GMS Report
Smart Policing Initiative (SPI)
2009-DG-BX-0118
Reporting Period: July 1 - December 31, 2011

This report is generated for the City of Los Angeles grantee for federal award number 2009-DG-BX-0118. The award amount is $ 899,959. It reflects performance measurement data for the period July 1 - December 31, 2011. Any funds reported only represent an estimate of dollars allocated or used for activities covered by this award.

Project Description

The Smart Policing Initiative seeks to build upon the concepts of offender-based and place-based policing and broaden the knowledge of effective policing strategies. The most convincing research demonstrates that place-based or hotspot policing reduces violent crime and neighborhood disorder. This initiative addresses the need for effective policing that requires a tightly focused, collaborative approach that is measurable, based on sound, detailed analysis and includes policies and procedures for accountability. This grant program seeks to build upon data-driven, evidence-based policing by encouraging state and local law enforcement agencies to develop effective, economical, and innovative responses to precipitous or extraordinary increases in crime, or in a type or types of crime within their jurisdictions. The Los Angeles Police Department (LAPD) will utilize Smart Policing Initiative grant funds, in partnership with a research partner, to expand and institutionalize Operation LASER (Los Angeles Strategic Extraction and Restoration program). LASER was created through LAPD's first SPI award. LASER focuses on chronic hot spot locations and chronic offenders. Operation LASER will be expanded to include nine LAPD divisions. The primary goal of LASER is to reduce violent crime and property crime in specific locations and among specific chronic offenders. Each division participating in LASER will complete the following: 1) Create a Crime Intelligence Detail to collect, analyze, and use data routinely for strategic and tactical purposes; 2) Focus on chronic offenders and chronic locations; 3) Direct patrol officers and special units to work in specific areas every week to prevent and deter crime and criminal behavior; 4) Use technology to assist officers and detectives in identifying chronic offenders, finding license plates and vehicles, and in creating Chronic Offender Bulletins; and 5) Work with the research partner on evaluating the project. The Research Partner will work with the LAPD by evaluating the strategies and tactics utilized in the field in the existing and expanded LAPD divisions. NCA/NCF

Performance Measurement Data

Performance Measurement	Program Characteristics	
	Jul - Sep 11	Oct - Dec 11
2. Does your SPI program follow a specific policing philosophy, methodology, or practice?	Yes	Yes
3. Which one of the specific policing philosophies, methodologies, or practices are you following? You may select more than one from the list below, if applicable.		
A. Problem-oriented policing (ex: SARA)	Yes	Yes
B. Intelligence-led policing	Yes	Yes
C. Predictive policing	Yes	Yes
D. Community-oriented policing	Yes	Yes
E. Other	No	No
F. Other (please explain)		
Jul - Sep 11 NR		
Oct - Dec 11 NR		
*NR = not reported		

Performance Measurement	Crime Analyses	
	Jul - Sep 11	Oct - Dec 11
4. What is the specific focus of your grant activities? If the grant is focusing on several issues, select one issue below. You will be able to select second and third issues (if applicable) in questions 9 and 13.		
A. Gun violence	Gun violence	Gun violence
B. Other (please explain)		
Jul - Sep 11 NR		
Oct - Dec 11 NR		
5. During this reporting period, did you conduct any crime analyses on the issue selected in question 4? Crime analyses include impact analysis of criminal activity in the area and historical analysis of the problem.	Yes	Yes
6. How often during the reporting period did you conduct an impact analysis of the criminal activity selected in question 4? Checks of the impact analysis should be included. An impact analysis attempts to examine the effect of grant activity on the target population, including negative or unintended effects. One approach is to look at what the target would be like if the grant activity had not been implemented. The impact analysis and the historical analysis often look at the same or similar variables.		
A. 2-3 Times a Week	2-3 Times a Week	Weekly
B. Other (please explain)		
Jul - Sep 11 NR		
Oct - Dec 11 NR		

