



# **BJA** BUREAU OF JUSTICE ASSISTANCE

**GMS Report  
Smart Policing Initiative (SPI)  
2009-DG-BX-0118  
Reporting Period: January 1 - June 30, 2013**

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, 2013. 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 13	Apr - Jun 13
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	No
E. Other	No	No
F. Other (please explain)		

**Jan - Mar 13** NR

**Apr - Jun 13** NR

\*NR = not reported

Performance Measurement	Crime Analyses	
	Jan - Mar 13	Apr - Jun 13
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)		

**Jan - Mar 13** NR

**Apr - Jun 13** 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)		

**Jan - Mar 13** NR

**Apr - Jun 13** 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. Monthly B. Other (please explain)	Monthly	Weekly
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**Jan - Mar 13** NR

**Apr - Jun 13** 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?	No	Yes
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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. Burglary B. Other (please explain)	NR	Burglary
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**Jan - Mar 13** NR

**Apr - Jun 13** 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)	NR	Weekly
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**Jan - Mar 13** NR

**Apr - Jun 13** 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. Weekly B. Other (please explain)	NR	Weekly
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**Jan - Mar 13** NR

**Apr - Jun 13** 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?	NR	No
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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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**Jan - Mar 13** NR

Apr - Jun 13 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)

Jan - Mar 13 NR

Apr - Jun 13 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)

Jan - Mar 13 NR

Apr - Jun 13 NR

\*NR = not reported

Performance Measurement	Goals and Objectives	
	Jan - Mar 13	Apr - Jun 13
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

Jan - Mar 13 NR

Apr - Jun 13 NR

\*NR = not reported

Performance Measurement	Intervention	
	Jan - Mar 13	Apr - Jun 13
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.		

Jan - Mar 13 NR

Apr - Jun 13 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	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?	0	0
B. Number of new tactical plan(s) implemented	NR	NR
24. Please explain how you implemented your <b>tactical plan(s)</b> .		
<b>Jan - Mar 13</b>	NR	
<b>Apr - Jun 13</b>	NR	
25. During the reporting period, how many <b>tactical plan(s)</b> did you revise?	NR	NR
26. Please explain how you <b>revised or made modifications</b> to your tactical plan(s).		
<b>Jan - Mar 13</b>	NR	
<b>Apr - Jun 13</b>	NR	

\*NR = not reported

Performance Measurement	Evaluation	
	Jan - Mar 13	Apr - Jun 13
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. Monthly	NR	Monthly
B. Other (please explain)		
<b>Jan - Mar 13</b>	NR	
<b>Apr - Jun 13</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	No
30. Did the research partner provide any interim results to police leadership?	Yes	No
31. Please explain any interim results provided by the research partner to police leadership.		
<b>Jan - Mar 13</b>	The research partner provided a briefing to Chief Charlie Beck and Assistant Chief of Operations about expanding Operation LASER to other Divisions in the LAPD. As a result, Captains from four additional divisions have agreed to use the tenets of Smart Policing within their commands.	
<b>Apr - Jun 13</b>	NR	

\*NR = not reported

Performance Measurement	Organizational Change	
	Jan - Mar 13	Apr - Jun 13
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	Yes
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	2
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	0
B. Training for patrol officers	NR	0
C. Training for analysts or civilian personnel	NR	2
D. Training for all Department personnel	NR	0
E. Training for other types of personnel	NR	0
F. Training for other types of personnel (please explain)		
<b>Jan - Mar 13</b>	NR	
<b>Apr - Jun 13</b>	NR	
41. Has your SPI team conducted any new activities to communicate the goals and results of your work within your organization?	Yes	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.

4 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.

**Jan - Mar 13** The Crime Intelligence Detail (CID) at Newton Division and the Research Partner, Justice & Security Strategies, conducted briefings with Captains and staff at four other Divisions in the LAPD. These four Divisions, Foothill, Hollenbeck, Wouthwest, and Wilshire have begun the problem solving process by scanning and analyzing crime problems in their areas.

