



# **BJA** BUREAU OF JUSTICE ASSISTANCE

**GMS Report  
Smart Policing Initiative (SPI)  
2009-DG-BX-0118  
Reporting Period: January 1 - June 30, 2014**

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, 2014. 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 14	Apr - Jun 14
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)		
<b>Jan - Mar 14</b>	NR	
<b>Apr - Jun 14</b>	NR	

\*NR = not reported

Performance Measurement	Crime Analyses	
	Jan - Mar 14	Apr - Jun 14
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 14</b>	NR	
<b>Apr - Jun 14</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	Monthly
B. Other (please explain)		
<b>Jan - Mar 14</b>	NR	
<b>Apr - Jun 14</b>	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	Monthly
--	---------	---------

**Jan - Mar 14** NR

**Apr - Jun 14** 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	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. Burglary B. Other (please explain)	Burglary	Overall crime reduction
---	----------	-------------------------

**Jan - Mar 14** NR

**Apr - Jun 14** 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	Monthly
---	--------	---------

**Jan - Mar 14** NR

**Apr - Jun 14** 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)	Monthly	Monthly
---	---------	---------

**Jan - Mar 14** NR

**Apr - Jun 14** NR

12. Do you have a third issue (other than the issues selected in questions 4 and 9) that you are focusing on with your SPI grant?	Yes	Yes
---	-----	-----

13. What is the third specific focus of your grant activities? This issue should be different from the issues selected in questions 4 and 9.  A. Other B. Other (please explain)	Other	Burglary
---	-------	----------



**Jan - Mar 14** Burglary from motor vehicles, motor vehicle theft, and other property crimes.

**Apr - Jun 14** 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. Weekly

Weekly Monthly

B. Other (please explain)

**Jan - Mar 14** NR

**Apr - Jun 14** 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. Monthly

Monthly Monthly

B. Other (please explain)

**Jan - Mar 14** NR

**Apr - Jun 14** NR

\*NR = not reported

Performance Measurement	Goals and Objectives	
	Jan - Mar 14	Apr - Jun 14
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
<b>Jan - Mar 14</b>	NR	
<b>Apr - Jun 14</b>	NR	

\*NR = not reported

Performance Measurement	Intervention	
	Jan - Mar 14	Apr - Jun 14
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.		



<b>Jan - Mar 14</b>	NR		
<b>Apr - Jun 14</b>	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	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?		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>Jan - Mar 14</b>	For Foothill Division, in order to effectively deal with chronic offenders, we established a monthly meeting with specialized units. [REDACTED]		
<b>Apr - Jun 14</b>	NR		
25. During the reporting period, how many <b>tactical plan(s)</b> did you revise?		0	NR
26. Please explain how you <b>revised or made modifications</b> to your tactical plan(s).			
<b>Jan - Mar 14</b>	N/A		
<b>Apr - Jun 14</b>	NR		
*NR = not reported			
Performance Measurement	Evaluation		
	Jan - Mar 14	Apr - Jun 14	
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	No
28. How often did you hold these meetings or reviews during this reporting period?			
A. Monthly	Monthly	NR	
B. Other (please explain)			
<b>Jan - Mar 14</b>	NR		
<b>Apr - Jun 14</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>Jan - Mar 14</b>	N/A		

\*NR = not reported

Performance Measurement	Organizational Change	
	Jan - Mar 14	Apr - Jun 14
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)		

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.		
<b>Jan - Mar 14</b>	NR	
<b>Apr - Jun 14</b>	NR	

\*NR = not reported

Performance Measurement	Data Sources	
	Jan - Mar 14	Apr - Jun 14
44. Did you conduct any data analyses to inform your decision making during the reporting period?	Yes	Yes

Type	Analyzed
Jan - Mar 14	

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 14	

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 14	Apr - Jun 14
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 14</b>	N/A	
<b>Apr - Jun 14</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 14</b>	For SPI we use Palantir, a computer platform that connects multiple databases into one location. Among the databases are those with the State of California (DMV and parole and probation) and the Los Angeles Sheriffs Department.	
<b>Apr - Jun 14</b>	Palantir, the platform used by LAPD, has active links to state and Sheriff department data systems.	