7.	How often during the reporting period did you conduct an historical analysis of the criminal activity selected in question 4? A historical analysis assesses the current state of the target problem or population, as well as changes that have occurred over time. It may include how often an event occurs, how long it has been a problem, and what precipitating conditions may affect it. Historical analyses are often used as a baseline for an Impact Analysis. A. 2-3 Times a Week B. Other (please explain)	2-3 Times a Week	Monthly
	Jul - Sep 11 NR **Oct - Dec 11** NR		
8.	Do you have a second issue (other than the issue selected in question 4) that you are focusing on with your SPI grant?	Yes	No
9.	What is the second specific focus of your grant activities? If the grant is focusing on several issues, select your second issue below. You will be able to select a third issue (if applicable) in question 13. A. Gang activity B. Other (please explain)	Gang activity	NR
	Jul - Sep 11 NR **Oct - Dec 11** NR		
10.	How often during the reporting period did you conduct an impact analysis of the criminal activity selected in question 9? Checks of the impact analysis should be included. A. 2-3 Times a Week B. Other (please explain)	2-3 Times a Week	NR
	Jul - Sep 11 NR **Oct - Dec 11** NR		
11.	How often during the reporting period did you conduct a historical analysis of the targeted problem selected in question 9? A historical analysis may include how often the target problem happens, how long it has been a problem, and what precipitating conditions exist. A. 2-3 Times a Week B. Other (please explain)	2-3 Times a Week	NR
	Jul - Sep 11 NR **Oct - Dec 11** NR		
12.	Do you have a third issue (other than the issues selected in questions 4 and 9) that you are focusing on with your SPI grant?	Yes	NR
13.	What is the third specific focus of your grant activities? This issue should be different from the issues selected in questions 4 and 9. A. Other violent crimes B. Other (please explain)	Other violent crimes	NR

Jul - Sep 11	NR	
Oct - Dec 11	NR	

14.	How often during the reporting period did you conduct an impact analysis of the criminal activity selected in question 13? Checks of the impact analysis should be included.		
	A. 2-3 Times a Week	2-3 Times a Week	NR
	B. Other (please explain)		

Jul - Sep 11	NR
Oct - Dec 11	NR

15.	How often during the reporting period did you conduct a historical analysis of the targeted problem selected in question 13? A historical analysis may include how often the target problem happens, how long it has been a problem, and what precipitating conditions exist.		
	A. 2-3 Times a Week	2-3 Times a Week	NR
	B. Other (please explain)		

Jul - Sep 11	NR
Oct - Dec 11	NR

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Performance Measurement	Goals and Objectives	
	Jul - Sep 11	**Oct - Dec 11**
16. Have you developed, revised, or reprioritized **objectives** for your SPI project during the reporting period? Objectives are the specific activities or tasks that you are implementing to reach the overall goals of your SPI project.	Yes	No
17. How many times during the reporting period did you develop, revise, or reprioritize **objectives** for the Smart Policing project?	1	NR
18. To what extent was the revision or reprioritization of your SPI **objectives** based on research findings and/or data analysis?	Significantly	NR
19. How often during this reporting period did you check to see if you were on track to meet your Smart Policing **objectives?**		
A. Monthly	Monthly	NR
B. Other (please explain)		

Jul - Sep 11	NR
Oct - Dec 11	NR

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Performance Measurement	Intervention	
	Jul - Sep 11	**Oct - Dec 11**
20. During the reporting period, did you revise a **strategic plan** to address the targeted problem(s)? A strategic plan is your global plan for the SPI grant project. The strategic plan may include your overall goals for the SPI grant.	Yes	No
21. Please explain how you **revised or made modifications** to your strategic plan.		

Jul - Sep 11	We further refined Operation LASER (Los Angeles' Strategic Extraction and Restoration prgram). Operation LASER uses computer mapping and spatial analytics, social network analysis, and definitions of hotspots, to select targets (gangs and gang members) and areas for extraction of suspects and offenders involved in gun and gang-related crimes. The extraction is "non-invasive" and as a result there will be a faster recuperation period where we can restore the neighborhood to a state of normalcy. In addition to police intervention, the police will work with specific members of the community, businesses, and schools. In Newton Division we are targeting the 'worst of the worst', chronic violent offenders, and specific corridors or hotspots of crime
Oct - Dec 11	NR

22.	During the reporting period, did you implement a new **tactical plan(s)** or revise any to address the targeted problems? A tactical plan usually includes the day-to-day activities of your SPI project.	Yes	No
23.	During the reporting period, how many new **tactical plan(s)** did you implement?		
	A. During the reporting period, did you implement a new tactical plan(s) or revise any to address the targeted problems?	1	0
	B. Number of new tactical plan(s) implemented	1	NR
24.	Please explain how you implemented your **tactical plan(s)**.		

