

# LOS ANGELES POLICE COMMISSION

## BOARD OF POLICE COMMISSIONERS

EILEEN M. DECKER  
PRESIDENT

WILLIAM J. BRIGGS, II  
VICE PRESIDENT

DALE BONNER  
MARIA LOU CALANCHE  
STEVE SOBOROFF

MARIA SILVA  
COMMISSION EXECUTIVE ASSISTANT II



ERIC GARCETTI  
MAYOR

RICHARD M. TEFANK  
EXECUTIVE DIRECTOR

MARK P. SMITH  
INSPECTOR GENERAL

EXECUTIVE OFFICE  
POLICE ADMINISTRATION BUILDING  
100 WEST FIRST STREET, SUITE 134  
LOS ANGELES, CA 90012-4112

(213) 236-1400 PHONE  
(213) 236-1410 FAX  
(213) 236-1440 TDD

August 29, 2022

BPC #22-149

The Honorable Eric Garcetti  
Mayor, City of Los Angeles  
City Hall, Room 303  
Los Angeles, CA 90012

The Honorable City Council  
City of Los Angeles, Room 395  
c/o City Clerk's Office

Dear Honorable Members:

RE: TRANSMITTAL FOR THE NO-COST EXTENSION FOR THE 2018 STRATEGIES FOR  
POLICING INNOVATION GRANT (COUNCIL FILE NO. 18-1219).

At the regular meeting of the Board of Police Commissioners held Tuesday, July 19, 2022 the Board APPROVED the Department's report relative to the above matter.

This matter is being forwarded to you for review and approval.

Respectfully,

BOARD OF POLICE COMMISSIONERS

A handwritten signature in blue ink that reads "Rebecca Munoz for".

MARIA SILVA  
Commission Executive Assistant

Attachment

c: Chief of Police

INTRADEPARTMENTAL CORRESPONDENCE

RECEIVED  
RICHARD M. TUFANK  
EXECUTIVE DIRECTOR  
7/14/22  
DATE

July 18, 2022  
1.14

RECEIVED

JUL 14 2022

POLICE COMMISSION

**TO:** The Honorable Board of Police Commissioners

**FROM:** Chief of Police

**SUBJECT:** TRANSMITTAL FOR THE NO-COST EXTENSION FOR THE  
2018 STRATEGIES FOR POLICING INNOVATION GRANT  
(COUNCIL FILE # 18-1219)

**RECOMMENDED ACTIONS**

1. That the Board of Police Commissioners (Board) REVIEW and APPROVE this report.
2. That the Board TRANSMIT the report concurrently to the Mayor and City Council.
3. That the Board REQUEST the Mayor and City Council to:
  - A. AUTHORIZE the Chief of Police or his designee to ACCEPT the United States Department of Justice, Office of Justice Programs, Bureau of Justice Assistance's (BJA) 12-month no-cost extension for the 2018 Strategies for Policing Innovation grant, extending the grant end date from September 30, 2022 to September 30, 2023.
  - B. AUTHORIZE the Chief of Police or his designee to execute the Second Amendment to Contract No. C-133903, between the City of Los Angeles and Justice and Security Strategies, Inc. (JSS), extending the term of the agreement from September 30, 2022 to September 30, 2023, subject to City Attorney approval as to form and legality.

**DISCUSSION**

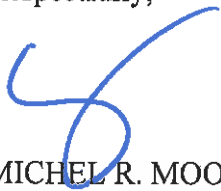
The Los Angeles Police Department (LAPD) requests a 12-month no-cost extension for the 2018 Strategies for Policing Innovation (SPI) grant.

The 2018 SPI grant program provides funding to police agencies to identify and address the most pressing crime problems; to institute lasting operational and organizational changes; and, to foster reliance on evidence-based practices, data, and technology. The SPI grant was awarded to LAPD on October 1, 2018, with a project period from October 1, 2018 to September 30, 2022. The Bureau of Justice Assistance has approved a 12-month no-cost extension to allow completion of the project through September 30, 2023. Program activities include scanning homicide investigation files for the Homicide Library, extensive review of optically scanned data files so that advanced mathematical and statistical methods can be applied to the data.

