

# Program Performance Report

## Smart Policing Initiative (SPI) Grant Program

*January–September 2012*

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

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## Program Performance Report (January–September 2012)

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 Smart Policing Initiative (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. Thus, in the Smart Policing Initiative it is 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).

	Number of Awards Reporting	Active Awards
January–March 2012	33	33
April–June 2012	31	31
July–September 2012	31	30

The information in this report is based on three quarters of self-report grantee program data from January 2012 to September 2012. The table above shows the number of awards reported in the Performance Measurement Tool during those quarters.

## Report Highlights

- During the three reporting periods, grantees continued to develop and revise their SPI objectives based on analysis. Overall, 35 objectives were developed, revised, or reprioritized. Several of the grantees did so more than once, which shows grantee commitment to improvement. It also confirms that programs continued to evolve.
- Grantees created or updated 102 policies and standard operating procedures (SOPs) during the three reporting periods. This is evidence that those who agreed to participate in the SPI program are in fact incorporating evidenced-based techniques into their organizations.
- Across reporting periods, 58 percent of grantees conducted after-action meetings to debrief regarding the implementation and effectiveness of specific interventions (e.g., focused deterrence “call-in” sessions, or collaborative field operations). This is one specific method grantees use to assess and promote organizational learning from SPI efforts.
- Grantees consistently demonstrated the use of data analysis while developing or modifying tactical plans. In total, 88 percent of grantees indicated that they conducted analysis during the reporting period. There were a number of different data sources used in analysis, including arrest reports, calls for service, community data, police incident reports, and juvenile data, among others. Analysis is an important measure, since data are key elements of an evidenced-based approach and are emphasized in the SPI.
- New data sources were used by 31 percent of grantees during the three reporting periods. The data sources used included department best-practice surveys, geographic information systems, census data, community surveys, hotspots analysis, and patrol officer surveys.

## Key Performance Measures

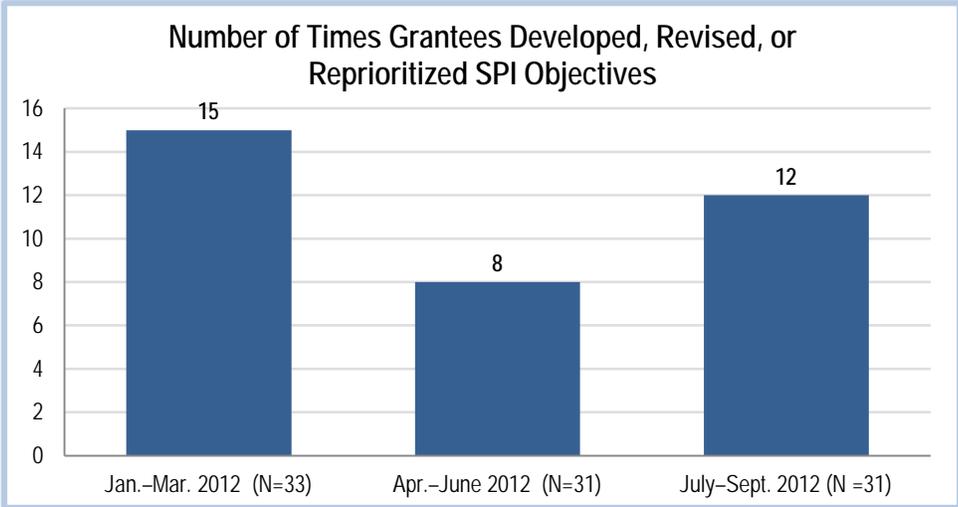
Measure	Data Elements Used to Calculate Measure	Definition	Interpretation
Revision or Reprioritizing of Objective	Number of times the grantee developed, revised, or reprioritized objectives for the SPI project	Objectives are the specific activities or tasks a grantee is implementing to reach the overall goals of an SPI project.	Grantee objectives may be revised or reprioritized based on data analyses or after-action meetings conducted.
Revision of Strategic or Tactical Plan	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 project.	Strategic plans may change when research suggests that a new global plan is needed. These plans may change infrequently.  Tactical plans may change more frequently after day-to-day activities are implemented.
After-Action Meetings	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.
Effectiveness Assessment	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.
Policies or Standard Operating Procedures Created or Updated	Number of policies created or updated that address evidence-based or data-driven practices  Number of SOPs created or updated that address evidence-based or data-driven practices	A policy provides an overarching philosophy and organizational position on a topic. It establishes a general goal to be achieved and principles underlying its achievement.  An 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 SOPs may show that the practices and lessons of the SPI strategy are being integrated throughout a department or agency.
Data Sources	Number of grantees incorporating new data sources	Data sources are the types of new data used in analysis.	Use of new data sources may show that a program is looking to innovate and help with program assessment.
Data Analysis	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 is an important part of an evidenced-based approach.

