



# **BJA** BUREAU OF JUSTICE ASSISTANCE

**GMS Report  
Smart Policing Initiative (SPI)  
2009-DG-BX-0118  
Reporting Period: January 1 - June 30, 2012**

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 January 1 - June 30, 2012. 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	
	Jan - Mar 12	Apr - Jun 12
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)		
<b>Jan - Mar 12</b>	NR	
<b>Apr - Jun 12</b>	NR	

\*NR = not reported

Performance Measurement	Crime Analyses	
	Jan - Mar 12	Apr - Jun 12
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)		
<b>Jan - Mar 12</b>	NR	
<b>Apr - Jun 12</b>	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. Weekly	Weekly	2-3 Times a Week
B. Other (please explain)		
<b>Jan - Mar 12</b>	NR	
<b>Apr - Jun 12</b>	NR	

<p>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.</p> <p>A. Weekly B. Other (please explain)</p>		
<p><b>Jan - Mar 12</b> NR <b>Apr - Jun 12</b> NR</p>		
<p>8. Do you have a second issue (other than the issue selected in question 4) that you are focusing on with your SPI grant?</p>	Yes	Yes
<p>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.</p> <p>A. Gang activity B. Other (please explain)</p>	Gang activity	Gang activity
<p><b>Jan - Mar 12</b> NR <b>Apr - Jun 12</b> NR</p>		
<p>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.</p> <p>A. Weekly B. Other (please explain)</p>	Weekly	Weekly
<p><b>Jan - Mar 12</b> NR <b>Apr - Jun 12</b> NR</p>		
<p>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.</p> <p>A. Monthly B. Other (please explain)</p>	Monthly	Weekly
<p><b>Jan - Mar 12</b> NR <b>Apr - Jun 12</b> NR</p>		
<p>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?</p>	No	Yes
<p>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.</p> <p>A. Other violent crimes B. Other (please explain)</p>	NR	Other violent crimes

<b>Jan - Mar 12</b>	NR
<b>Apr - Jun 12</b>	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	NR 2-3 Times a Week
B. Other (please explain)	
<b>Jan - Mar 12</b>	NR
<b>Apr - Jun 12</b>	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	NR 2-3 Times a Week
B. Other (please explain)	
<b>Jan - Mar 12</b>	NR
<b>Apr - Jun 12</b>	NR

\*NR = not reported

Performance Measurement	Goals and Objectives	
	Jan - Mar 12	Apr - Jun 12
16. Have you developed, revised, or reprioritized <b>objectives</b> 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.	No	No
17. How many times during the reporting period did you develop, revise, or reprioritize <b>objectives</b> for the Smart Policing project?	NR	NR
19. How often during this reporting period did you check to see if you were on track to meet your Smart Policing <b>objectives?</b>		
A. Monthly	Monthly	Monthly
B. Other (please explain)		
<b>Jan - Mar 12</b>	NR	
<b>Apr - Jun 12</b>	NR	

\*NR = not reported

Performance Measurement	Intervention	
	Jan - Mar 12	Apr - Jun 12
20. During the reporting period, did you revise a <b>strategic plan</b> 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.	No	Yes
21. Please explain how you <b>revised or made modifications</b> to your strategic plan.		

<b>Jan - Mar 12</b>	NR
<b>Apr - Jun 12</b>	We expanded Operation LASER to include two new Divisions.
22. During the reporting period, did you implement a new <b>tactical plan(s)</b> or revise any to address the targeted problems? A tactical plan usually includes the day-to-day activities of your SPI project.	No Yes
23. During the reporting period, how many new <b>tactical plan(s)</b> did you implement?	
A. During the reporting period, did you implement a new tactical plan(s) or revise any to address the targeted problems?	0 1
B. Number of new tactical plan(s) implemented	NR 1
24. Please explain how you implemented your <b>tactical plan(s)</b> .	
<b>Jan - Mar 12</b>	NR
<b>Apr - Jun 12</b>	By expanding Operation LASER to two new Divisions we analyzed data, created new plans, met with the Captains in charge of the Divisions, and asked them to assist in creating new tactical plans. In May and June these activities occurred.
25. During the reporting period, how many <b>tactical plan(s)</b> did you revise?	NR 2
26. Please explain how you <b>revised or made modifications</b> to your tactical plan(s).	
<b>Jan - Mar 12</b>	NR
<b>Apr - Jun 12</b>	In June we began implementation of the tactical plans that were developed in May. When interventions began in June we made adjustments to them at the end of the month. We changed two tactical plans (one in each Division) to make things easier to understand and to insure that implementation was occurring.

