



SALT LAKE CITY CORPORATION
Community and Economic Development

CITY COUNCIL TRANSMITTAL

A handwritten signature in blue ink, appearing to read "D. Everitt", written over a horizontal line.

David Everitt, Chief of Staff

10/1/2015

Date Received: 9/17/2015
Date Sent to Council: 10/01/2015

TO: City Council
Luke Garrott - Chair

FROM: Jill Love
Director

SUBJECT: Salt Lake County's Collective Impact on Homelessness Committee

STAFF CONTACT:

COUNCIL SPONSOR: Council District 5 - Erin Mendenhall/Not Required -
Informational Only

DOCUMENT TYPE: Information Item

RECOMMENDATION: N/A

BUDGET IMPACT: N/A

BACKGROUND/DISCUSSION:

Salt Lake County, along with Salt Lake City and other community leaders from government, public safety, business and non-profit sectors, is developing a community-wide, comprehensive plan to better deliver homeless services to individuals and families. The County is using a relatively new model titled Collective Impact to tackle this complex issue. The County's

Collective Impact Steering Committee has developed a common agenda and priority outcomes for community's homeless services' system. County staff wants to present these to the City Council and update the Council on the County's work.

Collective impact recognizes that no one organization or a single change can solve any major societal problem on its own. Rather, the system needs strong cross-sector collaboration to achieve new results. Collective impact brings together organizations with different expertise and has them agree on a common agenda and measurements of success to align a community's efforts. Salt Lake County is applying this method to the complex issue of homelessness.

In coordination with the City's Homeless Services Site Evaluation Commission, the County launched its Collective Impact Steering Committee in January, 2015. Similar to the City's Commission, the County has 28 representatives from the areas of government, public safety, business, service provision and those experiencing homelessness. In the past nine months, the County Committee has adopted a vision, defined its common agenda and developed and prioritized outcomes.

The Collective Impact's common agenda brings together many ideas heard in the community but never before stated as the community's goals. The agenda includes goals to lessen the time any individual or family experiences homelessness and finding all community members adequate housing. The common agenda also strengthens the belief that the community must work together on the solution and think system-wide and not be agency-oriented.

To meet the common agenda, the County Committee has developed priority outcomes to measure the community's progress. The outcomes are not only for those experiencing homelessness, but also includes outcomes for the system that helps homeless individuals and families, outcomes to better prevent homelessness and outcomes to lessen the impacts of homelessness on the larger community and public spaces. Each of these outcomes has measurable indicators to determine progress towards the common agenda.

The Salt Lake County Collective Impact Steering Committee works closely with Salt Lake City's Homeless Services Site Evaluation Commission to ensure the two groups' end recommendations are in concert. Multiple community representatives sit on both committees; and, city and county staff are in constant communication on their respective committees' work.

Salt Lake City and Salt Lake County staffs also work to further the collaboration. Salt Lake City's staff and its Homeless Services Site Evaluation Commission helped develop the Collective

Impact's agenda, priority outcomes and indicators to make sure the County Committee's goals reflect the work done recently by the City and its Commission. Furthermore, the County presented the prioritized outcomes to the City's Commission at its last meeting. The City Commission considered these system-wide prioritized outcomes in the finalization of its Criteria for Success of future emergency homeless services facilities.

PUBLIC PROCESS: N/A



SALT LAKE CITY POLICE DEPARTMENT

Rio Grande Initiative Progress



With the implementation of CompStat, a statistical performance management tool based on the goal of steady improvement, the Salt Lake City Police Department is able to continuously identify problems and measure the results of drug trafficking crackdowns as well as assess the progress made as a direct product of data-driving and proactive policing in the Rio Grande District.

Geographical Area Used: North Temple Street → 700 South
State Street → I-15 Freeway

Date Range Measured: June 4 to August 26, 2015

For a 90-day period using the above listed area, progress was assessed by quantifying jail bookings, misdemeanor citations, seized drugs, Part I offenses, and targeted quality-of-life Part II offenses.

These figures were then compared to weekly agency CompStat Reports in District 4 to determine the overall improvement made in the general area.

Logistics Bureau Analysts concluded that CompStat Reports did illustrate a decline in statistical figures including continued decreases on reports after the 90-day period. Bureau Commanders noted that the revised strategy of concentrated efforts in this area combined with the goals and core components of CompStat were responsible for rise of proactive policing and the decline in criminal activity.