To assist with the grant objectives, the LAPD is also seeking approval to extend the professional services agreement with Justice & Security Strategies, Inc. (JSS) through September 30, 2023, for the provision of grant research partner services, including developing mathematical methods, and evaluating and analyzing the implementation of the program.

If you have any questions, please contact Senior Management Analyst Stella Larracas, Officer in Charge, Grants Section, at (213) 486-0380.

Respectfully,



MICHEL R. MOORE  
Chief of Police

**BOARD OF  
POLICE COMMISSIONERS**

**Approved  
Secretary**

*July 19, 2022*  
*Maria Silva*

Attachments

**GAM ReadOnly**  
**Funded Award Details**

Solicitation Title:  
BJA FY 18 Strategies for Policing Innovation

Project Title:  
Solving Crime Through Innovation

Project Period:  
10/1/18 - 9/30/23

Managing Office:  
OJP

DOJ Grant Manager:  
Geislia Barnes

Grant Award Administrator:  
BarbraAnn Montesquieu

FAW Case ID:  
FAW-20894

Federal Award Amount:  
\$700,000.00

Funding Instrument Type:  
Grant

Program Office:  
BJA

UEI  
ZRXC MNNSUEJ1

TIN:  
956000735

**Project Period Extension**

**Project Period Extension Start Date**

**Number of Months to extend Project Period Extension End Date**  
12

**Current Project Period**

Current Start Date  
10/01/2018

Current Completion Date  
09/30/2022

**Requested Project Period**

Project Period Start Date  
10/01/2018

Project Period End Date  
09/30/2023

**Total Period of Performance with Requested Extension**  
Months  
60

For guidance, see Chapter 3.5 "Adjustments to Awards" and "Grant Adjustment Notice" on budget modifications. "[Project Extension Guidance](#)".

Justification

See attached justification. Thank you.

## **Attachments**

Attach

Name  
Category  
Correspondence  
Created by  
Devonna Porter  
Date Added  
06/22/2022

Name  
[NCE SPI June 2022.docx](#)  
Category  
Other Project Period GAM attachment  
Created by  
BarbraAnn Montesquieu  
Date Added  
06/10/2022

## **Grants Management Comments**

Create Date	User	Note
-------------	------	------

No Items

**Request for a No-Cost Extension  
Solving Crime Through Innovation:  
Investigating Homicides and Shootings in Los Angeles**

**SPI Grant 2018-WY-BX-0002**

**Amount of additional time needed:**

This is a request for a 12-month no-cost extension. The current end date for the grant is September 30, 2022. We request a new end date of September 30, 2023.

Original funding amount: \$700,000

Funds unencumbered (as of June 1, 2022): \$136,937

**Purpose of the grant:**

This project is positioned to provide unique and important knowledge about the solvability of homicides and the predictors of homicide clearance rates. This knowledge is expected to provide practical and useful insights to investigators involved in solving murders. The Los Angeles Police Department (LAPD) and the FBI have optically scanned over 4,300 “Murder Books” covering a 21-year period (1990-2010). Murder Books consist of the entire homicide investigation – 26 separate tabs that include the investigative report at the time of the homicide, physical evidence, coroner reports, and other vital information. The Murder Books themselves are physically housed at the LAPD Homicide Library at the Ahmanson Regional Training Center (ARTC). The data are placed in a secure repository where detectives and others have access to the files virtually.

With its research partner, Justice & Security Strategies, Inc. (JSS), the Department has extensively reviewed and cleaned the optically scanned data files so that advanced mathematical and statistical methods can be applied to the data. That is, machine learning techniques and advanced statistical methods will be used to determine better predictors of clearance and conviction rates.

The no-cost extension allows for the completion of the project including the development of these methods.

Overall, the homicide database will set an example for other law enforcement agencies to follow, as it provides departments with a platform to search for key names, case numbers, and other relevant information, rather than search manually through physical copies of cases. In addition, the use of machine learning algorithms and models to create, test, and evaluate investigative tools will benefit the LAPD, other law enforcement agencies, and the federal government. These advances will better inform investigations and improve efforts to solve crimes. In turn, solving these crimes is expected to lead to improved relations between law enforcement and communities, especially those that experience violence that is often left unsolved.