\*NR = not reported

Performance Measurement	Evaluation	
	Jan - Mar 12	Apr - Jun 12
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.	Yes	Yes
28. How often did you hold these meetings or reviews during this reporting period?		
A. Weekly	Weekly	Weekly
B. Other (please explain)		
<b>Jan - Mar 12</b>	NR	
<b>Apr - Jun 12</b>	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.	Yes	Yes
30. Did the research partner provide any interim results to police leadership?	Yes	Yes
31. Please explain any interim results provided by the research partner to police leadership.		

<b>Jan - Mar 12</b>	During this reporting period Dr. Craig Uchida (Research Partner) presented preliminary results of Operation LASER to Deputy Chief Rick Jacobs (in February) and to Assistant Chief Paysinger (in March). The results included a preliminary report and a powerpoint slide show of activities in Newton Division regarding gun and gang violence. 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.
<b>Apr - Jun 12</b>	Dr. Uchida of JSS provided a briefing to two deputy chiefs and an assistant chief regarding the success of activities in Newton Division. As a result of the results, the chiefs decided to expand Operation LASER to two new Divisions. The results showed that gun-related crime declined during the intervention period, that homicides decreased by 67 percent, that gold chain thefts and assaults were reduced by 50 percent.

\*NR = not reported

Performance Measurement	Organizational Change	
	Jan - Mar 12	Apr - Jun 12
32. Has your department or organization created or updated any <b>policies</b> 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 <b>policies</b> has your department or organization created that address evidence-based or data-driven practices?	NR	NR
34. How many existing <b>policies</b> 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 <b>standard operating procedures</b> 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 <b>standard operating procedures</b> has your department or organization created based on evidence-based or data-driven practices?	NR	NR
37. How many existing <b>standard operating procedures</b> has your department or organization updated based on evidence-based or data-driven practices?	NR	NR
38. Has your department or organization attended <b>internal or external</b> trainings on evidence-based or data-driven topics or practices?	No	No
39. How many <b>internal or external</b> 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.	NR	NR
40. How many <b>internal</b> trainings on evidence-based or data-driven topics were made available to department personnel this reporting period?		
A. Training for field-trained officers	NR	NR
B. Training for patrol officers	NR	NR

C. Training for analysts or civilian personnel		NR	NR
D. Training for all Department personnel		NR	NR
E. Training for other types of personnel		NR	NR
F. Training for other types of personnel (please explain)			

**Jan - Mar 12** NR

**Apr - Jun 12** NR

41. Has your SPI team conducted any new activities to communicate the goals and results of your work within your organization?	No	Yes
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	2
43. Please explain what new activities were conducted during the reporting period to communicate the goals and results of your work within your organization.		

**Jan - Mar 12** NR

**Apr - Jun 12** Dr. Uchida conducted a briefing of Captains about the success of Operation LASER on two occasions. Slide show presentations that covered the details of LASER were presented in April and May. The goals, objectives, measures, and evaluation methods were described.