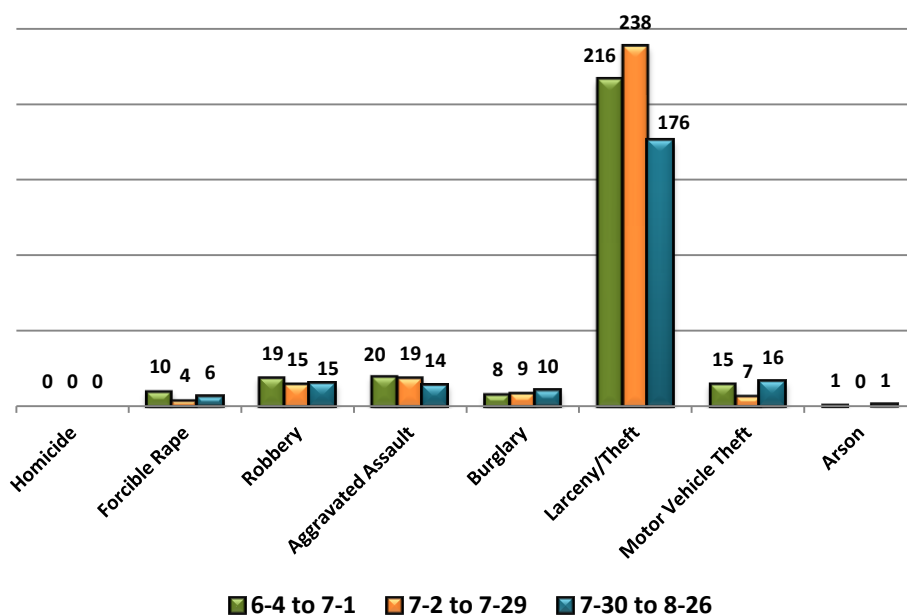
Figures contained herein represent preliminary counts of original Police Incident Reports. Full statistical analysis to determine the confidence level of this data has not been performed. The results contained herein are approximate in relation to the listed area and may not fully coincide with data shown in other areas of SLCPD's Crime Statistics page such as Calls for Service, Crimes Trending, and Crime Reports due to and reflective of departmental procedures that were in place at the time the event occurred and the date this data was compiled. Results displayed are not distinguished as attempted or completed crimes, do not include other calls for police service, and only represent police service where a report was made. Police Incident Reports are classified by primary offense categories as defined by the Uniform Crime Reporting (UCR) system. However, data is not subjected to any other standards set forth under UCR. Although every reasonable verification effort is made, the accuracy of any data is subject to the constraints of the report generation process as well as the manner, format, and point in time of any query.

SALT LAKE CITY POLICE DEPARTMENT

Rio Grande Initiative Progress

PART I OFFENSES

	6-4 to 7-1	7-2 to 7-29	7-30 to 8-26	% CHANGE
Homicide	0	0	0	/0
Forcible Rape	10	4	6	-40%
Robbery	19	15	15	-21%
Aggravated Assault	20	19	14	-30%
Burglary	8	9	10	25%
Larceny/Theft	216	238	176	-19%
Motor Vehicle Theft	15	7	16	7%
Arson	1	0	1	/0
TOTAL PART I OFFENSES	289	292	238	-18%



TARGETED PART II OFFENSES

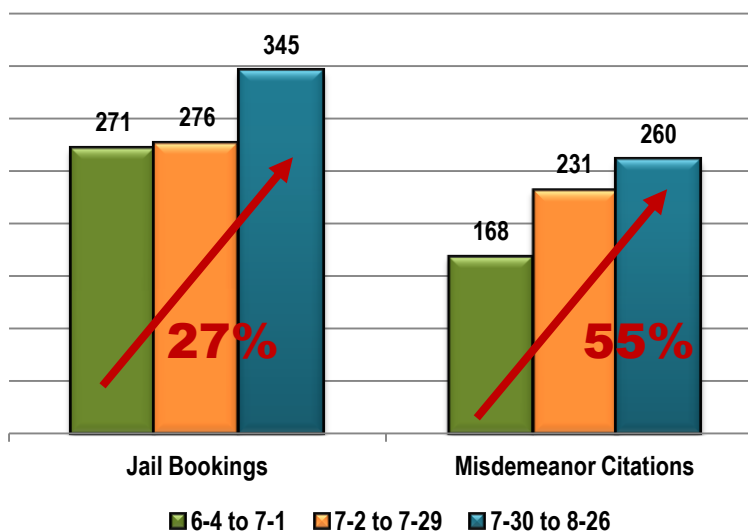
	6-4 to 7-1	7-2 to 7-29	7-30 to 8-26	% CHANGE
Prostitution	6	1	2	-67%
Drug Abuse	145	165	174	20%
Drunkenness	35	26	24	-31%
Liquor Laws	19	20	25	32%



