

# Program Performance Report

## Smart Policing Initiative Grant Program

*January–June 2013*

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**BJA**  
Bureau of Justice Assistance  
U.S. Department of Justice

This report was prepared by Stephen Fender, M.A., CSR, Incorporated, under contract number GS-10F-0114L from the Bureau of Justice Assistance.

# Smart Policing Initiative Grant Program

## Program Performance Report (January–June 2013)

The purpose of this report is to inform program management. Findings from the report are used to monitor grants and to present status updates of Smart Policing Initiative (SPI) grantees on key measures. After review, follow-up recommendations are made and outreach is conducted to support grantee activity. In addition to performance measure reporting, SPI grantees are supported through in-depth evaluations that assess outcomes and effectiveness of SPI programs. Together, these two monitoring and management mechanisms provide key oversight to the SPI program. The following section presents key background information, followed by the quarterly performance highlights.

## Program Overview

In times of limited law enforcement resources, identifying strategies that address crime problems cost effectively and efficiently becomes particularly important. For this reason, the Bureau of Justice Assistance (BJA) established the SPI Grant Program. This program provides financial and technical assistance to police departments to help them identify effective tactics for addressing specific crime problems in data-driven ways. Some key components of SPI include using various data sources when developing their strategies, seeking community input on crime issues and solutions, promoting organizational change in using data-driven strategies, and working with a research partner to implement and evaluate the outcomes of their strategies. SPI grantees often use offender-based or place-based policing strategies to address specific crime issues in their neighborhoods, such as gang violence, drugs, gun violence, robbery, and burglary. SPI grantees work with research partners to conduct in-depth problem analysis, ongoing assessment of strategy implementation, and evaluation of goals and outcomes. In the Smart Policing Initiative it is therefore common, and expected, for grantees to make strategic, tactical, and programmatic changes based on data analysis and feedback from researchers. For more detailed analysis of specific SPI sites, please see [www.smartpolicinginitiative.com/tta/spi-site-spotlight-reports](http://www.smartpolicinginitiative.com/tta/spi-site-spotlight-reports).

**Table 1. Number of Awards Reported in Performance Measurement Tool, January–June 2013**

	Number of Awards Reporting	Active Awards
January–March 2013	27	27
April–June 2013	26	26

This report is based on information from two quarters of self-report grantee program data from January to June 2013. Table 1 shows the number of awards reported in the Performance Measurement Tool during those quarters.

## Report Highlights

- Grantees consistently demonstrated the use of data analysis to inform decisionmaking (83 percent). Of those grantees that analyzed data, nearly all (91 percent) in each reporting period analyzed official police reports. Also commonly analyzed were arrest reports (84 percent), calls for service (73 percent), criminal histories (64 percent), and corrections data (57 percent).
- During the January–March 2013 reporting period, 22 percent of grantees revised a strategic plan. This decreased to 11 percent during the April–June 2013 reporting period. In addition, 33 percent of grantees implemented a new or revised a tactical plan in January–March 2013, decreasing to 22 percent in April–June 2013.
- Between the two reporting periods, 8 grantees have added new data sources, including juvenile probation records; surveys of offenders, law enforcement officers, and citizens; and data collected on behaviors of physicians and other prescribers.
- Grantees continue to update and create new policies and standard operating procedures (SOPs) as a result of the SPI grant program. Between January and June 2013, 9 policies were created and 5 were updated, 9 standard operating procedures were developed and 7 were updated, and 7 grantees updated or created policies or standard operating procedures.
- Grantees also continue to develop and revise their SPI objectives. During the January–March 2013 reporting period, 7 grantees developed, revised, or reprioritized their SPI objectives. There were 3 grantees that did so during the April–June 2013 reporting period.

