# DEPARTMENT OVERVIEW

If you can't measure it,

You can't manage it.

# WHAT IS IT?

**CompStat** (short for COMPuter STATistics or COMParative STATistics) is a combination of management, philosophy, and organizational management tools for police departments.

# WHAT DOES THAT MEAN?

**CompStat** provides us with a way that we can accurately and quickly identify problems in precise geographical areas and measure the results of the problem-solving activities.  It is a performance management tool based on the goal of continuous improvement.

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# A BRIEF HISTORY

## NEW YORK CITY POLICE DEPARTMENT

The CompStat Methodology was the brainchild of Jack Maple when he was a Transit Police Lieutenant in New York City, serving under William Bratton, the head of the Transit Police.

- Called 'Charts of the Future,' it tracked crime through pins stuck in maps.
- Credited with cutting subway crime by 27%.

When William Bratton was promoted to NYPD Police Commissioner, having been impressed by Maple's methodology and results, he appointed Maple the Deputy Police Commissioner.

Commissioner Bratton implemented Maple's methodology – renaming it CompStat – in the NYPD in 1994, bringing crime down by 60%.

By 2003, murders in NYC dropped to 596; the lowest number since 1964.

## Salt Lake City Police Department

The prototype for CompStat Reports was first produced at SLCPD in January 2015 and went through a rigorous process of reviews, multiple drafts, and modifications before reaching the final product SLCPD uses today.

SLCPD's first-ever CompStat Unit was created by Deputy Chief Tim Doubt in October 2015.

CompStat Unit personnel have visited and reviewed reports & practices of other agencies around the country including Los Angeles PD, Austin PD, and Dallas PD.

SLCPD started holding bi-weekly meetings in July 2015 under the direction of Chief Mike Brown.

William J. Bratton *NYPD Commissioner*

Tim Doubt *SLCPD Deputy Chief*

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# THE CORE COMPONENTS

1. **Timely & Accurate Information & Intelligence –** *Know what is happening.*

   - SLCPD produces 8 CompStat Reports each Monday morning; one as a citywide summary and seven for each individual City Council District. This is raw data and should never be used as official statistics.

   - These reports include data from the previous week; right up to, and including, the night before the report is produced. This is done to provide the most current data in as close to real-time as possible. There is no sense in acting on data or trends that occurred weeks or months ago.

   - Admittedly, there may be reports and cases that have not been entered into the system yet. This may cause the figures to erroneously show an apparent drop. However, any increase shown is a likely indicator of a rise in the category.

# THE CORE COMPONENTS

2. **Effective Tactics –** *Have A Plan*

   - Commanders direct specific resources at all aspects of a problem.

   - They look at problems and trends from different perspectives and apply many unique and varied crime reduction and problem-solving strategies.

   - During meetings, SLCPD Commanders brainstorm ideas for Operations and out-of-the-box thinking is encouraged.

# THE CORE COMPONENTS

3. **Rapid Deployment –** *Do It Quickly*
   - It is not logical to pour resources into areas that had crime problems weeks or months ago. Plans must be deployed rapidly in order to get results before the targets move.
   - The use of rapid deployment increases the likelihood of affecting a problem before it shifts to another day, time, or area.
   - Strategies to enhance the capabilities of rapid deployment often include overtime, schedule changes, realigning special units or squads to meet specific needs, and unconventional Operations (such as SLCPD's "Operation Frostbite" in January 2016 which was conducted to educate owners who left their vehicles unattended while idling/warming up, thus creating crimes of opportunity for motor vehicle thieves).

# THE CORE COMPONENTS

4. **Relentless Follow-Up & Assessment –** *If it works, do more. If not, do something else.*

   - An essential element in an operational plan is accountability and the need to critically assess what, if any, impact the implementation of the strategies had on the targeted goals.

   - At meetings, Commanders are held accountable for strategies that were developed during the previous meeting.

   - Each individual involved with the strategies (Detectives, Lieutenants, Sergeants, Officers, etc.) may be questioned about their tactics and operations.