# Graphs of Performance Measures

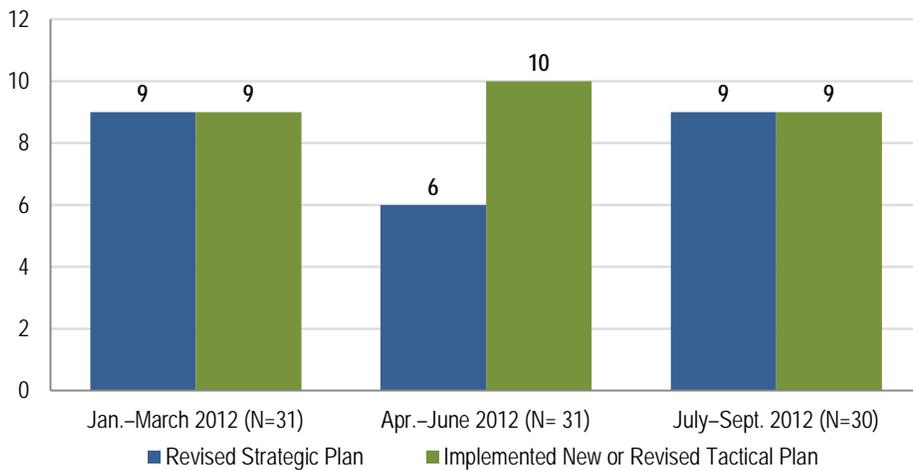
**Figure 1. Number of Times Grantees Developed, Revised, or Reprioritized SPI Objectives**

Grantees continue to develop and revise their SPI objectives. Over the three reporting periods, 35 objectives were developed, revised, or reprioritized.

Several of the objectives were revised or reprioritized more than once over the reporting periods. This shows grantees are committed to program improvement and that programs continued to evolve.



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



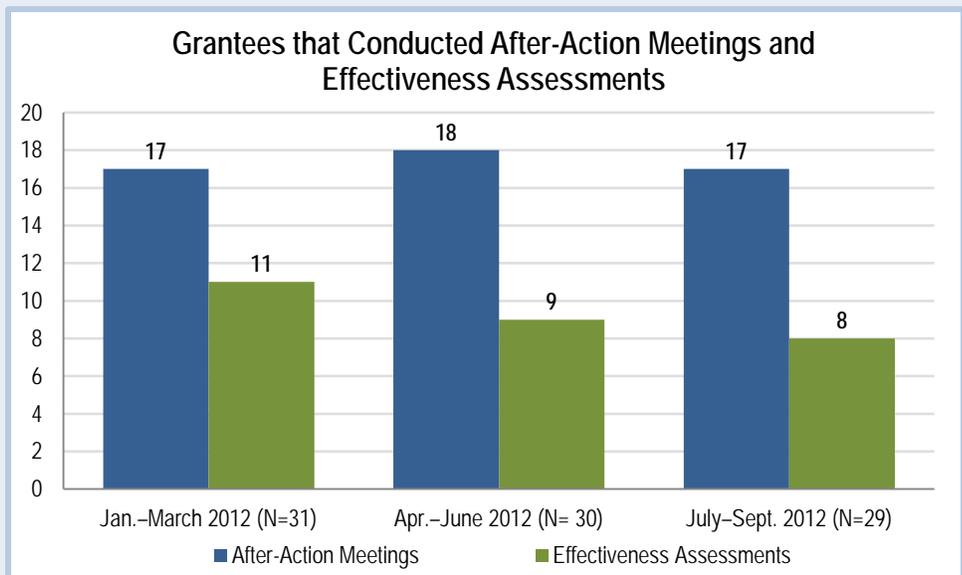
**Figure 2. Number of Grantees that Revised a Strategic Plan and/or Implemented a New or Revised Tactical Plan**