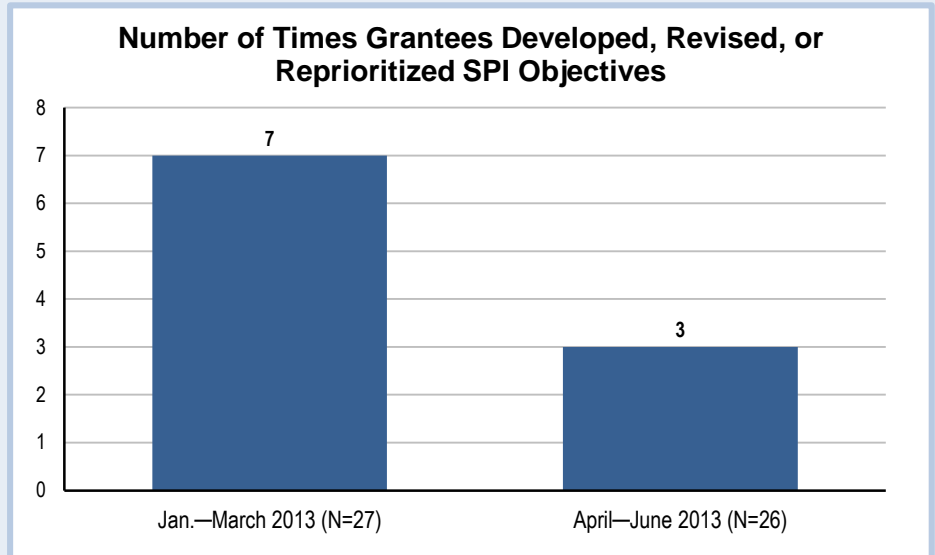
## Key Performance Measures

Measure	Data Elements Used to Calculate Measure	Definition	Interpretation
<b>Revision or Reprioritizing of Objective</b>	Number of times the grantee developed, revised, or reprioritized objectives for the Smart Policing Initiative	Objectives are the specific activities or tasks a grantee is implementing to reach the overall goals of an SPI grant project.	Grantee objectives may be revised or reprioritized based on data analyses or after-action meetings conducted.
<b>Revision of Strategic or Tactical Plan</b>	Number of grantees that revised or implemented a new strategic or tactical plan	A strategic plan is the global plan for the SPI grant project. The strategic plan may include the overall goals for the SPI grant.  A tactical plan usually includes the day-to-day activities of the SPI grant project.	Strategic plans may change when research suggests that a new global plan is needed. Strategic plans may change infrequently.  Tactical plans may change more frequently after day-to-day activities are implemented.
<b>After-Action Meetings</b>	Number of grantees that conduct after-action meetings or reviews of the tactical plan activities	After-action reviews are debriefings after an activity to review that activity's results.	This process is used to compare intended and actual results. After-action meetings or reviews can take place immediately after an activity or periodically.
<b>Effectiveness Assessment</b>	Number of grantees that conducted an effectiveness assessment	An effectiveness assessment is used to measure and evaluate the strategic plan that was implemented.	Effectiveness assessments are often conducted after a strategic plan has been implemented for a specific length of time to effectively assess that strategic plan.
<b>Policies and Standard Operating Procedures Created or Updated</b>	Number of policies created or updated that address evidence-based or data-driven practices  Number of standard operating procedures created or updated 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.  A standard operating procedure (SOP) outlines the specific means or steps a department wants or requires officers to take (or not take) to meet the goal/policy. Procedures are also the underpinning of department training necessary to achieve the goal as stated in the policy.	Creating and updating of policies and standard operating procedures may show that the practices and lessons of the SPI strategy are being integrated throughout a department or agency.
<b>Data Sources</b>	Number of grantees incorporating new data sources	Data sources are the types of data used in analysis.	Use of new data sources may show that a program is seeking out innovative data to help with data assessment.
<b>Data Analysis</b>	Number of grantees conducting data analysis	Data analysis is used to inform policing initiatives and is based on current and new data collected.	Using data analysis is an important part of an evidence-based approach.
<b>Data Type Analyzed</b>	Number of data sources analyzed	There are a number of different data types that can be used as part of the SPI grant project.	Multiple data sources may indicate a comprehensive analysis effort.