   - The success or failure of tactics and strategies are assessed for effectiveness in the creation of new tactics and/or the use of similar ones in the future.

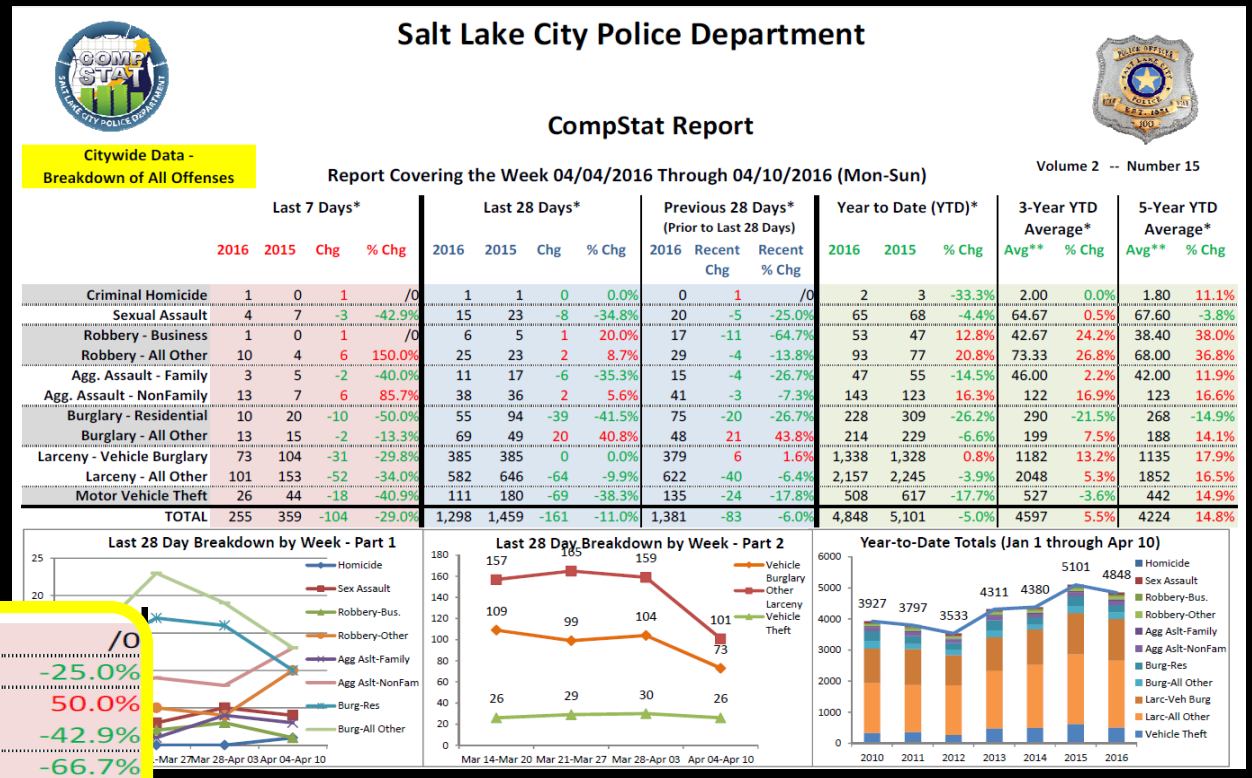
# REPORTS

Eight CompStat Reports are produced each Monday morning by the CompStat Unit for the previous week; one as a Citywide summary and seven for each individual City Council District.

These reports show periods for the last 7 days, the last 28 days, the previous 28 days, and Year to Date; each of these periods for the current year are compared to the same time period of the previous year. Three year and five year averages are also displayed.