\*NR = not reported

Performance Measurement	Data Sources	
	Jan - Mar 12	Apr - Jun 12
44. Did you conduct any data analyses to inform your decision making during the reporting period?	Yes	Yes

Type	Analyzed
Jan - Mar 12	

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)		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

Type	Analyzed	
<b>Apr - Jun 12</b>		
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	
	Jan - Mar 12	Apr - Jun 12
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.		
<b>Jan - Mar 12</b>	The Crime Intelligence Detail (CID) at Newton Division began using data from License Plate Readers. These were added to the data sources in the platform called Palantir.	
<b>Apr - Jun 12</b>	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.	Yes	No
49. Please explain what types of active links to external automatic/electronic data systems were used during this reporting period.		
<b>Jan - Mar 12</b>	During this quarter, electronic data were used through the new platform at LAPD known as Palantir. This system allows the Crime Intelligence Detail to access multiple data sources (calls for service, crime reports, arrest reports, criminal histories, license plate readers, etc.) in one place.	
<b>Apr - Jun 12</b>	NR	
*NR = not reported		



## Grantee Comments

Grantee comments were added as follows:

**January to March 2012**

[No Comments Entered]

**April to June 2012**

[No Comments Entered]

## Narrative

Grantee-level narrative for the period January 1, 2012 - June 30, 2012 were reported as follows:

### BJA 7 Questions

**Question:** What were your accomplishments during reporting period?

**Response:**

We have conducted preliminary analyses using gun-related crime data for the period of January 1, 2006 to June 30, 2012

- Preliminary results indicate that LASER is resulting in tangible reductions in gun-related crime.
- Interrupted Time Series Analysis:
  - Examine changes in monthly gun-related crime for all of Newton
  - From January 1, 2006 to June 30 2012 –78 month period
  - Results suggest gun-related crime is falling nearly 4X faster in Newton after LASER was implemented in Sept 2011
  - Differences are not statistically significant due to the small number of post-intervention observations, but the project will continue through the summer and we should have more observations by then.
- Panel Data Analysis Results:
  - Compares monthly gun-related crime for the Reporting Districts involved in hot-spot corridor patrols to other RDs in the city
  - Results show that gun-related crime decreases an additional 5.3% per month in LASER RDs
  - These results may change when additional covariates are included.

Operation LASER also has a positive effect on homicides. From January 1, 2012 to July 20, 2012 there have been 6 homicides in Newton. From Jan. 1, 2011 to July 20, 2011 there were 25 homicides. This is a reduction of 76%.

Lastly, Newton has moved up in the rankings of overall crime decreases for the City. That is, when Operation LASER began in September 2011 Newton was ranked 13th out of 21 Divisions in decreases in Part 1 crimes. In July 2012 Newton had moved up to third; this is the highest ranking that Newton has achieved in the five years that LAPD has kept track of this particular statistic.

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

**Response:**

As discussed in a previous report, we have conducted location-based and offender-based analyses. Using the findings from those analyses, Newton Division has conducted interventions within specific hot-spot corridors and has apprehended chronic offenders. Patrol officers, bike units, foot patrol, and a Parole Compliance Unit are involved in the interventions.

The results of the interventions are described in Question 1.

As a result of the success of the work in Newton Division, the department has decided to expand Operation LASER to 77th and Southeast Divisions, where gun-related crime is the highest in the city. The expansion also means that the Smart Policing Initiative will be sustained within the LAPD.

**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 will continue to implement and measure Operation LASER in Newton Division. We will also expand Operation LASER to two other divisions – 77th and Southeast. We will conduct analyses of gun-related crimes in the two divisions, deploy officers appropriately, and determine the specific dosage of activities that are needed from patrol and Metro Division.

In all three divisions we will continue to measure the interventions using a pre-post design and quasi-experimental design using comparison areas

**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:**

Operation LASER Is an innovative program that will be beneficial to other police agencies. A draft report on the implementation and impact of Operation LASER is forthcoming and will be provided to BJA and the other SPI sites in the fall.

\*NR = not reported

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



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Smart Policing Initiative (SPI)  
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## Performance Measurement Data

Performance Measurement	Program Characteristics
2. Does your SPI program follow a specific policing philosophy, methodology, or practice?	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
B. Intelligence-led policing	Yes
C. Predictive policing	Yes
D. Community-oriented policing	Yes
E. Other	No
F. Other (please explain)	NR
*NR = not reported	
Performance Measurement	Crime Analyses
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
B. Other (please explain)	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
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. Weekly	Weekly
B. Other (please explain)	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. Weekly	Weekly
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. Weekly	Weekly
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. Monthly B. Other (please explain)	NR	Monthly
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?		No
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 (please explain)	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. Other (please explain)	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. Other (please explain)	NR	