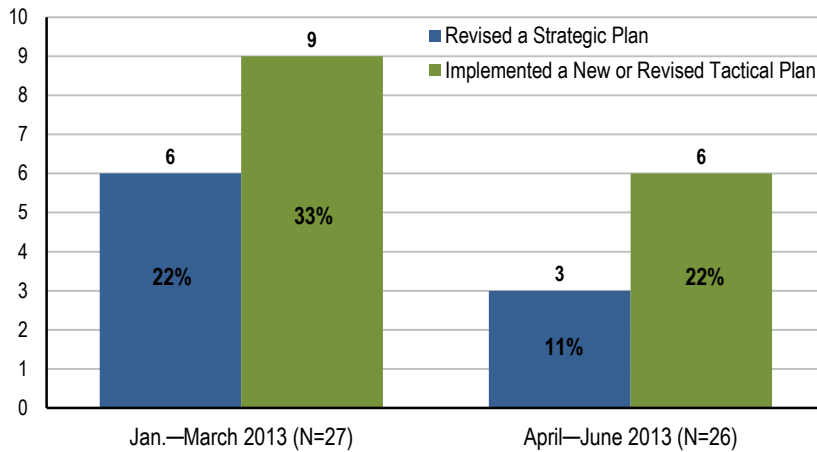
## Graphs of Performance Measures

**Figure 1. Number of Times Grantees Developed, Revised, or Reprioritized SPI Objectives**

Grantees continue to develop and revise their SPI objectives. During the January–March 2013 reporting period, 7 grantees developed, revised, or reprioritized their SPI objectives. Three grantees did so during the April–June 2013 reporting period.