Part I Offenses are the types of crimes that are used:

- Criminal Homicide
- Sexual Assault
- Robbery
- Aggravated Assault
- Burglary
- Larceny
- Motor Vehicle Theft



**Salt Lake City Police Department**

**CompStat Report**

Citywide Data - Breakdown of All Offenses

Report Covering the Week 04/04/2016 Through 04/10/2016 (Mon-Sun)

Volume 2 -- Number 15

| | 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* | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 2016 | 2015 | Chg | % Chg | 2016 | 2015 | Chg | % Chg | 2016 | Recent Chg | Recent % Chg | 2016 | 2015 | % Chg | Avg** | % Chg | Avg** | % Chg |
| Criminal Homicide | 1 | 0 | 1 | /0 | 1 | 1 | 0 | 0.0% | 0 | 1 | /0 | 2 | 3 | -33.3% | 2.00 | 0.0% | 1.80 | 11.1% |
| Sexual Assault | 4 | 7 | -3 | -42.9% | 15 | 23 | -8 | -34.8% | 20 | -5 | -25.0% | 65 | 68 | -4.4% | 64.67 | 0.5% | 67.60 | -3.8% |
| Robbery - Business | 1 | 0 | 1 | /0 | 6 | 5 | 1 | 20.0% | 17 | -11 | -64.7% | 53 | 47 | 12.8% | 42.67 | 24.2% | 38.40 | 38.0% |
| Robbery - All Other | 10 | 4 | 6 | 150.0% | 25 | 23 | 2 | 8.7% | 29 | -4 | -13.8% | 93 | 77 | 20.8% | 73.33 | 26.8% | 68.00 | 36.8% |
| Agg. Assault - Family | 3 | 5 | -2 | -40.0% | 11 | 17 | -6 | -35.3% | 15 | -4 | -26.7% | 47 | 55 | -14.5% | 46.00 | 2.2% | 42.00 | 11.9% |
| Agg. Assault - NonFamily | 13 | 7 | 6 | 85.7% | 38 | 36 | 2 | 5.6% | 41 | -3 | -7.3% | 143 | 123 | 16.3% | 122 | 16.9% | 123 | 16.6% |
| Burglary - Residential | 10 | 20 | -10 | -50.0% | 55 | 94 | -39 | -41.5% | 75 | -20 | -26.7% | 228 | 309 | -26.2% | 290 | -21.5% | 268 | -14.9% |
| Burglary - All Other | 13 | 15 | -2 | -13.3% | 69 | 49 | 20 | 40.8% | 48 | 21 | 43.8% | 214 | 229 | -6.6% | 199 | 7.5% | 188 | 14.1% |
| Larceny - Vehicle Burglary | 73 | 104 | -31 | -29.8% | 385 | 385 | 0 | 0.0% | 379 | 6 | 1.6% | 1,338 | 1,328 | 0.8% | 1182 | 13.2% | 1135 | 17.9% |
| Larceny - All Other | 101 | 153 | -52 | -34.0% | 582 | 646 | -64 | -9.9% | 622 | -40 | -6.4% | 2,157 | 2,245 | -3.9% | 2048 | 5.3% | 1852 | 16.5% |
| Motor Vehicle Theft | 26 | 44 | -18 | -40.9% | 111 | 180 | -69 | -38.3% | 135 | -24 | -17.8% | 508 | 617 | -17.7% | 527 | -3.6% | 442 | 14.9% |
| TOTAL | 255 | 359 | -104 | -29.0% | 1,298 | 1,459 | -161 | -11.0% | 1,381 | -83 | -6.0% | 4,848 | 5,101 | -5.0% | 4597 | 5.5% | 4224 | 14.8% |

Last 28 Day Breakdown by Week - Part 1

Last 28 Day Breakdown by Week - Part 2

Year-to-Date Totals (Jan 1 through Apr 10)

| | | | |
|---|---|---|---|
| 0 | 0 | 0 | /0 |
| 3 | 4 | -1 | -25.0% |
| 3 | 2 | 1 | 50.0% |
| 4 | 7 | -3 | -42.9% |
| 1 | 3 | -2 | -66.7% |
| 14 | 9 | 5 | 55.6% |
| 17 | 21 | -4 | -19.1% |
| 8 | 14 | -6 | -42.9% |
| 71 | 94 | -23 | -24.5% |
| 97 | 151 | -54 | -35.8% |
| 24 | 43 | -19 | -44.2% |
| 242 | 348 | -106 | -30.5% |