\*NR = not reported

Performance Measurement	Goals and Objectives
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16. Have you developed, revised, or reprioritized <b>objectives</b> 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.		No
17. How many times during the reporting period did you develop, revise, or reprioritize <b>objectives</b> for the Smart Policing project?		NR
19. How often during this reporting period did you check to see if you were on track to meet your Smart Policing <b>objectives</b> ? A. Monthly B. Other (please explain)	NR	Monthly

\*NR = not reported

Performance Measurement	Intervention
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20. During the reporting period, did you revise a <b>strategic plan</b> 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.		No
21. Please explain how you <b>revised or made modifications</b> to your strategic plan.	NR	
22. During the reporting period, did you implement a new <b>tactical plan(s)</b> or revise any to address the targeted problems? A tactical plan usually includes the day-to-day activities of your SPI project.		No
23. During the reporting period, how many new <b>tactical plan(s)</b> did you implement? A. During the reporting period, did you implement a new tactical plan(s) or revise any to address the targeted problems? B. Number of new tactical plan(s) implemented		0 NR
24. Please explain how you implemented your <b>tactical plan(s)</b> .	NR	
25. During the reporting period, how many <b>tactical plan(s)</b> did you revise?		NR
26. Please explain how you <b>revised or made modifications</b> to your tactical plan(s).	NR	

\*NR = not reported

Performance Measurement	Evaluation
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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.	Yes
28. How often did you hold these meetings or reviews during this reporting period? A. Weekly B. Other (please explain)	Weekly 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.	Yes
30. Did the research partner provide any interim results to police leadership?	Yes
31. Please explain any interim results provided by the research partner to police leadership.	

During this reporting period Dr. Craig Uchida (Research Partner) presented preliminary results of Operation LASER to Deputy Chief Rick Jacobs (in February) and to Assistant Chief Paysinger (in March). The results included a preliminary report and a powerpoint slide show of activities in Newton Division regarding gun and gang violence.

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.

\*NR = not reported

Performance Measurement	Organizational Change
32. Has your department or organization created or updated any <b>policies</b> 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 <b>policies</b> has your department or organization created that address evidence-based or data-driven practices?	NR
34. How many existing <b>policies</b> 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 <b>standard operating procedures</b> 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 <b>standard operating procedures</b> has your department or organization created based on evidence-based or data-driven practices?	NR
37. How many existing <b>standard operating procedures</b> has your department or organization updated based on evidence-based or data-driven practices?	NR
38. Has your department or organization attended <b>internal or external</b> trainings on evidence-based or data-driven topics or practices?	No
39. How many <b>internal or external</b> 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.	NR
40. How many <b>internal</b> trainings on evidence-based or data-driven topics were made available to department personnel this reporting period? A. Training for field-trained officers B. Training for patrol officers C. Training for analysts or civilian personnel D. Training for all Department personnel E. Training for other types of personnel	NR NR NR NR NR

F. Training for other types of personnel (please explain)	NR
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.	NR
*NR = not reported	

Performance Measurement	Data Sources
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44. Did you conduct any data analyses to inform your decision making during the reporting period?	Yes
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Type	Analyzed
<b>Jan - Mar 12</b>	

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)	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
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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.	

The Crime Intelligence Detail (CID) at Newton Division began using data from License Plate Readers. These were added to the data sources in the platform called Palantir.

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

During this quarter, electronic data were used through the new platform at LAPD known as Palantir. This system allows the Crime Intelligence Detail to access multiple data sources (calls for service, crime reports, arrest reports, criminal histories, license plate readers, etc.) in one place.



