BJA **BUREAU OF JUSTICE ASSISTANCE**

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GMS Report
Smart Policing Initiative (SPI)
2009-DG-BX-0118
Reporting Period: January 1 - June 30, 2015

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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, 2015. Any funds reported only represent an estimate of dollars allocated or used for activities covered by this award.

Project Description

This program is funded under both the Edward Byrne Memorial Competitive Grant Program (Byrne Competitive Program) and the Edward Byrne Memorial Justice Assistance Grant (JAG) Program. Authorized by the Consolidated Appropriations Act, 2009 (Pub. L. 111-8), the Byrne Competitive Program helps local communities improve the capacity of state and local justice systems and provides for national support efforts including training and technical assistance programs strategically targeted to address local needs. The JAG Program (42 U.S.C. 3751(a)) is the primary provider of federal criminal justice funding to state and local jurisdictions, and JAG funds support all components of the criminal justice system. 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 address 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. The Los Angeles Police Department's Real-time Analysis and Critical Response Division (RACR) will employ the principles of problem-oriented policing by scanning, analyzing, responding, and assessing the problem of gun violence in selected neighborhoods in Los Angeles. They will implement a RACR strategy to reduce crimes by improving the use of analytic tools to address crime. The goal is to improve neighborhood safety by using problem solving methods and new and innovative technology to increase efficiency of police officers and investigators. CA/NCF

Performance Measurement Data

Performance Measurement	Program Characteristics	
	Jan - Mar 15	Apr - Jun 15
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)		
Jan - Mar 15 NR		
Apr - Jun 15 NR		

*NR = not reported

Performance Measurement	Crime Analyses	
	Jan - Mar 15	Apr - Jun 15
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 15 NR		
Apr - Jun 15 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	2-3 Times a Week
B. Other (please explain)		
Jan - Mar 15 NR		
Apr - Jun 15 NR		

#	Question		
7.	How often during the reporting period did you conduct an historical analysis of the criminal activity selected in question 4? A historical analysis assesses the current state of the target problem or population, as well as changes that have occurred over time. It may include how often an event occurs, how long it has been a problem, and what precipitating conditions may affect it. Historical analyses are often used as a baseline for an Impact Analysis. A. 2-3 Times a Week B. Other (please explain)	2-3 Times a Week	Weekly

Jan - Mar 15	NR
Apr - Jun 15	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. Other violent crimes B. Other (please explain)	Other violent crimes	Robbery

Jan - Mar 15	NR
Apr - Jun 15	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. Monthly B. Other (please explain)	Monthly	2-3 Times a Week

Jan - Mar 15	NR
Apr - Jun 15	NR

11.	How often during the reporting period did you conduct a historical analysis of the targeted problem selected in question 9? A historical analysis may include how often the target problem happens, how long it has been a problem, and what precipitating conditions exist. A. 2-3 Times a Week B. Other (please explain)	2-3 Times a Week	Weekly

Jan - Mar 15	NR
Apr - Jun 15	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. Gang activity B. Other (please explain)	Gang activity	Other violent crimes

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

*NR = not reported

Performance Measurement	Goals and Objectives	
	Jan - Mar 15	**Apr - Jun 15**
16. Have you developed, revised, or reprioritized **objectives** for your SPI project during the reporting period? Objectives are the specific activities or tasks that you are implementing to reach the overall goals of your SPI project.	Yes	No
17. How many times during the reporting period did you develop, revise, or reprioritize **objectives** for the Smart Policing project?	1	NR
18. To what extent was the revision or reprioritization of your SPI **objectives** based on research findings and/or data analysis?	Significantly	NR
19. How often during this reporting period did you check to see if you were on track to meet your Smart Policing **objectives?**		
A. Weekly	Weekly	Weekly
B. Other (please explain)		
Jan - Mar 15 NR		
Apr - Jun 15 NR		

*NR = not reported

Performance Measurement	Intervention	
	Jan - Mar 15	**Apr - Jun 15**
20. During the reporting period, did you revise a **strategic plan** to address the targeted problem(s)? A strategic plan is your global plan for the SPI grant project. The strategic plan may include your overall goals for the SPI grant.	Yes	No