When you're looking at these charts, a good rule of thumb to go by is:
GREEN = GOOD & RED = BAD

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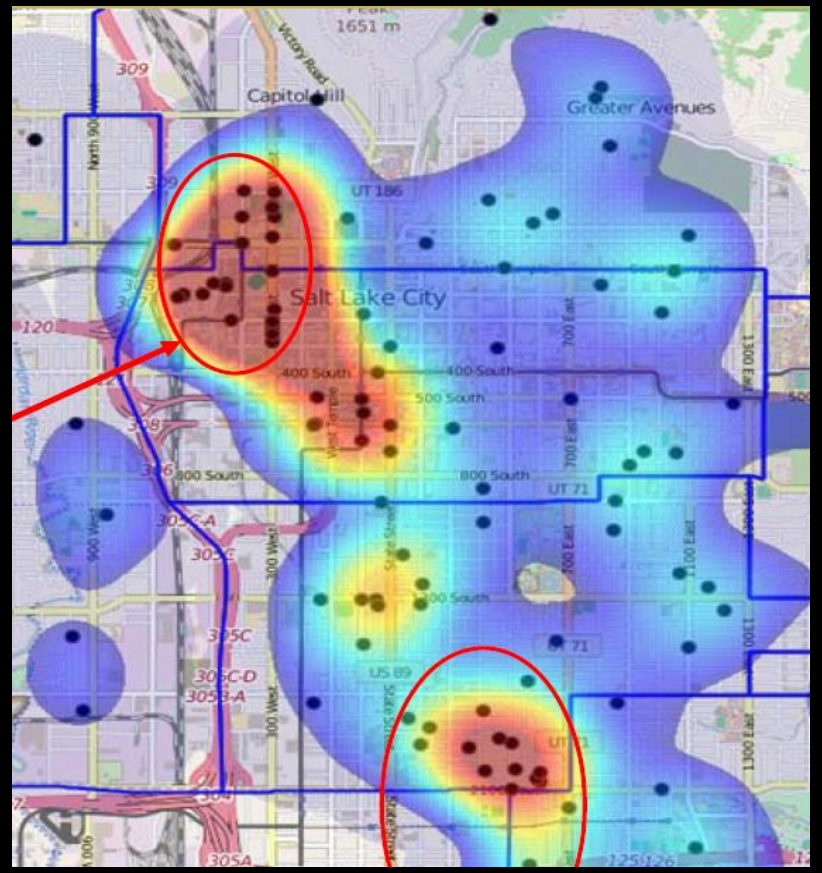
# PRE-COMPSTAT

The CompStat Unit analyzes the increases and decreases in each time period, offense type, and City Council District and also takes into consideration any other known crime trends.

During a Pre-CompStat Meeting, Intelligence Specialists present their preliminary analyses to CompStat Unit Commanders on various possible problem areas and weekly focus areas are selected.

Heat Maps are generated by Analysts to illustrate the specific geographic locations where crime has been happening in the selected focus areas.



# ANALYSIS & LOGISTICS

For the next 48 hours, the CompStat Unit reviews cases one-by-one, performs analysis, gathers intelligence, and produces graphics for the selected focus areas for that week's meeting.

The meeting presentation is prepared and the meeting room is prepped with Command Staff nameplates and microphones.