Grantees continued to revise both strategic and tactical plans. Revisions remained mostly consistent over the three reporting periods. While revision of tactical plans is expected, we should expect fewer strategic plan revisions over time.

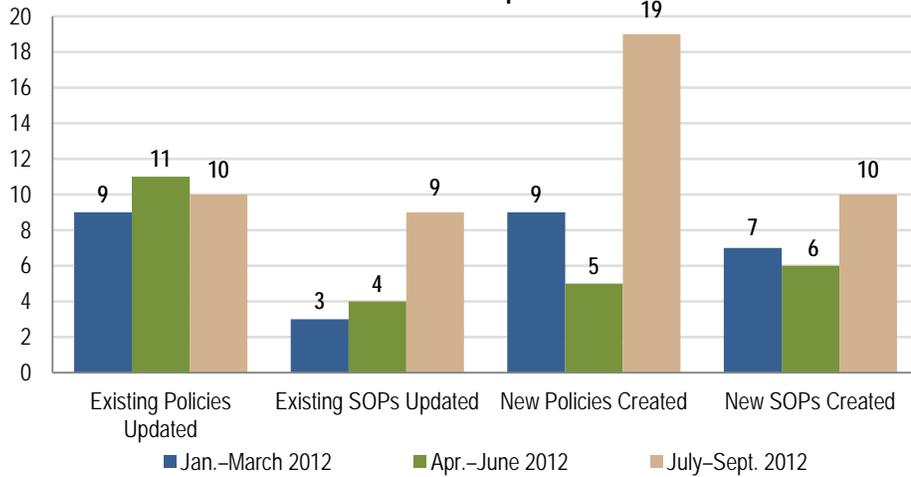
**Figure 3. Number of Grantees Conducting After-Action Meetings and Effectiveness Assessments**

About 58 percent of grantees have conducted after-action meetings. This percentage was generally consistent across the three reporting periods.

Across all three reporting periods, 28 grantees conducted an effectiveness assessment. The number of assessments were mostly consistent across all three periods.



### Policies and Standard Operating Procedures Created or Updated



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

The data reflect a trend of an organizational impact of the SPI program on policies and procedures across the reporting periods.

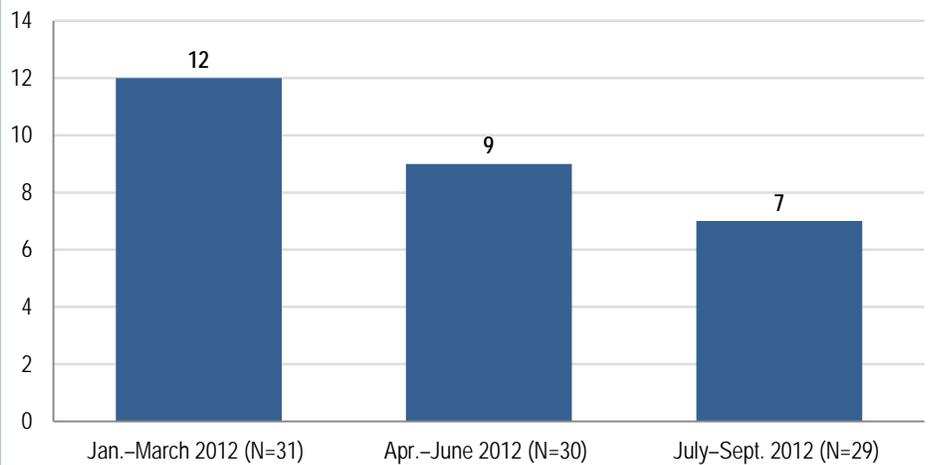
Over the three periods, 30 existing policies were updated and 33 new policies created. In addition, 16 existing SOPs were updated and 23 new SOPs created. Overall, 102 policies and procedures were created or updated, an indication that grantees are using developments from SPI to effect department policies and procedures.