## Grantee Comments

Grantee comments were added as follows:

**January to March 2014**

[No Comments Entered]

**April to June 2014**

[No Comments Entered]

## Narrative

Grantee-level narrative for the period January 1, 2014 - June 30, 2014 were reported as follows:

### BJA 7 Questions

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

**Response:**

During the six-month reporting period the Department continued to implement Operation LASER in patrol divisions. Operation LASER has expanded to include seven patrol Divisions and the Real-time Analysis and Critical Response Division (RACR) within the LAPD. Crime Intelligence Details and crime analysts worked on chronic locations and chronic offenders numerous times over the 6-month period.

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

**Response:**

LAPD Crime Intelligence Details, crime analysts, officers, and commanders continued to use data to determine where to deploy officers and units and to identify chronic offenders. On a weekly basis, the goals of using data are accomplished.

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

**Response:**

No problem or barriers 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:**

Over the next six months we will begin to train crime analysts, Crime Intelligence Details, and officers on higher level analytics. A grant supplement has been tentatively approved by BJA, which will allow for additional training and for more work by the Research Partner, JSS, on the evaluation of the project in the Divisions. JSS will develop a research design, work with Captains on implementation plans, and collect data from the patrol divisions.

**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:**

No innovations at this time.

\*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)  
2009-DG-BX-0118  
Reporting Period: January 1 - March 31, 2014**

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 - March 31, 2014. 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. 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?	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. Burglary	Burglary
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)	Monthly NR
12. Do you have a third issue (other than the issues selected in questions 4 and 9) that you are focusing on with your SPI grant?	Yes
13. What is the third specific focus of your grant activities? This issue should be different from the issues selected in questions 4 and 9. A. Other B. Other (please explain)	Other Burglary from motor vehicles, motor vehicle theft, and other property crimes.
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. Weekly B. Other (please explain)	Weekly 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. Monthly B. Other (please explain)	Monthly 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)	Monthly 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.	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> .	

For Foothill Division, in order to effectively deal with chronic offenders, we established a monthly meeting with specialized units. [REDACTED]

25. During the reporting period, how many <b>tactical plan(s)</b> did you revise?	0
---	---



26. Please explain how you **revised or made modifications** to your tactical plan(s). N/A

\*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. 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
<b>Jan - Mar 14</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)	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.	

For SPI we use Palantir, a computer platform that connects multiple databases into one location. Among the databases are those with the State of California (DMV and parole and probation) and the Los Angeles Sheriffs Department.

## Grantee Comments

Grantee comments were added as follows:

**January to March 2014**

[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, 2014**

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, 2014. 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 14	Oct - Dec 14
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)		
<b>Jul - Sep 14</b>	NR	
<b>Oct - Dec 14</b>	NR	

\*NR = not reported

Performance Measurement	Crime Analyses	
	Jul - Sep 14	Oct - Dec 14
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. Burglary	Burglary	Gun violence
B. Other (please explain)		
<b>Jul - Sep 14</b>	NR	
<b>Oct - Dec 14</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. Daily	Daily	Other
B. Other (please explain)		
<b>Jul - Sep 14</b>	NR	
<b>Oct - Dec 14</b>	Quarterly impact analysis of gun violence was conducted	

<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. Daily</p> <p>B. Other (please explain)</p>		<p>Daily Other</p>
<p><b>Jul - Sep 14</b> NR</p> <p><b>Oct - Dec 14</b> Quarterly historical analysis of gun violence was conducted</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. Robbery</p> <p>B. Other (please explain)</p>	<p>Robbery</p>	<p>Burglary</p>
<p><b>Jul - Sep 14</b> NR</p> <p><b>Oct - Dec 14</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. Daily</p> <p>B. Other (please explain)</p>	<p>Daily</p>	<p>Other</p>
<p><b>Jul - Sep 14</b> NR</p> <p><b>Oct - Dec 14</b> Quarterly impact analysis of burglary was conducted.</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. Daily</p> <p>B. Other (please explain)</p>	<p>Daily</p>	<p>Other</p>
<p><b>Jul - Sep 14</b> NR</p> <p><b>Oct - Dec 14</b> Quarterly historical analysis of burglary was conducted.</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>Yes</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. Gun violence</p> <p>B. Other (please explain)</p>	<p>Gun violence</p>	<p>NR</p>