# MEETINGS: WHO, WHEN, & WHERE

**Who:** Command Staff
Division Directors
CompStat Unit
SLIC Detectives
CIU Detectives

*Visitors often include:*

City Council Members
City Council Staffers & Liaisons
Mayor's Office Staffers
City Prosecutor's Office Representatives
District Attorney's
Other Agency Police Chiefs
Adult Probation & Parole
Members of the Media/Press

**When:** Every other Wednesday
1000 hrs.

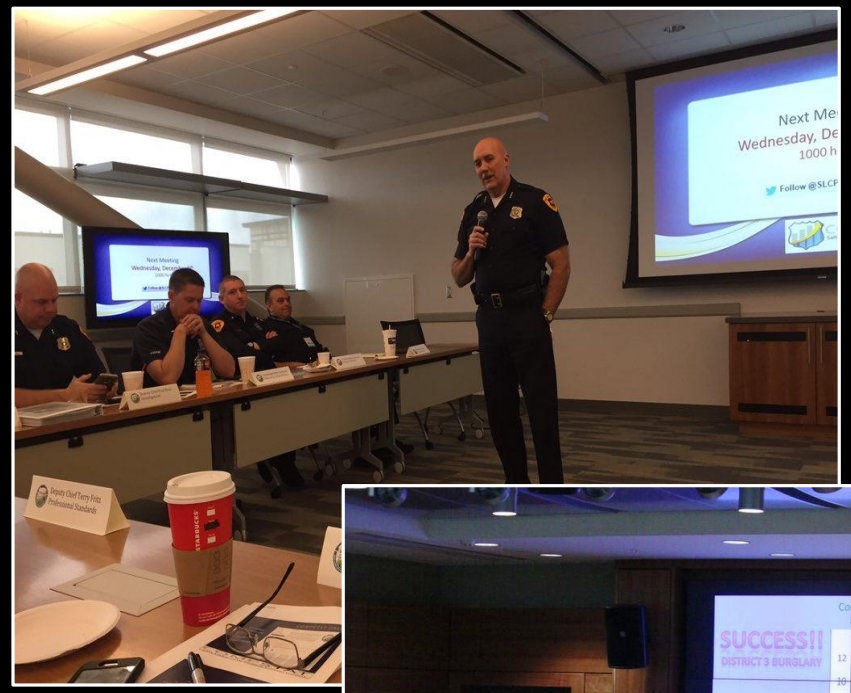
**Where:** CompStat Room
3rd Floor SLCPD PSB

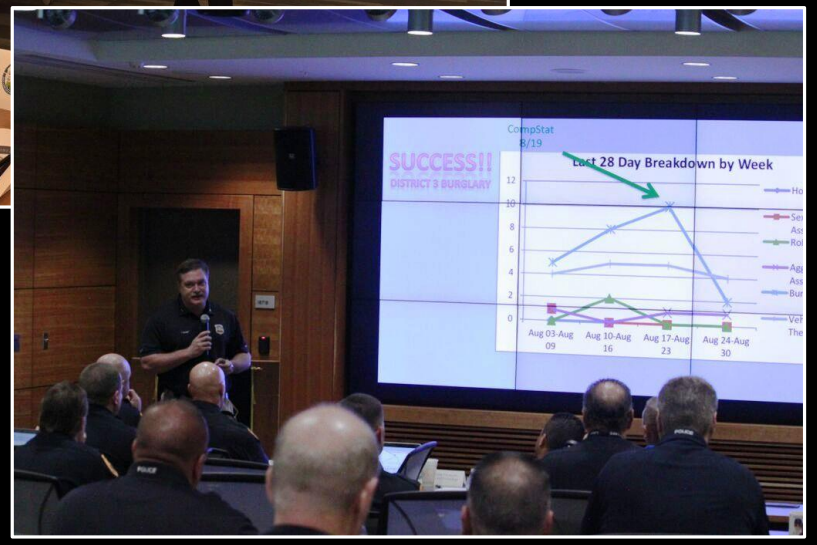
# MEETINGS: THE MAIN EVENT

1. Previous Week Focus Area Review
   Review any changes to the numbers for areas previously focused on to determine if our efforts made a difference.

2. Bureau Follow-Ups
   Each bureau commander is held accountable for the previous meeting's focus area strategies that were assigned to their bureau and report on what was and was not accomplished.