### **Why the extension is necessary:**

LAPD and JSS request a 12-month no-cost extension for two major reasons, both of which are due to time delays.

First, there have been various changes in key personnel related to LAPD leadership reassignments and retirements. Second, and most importantly, COVID-19, which began in March 2020, created lengthy delays.

A list of key dates is provided below to explain the impact of these issues on the project:

- December 23, 2019 – The original LAPD South Bureau Homicide Division Captain is promoted and reassigned (key personnel change).
- January 28, 2020 – LAPD program manager retires and tasks are assigned to another detective (key personnel change).
- March 15, 2020 – The City and County of Los Angeles begins response to COVID-19 pandemic with the closure of restaurants, bars, and gyms. Based on this action and assessments of news, JSS executives declare a work-at-home policy until further notice (No in-person meetings and minimal contact with LAPD personnel).
- March 15, 2020 – To protect the health and safety of JSS staff as related to the COVID-19 pandemic, Dr. Craig Uchida, President of Justice & Security Strategies, Inc. places a moratorium on JSS staff traveling to or entering any city or county office sites.
- March 19, 2020 - City of LA announces "Safer at Home Order." This means that non-essential workers stay home. Schools and businesses across the city are closed.
- March 22, 2020 – LAPD re-assigns personnel because of COVID-19, further limiting access to key staff. Key LAPD personnel on the project are deployed to homeless shelters; Homicide Library closed.
- April - August 2020 – LAPD confirms numerous COVID-19 cases within the Department.
- August 2020 – LAPD's South Bureau Homicide Division Captain reassigned (key personnel change).
- Mid-August 2020 – JSS staff briefly returns to Homicide Library to upload scans and help deconstruct books.
- September 2020 – LAPD's Detective Bureau assigns new Commander (key personnel change).
- October 2020-January 2021 – LAPD's sworn and civilian personnel are encouraged to retire early.
- In 2020, overall – There is a dramatic increase in homicides in Los Angeles ~ 30% which resulted in homicide detectives working more cases and not able to work with JSS on issues related to the grant
- January 2021 – JSS executives reinstate work-at-home policy. JSS personnel obtain remote access to Homicide Library System (HLS).
- Late-March 2021 – JSS hires additional research assistants to meet project goals.

- April 2021 – Homicide Library reassigned to LAPD's Robbery-Homicide Division Captain (key personnel change). JSS personnel receive COVID-19 vaccinations and resume intermittent work at the Homicide Library.
- June 2021 – LAPD's South Bureau Homicide Division Captain reassigned (key personnel change).
- August 20, 2021 – Detective at Homicide Library contracts COVID-19; JSS staff work from home for two weeks as a precaution.
- September 15, 2021 – Additional JSS staff obtain access to HLS.
- Summer 2021 – In 2021, the onset of the delta and omicron variants of COVID-19 brought additional uncertainty. During the late summer of 2021, the delta variant created a surge in COVID-19 cases, followed by omicron in November 2021.
- December 2021 through mid-February 2022 – The number of COVID-19 cases increased dramatically in the city and county of Los Angeles. At its height, over 1,300 LAPD employees tested positive and remained at home.
- March 2022 - Key LAPD personnel on project are reassigned to assist with homicide investigations in the field due to LAPD staff shortages and increased homicide cases. They have been replaced by patrol officers.
- At various times during the period of March 2020 to the present, JSS has mandated that staff work from home and avoid in-person meetings due to surges in COVID-19 cases.

### **Brief description of completed and future activities**

Despite the delays and changes in key personnel, the project has been extremely successful in accomplishing the initial goals.

There are three major steps involved in the processing of Murder Books.

First, Murder Books ( $n = 4,300$ ) are de-constructed from their binders (and boxes) and sent to the FBI in Quantico, VA for scanning purposes. The books are then returned to LAPD, re-constructed by library staff, and the DVD of the scanned file (in PDF) is reviewed and cleaned by JSS staff. Six JSS Research Associates and Research Assistants were involved in this work over a 6-month period. All 4,300 files were cleaned by JSS staff.

Second, variables from the Murder Books are typed into Documentum, the library system set up by LAPD. Those variables are important to detectives and researchers. Homicide detectives can conduct searches within the system and researchers can extract the data for analytic purposes. This means going through the books for key information and using a 'tagging sheet' or data instrument to code the data.