**Apr - Jun 13** NR

\*NR = not reported

Performance Measurement	Data Sources	
	Jan - Mar 13	Apr - Jun 13
44. Did you conduct any data analyses to inform your decision making during the reporting period?	Yes	Yes

Type	Analyzed
Jan - Mar 13	

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		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
Apr - Jun 13	

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	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 13	Apr - Jun 13
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>Jan - Mar 13</b>	N/A	
<b>Apr - Jun 13</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	Yes
49. Please explain what types of active links to external automatic/electronic data systems were used during this reporting period.		
<b>Jan - Mar 13</b>	The LAPD uses Palantir, a platform that enables officers and analysts to link to external data systems. These include Dept. of Motor Vehicle data, and corrections data	
<b>Apr - Jun 13</b>	Within Palantir, the investigative platform used by officers and analysts, links to external data are used. These data systems include information from DMV, probation and parole, and other law enforcement agencies	



## Grantee Comments

Grantee comments were added as follows:

**January to March 2013**

[No Comments Entered]

**April to June 2013**

[No Comments Entered]

## Narrative

Grantee-level narrative for the period January 1, 2013 - June 30, 2013 were reported as follows:

### BJA 7 Questions

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

**Response:**

Operation LASER continued in Newton Division and was expanded to include three other divisions -- Foothill, Southwest and Wilshire. For each new division a Crime Intelligence Detail was formed and the units began to collect and review data, create maps of chronic locations, and create chronic offender bulletins. In Foothill and Wilshire the Captains decided to focus on burglaries. In Southwest the Captain is focusing on violent crime.

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

**Response:**

The Crime Intelligence Details are targeting hotspots and identifying chronic offenders, which are goals that are related to the original grant application. The units are all making use of Palantir, the software platform that allows for searching multiple databases and for investigative purposes.

**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 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:**

During the next six months, Newton Division will continue to use data and analysis to target violent crime and to implement tactics that are directly related to violence -- within the chronic locations and by chronic offenders. Similarly, in the other three divisions, implementation will occur. That is, patrol and other units will be deployed to reduce burglaries and violent crime within hotspot corridors. Also, training on Palantir will continue for detectives, crime analysts, and police officers. The expansion of the training room has been completed at RACR and more people will be trained 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 shared our findings with BJA and CNA. A new journal article about Operation LASER will appear in Police Quarterly in the next six months. This will be shared with BJA and CNA as well.

\*NR = not reported

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)  
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## **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. Monthly	Monthly
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?	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. 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. 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. Other (please explain)	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?	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 (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	Monthly
B. Other (please explain)	NR

\*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.	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?	0
B. Number of new tactical plan(s) implemented	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
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.	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 research partner provided a briefing to Chief Charlie Beck and Assistant Chief of Operations about expanding Operation LASER to other Divisions in the LAPD. As a result, Captains from four additional divisions have agreed to use the tenets of Smart Policing within their commands.

\*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?	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.	4
43. Please explain what new activities were conducted during the reporting period to communicate the goals and results of your work within your organization.	

The Crime Intelligence Detail (CID) at Newton Division and the Research Partner, Justice & Security Strategies, conducted briefings with Captains and staff at four other Divisions in the LAPD. These four Divisions, Foothill, Hollenbeck, Wouthwest, and Wilshire have begun the problem solving process by scanning and analyzing crime problems in their areas.

\*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
Jan - Mar 13	
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	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?	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.	Yes
49. Please explain what types of active links to external automatic/electronic data systems were used during this reporting period.	
The LAPD uses Palantir, a platform that enables officers and analysts to link to external data systems. These include Dept. of Motor Vehicle data, and corrections data	

## Grantee Comments

Grantee comments were added as follows:

**January to March 2013**

[No Comments Entered]

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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 - December 31, 2013**

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, 2013. 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 13	Oct - Dec 13
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	No	No
E. Other	No	No
F. Other (please explain)		

**Jul - Sep 13** NR

**Oct - Dec 13** NR

\*NR = not reported

Performance Measurement	Crime Analyses	
	Jul - Sep 13	Oct - Dec 13
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 13** NR

**Oct - Dec 13** 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. Monthly	Monthly	Monthly
B. Other (please explain)		

