unsuccessful, or less successful, in addressing.
  - Hire staff or new staff positions (Violence Interrupter, Mental Health Clinician)
  - Training/Cross-Training (Crisis Response, Cognitive Behavioral Therapy)
- **Highlights Importance of Systemic Changes:** Demonstrate how funding changed structural relationships to improve capacity, ability, and effectiveness to solve unique community violence challenges
  - What happens if program loses those resources?
  - Cost/Benefit Analysis?
- **Identify Gaps/New Opportunities:** While data can answer questions – it also creates additional questions.
  - Ability to prioritize new staff hires/placement
  - New opportunities for collaboration
  - Addressing structural challenges such as housing/education/health/job trainings, etc.



# Additional Resources



# Contact Information and Resources

## BJA PMT HELPDESK



Monday–Friday  
8:30 a.m.–5:00 p.m. Eastern Time  
Closed on federal holidays  
[bjapmt@usdoj.gov](mailto:bjapmt@usdoj.gov)

## WEBSITES

- [Office of Justice Programs](#)
- [BJA Performance Measures](#)
- [OJP Grant Performance Measurement and Progress Reporting Information Portal](#)
- [Performance Measurement Tool](#)
- [BJA YouTube Channel](#)

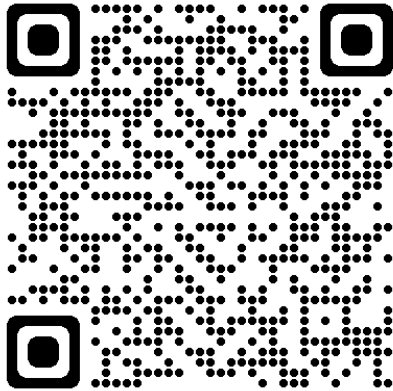


# Additional Resources

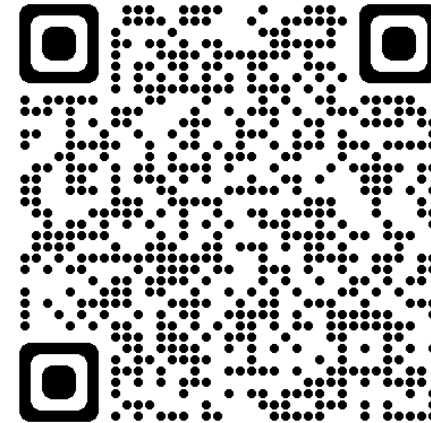
**LISC**



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Community Based Violence Intervention  
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## CVIPI Implementation Checklist



**CVIPI**  
Community Based Violence Intervention  
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# Contact Information



**BJA**  
Bureau of Justice Assistance  
U.S. Department of Justice

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**Erin Harris** - [erin.harris@utecinc.org](mailto:erin.harris@utecinc.org)

**Jose Rivera** - [jrivera@utecinc.org](mailto:jrivera@utecinc.org)



**Solomon M. Williams**- [solomon@newarkcommunitystreetteam.org](mailto:solomon@newarkcommunitystreetteam.org)



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