As of June 1, 2022, nearly 3,800 Murder Books have been data entered and reviewed.



Third, the data are cleaned and analyzed. Preliminary analysis of 2,000 Murder Books was completed in January 2022. A full analysis will take place from July to September 2022.

Due to extenuating circumstances described above, data analysis for understanding crime and homicides in the LAPD has been pushed back at least nine months.

Currently, JSS is working with researchers at UCLA on a pro bono basis to assist with advanced mathematical models. Originally, UCLA researchers were to receive a subcontract from LAPD to work on machine learning techniques. However, because of contractual differences an agreement could not be reached. Instead, JSS will bring on an independent consultant to assist with machine learning techniques.

The consultant will work with the research team to develop and test machine learning methods to discover predictors of homicide clearance and solvability. With the collaboration of detectives at South Bureau Homicide, the research team will create an investigation instrument based on the predictive models. The instrument will be tested and used in 2023. In the final six months of the project, JSS and the LAPD will determine whether the tool is useful for investigations.

The extension will allow the research team to adopt and implement machine learning algorithms, create an investigative tool, and test the value of the tool with investigators.

The project team will continue to implement the project goals and objectives and reporting efforts will continue. Because of the demonstrated successes of the project to date, the team has established a solid foundation to build unique and robust knowledge about how homicides are investigated and solved. The extension will provide the time needed to fully understand the nature of homicides in Los Angeles and to enable the LAPD to improve its investigations.

#### Proposed Timeline:

##### June 1- July 31, 2022.

- Finish data entry, data cleaning and preliminary analysis of 4,300 murder books.
- Finish data entry of written chronologies to use for machine learning analysis

##### August 1 to September 30, 2022.

- Conduct advanced statistical analyses of 4,300 murder books.
- Discuss findings with homicide detectives
- On-board a consultant to assist with machine learning analysis

##### October 1 to December 31, 2022.

- Begin working with machine learning consultant on typed chronologies
- Create an investigation instrument for use by detectives

January 1 to June 30, 2023.

- Work with investigators to fine-tune and use the investigation instrument
- Create appropriate measures to determine the value of the investigation instrument

July 1 to August 31, 2023.

- Draft of the final report for LAPD and BJA
- Distribute for comments, edits, and revisions.

September 30, 2023.

- Grant closeout
- Provide final report to LAPD and BJA

## INTRADEPARTMENTAL CORRESPONDENCE

July 8, 2022  
1.14

**TO:** Chief of Police

**FROM:** Director, Office of Constitutional Policing and Policy

**SUBJECT:** TRANSMITTAL FOR THE NO COST EXTENSION FOR THE  
2018 STRATEGIES FOR POLICING INNOVATION  
(COUNCIL FILE # 18-1219)

Attached for your review and approval is Intradepartmental Correspondence to the Board of Police Commissioners requesting approval for the no-cost extension for the 2018 Strategies for Policing Innovation (SPI). The United States Department of Justice (DOJ), Office of Justice Programs, Bureau of Justice Assistance has extended the grant end date from September 30, 2022 to September 30, 2023.

The 2018 SPI grant program provides funding to police agencies to identify and address the most pressing crime problems; to institute lasting operational and organizational changes; and, to foster reliance on evidence-based practices, data, and technology. The SPI grant was awarded to LAPD on October 1, 2018, with a project period from October 1, 2018 to September 30, 2022. The Bureau of Justice Assistance has approved a 12-month no-cost extension to allow completion of the project. Program activities include scanning homicide investigation files for the Homicide Library, extensive review of optically scanned data files so that advanced mathematical and statistical methods can be applied to the data.

To assist with the grant objectives, the LAPD is also seeking approval to extend the professional services agreement with Justice & Security Strategies, Inc. (JSS) through September 30, 2023, for the provision of grant research partner services, including developing mathematical methods, and evaluating and analyzing the implementation of the program.

If you have any questions, please contact Senior Management Analyst Stella Larracas, Officer in Charge, Grants Section, at (213) 486-0380.



LIZABETH RHODES, Director  
Office of Constitutional Policing and Policy

Attachments