## Grantee Comments

Grantee comments were added as follows:

**January to March 2012**

[No Comments Entered]

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



# **BJA** BUREAU OF JUSTICE ASSISTANCE

**GMS Report  
Smart Policing Initiative (SPI)  
2009-DG-BX-0118  
Reporting Period: July 1 - December 31, 2012**

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, 2012. 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 12	Oct - Dec 12
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 12** NR

**Oct - Dec 12** NR

\*NR = not reported

Performance Measurement	Crime Analyses	
	Jul - Sep 12	Oct - Dec 12
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 12** NR

**Oct - Dec 12** 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. Weekly	Weekly	Weekly
B. Other (please explain)		

**Jul - Sep 12** NR

**Oct - Dec 12** 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. Daily B. Other (please explain)	Daily	Weekly
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**Jul - Sep 12** | NR

**Oct - Dec 12** | 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
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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. Other violent crimes B. Other (please explain)	Other violent crimes	NR
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**Jul - Sep 12** | NR

**Oct - Dec 12** | 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. Weekly B. Other (please explain)	Weekly	NR
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**Jul - Sep 12** | NR

**Oct - Dec 12** | 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. Daily B. Other (please explain)	Daily	NR
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**Jul - Sep 12** | NR

**Oct - Dec 12** | 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?	No	NR
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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 (please explain)		
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**Jul - Sep 12** | NR

Oct - Dec 12 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. Other (please explain)

Jul - Sep 12 NR

Oct - Dec 12 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. Other (please explain)

Jul - Sep 12 NR

Oct - Dec 12 NR

\*NR = not reported

Performance Measurement	Goals and Objectives	
	Jul - Sep 12	Oct - Dec 12
16. Have you developed, revised, or reprioritized <b>objectives</b> 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.	No	No
17. How many times during the reporting period did you develop, revise, or reprioritize <b>objectives</b> for the Smart Policing project?	NR	NR
19. How often during this reporting period did you check to see if you were on track to meet your Smart Policing <b>objectives</b> ? A. Monthly B. Other (please explain)	Monthly	Weekly

Jul - Sep 12 NR

Oct - Dec 12 NR

\*NR = not reported

Performance Measurement	Intervention	
	Jul - Sep 12	Oct - Dec 12
20. During the reporting period, did you revise a <b>strategic plan</b> 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.	No	No
21. Please explain how you <b>revised or made modifications</b> to your strategic plan.		
22. During the reporting period, did you implement a new <b>tactical plan(s)</b> or revise any to address the targeted problems? A tactical plan usually includes the day-to-day activities of your SPI project.	Yes	No

Jul - Sep 12 NR

Oct - Dec 12 NR

23. During the reporting period, how many new <b>tactical plan(s)</b> 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 <b>tactical plan(s)</b> .	
<b>Jul - Sep 12</b>	During the months of June through September, the LAPD pilot tested Operation LASER using a special unit in two Divisions. Operation LASER was successfully used in Newton Division, so executives wanted to test the strategy in other areas. While the strategies stayed the same (focusing on locations and chronic offenders), the tactics changed. [REDACTED]
<b>Oct - Dec 12</b>	NR

25. During the reporting period, how many <b>tactical plan(s)</b> did you revise?	5	NR
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26. Please explain how you <b>revised or made modifications</b> to your tactical plan(s).	
<b>Jul - Sep 12</b>	[REDACTED] We also tested new technology in the field -- hand-held devices that assisted in identifying chronic offender residences and that made use of data from the Palantir platform.
<b>Oct - Dec 12</b>	NR

\*NR = not reported

Performance Measurement	Evaluation	
	Jul - Sep 12	Oct - Dec 12
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.	Yes	Yes
28. How often did you hold these meetings or reviews during this reporting period? A. Biweekly B. Other (please explain)	Biweekly	Monthly
<b>Jul - Sep 12</b>	NR	
<b>Oct - Dec 12</b>	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.	Yes	Yes
30. Did the research partner provide any interim results to police leadership?	Yes	Yes
31. Please explain any interim results provided by the research partner to police leadership.		
<b>Jul - Sep 12</b>	The primary outcome for this project was the reduction of crime in 77th and Southeast Divisions using officers from Metro Division. [In the narrative below, we anonymized the reporting districts (RDs).]  We found that gun-related crime in 77th decreased by almost 12% compared to the same period of 2011 (June 1 to August 31). In our original analysis we found that 25 of 39 Reporting Districts (RDs) included the hottest areas for gun crimes. In revisiting those data we found that 12 of those same RDs showed reductions in gun-related crime, four stayed the same, and nine showed increases. The most dramatic changes occurred in RD X where the number of gun-related crimes increased from three in 2011 to 15 in 2012. RD A showed an increase from seven incidents to 24; and RD showed an increase from nine to 15. In contrast, RD C showed a decrease from 23 to 10 incidents in 2012 and RD D decreased from 13 to 4. Among those RDs that were not hotspots, we found that RD D increased from	

five to 12 gun-related crimes.