**Grantees that Revised a Strategic Plan and/or Implemented a New or Revised Tactical Plan**

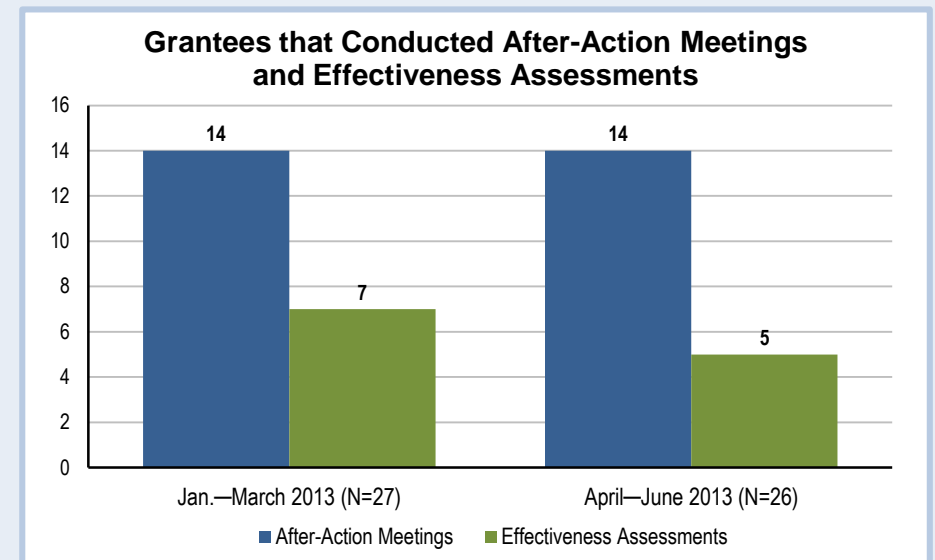


**Figure 2. Number of Grantees that Revised a Strategic Plan and/or Implemented a New or Revised Tactical Plan**

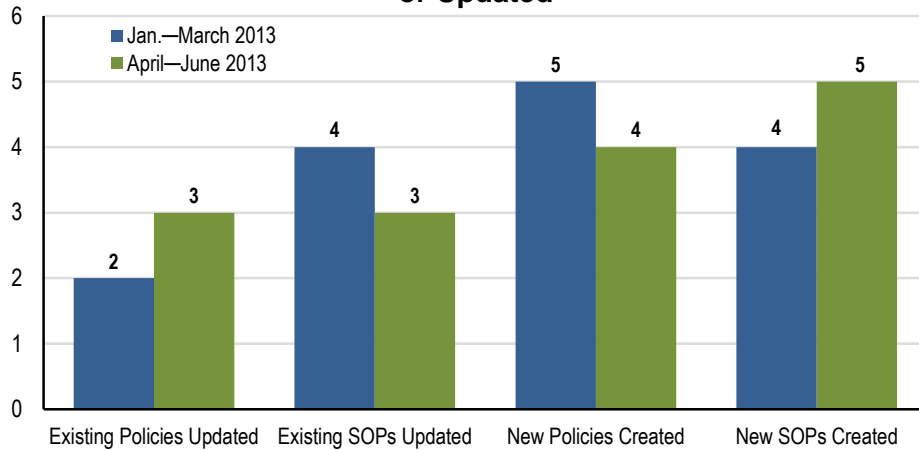
During the January–March 2013 reporting period, 22 percent of grantees revised a strategic plan. This decreased to 11 percent during the April–June 2013 reporting period. This number is expected to decline over time. Thirty-three percent of grantees implemented a new or revised tactical plan in January–March 2013. This decreased to 22 percent in April–June 2013.

**Figure 3. Number of Grantees Conducting After-Action Meetings and Effectiveness Assessments**

Fourteen grantees conducted after-action meetings during each reporting period. In January–March 2013, 7 grantees conducted an effectiveness assessment, decreasing to 5 in April–June 2013.



### Policies and Standard Operating Procedures Created or Updated



**Figure 4. Number of Polices and Standard Operating Procedures Created or Updated**

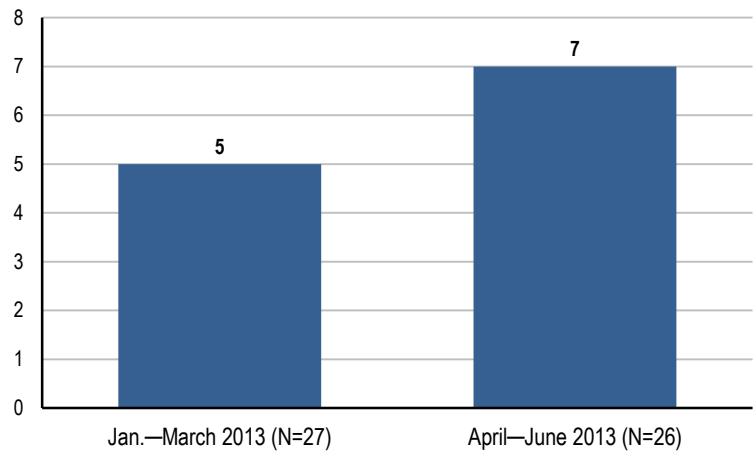
Grantees continue to update and create new policies and SOPs as a result of the SPI grant program. Between January and June 2013, 14 policies and 16 standard operating procedures were created or updated, and 7 grantees updated or created policies or standard operating procedures.