SALT LAKE CITY POLICE DEPARTMENT Rio Grande Initiative Progress

ARRESTS: Jail Booked & Misdemeanor Citations

	6-4 to 7-1	7-2 to 7-29	7-30 to 8-26	% CHANGE
Jail Bookings	271	276	345	27%
Misdemeanor Citations	168	231	260	55%



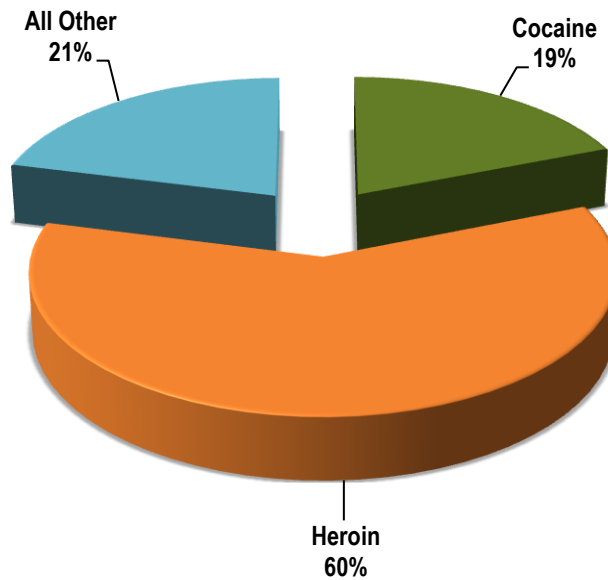
SEIZED DRUGS

	6-4 to 7-1		7-2 to 7-29		7-30 to 8-26		% CHANGE	
	DOSES	STREET VALUE	DOSES	STREET VALUE	DOSES	STREET VALUE	DOSES	STREET VALUE
Cocaine	1639.00	\$ 16,390.00	2422.70	\$ 24,227.00	1697.80	\$ 16,978.00	4%	4%
Heroin	4962.60	\$ 49,626.00	5965.30	\$ 59,653.00	5346.20	\$ 53,462.00	8%	8%
All Other	1777.51	\$ 12,052.36	1311.34	\$ 9,066.36	1879.35	\$ 12,974.36	6%	8%
TOTAL	8379.11	\$ 78,068.36	9699.34	\$ 92,946.36	8923.35	\$ 83,414.36	6%	7%

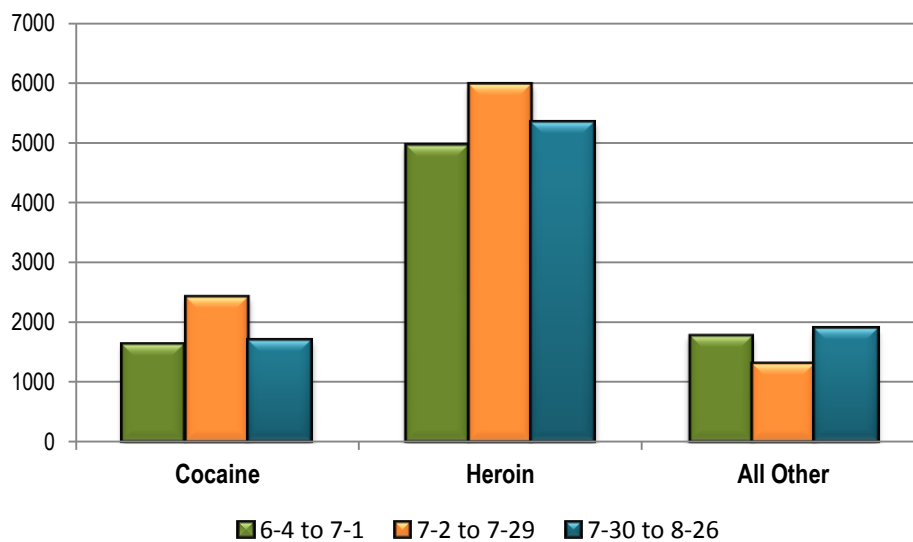


SALT LAKE CITY POLICE DEPARTMENT
Rio Grande Initiative Progress

SEIZED DRUGS: Last 28 Days



SEIZED DRUGS: June 4 – August 26





Computer Comparison Statistics

If you can't measure it, you can't manage it.