Jul - Sep 11	We further developed the Crime Intelligence Detail (CID). Two officers and one crime analyst are developing "bulletins" that describe individuals who are the worst of the worst, chronic violent offenders in the area. Patrol officers are provided the information via the internet and are actively tracking these offenders.
Oct - Dec 11	NR

25.	During the reporting period, how many **tactical plan(s)** did you revise?	0	NR
26.	Please explain how you **revised or made modifications** to your tactical plan(s).		

Jul - Sep 11	N/A
Oct - Dec 11	NR

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Performance Measurement	Evaluation	
	Jul - Sep 11	**Oct - Dec 11**
27. Did you conduct any after-action meetings or reviews of your tactical plan activities? After-action reviews are debriefings after an activity to review that activity's results. This process is used to compare the intended results with the actual results. After-action meetings or reviews can take place immediately after an activity or periodically.	No	Yes
28. How often did you hold these meetings or reviews during this reporting period?		
A. Weekly	NR	Weekly
B. Other (please explain)		
29. Did you conduct an effectiveness assessment after implementing the strategic plan? An effectiveness assessment is used to measure and evaluate the strategic plan that was implemented.	No	No

Jul - Sep 11	NR
Oct - Dec 11	NR

30. Did the research partner provide any interim results to police leadership?	No	Yes
31. Please explain any interim results provided by the research partner to police leadership.		

Jul - Sep 11	NR
Oct - Dec 11	Each month we met with the Captain of Newton Division (in LAPD) to discuss interim results. During November and December 2011 the research team found that gun crimes had decreased. In addition, a specific gun crime -- gold chain thefts/assaults/robberies decreased as well.

*NR = not reported

Performance Measurement	Organizational Change	
	Jul - Sep 11	Oct - Dec 11
32. Has your department or organization created or updated any **policies** that address evidence-based or data-driven practices? A policy provides an overarching philosophy and organizational position concerning a topic. It establishes a general goal to be achieved and principles underlying its achievement.	No	No
33. How many new **policies** has your department or organization created that address evidence-based or data-driven practices?	NR	NR
34. How many existing **policies** have your department or organization updated that address evidence-based or data-driven practices?	NR	NR
35. Has your department or organization created or updated any **standard operating procedures** based on evidence-based or data-driven practices? A standard operating procedure (SOP) provides the specific means or steps that a department wants or requires officers to take (or not take) in order to meet that goal/policy. Procedures are also the underpinning of departmental training necessary to achieve the goal as stated in the policy.	No	No
36. How many new **standard operating procedures** has your department or organization created based on evidence-based or data-driven practices?	NR	NR
37. How many existing **standard operating procedures** has your department or organization updated based on evidence-based or data-driven practices?	NR	NR
38. Has your department or organization attended **internal or external** trainings on evidence-based or data- driven topics or practices?	Yes	No
39. How many **internal or external** trainings on evidence-based or data-driven topics or practices has your department or organization attended? Count the number of trainings attended, regardless of how many individuals attended the training.	4	NR
40. How many **internal** trainings on evidence-based or data-driven topics were made available to department personnel this reporting period?		
A. Training for field-trained officers	0	NR
B. Training for patrol officers	0	NR
C. Training for analysts or civilian personnel	10	NR
D. Training for all Department personnel	0	NR
E. Training for other types of personnel	10	NR

F. Training for other types of personnel (please explain)		

Jul - Sep 11	Crime Intelligence Detail Officers/Crime Analyst were given one-on-one training
Oct - Dec 11	NR

41.	Has your SPI team conducted any new activities to communicate the goals and results of your work within your organization?	No	No
42.	How many new activities were conducted during the reporting period to communicate the goals and results of your work within your organization? During the first reporting period, report all of the activities you are conducting to communicate the goals and results of your work within your organization. From that point forward, report only new activities—those you previously did not report.	NR	NR
43.	Please explain what new activities were conducted during the reporting period to communicate the goals and results of your work within your organization.		