**Figure 5. Number of Grantees that Added New Data Sources**

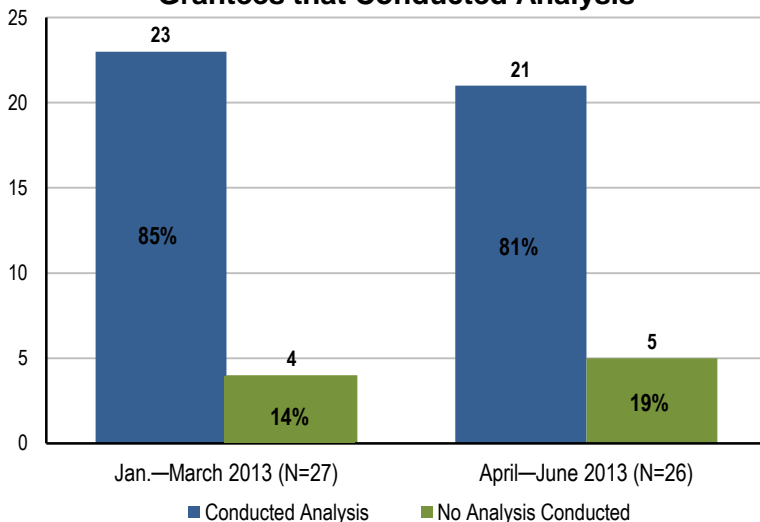
In January–March 2013, 5 grantees added new data sources to their data analysis. This rose to 7 grantees in April–June 2013.

Between January and June 2013, 8 grantees added new data sources, including juvenile probation records; surveys of offenders, law enforcement officers, and citizens; and data collected on behaviors of physicians and other prescribers.

### Grantees that Added New Data Sources



### Grantees that Conducted Analysis

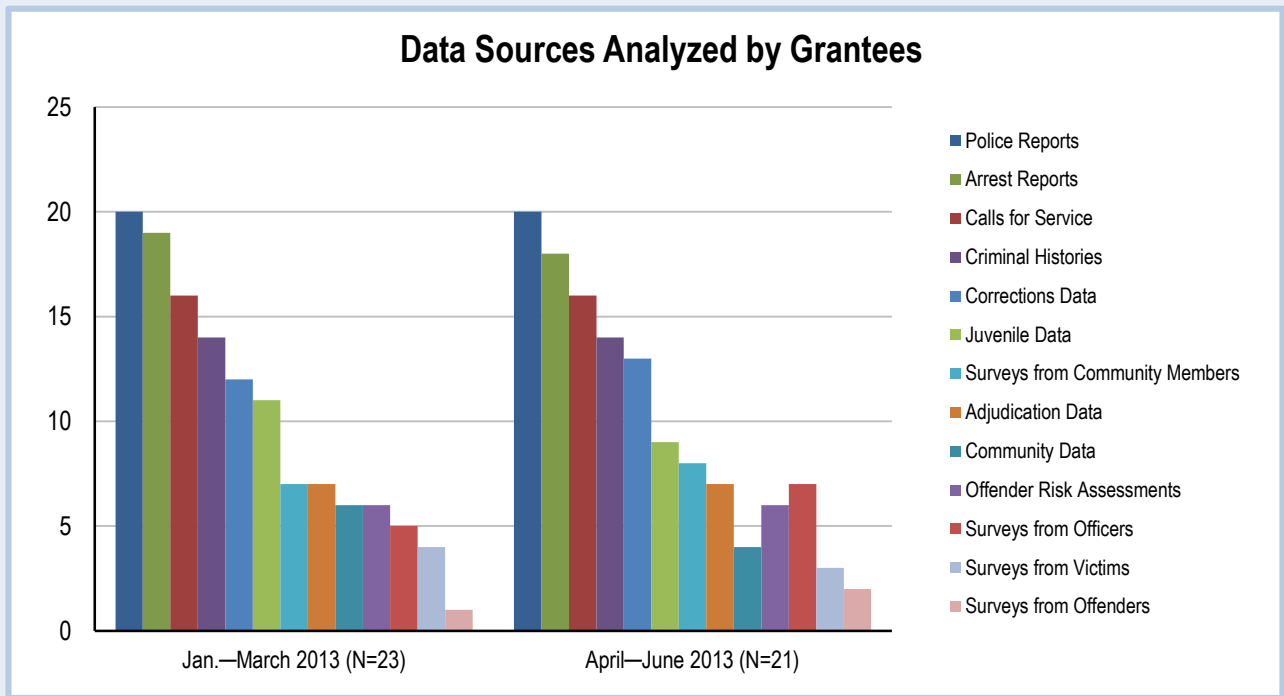


**Figure 6. Number of Grantees that Conducted Data Analysis**

During the reporting periods January–March and April–June 2013, grantees consistently demonstrated the use of data analysis while creating or modifying tactical plans. Over both reporting periods, more than 80 percent of grantees indicated that they conducted data analysis. This is a key indicator, because such analysis is essential to an evidence-based approach.