Summary of CompStat & Overview of SLCPD Success

CompStat is a performance management tool based on the goal of continuous improvement. CompStat utilizes computer statistics and is a combination of management philosophy and organizational management tools. Individual Commanders are responsible for reporting on their efforts, effectiveness, and their results in regular CompStat meetings.

The Salt Lake City Police Department subscribes to a management process by using CompStat. This model allows the Salt Lake City Police Department to identify problems and measures the results of our problem solving activities. CompStat involves meetings between Police Command Staff, Directors, and Civilian Staff to come together and work towards a common goal. That goal is improving the quality of life for the visitors and residents of Salt Lake City.

The Core Components of CompStat:

1. Timely and accurate information or intelligence – *Know what is happening.*
2. Rapid deployment of resources – *Have a plan.*
3. Effective tactics – *Do it quickly.*
4. Relentless follow-up – *If it works, do more. If not, do something else.*

Origins in NYPD 1990

In a report on CompStat by the Bureau of Justice Assistance, Lou Anemone states, "... We were just running around answering 911 calls. There was no free time for officers to focus on crime prevention."

Police officers in many cities focused on responding to crimes that had already been committed and their effectiveness was judged in terms of response times, arrest statistics, and clearance rates. There was no accountability for preventing crime.

CompStat in Salt Lake City

Bi-Weekly CompStat Meetings are mandated by the Chief and were implemented on July 23, 2015.

Charts may erroneously show an apparent drop in the most current data due to some cases not yet having been reported and/or recorded. For this reason, apparent decreases may not be accurate. However, any increase shown for the most recent 7 day period is a likely indicator of a rise in the category. The figures included in this report are preliminary figures for general situational awareness and trend purposes only. They do not represent the official figures of the Salt Lake City Police Department and are subject to further analysis and revision. Additionally, they are not Uniform Crime Reporting (UCR) or "crime rate" numbers and are not intended to be used as such. Rather, they are a breakdown of every offense within every case that occurred during the given time periods. Although every reasonable effort is made to verify their accuracy, the accuracy of any data is subject to the constraints of the report generation process as well as the manner and format by which they are queried. CompStat figures are generated on Monday, 1 day(s) after the closing date. The figures are current as of the date generated. For the purposes of this report, "Criminal Sexual Assault" is defined as the following categories: all forms of sexual assault (NCIC 1100 series) with the exception of unlawful sexual intercourse (1199-1) and statutory rape (1116-0).

SALT LAKE CITY POLICE DEPARTMENT
LOGISTICS & TECHNOLOGY BUREAU
DEPUTY CHIEF TIM DOUBT

SALT LAKE CITY POLICE DEPARTMENT
Rio Grande Initiative Progress
 CompStat Success Overview


The Department started CompStat meetings on July 23, 2015. It was an opportune time to start as the CompStat report for that week showed that crime was up across almost all categories citywide.

Burglaries in District 3

Since we had never done CompStat before, the command staff was learning as we went and progress was slow to start. The Department started to see our first success after the CompStat meeting the week of August 19. On August 19, we focused on Burglaries in District 3, which were up significantly (up 700% over the same week last year for the prior 7 days).



