



# COMMUNITY CONNECTION CENTER

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**Three Teams – One Center**

*Organization Report*

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## INTRODUCTION

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**Three Teams – One Center:** The Community Connection Center (CCC) is a joint effort of officers and social workers in the Salt Lake City Police Department. The center is part of a few programs across the country that have social workers embedded in the police department. The CCC houses three teams that work together – Community Connection Team (social workers), Homeless Outreach Service Team (HOST officers), and Crisis Intervention Team (CIT officers). The center is also located right across the street from one of the city's largest homeless resource centers.

**Mission Statement:** To provide a safe environment for people to access individualized care, support, and appropriate community services.

**Eligibility Criteria:** Any individual in Salt Lake City that needs a police response or is in crisis and in need of social services rather than incarceration.

**Cost:** Salt Lake City allocated an additional \$1.34 million dollars of ongoing general fund to Salt Lake City's Police Department's budget for this program.

**Why having social workers in the police department works:** Police officers work with a variety of people, calls, and situations. Aside from criminal activity, officers respond to complaints or calls about the homeless community, substance use, or mental health crisis. Other types of programs have found that having social workers involved in addressing these issues leads to higher success in receiving services, treatment, or appropriate treatment or approach to those in mental health crisis. Our social workers support the officers in making connections with individuals in the community to build rapport in hopes of connecting them to services or treatment.

Open Monday – Friday 9am-10am  
All other times by appointment only

511 W. 200 S. Suite #100  
Salt Lake City, UT 84101

Main Line: 801-799-3533  
Fax Line: 801-799-3878

Email: [CommunityConnectionTeam@slcgov.com](mailto:CommunityConnectionTeam@slcgov.com)  
Referral Form: [www.slcpd.com/ccc](http://www.slcpd.com/ccc)



# COMMUNITY CONNECTION TEAM

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**The Community Connection Team** is comprised of one program manager, one office technician, five case workers and three therapists. These team members' specialties include: sex offenders, felons, housing, halfway house/prison transition, mental health/jail, domestic violence, severe persistent mental illness, sexual violence and human trafficking, and substance use. These team members have become the liaisons between front line police work and the community. This includes service providers and individuals/families that are experiencing homelessness and/or are in crisis. Services with this team include:

- Intermittent, short term therapeutic intervention
- Care coordination between agencies
- Case management
- Housing assistance
- Employment resources
- Navigation of the behavioral health system



## HOMELESS OUTREACH SERVICE TEAM

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The **Homeless Outreach Service Team**, also known as HOST, is a proactive and collaborative effort to move the community in Salt Lake City into a partnership with the police and homeless service providers to connect homeless individuals and families with social services and resources. The team consists of one police sergeant and two detectives.



**HOST**  
*Homeless Outreach Service Team*

# CIT METRO

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**CIT is the Crisis Intervention Team.** CIT includes one police sergeant and three specially-trained law enforcement officers – trained with tactics to effectively deal with a situation involving a person experiencing a mental health crisis. CIT officers have received training to assist in identifying characteristics of various mental disorders. Officers are trained to provide a safer intervention for the person experiencing a mental health crisis, their family members, the community, and the officers themselves.



# COMMUNITY CONNECTION CENTER

## Organization Report

### OPENING OF THE CCC

The CCC opened its doors on July 19, 2016. The area is meant to be a collaborative space where officers and social workers can work together. The CCC began with a team of five officers and six social workers. It has grown so now there are six officers and nine social workers.



## **SUPPORTERS OF THE CCC**

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Many city and local representatives spoke at the opening of the CCC. Their support was monumental in the creation and expansion of the CCC.



**Salt Lake City Police Chief  
Mike Brown**



**Salt Lake City Mayor  
Jackie Biskupski**



**Salt Lake City Councilman  
Derek Kitchen**



**Salt Lake City Councilman  
Stan Penfold**



# CO-RESPONSE AND OUTREACH

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One of the focuses of the CCC is co-responding to calls (social workers and police officers) and doing outreach in the community to connect with clients and community providers. Co-response and outreach provide individuals an opportunity to talk with a social worker as a way of diversion from other outcomes such as incarceration for crimes such as trespassing, drug use, or unsafe behaviors.