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

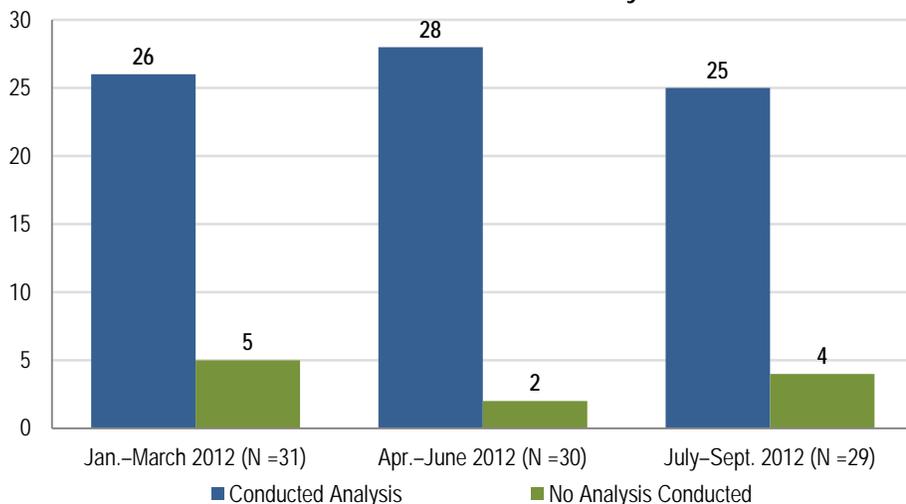
Across reporting periods, grantees continued to add new data sources. While the number declined over time, a consistent pattern of new data use remains. In fact, as programs develop, the number of additional data sources added may decline if those previously added are sufficient for analysis.

Some of the new data sources added include department best-practice surveys, geographic information system data, census data, community surveys, hotspots analysis, and patrol officer surveys.

### Grantees that Added New Data Sources



### Grantees that Conducted Analysis



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

During the reporting periods, grantees consistently demonstrated the use of data analysis while creating or modifying tactical plans. Over the three reporting periods, 88% of grantees indicated that they conducted analysis. This is a key indicator, because analysis is essential to a data-driven evidence-based approach.

## Appendix A. Data by Grantee, January–September 2012

This table presents regional data for each of the measures in this report for the January–September 2012 periods.<sup>1</sup>