Jul - Sep 11	N/A
Oct - Dec 11	NR

*NR = not reported

Performance Measurement	Data Sources	
	Jul - Sep 11	**Oct - Dec 11**
44. Did you conduct any data analyses to inform your decision making during the reporting period?	Yes	Yes

Type	Analyzed
Jul - Sep 11	
45. Which of the following types of data did you analyze in this reporting period?	
Official police reports of incidents	Yes
Calls for service	Yes
Arrest reports	Yes
Criminal histories	Yes
Community data (includes foreclosures, health and human services data, school data, and other community data)	Yes
Evidentiary or adjudication data (includes any courts data)	No
Corrections data (includes probation and parole data)	Yes
Offender risk assessments	No
Juvenile data	No
Surveys from officers	No
Surveys from community members	No
Surveys from offenders	No
Surveys from victims	No
Other	No
Other (please explain)	n/a

Type	Analyzed
Oct - Dec 11	
Official police reports of incidents	Yes
Calls for service	Yes

Arrest reports	Yes
Criminal histories	Yes
Community data (includes foreclosures, health and human services data, school data, and other community data)	No
Evidentiary or adjudication data (includes any courts data)	No
Corrections data (includes probation and parole data)	No
Offender risk assessments	Yes
Juvenile data	No
Surveys from officers	No
Surveys from community members	No
Surveys from offenders	No
Surveys from victims	No
Other	No
Other (please explain)	n/a

Performance Measurement	Data Sources	
	Jul - Sep 11	Oct - Dec 11
46. Did you incorporate any new data sources during this reporting period?	Yes	No
47. Please explain what new data sources you incorporated or suggested could be incorporated during this reporting period.		
Jul - Sep 11	We obtained data from the City of LA on all businesses within the Newton Division. We also received data on parolees from the County.	
Oct - Dec 11	N/A	
48. Did you use active links to external automatic/electronic data systems during this reporting period? Include links used throughout your organization, if they are used specifically for the Smart Policing Initiative. An active link is a connection to an external data system. It is said to be automated because information is always available, without requiring manual downloads. An active link can be established with any agency, organization, or group that allows your organization to receive outside data. An example of this would be a system linked with an outside data system to allow real-time access to local arrest data.	No	No
49. Please explain what types of active links to external automatic/electronic data systems were used during this reporting period.		
Jul - Sep 11	NR	
Oct - Dec 11	NR	

*NR = not reported

Grantee Comments

Grantee comments were added as follows:

July to September 2011
[No Comments Entered]
October to December 2011
[No Comments Entered]

Narrative

Grantee-level narrative for the period July 1, 2011 - December 31, 2011 were reported as follows:

BJA 7 Questions

Question: What were your accomplishments during reporting period?

Response:
During this reporting period, the LAPD formally began implementing Operation LASER (Los Angeles' Strategic Extraction and Restoration Program). Operation LASER is a strategy focused on chronic violent offenders and chronic locations of gun-related crime. Using this approach Newton Division (one of 21 LAPD Divisions) formed a Crime Intelligence Detail to collect data on chronic offenders and chronic locations. Three police officers and two crime analysts work with Research Partner, Justice & Security Strategies, Inc. to collect and analyze data and serve as a resource for officers and detectives.

Data are continually used and new computer software and hardware are available for beta testing purposes. For example, Palantir (a computer platform) has been used for investigative purposes and has resulted in assisting officers in making arrests and identifying vehicles that would not ordinarily have been identified.

Preliminary results show that after the implementation of Operation LASER in October 2011, gun-related crime decreased over a four-month period. The number of gun-related crimes from October 2011 to January 2012 was 214. Compared to figures from the previous year (October 2010 to January 2011) when 228 gun incidents occurred, this represents a 6.14 percent decrease. While we cannot yet attribute the decrease solely to the treatment effects of Operation LASER , we believe that the trend will continue and that the effects of LASER will be positive and significant. Similarly, the interventions in the hotspot areas had an effect on homicides, as we found that from October 2011 to January 2012 eight homicides occurred compared to 12 in the same time period of one year ago (a drop of 33.3 percent). More importantly, we found that over an eight-week period from November 1 to December 24, 2011 no homicides occurred; a record for Newton that stretches back at least 25 years.

Data show indications of declines in gun-related crimes in the fourth quarter of 2011. While the decline does not match that which occurred in the first quarter of 2011, the downward trend is promising. We note that in the month of November 2011 (DP 12), gun-related crimes in the five corridors decreased significantly. We attribute these decreases, in part, to the dosage of extra minutes spent in the hotspots by patrol and other units. When more data become available, we will be able to determine whether the decrease is attributable to the interventions.