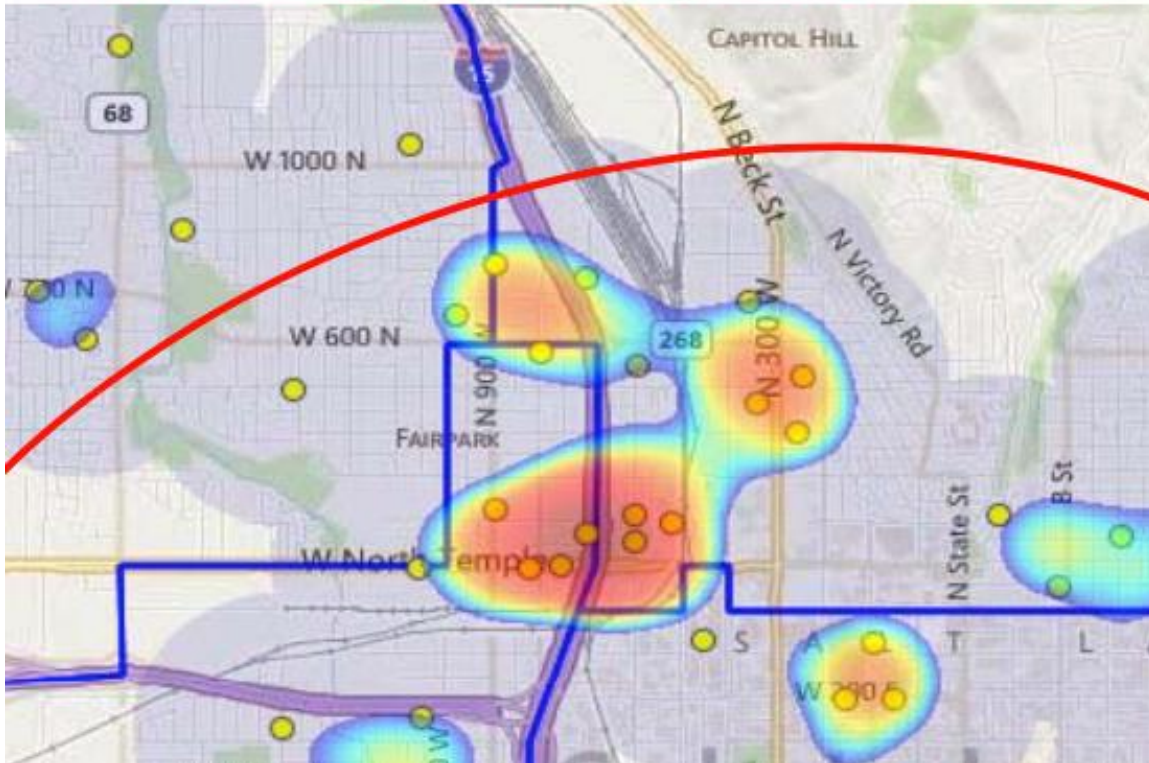
**Council District 3 -
Breakdown of All Offenses**

	2015	2014	Chg	% Chg
Criminal Homicide	0	0	0	/0
Criminal Sexual Assault***	0	1	-1	-100.0%
Robbery	2	0	2	/0
Aggravated Assault	0	1	-1	-100.0%
 Burglary	8	1	7	700.0%
Larceny/Theft	8	53	-45	-84.9%
Motor Vehicle Theft	6	5	1	20.0%



The CompStat Unit provided a heat map for District 3 Burglaries to help rapidly deploy effective tactics based on the intelligence.

District 3 Burglary Heatmap 7.20.15 - 8.16.15



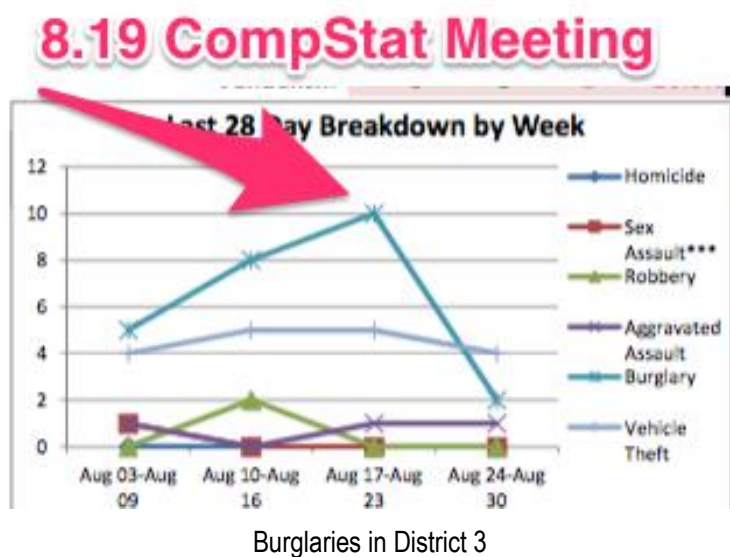
The CompStat meeting on August 19 was very productive with all Bureaus of the Department contributing ideas and resources. Tactics selected for use included:

- Probation & Parole Visits
- Door Hangers requesting tips
- Special Assignment Time from Specialty Squads
- Increased number of Field Cards/Suspicious Person Stops
- Canvassing Neighbors for Information\
- Public Relations Campaign, including Nextdoor.com

SALT LAKE CITY POLICE DEPARTMENT
Rio Grande Initiative Progress
 CompStat Success Overview

Two weeks of hard work implementing the ideas discussed and assigned in the CompStat meeting showed that the Department can affect the crime rate.