**Jul - Sep 13** NR

**Oct - Dec 13** 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</p> <p>B. Other (please explain)</p>		<p>Weekly Monthly</p>
<p><b>Jul - Sep 13</b> NR</p> <p><b>Oct - Dec 13</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>	<p>Yes</p>	<p>Yes</p>
<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. Other</p> <p>B. Other (please explain)</p>	<p>Other</p>	<p>Other</p>
<p><b>Jul - Sep 13</b> Property crimes including burglary, burglary from motor vehicles, and motor vehicle theft</p> <p><b>Oct - Dec 13</b> Property crimes, including burglary, burglary from motor vehicles, and auto theft.</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. Monthly</p> <p>B. Other (please explain)</p>	<p>Monthly</p>	<p>Weekly</p>
<p><b>Jul - Sep 13</b> NR</p> <p><b>Oct - Dec 13</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. Weekly</p> <p>B. Other (please explain)</p>	<p>Weekly</p>	<p>Weekly</p>
<p><b>Jul - Sep 13</b> NR</p> <p><b>Oct - Dec 13</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>	<p>No</p>	<p>No</p>
<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 (please explain)</p>		
<p><b>Jul - Sep 13</b> NR</p>		

Oct - Dec 13 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 13 NR

Oct - Dec 13 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 13 NR

Oct - Dec 13 NR

\*NR = not reported

Performance Measurement	Goals and Objectives	
	Jul - Sep 13	Oct - Dec 13
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.	Yes	Yes
17. How many times during the reporting period did you develop, revise, or reprioritize <b>objectives</b> for the Smart Policing project?	1	2
18. To what extent was the revision or reprioritization of your SPI <b>objectives</b> based on research findings and/or data analysis?	Significantly	Significantly
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. Weekly B. Other (please explain)	Weekly	Monthly
<p>Jul - Sep 13 NR</p> <p>Oct - Dec 13 NR</p>		

\*NR = not reported

Performance Measurement	Intervention	
	Jul - Sep 13	Oct - Dec 13
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.	Yes	Yes
21. Please explain how you <b>revised or made modifications</b> to your strategic plan.		
<p>Jul - Sep 13</p> <p>The strategic plan was broadened to include four more divisions -- Foothill, Hollenbeck, Southwest and Wilshire. These divisions have incorporated a Crime Intelligence Detail (CID), are now analyzing data weekly, and are now engaged in interventions to reduce a variety of crimes.</p>		

**Oct - Dec 13** During this reporting period we added two more Divisions to Operation LASER. Topanga and Devonshire Divisions adopted the Smart Policing model in October and November 2013. These area stations are focusing on property crimes using the LASER model.

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
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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
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B. Number of new tactical plan(s) implemented

	5	NR
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24. Please explain how you implemented your **tactical plan(s)**.

**Jul - Sep 13** Each division began to target specific hotspot corridors within their areas. They also began to identify chronic offenders based on the methods developed by officers and the research partner at Newton Division. The Captains, CIDs, and officers began to create missions where specific patrol officers would be assigned to work specific areas.

**Oct - Dec 13** NR

25. During the reporting period, how many **tactical plan(s)** did you revise?

	0	NR
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26. Please explain how you **revised or made modifications** to your tactical plan(s).

**Jul - Sep 13** N/A

**Oct - Dec 13** NR

\*NR = not reported

Performance Measurement	Evaluation	
	Jul - Sep 13	Oct - Dec 13
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. Monthly	Monthly	Monthly
B. Other (please explain)		
<b>Jul - Sep 13</b>	NR	
<b>Oct - Dec 13</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.	No	No
30. Did the research partner provide any interim results to police leadership?	No	No
31. Please explain any interim results provided by the research partner to police leadership.		
<b>Jul - Sep 13</b>	N/A	
<b>Oct - Dec 13</b>	NR	

\*NR = not reported

Performance Measurement	Organizational Change	
	Jul - Sep 13	Oct - Dec 13
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)		
<b>Jul - Sep 13</b>	NR	
<b>Oct - Dec 13</b>	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 13** NR  
**Oct - Dec 13** NR

\*NR = not reported

Performance Measurement	Data Sources	
	Jul - Sep 13	Oct - Dec 13
44. Did you conduct any data analyses to inform your decision making during the reporting period?	Yes	Yes

Type	Analyzed
Jul - Sep 13	

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		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 13	

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	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	
	Jul - Sep 13	Oct - Dec 13
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 13</b>	N/A	
<b>Oct - Dec 13</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	Yes
49. Please explain what types of active links to external automatic/electronic data systems were used during this reporting period.		
<b>Jul - Sep 13</b>	NR	
<b>Oct - Dec 13</b>	External links include probation and parole data, access to the LA Sheriffs data, and state DMV records.	