When we took a more careful look at the hotspot areas, we found that one of the major problems was that of gold chain snatches. Two CID officers found that young Hispanic women (18-25 years old) were being victimized by African-American men (25-35 years old) within three of the five hotspot corridors. From April to September 2011, 186 gold chain snatches occurred (average per month = 32). Police reports indicated that women were robbed, threatened, and/or assaulted for their gold chains that hung around their necks. These incidents took place in broad daylight while the women were walking with their children to the grocery store, to a bus stop, or to day care. An African-American male would grab the woman, threaten her with a gun, grab the gold chain from her neck, and run off with it. With the price of gold at nearly $1700 per ounce, thieves could obtain about $100-$125 for an 18-inch, 14-carat gold chain at a "Cash for Gold" location.

In October 2011, Newton officers began to focus on the problem. The Captain determined that patrol officers should spend their 'free time' in the corridors and that the Parole Compliance Unit should focus on the problem areas as well. While gold chain snatches slightly declined in October (n=25), the significant decrease took place in November. During the first week in November two gang members were arrested for robbing a Hispanic woman of her gold chain. These two gang members were also on the list of Chronic Violent Offenders. One of the gang members has been in jail awaiting disposition by the courts since November. His accomplice was freed on bail, but has not (so far) been engaged in subsequent criminal acts. With these arrests (and the arrest of four others in early December) and the increased attention to the corridors by patrol officers, the number of chain snatches has decreased from an average of 30 per month to 8 per month.

Question: What goals were accomplished, as they relate to your grant application?

Response:
We began implementing LASER in October 2011. Several objectives were fulfilled, including the following:

Location-based analysis. JSS, Newton Crime Analysts, and crime/intelligence analysts at the real-time crime center (RACR) collated and analyzed data to identify the top locations where gun violence was the highest in Newton Division. The analysis made use of crime incident and arrest data and calls for service covering a six-year period: 2006 to 2011. Specifically, any Part I or Part II crime and arrest that involved a firearm were included: drive-by shootings, shots fired, robberies, aggravated assaults, homicides, gang-related crime (with a firearm), drug offenses with a gun, vandalism with a gun, etc. For calls for service we flagged calls for crimes as well as 'incident code descriptions' that included 'shot' or 'gun' in the text fields. Using spatial analyst (in ESRI's ArcView) we created hotspot/density maps for each year that were then layered and 'animated.' This resulted in the identification of five large hotpots.

Offender-based analysis. A second strategy involved a major focus on chronic violent offenders. To analyze data and continually assist patrol officers and detectives during the intervention phase, the Newton Patrol Captain created the Crime Intelligence Detail (CID).

Two officers and one crime analyst were the original members of the CID. Their mission is to gather information from patrol, bike and gang officers, and detectives to produce proactive intelligence (Chronic Offender Bulletins). Once developed, the bulletins are distributed to all officers, detectives and supervisors with the notion that the information will assist in identifying crime trends and patterns, solving current investigations and to give the officers a tool for proactive policing.

CID began its data gathering and sharing process in July of 2011. Initially, CID focused its efforts on individuals who engage in robberies, weapons violations, burglaries, burglary from motor vehicles, and aggravated assaults related to gun and gang violence. As the Unit's work evolved over time, burglaries and burglaries from motor vehicles were dropped from the list of criteria.

The CID unit gathers data daily from Patrol [redacted], the Bicycle Unit and the Parole Compliance Unit (PCU) at Newton Division. Daily, the CID officers review all Field Identification Cards (FI), Citations, Release from Custody Forms (RFC), Crime Reports, and Arrest Reports from each of these entities and select the appropriate individuals based on the pre-determined criteria. Once CID officers have selected the individuals that meet the criteria, they then conduct more in-depth analyses of those individuals to further validate the pre-determined criteria. CID officers review criminal histories, gang affiliation, previous detentions, and other factors. CID officers utilize the Palantir platform to conduct their analyses to determine if the offenders will be selected to create a Chronic Offender Bulletin.

The Chronic Offender Bulletin contains pertinent information on each individual, such as description, physical idiosyncrasies (tattoos), gang affiliation, prior crimes committed, parole or probation status, and locations of where the individual was stopped in or near Newton Division. The Chronic Offender Bulletins are disseminated to the officers and detectives via an internal computer drive (M-Drive) that is utilized by sworn personnel only. The information is readily available to the officers in the field via their computer system (LAN). Each Chronic Offender Bulletin is then placed into an online folder based on the location of where the individual was stopped (Reporting District/ RD) in Newton. The folders are based off of Newton's 'A' and 'X' cars (Basic Patrol Car assigned to a certain area within Newton). The folders are further broken down into two crime categories: property and violent. The bulletins are updated every two months.