In Southeast Division gun-related crime increased by about 9.5% from 211 in 2011 to 232 in 2012. Decreases in gun crime occurred in five of 11 RDs that included hot spot corridors, one RD stayed the same and five showed increases in gun crime.

It appears that 'displacement' may have occurred in Southeast as non-hot spot RDs showed increases in gun-related crimes, notably RDs 1, 2, 3, and 4. In looking at the density map for 2012, it appears that gun crimes were more dispersed than in 2011.

Overall, we could not attribute the changes in gun-related crimes to activities of Metro officers.

**Oct - Dec 12** During this time period, Dr Uchida provided briefings to police Captains within the department. He explained the results of the evaluation that assessed the impact of LASER using interrupted time series analysis. The SPI team analyzed monthly crime data for Newton and 18 other divisions from January 2006 – June 2012. Results show that Part I violent crimes, homicide and robbery all decreased significantly in Newton after Operation LASER began. Part I violent crimes in Newton dropped by an average of 5.4 crimes per month and homicides dropped by 22.6 percent per month, after LASER was implemented. Importantly, the crime declines did not occur in the other LAPD divisions, which provide strong evidence that Operation LASER caused the Newton declines.

\*NR = not reported

Performance Measurement	Organizational Change	
	Jul - Sep 12	Oct - Dec 12
32. Has your department or organization created or updated any <b>policies</b> 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 <b>policies</b> has your department or organization created that address evidence-based or data-driven practices?	NR	NR
34. How many existing <b>policies</b> 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 <b>standard operating procedures</b> 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 <b>standard operating procedures</b> has your department or organization created based on evidence-based or data-driven practices?	NR	NR
37. How many existing <b>standard operating procedures</b> has your department or organization updated based on evidence-based or data-driven practices?	NR	NR
38. Has your department or organization attended <b>internal or external</b> trainings on evidence-based or data-driven topics or practices?	No	No
39. How many <b>internal or external</b> 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.	NR	NR
40. How many <b>internal</b> trainings on evidence-based or data-driven topics were made available to department personnel this reporting period?		
A. Training for field-trained officers	NR	NR
B. Training for patrol officers	NR	NR

C. Training for analysts or civilian personnel	NR	NR
D. Training for all Department personnel	NR	NR
E. Training for other types of personnel	NR	NR
F. Training for other types of personnel (please explain)		

**Jul - Sep 12** NR

**Oct - Dec 12** NR

41. Has your SPI team conducted any new activities to communicate the goals and results of your work within your organization?	No	No
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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
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43. Please explain what new activities were conducted during the reporting period to communicate the goals and results of your work within your organization.		
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**Jul - Sep 12** NR

**Oct - Dec 12** NR

\*NR = not reported

Performance Measurement	Data Sources	
	Jul - Sep 12	Oct - Dec 12
44. Did you conduct any data analyses to inform your decision making during the reporting period?	Yes	Yes

Type	Analyzed
Jul - Sep 12	

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)		No
Evidentiary or adjudication data (includes any courts data)		No
Corrections data (includes probation and parole data)		Yes
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

Type	Analyzed
------	----------



Oct - Dec 12

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)	Yes
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 12	Oct - Dec 12
46. Did you incorporate any new data sources during this reporting period?	No	No
47. Please explain what new data sources you incorporated or suggested could be incorporated during this reporting period.		
<b>Jul - Sep 12</b>	N/A	
<b>Oct - Dec 12</b>	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.		
<b>Jul - Sep 12</b>	NR	
<b>Oct - Dec 12</b>	NR	