3. Current CompStat Report
   Review this week's CompStat Report & outline the logic behind the chosen focus areas.



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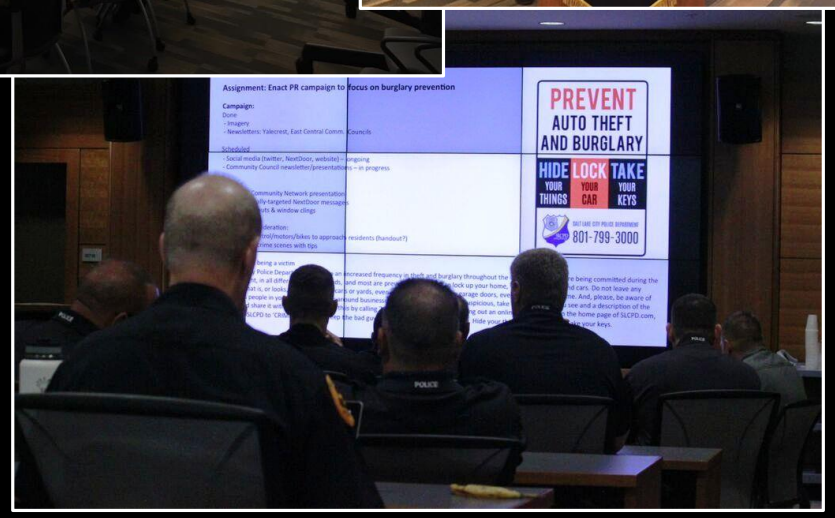
# MEETINGS: THE MAIN EVENT




4. New Focus Areas
   The CompStat Unit presents the analyses and intelligence for this week's focus areas.

5. Strategies
   Bureau Commanders devise strategies to address problems and trends in the focus areas and make assignments that are to be completed before the next meeting.

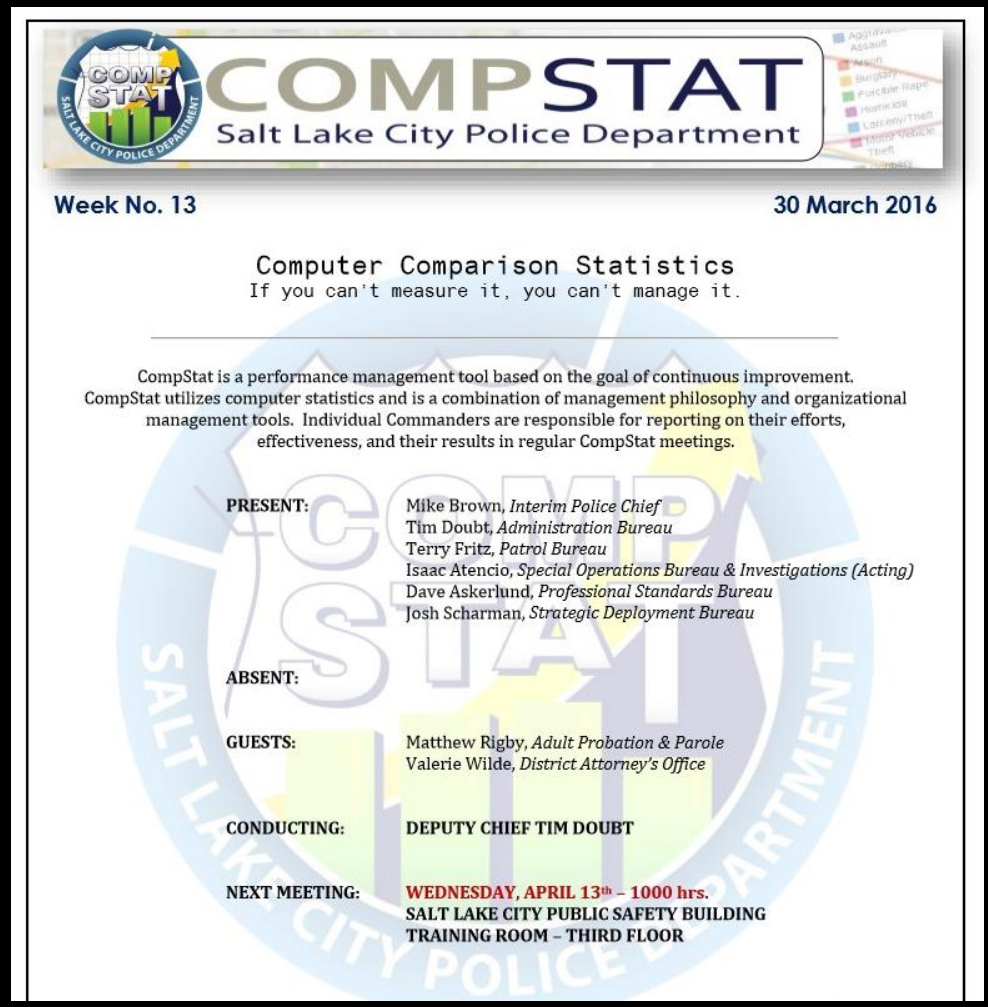
6. Miscellaneous Information
   Occasionally representatives from the City Council, Mayor's Office, Adult Probation & Parole, other police agencies, etc. address the meeting with any concerns they may have in regards to their agencies.