Results. Since July 1, 2011 CID has created 124 Chronic Offender Bulletins. Based on previous research (Bynum, and Decker, 2006; McGarrell, 2005; and McGarrell and Chermak, 2003) CID officers and Dr. Uchida established consistent and uniform criteria to rank-order these individuals. A top ten list of Chronic Offenders was developed, followed in order by the rest of the offenders.

Question: What problems/barriers did you encounter, if any, within the reporting period that prevented you from reaching your goals or milestones?

Response:
No problems were encountered

Question: Is there any assistance that BJA can provide to address any problems/barriers identified in question #3?

Response:
No

NR

Question: Are you on track to fiscally and programmatically complete your program as outlined in your grant application? (Please answer YES or NO and if no, please explain.)

Response:
Yes

NR

Question: What major activities are planned for the next 6 months?

Response:
We plan to continue to implement and measure Operation LASER in Newton Division. We want to determine the specific dosage of activities that are needed from patrol, bike and special units to continue the success of crime reduction in Newton. Second, we will install CCTV cameras in hotspot locations and measure the effects of that technology. Third, we will use license plate readers to assist in the investigation of gun-related crimes within the hotspot corridors. Fourth we will continue to measure these interventions using a pre-post design and quasi-experimental design using comparison areas.

For the evaluation we will determine the extent to which the interventions were implemented (process evaluation) and to the extent that they worked (impact evaluation).

A series of research questions regarding implementation and impact are asked:
Implementation or process evaluation questions:
1. Did interventions occur?
2. What was the dosage of those interventions?
3. Did patrol, bike, gang, and other officers follow their missions and work in designated areas?
4. Did they read and make use of the Chronic Offender Bulletins that were distributed via the intranet?

Impact or outcome evaluation questions:
1. What are the effects of the police intervention efforts on crime reduction?
2. Have shootings decreased? Are there fewer victims of shootings?
3. How do hotspots in Newton compare to other areas in the city before, during, and after the interventions?
4. What are the effects of using new technology to deal with gun-related crime? Do they improve efficiency? Do they improve investigations?

The process evaluation measures the dosage of the interventions. That is, we want to know whether and how the interventions took place. While we cannot directly observe all of the activities of patrol, bike officers, and the Parole Compliance Unit, we can examine and analyze their missions, the time spent in the corridors, and the outputs of those activities.

CID personnel are tasked with collecting the amount of time Newton officers spend patrolling in designated areas. CID captures this data by reviewing patrol officers' "Daily Field Activities Report", commonly known as the "DFAR." Patrol officers are required to document their activities on this report each shift. CID personnel review each report, collecting the amount of time spent in each corridor. This was reported by the patrol officers as "extra patrol/crime suppression" on their DFARs. CID calculates the minutes and time frames officers spend in the above corridors. CID. personnel then document and chart the collected data by Patrol Watch, Unit, and Deployment Period (DP). These data are collected and recorded on a monthly basis.

The impact evaluation measures the outcomes of the interventions. Three methods are used in the analysis:

1. Quasi-experimental design, pre-test/post-test. Gun-related crime before and after the interventions are measured to determine the effects of the interventions.
2. Quasi-experimental design, treatment and control areas. The hotspot corridors are treatment areas and comparable hotspots in Los Angeles are used as control areas. Comparisons will be drawn using data on gun-related crime over the intervention period. In addition, crime trends will be compared over a seven-year period (2006-2012).
3. Quasi-experimental design – pre-post, interrupted time series design. This method would track gun-related crime data in Newton by month, inject the timeframe for the intervention, and ultimately determine whether the interventions had any effects on gun-related crime before, during, and after they occurred.

To measure the impact of the treatments we will use data similar to those used during the Analysis phase of the problem-solving process. That is, we will use incidents, arrests, and calls for service of gun-related crimes.

Question: Based on your knowledge of the criminal justice field, are there any innovative programs/accomplishments that you would like to share with BJA?

Response:
We are testing offender-based and location-based strategies in Newton Division. The preliminary results described above show that gun-related crime is down as a result of the interventions. By June 2012 we will have better indicators to determine whether these strategies are working.