Grantee	Federal Award Number	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
City of Memphis (TN)	2009-DG-BX-0033	0	No	No	NA	NA	Yes	Yes	1	1	1	0	No
Boston Police Department (MA)	2009-DG-BX-0036	2	No	No	NA	NA	No	No	0	0	0	0	No
City of Philadelphia (PA)	2009-DG-BX-0037	0	No	No	NA	NA	Yes	Yes	0	0	0	0	No
City of Reno (NV)	2009-DG-BX-0038	0	No	No	NA	NA	Yes	Yes	0	0	0	0	No
City of Savannah (GA)	2009-DG-BX-0114	0	No	Yes	2	2	Yes	No	1	0	1	0	No
City of Los Angeles (CA)	2009-DG-BX-0118	0	Yes	Yes	2	7	Yes	Yes	0	0	0	0	Yes
City of Columbia (SC)	2009-DG-BX-0118	0	No	No	NA	NA	No	No	0	0	0	0	No
Palm Beach County Sheriff's Office (FL)	2009-DG-BX-0121	1	Yes	Yes	6	0	Yes	Yes	0	0	2	0	Yes
City of Winston-Salem (NC)	2009-DG-BX-0122	3	Yes	Yes	1	0	Yes	No	0	0	0	0	Yes
City of Lansing (MI)	2009-DG-BX-0215	2	No	Yes	2	1	No	No	0	0	0	0	No
Indio Police Department (CA)	2010-DB-BX-0006	2	Yes	No	NA	NA	Yes	No	6	2	0	0	Yes
Baltimore City (MD)	2010-DB-BX-0017	0	No	No	NA	NA	No	No	0	0	0	0	No
San Diego Police Department, City of San Diego (CA)	2010-DG-BX-0001	3	Yes	Yes	5	0	Yes	Yes	0	0	0	0	Yes
Evans County Board of Commissioners (GA)	2010-DG-BX-0001	1	Yes	No	NA	NA	Yes	Yes	3	12	4	2	Yes
City of Lowell (MA)	2010-DG-BX-0002	0	No	No	NA	NA	Yes	No	0	0	0	0	Yes
City of Cincinnati (OH)	2010-DG-BX-0003	1	No	Yes	2	0	Yes	Yes	4	0	2	0	No
City of Joliet (IL)	2010-DG-BX-0054	0	No	No	NA	NA	No	Yes	0	0	0	0	Yes
City of Shawnee (KS)	2011-DB-BX-0001	1	No	Yes	1	1	Yes	No	0	0	0	0	Yes

<sup>1</sup> NA is “not applicable.” This is used when the grantee did not report a value in a measure that called for one, because the measure was nonapplicable. As a result, NA was used to show that the measure did not apply to that program’s activities.

Grantee	Federal Award Number	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
Frisco, City of (TX)	2011-DB-BX-0002	0	No	Yes	1	0	Yes	Yes	0	0	0	0	No
City of Cambridge (MA)	2011-DB-BX-0007	1	Yes	No	NA	NA	No	No	1	3	1	0	Yes
City of New Haven (CT)	2011-DB-BX-0010	4	Yes	Yes	1	0	Yes	No	4	0	1	2	Yes
Boston Police Department (MA)	2011-DB-BX-0014	6	Yes	No	NA	NA	No	No	9	4	4	5	Yes
City of Pullman Police Department (WA)	2011-DB-BX-0015	0	Yes	Yes	2	5	Yes	Yes	1	0	0	1	No
Board of Police Commissioners of Kansas City (MO)	2011-DB-BX-0016	0	No	No	NA	NA	No	No	0	0	0	0	No
City of Phoenix (AZ)	2011-DB-BX-0018	0	No	Yes	1	1	Yes	Yes	0	0	0	0	Yes
City of Pharr, Police Department (TX)	2011-DB-BX-0018	4	Yes	Yes	5	3	Yes	Yes	3	8	4	5	Yes
Las Vegas Metropolitan Police Department (NV)	2011-DB-BX-0022	0	Yes	No	NA	NA	No	Yes	0	0	0	0	No
York Police Department (MA)	2011-DB-BX-0023	0	No	Yes	2	2	Yes	Yes	0	0	0	0	No
City of Lowell (MA)	2011-DB-BX-0027	0	No	No	NA	NA	Yes	No	0	0	0	0	Yes
Michigan Department of State Police (MI)	2011-DB-BX-0033	1	No	Yes	1	0	Yes	Yes	0	0	0	0	No
Palm Beach County Sheriff's Office (FL)	2011-DG-BX-0012	1	Yes	Yes	5	0	Yes	Yes	0	0	2	0	Yes
City of Philadelphia (PA)	2011-DG-BX-0025	0	No	No	NA	NA	No	No	0	0	0	0	Yes

## Follow-up Points

The Board of Police Commissioners of Kansas City (MO) reported very few responses during the reporting periods, as seen in the summary table above. A closer examination indicates that the organization was inactive for one of the reporting periods (April–June 2012) and has mainly been in the planning and hiring phase of the project.

The City of Lowell (MA) reported few responses during the reporting periods, as noted above. A closer examination shows that the program is relying on its research partner for this effort. The process is under way but not yet to the point of policy creation or revision, which led to low responses from the grantee.