# POST-COMPSTAT

## Notes & Meeting Packet

Meticulous notes are taken during the CompStat Meeting that outline discussions had during the meeting as well as strategy assignments for each bureau.

The meeting notes, weekly report, heat maps, and meeting presentation are compiled, reviewed, approved, and disseminated department-wide and to City Council & Mayor's Office staffers as the meeting packet.



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**Week No. 13** **30 March 2016**

Computer Comparison Statistics
If you can't measure it, you can't manage it.

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.

**PRESENT:**
Mike Brown, *Interim Police Chief*
Tim Doubt, *Administration Bureau*
Terry Fritz, *Patrol Bureau*
Isaac Atencio, *Special Operations Bureau & Investigations (Acting)*
Dave Askerlund, *Professional Standards Bureau*
Josh Scharman, *Strategic Deployment Bureau*

**ABSENT:**

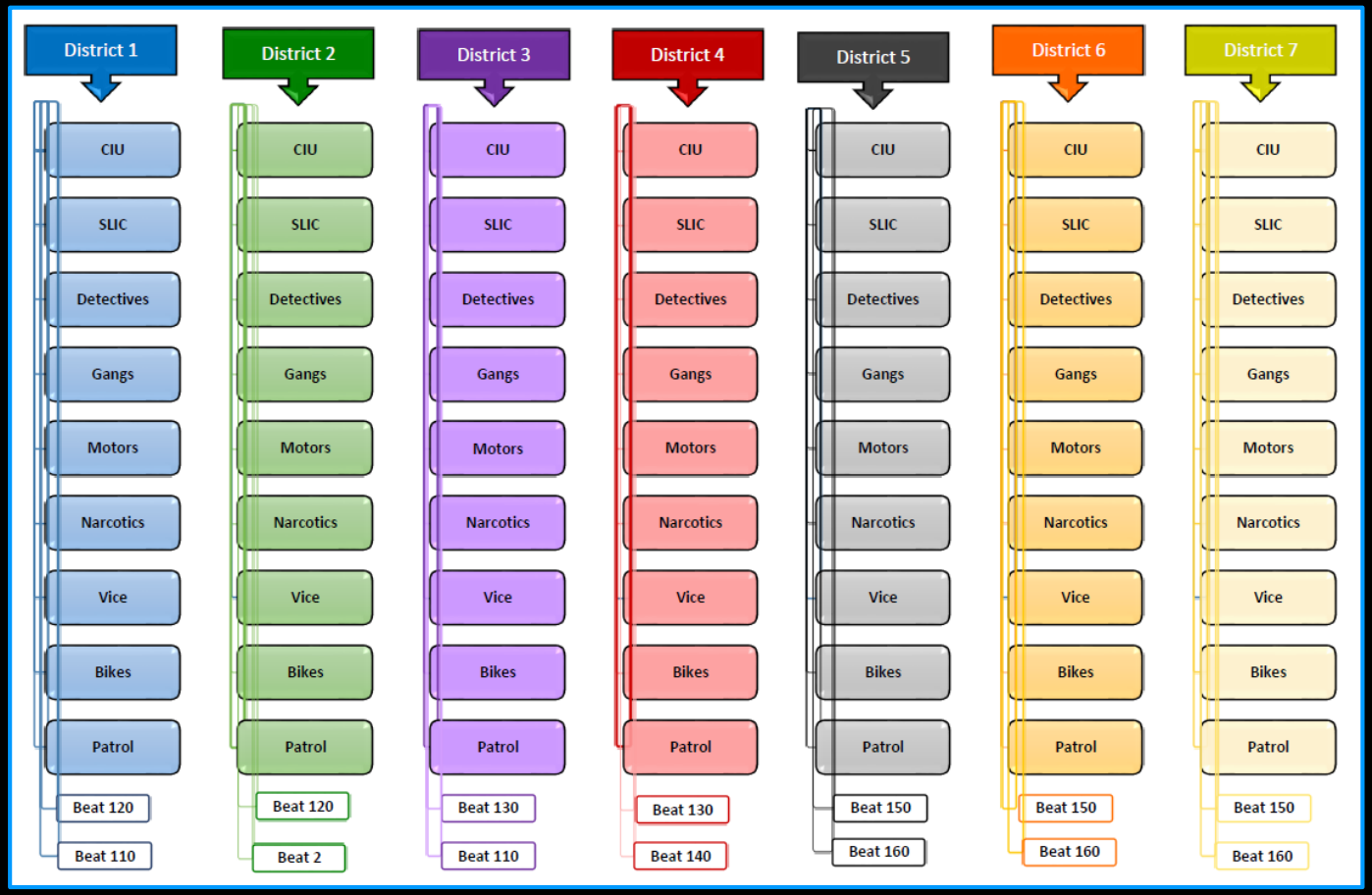
**GUESTS:**
Matthew Rigby, *Adult Probation & Parole*
Valerie Wilde, *District Attorney's Office*

**CONDUCTING:** **DEPUTY CHIEF TIM DOUBT**

**NEXT MEETING:** **WEDNESDAY, APRIL 13th – 1000 hrs.