The CompStat Report ending the week of August 30, showed dramatic results (60% decrease in burglaries in District 3) that started to decline after the CompStat meeting held on August 19.



Robberies in District 4



**Council District 4 -
Breakdown of All Offenses**

This wasn't the only success. We also started noticing that Robberies in District 4 were up during the CompStat meeting on August 19.

	2015	2014	Chg	% Chg
Criminal Homicide	0	0	0	/0
Criminal Sexual Assault***	0	0	0	/0
Robbery	8	3	5	166.7%
Aggravated Assault	1	4	-3	-75.0%
Burglary	2	11	-9	-81.8%
Larceny/Theft	48	97	-49	-50.5%
Motor Vehicle Theft	6	6	0	0.0%
TOTAL	65	121	-56	-46.3%
Other Assaults	37	31	6	19.4%
Vandalism	21	24	-3	-12.5%



SALT LAKE CITY POLICE DEPARTMENT
Rio Grande Initiative Progress
 CompStat Success Overview

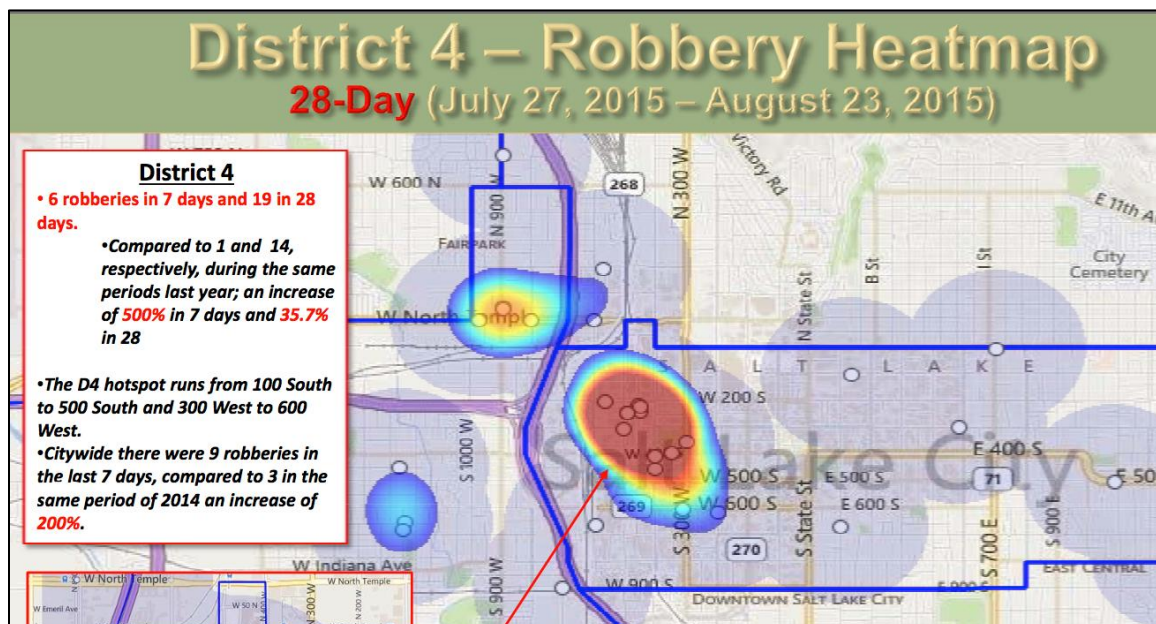


**Council District 4 -
 Breakdown of All Offenses**

Robbery in District 4 was up significantly again (500%) when we saw the next CompStat report for the week ending August 23.

	2015	2014	Chg	% Chg
Criminal Homicide	0	0	0	/0
Criminal Sexual Assault***	2	1	1	100.0%
Robbery	6	1	5	500.0%
Aggravated Assault	3	7	-4	-57.1%
Burglary	3	3	0	0.0%
Larceny/Theft	72	101	-29	-28.7%
Motor Vehicle Theft	8	5	3	60.0%
TOTAL	94	118	-24	-20.3%
Other Assaults	19	28	-9	-32.1%
Vandalism	12	27	-15	-55.6%

The CompStat Unit also provided a heat map for this problem area.