21.	Please explain how you **revised or made modifications** to your strategic plan.		
	Jan - Mar 15	Major modifications were made to the strategic plan during this period of the grant. Operation LASER was extended to include six divisions: 77th Street, Newton, Southeast, Southwest, RACR (real-time crime center) and Air Support Division. The goals and objectives for each division were clarified; measures of dosage and crime were finalized; new hot spot corridors were established; and new chronic offender bulletins were created. Weekly monitoring of activity is now in place and a Commander oversees the activities of the Divisions.	
	Apr - Jun 15	NR	
22.	During the reporting period, did you implement a new **tactical plan(s)** or revise any to address the targeted problems? A tactical plan usually includes the day-to-day activities of your SPI project.	Yes	No
23.	During the reporting period, how many new **tactical plan(s)** did you implement?		
	A. During the reporting period, did you implement a new tactical plan(s) or revise any to address the targeted problems?	1	0
	B. Number of new tactical plan(s) implemented	5	NR
24.	Please explain how you implemented your **tactical plan(s)**.		
	Jan - Mar 15	Within each division, Captains are using a variety of tactics to combat gun-related and violent crimes. For each of the hot spot corridors in each division, they are using bike, foot, and regular patrol as well as special units (gang, Parole Compliance Unit, and Special Enforcement). The hot spot corridors are designated as LASER Zones 1-6 and police activity and crime are tracked routinely.	
	Apr - Jun 15	NR	
25.	During the reporting period, how many **tactical plan(s)** did you revise?	5	NR
26.	Please explain how you **revised or made modifications** to your tactical plan(s).		
	Jan - Mar 15	Revisions were made to the tactical plans after one month of activity. These were based on dosage and on the ability of officers to use their discretionary time within the hot spot corridors. We found that plans needed to be revised because the hot spot corridors were too large or not large enough. In each division, changes were made.	
	Apr - Jun 15	NR	

*NR = not reported

Performance Measurement	Evaluation	
	Jan - Mar 15	**Apr - Jun 15**
27. Did you conduct any after-action meetings or reviews of your tactical plan activities? After-action reviews are debriefings after an activity to review that activity's results. This process is used to compare the intended results with the actual results. After-action meetings or reviews can take place immediately after an activity or periodically.	Yes	Yes
28. How often did you hold these meetings or reviews during this reporting period? A. Biweekly B. Other (please explain)	Biweekly	Monthly
Jan - Mar 15 NR		
Apr - Jun 15 NR		
29. Did you conduct an effectiveness assessment after implementing the strategic plan? An effectiveness assessment is used to measure and evaluate the strategic plan that was implemented.	Yes	Yes

30. Did the research partner provide any interim results to police leadership?	Yes	Yes
31. Please explain any interim results provided by the research partner to police leadership.		

Jan - Mar 15	The research partner met individually with two Assistant Chiefs, the Chief of Staff, and commanders in the LAPD. He reported on the implementation efforts of the four divisions, the changes in the strategies and tactics, and provided computer-generated maps of the hot spot corridors. Also, weekly reports are begin produced by the analyst in the Office of the Central Bureau. These reports include the amount of dosage (time spent in the corridors by officers), the number of crimes that occur in the hot spot corridors during the current and prior weeks, and the number of chronic offender bulletins that are produced.
Apr - Jun 15	The research partner provided information about Operation LASER to police leadership regarding dosage and violent crime. Dosage is the amount of time (in minutes and hours) that officers spend in the hot spot corridors. The research partner provided graphs and charts depicting the amount of time and the number of crimes in the areas. The results were inconclusive as not enough time has passed to show any real changes.

*NR = not reported

Performance Measurement	Organizational Change	
	Jan - Mar 15	Apr - Jun 15
32. Has your department or organization created or updated any **policies** that address evidence-based or data-driven practices? A policy provides an overarching philosophy and organizational position concerning a topic. It establishes a general goal to be achieved and principles underlying its achievement.	No	No
33. How many new **policies** has your department or organization created that address evidence-based or data-driven practices?	NR	NR
34. How many existing **policies** have your department or organization updated that address evidence-based or data-driven practices?	NR	NR
35. Has your department or organization created or updated any **standard operating procedures** based on evidence-based or data-driven practices? A standard operating procedure (SOP) provides the specific means or steps that a department wants or requires officers to take (or not take) in order to meet that goal/policy. Procedures are also the underpinning of departmental training necessary to achieve the goal as stated in the policy.	No	No
36. How many new **standard operating procedures** has your department or organization created based on evidence-based or data-driven practices?	NR	NR
37. How many existing **standard operating procedures** has your department or organization updated based on evidence-based or data-driven practices?	NR	NR
38. Has your department or organization attended **internal or external** trainings on evidence-based or data- driven topics or practices?	Yes	Yes
39. How many **internal or external** trainings on evidence-based or data-driven topics or practices has your department or organization attended? Count the number of trainings attended, regardless of how many individuals attended the training.	6	3
40. How many **internal** trainings on evidence-based or data-driven topics were made available to department personnel this reporting period?		
A. Training for field-trained officers	0	0
B. Training for patrol officers	1	1