Jul - Sep 14 NR

Oct - Dec 14 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. Daily

Daily

NR

B. Other (please explain)

Jul - Sep 14 NR

Oct - Dec 14 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. Daily

Daily

NR

B. Other (please explain)

Jul - Sep 14 NR

Oct - Dec 14 NR

\*NR = not reported

Performance Measurement	Goals and Objectives	
	Jul - Sep 14	Oct - Dec 14
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	Monthly
Jul - Sep 14 NR		
Oct - Dec 14 NR		

\*NR = not reported

Performance Measurement	Intervention	
	Jul - Sep 14	Oct - Dec 14
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	No
21. Please explain how you <b>revised or made modifications</b> to your strategic plan.		
Jul - Sep 14 N/A		
Oct - Dec 14 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? B. Number of new tactical plan(s) implemented	0 NR	0 NR
24. Please explain how you implemented your <b>tactical plan(s)</b> .  <b>Jul - Sep 14</b> NR <b>Oct - Dec 14</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>Jul - Sep 14</b> NR <b>Oct - Dec 14</b> NR		

\*NR = not reported

Performance Measurement	Evaluation	
	Jul - Sep 14	Oct - Dec 14
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	No
28. How often did you hold these meetings or reviews during this reporting period? A. Weekly B. Other (please explain)	Weekly	NR
<b>Jul - Sep 14</b> NR <b>Oct - Dec 14</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	Yes
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 14</b> NR <b>Oct - Dec 14</b> N/A		

\*NR = not reported

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 14</b>	NR	
<b>Oct - Dec 14</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 14** NR

**Oct - Dec 14** NR

\*NR = not reported

Performance Measurement	Data Sources	
	Jul - Sep 14	Oct - Dec 14
44. Did you conduct any data analyses to inform your decision making during the reporting period?	Yes	Yes

Type	Analyzed
Jul - Sep 14	

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 14	

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	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 14	Oct - Dec 14
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 14</b>	N/A	
<b>Oct - Dec 14</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 14</b>	NR	
<b>Oct - Dec 14</b>	Palantir, the computer platform used by the LAPD has active links to the Sheriffs Department and the State of California's Department of Justice.	

\*NR = not reported

## Grantee Comments

Grantee comments were added as follows:

<b>July to September 2014</b>
[No Comments Entered]
<b>October to December 2014</b>
[No Comments Entered]



## Narrative

Grantee-level narrative for the period July 1, 2014 - December 31, 2014 were reported as follows:

### BJA 7 Questions

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

**Response:**

During the six-month reporting period the LAPD implemented Operation LASER in seven patrol divisions, the Air Support Division, and the Real-time Analysis and Critical Response Division (RACR).

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

**Response:**

The primary goal of using data to drive decision making continues to be accomplished in the LAPD. Captains and Commanders are well-aware of the need to used data continuously to reduce crime.

**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 at this time.

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

**Response:**

No

N/A

**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

N/A

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

**Response:**

LAPD was awarded a supplement to its original grant. The new award has not yet been approved by the City, but plans are being made to change the focus of LASER. The department will focus on the four divisions that have the most violent crimes and gun-related crimes over the last nine years. A new action plan will be forthcoming.

**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:**

Nothing to share at this point.

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 - September 30, 2014**

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, 2014. 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. Burglary	Burglary
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. Daily	Daily
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. Robbery	Robbery
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. Daily	Daily
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?		Yes
13. What is the third specific focus of your grant activities? This issue should be different from the issues selected in questions 4 and 9. A. Gun violence B. Other (please explain)	NR	Gun violence
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. Daily B. Other (please explain)	NR	Daily
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. Daily B. Other (please explain)	NR	Daily

\*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.		Yes
21. Please explain how you <b>revised or made modifications</b> to your strategic plan.	N/A	
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
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.	No
30. Did the research partner provide any interim results to police leadership?	No
31. Please explain any interim results provided by the research partner to police leadership.	NR
*NR = not reported	
Performance Measurement	Organizational Change
32. Has your department or organization created or updated any <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 14	
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 2014**

[No Comments Entered]

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