*NR = not reported

For more information contact bjapmt@usdoj.gov
Toll-free Technical Assistance Helpdesk Number: 1-888-252-6867

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B. Other (please explain)	NR
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B. Other (please explain)	NR
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A. 2-3 Times a Week	2-3 Times a Week
B. Other (please explain)	NR
8. Do you have a second issue (other than the issue selected in question 4) that you are focusing on with your SPI grant?	Yes
9. What is the second specific focus of your grant activities? If the grant is focusing on several issues, select your second issue below. You will be able to select a third issue (if applicable) in question 13.	
A. Gang activity	Gang activity
B. Other (please explain)	NR
10. How often during the reporting period did you conduct an impact analysis of the criminal activity selected in question 9? Checks of the impact analysis should be included.	
A. 2-3 Times a Week	2-3 Times a Week
B. Other (please explain)	NR

11. How often during the reporting period did you conduct a historical analysis of the targeted problem selected in question 9? A historical analysis may include how often the target problem happens, how long it has been a problem, and what precipitating conditions exist. A. 2-3 Times a Week B. Other (please explain)	 2-3 Times a Week NR
12. Do you have a third issue (other than the issues selected in questions 4 and 9) that you are focusing on with your SPI grant?	Yes
13. What is the third specific focus of your grant activities? This issue should be different from the issues selected in questions 4 and 9. A. Other violent crimes B. Other (please explain)	 Other violent crimes NR
14. How often during the reporting period did you conduct an impact analysis of the criminal activity selected in question 13? Checks of the impact analysis should be included. A. 2-3 Times a Week B. Other (please explain)	 2-3 Times a Week NR
15. How often during the reporting period did you conduct a historical analysis of the targeted problem selected in question 13? A historical analysis may include how often the target problem happens, how long it has been a problem, and what precipitating conditions exist. A. 2-3 Times a Week B. Other (please explain)	 2-3 Times a Week NR
*NR = not reported	

Performance Measurement	Goals and Objectives
16. Have you developed, revised, or reprioritized **objectives** for your SPI project during the reporting period? Objectives are the specific activities or tasks that you are implementing to reach the overall goals of your SPI project.	Yes
17. How many times during the reporting period did you develop, revise, or reprioritize **objectives** for the Smart Policing project?	1
18. To what extent was the revision or reprioritization of your SPI **objectives** based on research findings and/or data analysis?	Significantly
19. How often during this reporting period did you check to see if you were on track to meet your Smart Policing **objectives?** A. Monthly B. Other (please explain)	 Monthly NR
*NR = not reported	

Performance Measurement	Intervention
20. During the reporting period, did you revise a **strategic plan** to address the targeted problem(s)? A strategic plan is your global plan for the SPI grant project. The strategic plan may include your overall goals for the SPI grant.	Yes
21. Please explain how you **revised or made modifications** to your strategic plan.	
We further refined Operation LASER (Los Angeles' Strategic Extraction and Restoration prgram). Operation LASER uses computer mapping and spatial analytics, social network analysis, and definitions of hotspots, to select targets (gangs and gang members) and areas for extraction of suspects and offenders involved in gun and gang-related crimes. The extraction is "non-invasive" and as a result there will be a faster recuperation period where we can restore the neighborhood to a state of normalcy. In addition to police intervention, the police will work with specific members of the community, businesses, and schools. In Newton Division we are targeting the 'worst of the worst', chronic violent offenders, and specific corridors or hotspots of crime	
22. During the reporting period, did you implement a new **tactical plan(s)** or revise any to address the targeted problems? A tactical plan usually includes the day-to-day activities of your SPI project.	Yes
23. During the reporting period, how many new **tactical plan(s)** did you implement?	

A. During the reporting period, did you implement a new tactical plan(s) or revise any to address the targeted problems?	1
B. Number of new tactical plan(s) implemented	1
24. Please explain how you implemented your **tactical plan(s)**.	

We further developed the Crime Intelligence Detail (CID). Two officers and one crime analyst are developing "bulletins" that describe individuals who are the worst of the worst, chronic violent offenders in the area.

Patrol officers are provided the information via the internet and are actively tracking these offenders.