\*NR = not reported

## Grantee Comments

Grantee comments were added as follows:

July to September 2012
[No Comments Entered]
October to December 2012
[No Comments Entered]

## Narrative

Grantee-level narrative for the period July 1, 2012 - December 31, 2012 were reported as follows:

### BJA 7 Questions

**Question:** What were your accomplishments during reporting period?

**Response:**

Operation LASER continued in Newton Division during this time period. Homicides, robberies, and gun-related crimes continued to decline as a result of the interventions in chronic locations and chronic offenders. Newton Division ended 2012 with an all-time low of 16 homicides. This was a 56% decrease compared to 2011 and 59% decrease compared to 2010. Overall, violent crime dropped 19% in Newton (from 2011 to 2012). Newton ranked number 1 in violent crime reduction in the entire LAPD for 2012 (out of 21 Divisions).

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

**Response:**

Newton Division's Crime Intelligence Detail (CID) was formed during the grant period to assist with data collection, data analysis, targeting hotspots, and identifying chronic offenders. During this period, CID continues to track and monitor areas where gun-violence may re-emerge. The unit also continues to create Chronic Offender Bulletins which are used by patrol officers and detectives in the Division. Lastly, the unit makes use of Palantir, the software platform that allows them to search multiple databases in one location.

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

**Response:**

There were no problems or barriers that were encountered during this time period.

**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:**

Newton Division continues to implement LASER and Dr. Uchida continues to evaluate its effects. Dr. Uchida will analyze data through the first quarter of 2013. This would mean a 20-month period to measure the intervention and perhaps show the sustainability of LASER in one division.

Crime analysts, officers, and detectives will be trained on Palantir, a platform that allows for the use of multiple databases in one place. Recently, BJA approved the expansion of a training room at RACR Division for the purpose of increasing the number of students who could be trained on the technology. Palantir has been used by Newton Division's Crime Intelligence Detail (CID) to create Chronic Offender Bulletins, to track vehicles using data from the Automated License Plate Reader, to examine social networks, and for other investigative purposes. The expansion of the training room is not yet completed, but once it is, more people will be trained. This should occur in the next six months.

**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 have shared the findings of Operation LASER with BJA through the "Spotlight" publication that now appears on the Smart Policing Initiative website.

\*NR = not reported

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Toll-free Technical Assistance Helpdesk Number: 1-888-252-6867



# **BJA** BUREAU OF JUSTICE ASSISTANCE

**GMS Report  
Smart Policing Initiative (SPI)  
2009-DG-BX-0118  
Reporting Period: July 1 - September 30, 2012**

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 - September 30, 2012. 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
2. Does your SPI program follow a specific policing philosophy, methodology, or practice?	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
B. Intelligence-led policing	Yes
C. Predictive policing	Yes
D. Community-oriented policing	Yes
E. Other	No
F. Other (please explain)	NR
*NR = not reported	
Performance Measurement	Crime Analyses
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
B. Other (please explain)	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
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. Weekly	Weekly
B. Other (please explain)	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. Daily	Daily
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. Other violent crimes	Other violent crimes
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. Weekly	Weekly
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. Daily B. Other (please explain)	NR	Daily
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?		No
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 (please explain)	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. Other (please explain)	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. Other (please explain)	NR	

\*NR = not reported

Performance Measurement		Goals and Objectives
16. Have you developed, revised, or reprioritized <b>objectives</b> 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.		No
17. How many times during the reporting period did you develop, revise, or reprioritize <b>objectives</b> for the Smart Policing project?		NR
19. How often during this reporting period did you check to see if you were on track to meet your Smart Policing <b>objectives</b> ? A. Monthly B. Other (please explain)	NR	Monthly

\*NR = not reported

Performance Measurement		Intervention
20. During the reporting period, did you revise a <b>strategic plan</b> 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.		No
21. Please explain how you <b>revised or made modifications</b> to your strategic plan.	NR	
22. During the reporting period, did you implement a new <b>tactical plan(s)</b> 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 <b>tactical plan(s)</b> did you implement? A. During the reporting period, did you implement a new tactical plan(s) or revise any to address the targeted problems? B. Number of new tactical plan(s) implemented		1 1
24. Please explain how you implemented your <b>tactical plan(s)</b> .		