**Figure 7. Data Sources Analyzed by Grantees**

Of those grantees that analyzed data, nearly all grantees (91 percent) in each reporting period analyzed official police reports. Other data sources commonly analyzed include arrest reports (84 percent), calls for service (73 percent), criminal histories (64 percent), and corrections data (57 percent).



## Appendix A. Data by Grantee, January–June 2013

This table presents regional data for each of the measures in this report for the January–June 2013 reporting periods.<sup>1</sup>

Grantee	State	Federal Award Number	Award Amount	Specific Focus of Grant Activities	Number of Times Objectives Developed, Revised, or Reprioritized	Revised Strategic Plan	Implemented or Revised Tactical Plan	Number of New Tactical Plan(s) Implemented	Number of Tactical Plan(s) Revised	After-Action Meetings	Effectiveness Assessment	Number of New Policies Created	Number of Existing Policies Updated	Number of New Standard Operating Procedures Created	Number of Existing Standard Operating Procedures Updated	New Data Sources	Number of Trainings on Evidence-Based or Data Driven Topics Attended	Data Analysis Conducted to Inform Decisionmaking	Crime Analysis Conducted on Focus of Grant Activities
City of Savannah	GA	2009-DG-BX-0114	\$300,000	Neighborhood Disorder and Crime	0	No	Yes	1	0	Yes	Yes	0	0	0	0	No	0	Yes	Yes
City of Los Angeles	CA	2009-DG-BX-0118	\$499,959	Gun Violence	0	No	No	NA	NA	Yes	Yes	0	0	0	0	No	2	Yes	Yes
Indio Police Department	CA	2010-DB-BX-0006	\$220,617	Burglary	0	No	No	NA	NA	Yes	No	4	0	1	0	No	1	Yes	Yes
Baltimore City	MD	2010-DB-BX-0017	\$300,000	Gun Violence	0	No	No	NA	NA	No	No	0	0	0	0	No	0	No	Yes
San Diego Police Department, City of San Diego	CA	2010-DG-BX-0001	\$485,000	Gang Activity	0	Yes	Yes	2	2	Yes	Yes	1	0	0	0	No	2	Yes	Yes
City of Lowell	MA	2010-DG-BX-0002	\$300,000	Other	0	No	No	NA	NA	No	No	0	0	0	0	Yes	0	Yes	Yes
City of Cincinnati	OH	2010-DG-BX-0003	\$299,715	Robbery	0	No	Yes	1	0	No	No	0	0	0	0	Yes	0	Yes	No
City of Shawnee	KS	2011-DB-BX-0001	\$189,262	Traffic Safety	0	No	Yes	1	0	No	No	0	0	0	0	No	3	Yes	Yes
Frisco, City of	TX	2011-DB-BX-0002	\$294,447	Neighborhood Disorder and Crime	0	No	No	NA	NA	Yes	No	0	0	0	0	No	4	Yes	Yes
City of Cambridge	MA	2011-DB-BX-0007	\$299,668	Overall Crime Reduction	0	No	Yes	2	2	Yes	No	0	0	0	0	Yes	2	Yes	Yes
City of New Haven	CT	2011-DB-BX-0010	\$300,000	Organizational Change	1	Yes	No	NA	NA	Yes	No	0	0	0	0	No	3	Yes	Yes
Boston Police Department	MA	2011-DB-BX-0014	\$499,999	Other	1	Yes	Yes	0	1	Yes	Yes	0	0	0	0	Yes	2	Yes	Yes
City of Pullman Police Department	WA	2011-DB-BX-0015	\$300,000	Neighborhood Disorder and Crime	0	No	Yes	2	5	Yes	Yes	0	0	1	1	Yes	5	No	Yes
City of Phoenix	AZ	2011-DB-BX-0018	\$500,000	Domestic Violence	0	No	Yes	2	2	Yes	No	2	0	2	0	No	1	Yes	No
Evans County Board of Commissioners	GA	2011-DB-BX-0019	\$262,552	Other	0	No	No	NA	NA	Yes	Yes	0	0	0	0	No	0	Yes	Yes