25. During the reporting period, how many **tactical plan(s)** did you revise?	0
26. Please explain how you **revised or made modifications** to your tactical plan(s).	N/A

Performance Measurement	Evaluation
27. Did you conduct any after-action meetings or reviews of your tactical plan activities? After-action reviews are debriefings after an activity to review that activity's results. This process is used to compare the intended results with the actual results. After-action meetings or reviews can take place immediately after an activity or periodically.	No
28. How often did you hold these meetings or reviews during this reporting period?	
A. Other (please explain)	NR
29. Did you conduct an effectiveness assessment after implementing the strategic plan? An effectiveness assessment is used to measure and evaluate the strategic plan that was implemented.	No
30. Did the research partner provide any interim results to police leadership?	No
31. Please explain any interim results provided by the research partner to police leadership.	NR

*NR = not reported

Performance Measurement	Organizational Change
32. Has your department or organization created or updated any **policies** that address evidence-based or data-driven practices? A policy provides an overarching philosophy and organizational position concerning a topic. It establishes a general goal to be achieved and principles underlying its achievement.	No
33. How many new **policies** has your department or organization created that address evidence-based or data-driven practices?	NR
34. How many existing **policies** have your department or organization updated that address evidence-based or data-driven practices?	NR
35. Has your department or organization created or updated any **standard operating procedures** based on evidence-based or data-driven practices? A standard operating procedure (SOP) provides the specific means or steps that a department wants or requires officers to take (or not take) in order to meet that goal/policy. Procedures are also the underpinning of departmental training necessary to achieve the goal as stated in the policy.	No
36. How many new **standard operating procedures** has your department or organization created based on evidence-based or data-driven practices?	NR
37. How many existing **standard operating procedures** has your department or organization updated based on evidence-based or data-driven practices?	NR
38. Has your department or organization attended **internal or external** trainings on evidence-based or data- driven topics or practices?	Yes
39. How many **internal or external** trainings on evidence-based or data-driven topics or practices has your department or organization attended? Count the number of trainings attended, regardless of how many individuals attended the training.	4
40. How many **internal** trainings on evidence-based or data-driven topics were made available to department personnel this reporting period?	
A. Training for field-trained officers	0
B. Training for patrol officers	0

C. Training for analysts or civilian personnel	10
D. Training for all Department personnel	0
E. Training for other types of personnel	10
F. Training for other types of personnel (please explain)	Crime Intelligence Detail Officers/Crime Analyst were given one-on-one training
41. Has your SPI team conducted any new activities to communicate the goals and results of your work within your organization?	No
42. How many new activities were conducted during the reporting period to communicate the goals and results of your work within your organization? During the first reporting period, report all of the activities you are conducting to communicate the goals and results of your work within your organization. From that point forward, report only new activities—those you previously did not report.	NR
43. Please explain what new activities were conducted during the reporting period to communicate the goals and results of your work within your organization.	N/A

*NR = not reported

Performance Measurement	Data Sources
44. Did you conduct any data analyses to inform your decision making during the reporting period?	Yes

Type	Analyzed
Jul - Sep 11	
45. Which of the following types of data did you analyze in this reporting period?	
Official police reports of incidents	Yes
Calls for service	Yes
Arrest reports	Yes
Criminal histories	Yes
Community data (includes foreclosures, health and human services data, school data, and other community data)	Yes
Evidentiary or adjudication data (includes any courts data)	No
Corrections data (includes probation and parole data)	Yes
Offender risk assessments	No
Juvenile data	No
Surveys from officers	No
Surveys from community members	No
Surveys from offenders	No
Surveys from victims	No
Other	No
Other (please explain)	n/a

Performance Measurement	Data Sources
46. Did you incorporate any new data sources during this reporting period?	Yes
47. Please explain what new data sources you incorporated or suggested could be incorporated during this reporting period.	
We obtained data from the City of LA on all businesses within the Newton Division. We also received data on parolees from the County.	
48. Did you use active links to external automatic/electronic data systems during this reporting period? Include links used throughout your organization, if they are used specifically for the Smart Policing Initiative. An active link is a connection to an external data system. It is said to be automated because information is always available, without requiring manual downloads. An active link can be established with any agency, organization, or group that allows your organization to receive outside data. An example of this would be a system linked with an outside data system to allow real-time access to local arrest data.	No

49. Please explain what types of active links to external automatic/electronic data systems were used during this reporting period.	NR

*NR = not reported

Grantee Comments

Grantee comments were added as follows:

July to September 2011
[No Comments Entered]

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