During the months of June through September, the LAPD pilot tested Operation LASER using a special unit in two Divisions. Operation LASER was successfully used in Newton Division, so executives wanted to test the strategy in other areas. While the strategies stayed the same (focusing on locations and chronic offenders), the tactics changed. The Metro Unit is a special group of uniformed officers who are trained in crime suppression techniques. They were deployed to 77th Street and Southeast Divisions to reduce violent crime during the summer months.

25. During the reporting period, how many <b>tactical plan(s)</b> did you revise?		5
26. Please explain how you <b>revised or made modifications</b> to your tactical plan(s).		

We also tested new technology in the field -- hand-held devices that assisted in identifying chronic offender residences and that made use of data from the Palantir platform.

\*NR = not reported

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.	Yes
28. How often did you hold these meetings or reviews during this reporting period? A. Biweekly B. Other (please explain)	Biweekly 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.	Yes
30. Did the research partner provide any interim results to police leadership?	Yes
31. Please explain any interim results provided by the research partner to police leadership.	

The primary outcome for this project was the reduction of crime in 77th and Southeast Divisions using officers from Metro Division. [In the narrative below, we anonymized the reporting districts (RDs).]

We found that gun-related crime in 77th decreased by almost 12% compared to the same period of 2011 (June 1 to August 31). In our original analysis we found that 25 of 39 Reporting Districts (RDs) included the hottest areas for gun crimes. In revisiting those data we found that 12 of those same RDs showed reductions in gun-related crime, four stayed the same, and nine showed increases. The most dramatic changes occurred in RD X where the number of gun-related crimes increased from three in 2011 to 15 in 2012. RD A showed an increase from seven incidents to 24; and RD showed an increase from nine to 15. In contrast, RD C showed a decrease from 23 to 10 incidents in 2012 and RD D decreased from 13 to 4. Among those RDs that were not hotspots, we found that RD D increased from five to 12 gun-related crimes.

In Southeast Division gun-related crime increased by about 9.5% from 211 in 2011 to 232 in 2012. Decreases in gun crime occurred in five of 11 RDs that included hot spot corridors, one RD stayed the same and five showed increases in gun crime.

It appears that 'displacement' may have occurred in Southeast as non-hot spot RDs showed increases in gun-related crimes, notably RDs 1, 2, 3, and 4. In looking at the density map for 2012, it appears that gun crimes were more dispersed than in 2011.

Overall, we could not attribute the changes in gun-related crimes to activities of Metro officers.

\*NR = not reported

Performance Measurement	Organizational Change
32. Has your department or organization created or updated any <b>policies</b> 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 <b>policies</b> has your department or organization created that address evidence-based or data-driven practices?	NR
34. How many existing <b>policies</b> 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 <b>standard operating procedures</b> 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 <b>standard operating procedures</b> has your department or organization created based on evidence-based or data-driven practices?	NR
37. How many existing <b>standard operating procedures</b> has your department or organization updated based on evidence-based or data-driven practices?	NR
38. Has your department or organization attended <b>internal or external</b> trainings on evidence-based or data-driven topics or practices?	No

39. How many <b>internal or external</b> 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.	NR
40. How many <b>internal</b> trainings on evidence-based or data-driven topics were made available to department personnel this reporting period?	
A. Training for field-trained officers	NR
B. Training for patrol officers	NR
C. Training for analysts or civilian personnel	NR
D. Training for all Department personnel	NR
E. Training for other types of personnel	NR
F. Training for other types of personnel (please explain)	NR
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.	NR

\*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 12	
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)	No
Evidentiary or adjudication data (includes any courts data)	No
Corrections data (includes probation and parole data)	Yes
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
46. Did you incorporate any new data sources during this reporting period?	No
47. Please explain what new data sources you incorporated or suggested could be incorporated during this reporting period.	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

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 2012**

[No Comments Entered]

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