**
**SALT LAKE CITY PUBLIC SAFETY BUILDING**
**TRAINING ROOM – THIRD FLOOR**

# DISTRICT ACTION TEAMS

District Action Teams are made up of personnel from each division and are the *Go-To* people with valuable resources & information for CompStat issues in focus areas of their assigned City Council Districts.



# INFORMATION AT YOUR FINGERTIPS

## Weekly Reports

- Every Monday Afternoon -

Posted Online

http://slcpd.com/compstat/

Twitter

https://twitter.com/SLCPDCompStat

Follow @SLCPDCompStat

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# QUESTIONS?

Contact the CompStat Unit

Main Office Line
(801)799-4685

Amberly Crowford, Unit Supervisor
(801)799-3565

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# PRESENTATION SOURCES


Henry, Vincent E. *The CompStat Paradigm: Management Accountability in Policing, Business, and The Public Sector.* Flushing, NY: Looseleaf Law Publications, 2003. Print.

Bratton, William J. Foreward. *The CompStat Paradigm: Management Accountability in Policing, Business, and The Public Sector.* By Vincent E. Henry. Flushing, NY: Looseleaf Law Publications, 2003. Print.

Godown, Jeff, LAPD Detective. "The CompStat Process: Four Principles for Managing Crime Reduction." *Police Chief Magazine Vol. LXXVI No. 8*, August 2009. Web. 20 April 2016.



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