C. Training for analysts or civilian personnel		4	1
D. Training for all Department personnel		0	0
E. Training for other types of personnel		1	0
F. Training for other types of personnel (please explain)			

Jan - Mar 15	Captains, commanders, and executives were trained at a "Crime Fighter's Conference" in February. Data-driven strategies -- Smart Policing, Predictive Policing, and Ceasefire were taught at the conference.
Apr - Jun 15	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.	2	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 15	In addition to the Crime fighter's Conference described above, Dr. Uchida provided an overview of Smart policing to all of the officers in Newton Division (about 350). Communication in the form of regular emails to and from Captains have increased regarding Smart Policing. Also, at Compstat meetings, the Assistant Chief, Commanders, and Captains discuss Operation LASER.
Apr - Jun 15	NR

*NR = not reported

Performance Measurement	Data Sources	
	Jan - Mar 15	**Apr - Jun 15**
44. Did you conduct any data analyses to inform your decision making during the reporting period?	Yes	Yes

Type	Analyzed
Jan - Mar 15	
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 15	
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	
	Jan - Mar 15	**Apr - Jun 15**
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.		
Jan - Mar 15 n/a		
Apr - Jun 15 NR		
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.		
Jan - Mar 15 The computer platform used by the LAPD (called Palantir) allows links to state-based, county-based, and other police data systems. The LAPD is able to link to Department of Motor Vehicles, LA Sheriff, Long Beach Police, and other law enforcement agencies.		
Apr - Jun 15 The Palantir platform allows analysts and officers to access electronic data systems from other police agencies and the California Department of Justice		
*NR = not reported		

Grantee Comments

Grantee comments were added as follows:

January to March 2015
[No Comments Entered]
April to June 2015
[No Comments Entered]

Narrative

Grantee-level narrative for the period January 1, 2015 - June 30, 2015 were reported as follows:

BJA 7 Questions
Question: What were your accomplishments during reporting period?
Response: During this six-month reporting period, the Chief of Police made Smart Policing a major priority for the Department. He said that Smart Policing would be the primary method for reducing violent crime in Los Angeles for 2015. He also said that the four areas with the highest numbers of violent crime in 2014 would be implementing/continuing Operation LASER -- 77th Street, Southeast, Southwest, and Newton Divisions. Air Support, Metro, and the Real-Time Analysis and Critical Response (RACR) Divisions would support the four patrol divisions.
Question: What goals were accomplished, as they relate to your grant application?
Response: The department has begun to institutionalize Operation LASER. This is evidenced by the following: The Commander at South Bureau oversees all facets of LASER through his office. He has an analyst who assists the four divisions with their analytic needs. Second, an officer at the Information Technology Bureau assists the divisions by providing training and technical assistance in using Palantir, developing brief training materials for use by analysts and officers, and is now creating a policy and procedure for the Chronic Offender Bulletins. Operation LASER is also routinely mentioned at command staff meetings and Captains are questioned about LASER at Compstat.
Question: What problems/barriers did you encounter, if any, within the reporting period that prevented you from reaching your goals or milestones?
Response: None
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, the four divisions will continue to implement Operation LASER and measure their outcomes. We will continue to collect and analyze data on a weekly basis and provide updates to Command Staff at Compstat. In October, a re-assessment of the hot spot corridors and the list of chronic officers will take place. We will determine whether the strategy has been effective with the specific areas. We will make adjustments if necessary. We will also add four more Divisions to Operation LASER before the end of the year. The selection of the Divisions will be based on violent and gun-related crime, the abilities of the Captains to 'stand up' a Crime Intelligence Detail, and the willingness of the Captains to adhere to the major elements of the program.
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
*NR = not reported

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