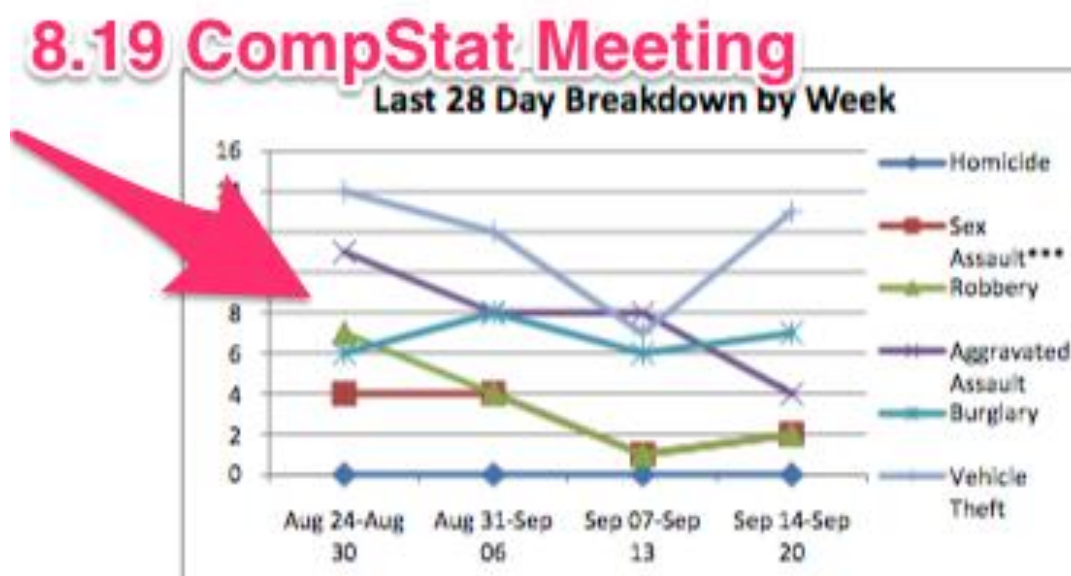
SALT LAKE CITY POLICE DEPARTMENT
Rio Grande Initiative Progress
 CompStat Success Overview

We redoubled our efforts and tried some new ideas. The tactics included:

- Placement of Cameras and Signs
- Increase of Field Cards/Suspicious Person Stops
- Increase Traffic Enforcement
- Increase of Bicycle and Pedestrian Enforcement
- Removing Victims from the Area before Field Interviews

As you can see in the chart below, we have had success in driving down the robberies in District 4 since the CompStat meeting on August 19.

In fact, last week's CompStat Report (Week ending September 13) showed that Robberies in District 4 were down 80% and the trend continued this week (Week ending September 20) down 71%.



Robberies in District 4





SALT LAKE CITY POLICE DEPARTMENT

Rio Grande Initiative Progress

- Aggravated Assault
- Arson
- Burglary
- Forcible Rape
- Homicide
- Larceny/Theft
- Motor Vehicle Theft
- Robbery

CompStat Report

09/21/2015 – 09/27/2015

SLCPD
Serving with Integrity

This report reflects Part I Offenses and targeted Part II Offenses and is based on NIBRS Reporting, also known as incident-based reporting. Multiple crimes or offenses committed during one incident are counted individually.