\*NR = not reported



## Grantee Comments

Grantee comments were added as follows:

July to September 2013
[No Comments Entered]
October to December 2013
[No Comments Entered]

## Narrative

Grantee-level narrative for the period July 1, 2013 - December 31, 2013 were reported as follows:

### BJA 7 Questions

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

**Response:**

During the six month period Operation LASER was expanded to include a total of 7 LAPD Divisions (out of 21). This represents on-third of the department's patrol operations. Crime Intelligence Details (CID) are being formed in each division. CIDs are comprised of one or two officers and a crime analyst who are continually analyzing data and providing information to patrol Captains, lieutenants, sergeants and officers. The research partner, JSS, continues to meet with Divisions on a monthly basis to assist with data analysis and strategic planning.

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

**Response:**

During this period, the Austin Police, Spokane Police, and Las Vegas Metro Police visited the LAPD to see the activities of Operation LASER at Newton Division and other area stations. In October, the LAPD conducted a webinar with CNA and presented highlights of Operation LASER to a relatively large audience.

In August, Dr. Uchida, the research partner, and Captain Sean Malinowski were invited to present findings [REDACTED]

[REDACTED] in Minneapolis, MN.

Dr. Uchida also made presentations at the annual conference of the International Association of Crime Analysts in September.

**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 or barriers.

**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:**

During the next six months and beyond, Operations LASER will be implemented in the 7 LAPD divisions. Dr. Uchida will work with the CIDs in each Division to ensure that they are analyzing data routinely and providing information to the Captains and others. The Divisions are:

Newton (property and violent crime)

Foothill (property)

Hollenbeck (property)

Southwest (property and violent)

Wilshire (property)

Topanga (property)

Devonshire (property)

For each area chronic hot spot corridors and chronic offenders are/will be identified. CID will create weekly missions for patrol officers that will direct them to specific hot spot corridors. Chronic offenders lists will be disseminated to patrol and other units for information purposes. Officers involved in LASER will be trained on Palantir and the Omega Dashboard -- two software tools that assist them in identifying people and places.

Captain Malinowski will be hosting the 2nd annual Crimefighter's Conference in February that will showcase Smart Policing in the LAPD. Deputy Director Kristen Mahoney will be the keynote speaker at lunch. Dr. Uchida will discuss chronic offenders.

Dr. Uchida will be presenting a paper on LASER at the annual conference of the Academy of Criminal Justice Sciences in February.

**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:**

N/A

\*NR = not reported

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# **BJA** BUREAU OF JUSTICE ASSISTANCE

**GMS Report  
Smart Policing Initiative (SPI)  
2009-DG-BX-0118  
Reporting Period: July 1 - September 30, 2013**

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, 2013. 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	No
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. Monthly	Monthly
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. Other	Other
B. Other (please explain)	Property crimes including burglary, burglary from motor vehicles, and motor vehicle theft
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. Monthly	Monthly
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. Weekly B. Other (please explain)	Weekly 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
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.	Yes
17. How many times during the reporting period did you develop, revise, or reprioritize <b>objectives</b> for the Smart Policing project?	1
18. To what extent was the revision or reprioritization of your SPI <b>objectives</b> 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 <b>objectives</b> ? A. Weekly B. Other (please explain)	Weekly NR

\*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.	Yes
21. Please explain how you <b>revised or made modifications</b> to your strategic plan.  The strategic plan was broadened to include four more divisions -- Foothill, Hollenbeck, Southwest and Wilshire. These divisions have incorporated a Crime Intelligence Detail (CID), are now analyzing data weekly, and are now engaged in interventions to reduce a variety of crimes.	
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 5
24. Please explain how you implemented your <b>tactical plan(s)</b> .  Each division began to target specific hotspot corridors within their areas. They also began to identify chronic offenders based on the methods developed by officers and the research partner at Newton Division. The Captains, CIDs, and officers began to create missions where specific patrol officers would be assigned to work specific areas.	
25. During the reporting period, how many <b>tactical plan(s)</b> did you revise?	0

26. Please explain how you <b>revised or made modifications</b> 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.	Yes
28. How often did you hold these meetings or reviews during this reporting period? A. Monthly B. Other (please explain)	Monthly 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.	N/A
*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 F. Training for other types of personnel (please explain)	NR NR NR NR NR 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 13	
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	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?	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 2013**

[No Comments Entered]

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