<sup>1</sup> NA is “not applicable,” indicating that the measure did not apply to the grantee’s activities.

Grantee	State	Federal Award Number	Award Amount	Specific Focus of Grant Activities	Number of Times Objectives Developed, Revised, or Reprioritized	Revised Strategic Plan	Implemented or Revised Tactical Plan	Number of New Tactical Plan(s) Implemented	Number of Tactical Plan(s) Revised	After-Action Meetings	Effectiveness Assessment	Number of New Policies Created	Number of Existing Policies Updated	Number of New Standard Operating Procedures Created	Number of Existing Standard Operating Procedures Updated	New Data Sources	Number of Trainings on Evidence-Based or Data Driven Topics Attended	Data Analysis Conducted to Inform Decisionmaking	Crime Analysis Conducted on Focus of Grant Activities
Las Vegas Metropolitan Police Department	NV	2011-DB-BX-0022	\$400,000	Neighborhood Disorder and Crime	0	No	No	NA	NA	No	No	0	0	0	0	No	0	No	No
York Police Department	ME	2011-DB-BX-0023	\$100,000	Burglary	2	Yes	No	NA	NA	No	No	0	0	0	0	No	1	Yes	Yes
City of Lowell	MA	2011-DB-BX-0027	\$300,000	Other	0	No	No	NA	NA	Yes	No	0	0	0	0	No	0	Yes	No
City of Pharr Police Department	TX	2011-DB-BX-0030	\$300,000	Overall Crime Reduction	1	No	No	NA	NA	Yes	Yes	3	4	3	4	Yes	4	Yes	Yes
Michigan Department of State Police	MI	2011-DB-BX-0033	\$400,000	Organizational Change	1	Yes	No	NA	NA	No	No	0	0	0	0	No	2	No	No
Palm Beach County Sheriff's Office	FL	2011-DG-BX-0012	\$275,000	Robbery	0	No	Yes	3	0	Yes	No	0	0	0	0	No	0	Yes	Yes
City of Philadelphia	PA	2011-DG-BX-0025	\$325,000	Organizational Change	0	No	No	NA	NA	No	No	0	0	0	0	No	2	Yes	Yes
City of Reno	NV	2011-DG-BX-0031	\$250,000	Prescription Drug Abuse	0	No	No	NA	NA	Yes	No	0	0	0	0	Yes	0	Yes	Yes
City of Glendale Police Department	AZ	2011-MU-BX-0024	\$237,451	Organized Retail Theft	2	Yes	Yes	1	0	Yes	Yes	1	1	2	2	No	3	Yes	Yes
City of East Palo Alto	CA	2012-DB-BX-0001	\$300,000	Gun Violence	0	No	No	NA	NA	No	No	0	0	0	0	No	1	Yes	Yes
City of Port Saint Lucie	FL	2012-DB-BX-0002	\$272,342	Burglary	1	Yes	No	NA	NA	No	No	0	0	0	0	No	2	Yes	Yes
Columbia, City of	SC	2012-DB-BX-0003	\$298,523	Organizational Change	1	Yes	Yes	1	1	No	No	0	0	0	0	Yes	1	Yes	Yes
Rochester Police Department	NY	2012-DB-BX-0004	\$300,000	Gun Violence	0	No	No	NA	NA	No	No	0	0	0	0	No	1	Yes	Yes
Board of Police Commissioners of Kansas City	MO	2011-DB-BX-0016	\$299,730	Not Operational															