Salt Lake City Police Department



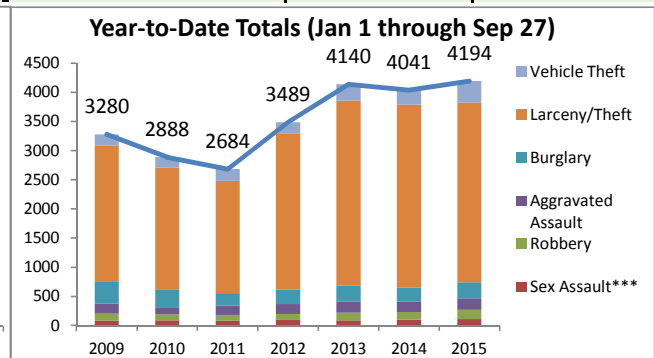
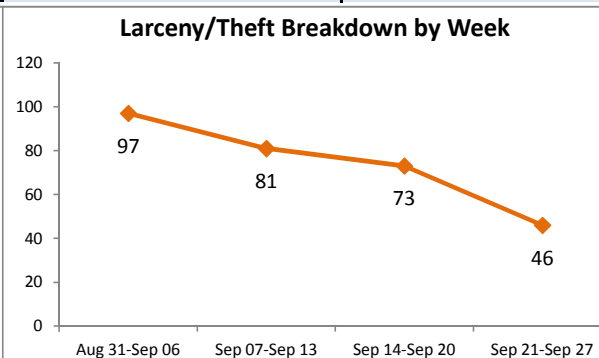
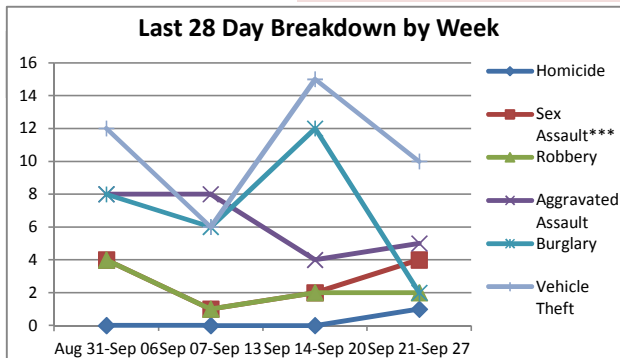
CompStat Report

**Council District 4 -
Breakdown of All Offenses**

Volume 1 -- Number 39

Report Covering the Week 09/21/2015 Through 09/27/2015 (Mon-Sun)

	Last 7 Days*				Last 28 Days*				Previous 28 Days* (Prior to Last 28 Days)			Year to Date (YTD)*			3-Year YTD Average*		5-Year YTD Average*	
	2015	2014	Chg	% Chg	2015	2014	Chg	% Chg	2015	Recent Chg	Recent % Chg	2015	2014	% Chg	Avg**	% Chg	Avg**	% Chg
Criminal Homicide	1	1	0	0.0%	1	1	0	0.0%	0	1	/0	1	4	-75.0%	1.33	-25.0%	1.40	-28.6%
Criminal Sexual Assault***	4	1	3	300.0%	11	9	2	22.2%	12	-1	-8.3%	111	94	18.1%	95.67	16.0%	90.60	22.5%
Robbery	2	5	-3	-60.0%	9	22	-13	-59.1%	26	-17	-65.4%	157	134	17.2%	119	31.6%	112	39.9%
Aggravated Assault	5	5	0	0.0%	25	21	4	19.0%	20	5	25.0%	197	183	7.7%	183	7.7%	166	18.7%
Burglary	2	13	-11	-84.6%	28	40	-12	-30.0%	24	4	16.7%	274	239	14.6%	253	8.2%	257	6.6%
Larceny/Theft	46	89	-43	-48.3%	297	315	-18	-5.7%	349	-52	-14.9%	3,089	3,138	-1.6%	2995	3.1%	2600	18.8%
Motor Vehicle Theft	10	9	1	11.1%	43	30	13	43.3%	41	2	4.9%	365	249	46.6%	242	50.8%	221	65.2%
TOTAL	70	123	-53	-43.1%	414	438	-24	-5.5%	472	-58	-12.3%	4,194	4,041	3.8%	3890	7.8%	3448	21.6%
Other Assaults	31	21	10	47.6%	148	123	25	20.3%	159	-11	-6.9%	1,235	1,136	8.7%	1100	12.3%	1046	18.0%
Vandalism	10	20	-10	-50.0%	73	72	1	1.4%	76	-3	-3.9%	656	705	-7.0%	716	-8.3%	710	-7.6%



Note: Charts may erroneously show an apparent drop in the most current data due to some cases not yet having been reported and/or recorded. For this reason, apparent decreases may not be accurate. However, any increase shown for the most recent 7 day period is a likely indicator of a rise in the category.

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*The above CompStat figures were generated on Monday, 1 day(s) after the closing date, which is indicated in the title. The figures are current as of the date generated.

**Averages greater than or equal to 100 are rounded to a whole digit to maintain a consistent column size.

***For the purposes of this report, "Criminal Sexual Assault" is defined as the following categories: all forms of sexual assault (NCIC 1100 series) with the exception of unlawful sexual intercourse (1199 1) and statutory rape (1116-0).