Some of the scenarios in which the teams do co-response or outreach include the following:

- Responding to complaints about homeless camps
- Finding those in need of assistance through independent work (searching for encampments or talking to the homeless community)
- Referral to a detox bed and transport to the detox facility
- Response to mental health calls such as: suicide attempts or suicide threats, and individuals experiencing symptoms from various disorders (psychosis, schizophrenia, bipolar disorder, etc.)
- Welfare checks



# CO-RESPONSE AND OUTREACH

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# CO-RESPONSE AND OUTREACH



# CO-RESPONSE AND OUTREACH



# CO-RESPONSE AND OUTREACH

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### CO-RESPONSE AND OUTREACH

Winters can be harsh on the homeless community. The CCC team interacts with those that are homeless to offer services so people have shelter during winter weather conditions.



## IN OFFICE SERVICES

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**Clients can come in to the CCC for a variety of services.** In a comfortable space and environment, social workers help clients navigate housing, documents, and a variety of community services. We also have therapists who can provide short-term therapy or counseling services for individuals and families.



## TOP 50

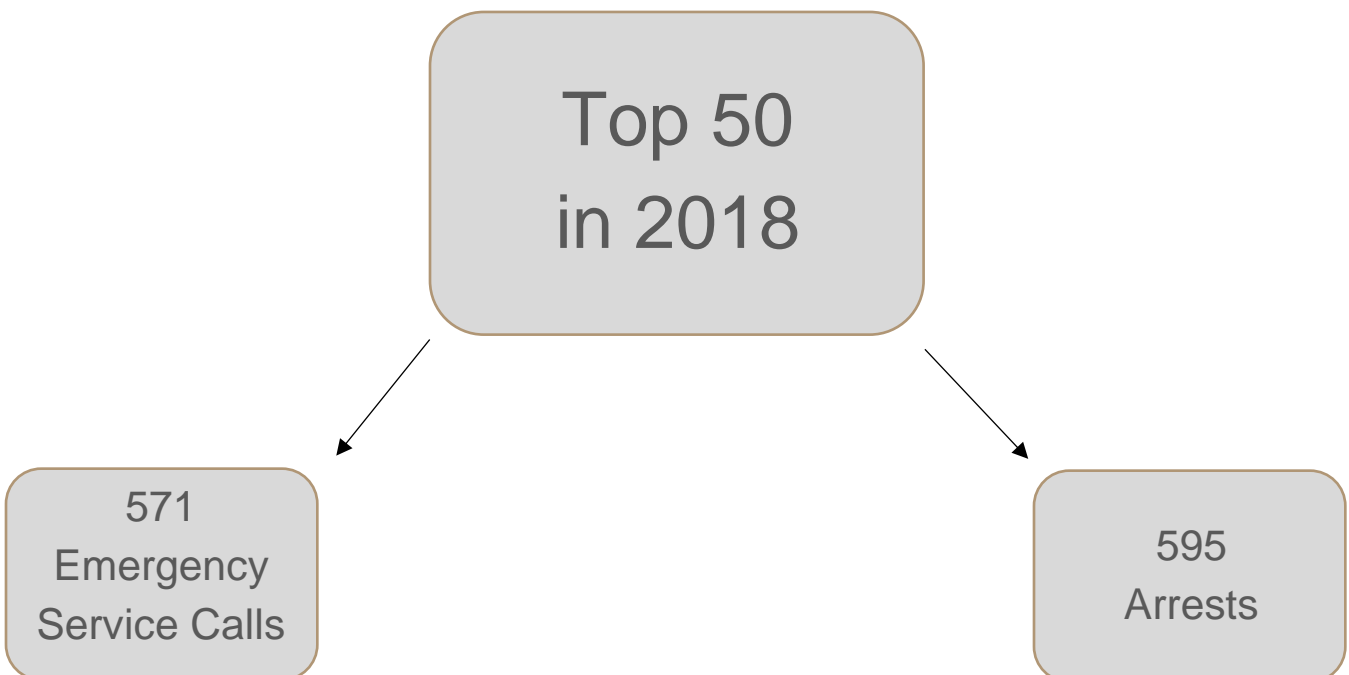
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One of the goals of the CCC is to identify individuals in Salt Lake City who are the highest utilizers of emergency services. Examples of emergency services may include:

- Calling 911 dispatch multiple times
- Mental illness symptoms
- Chronic homelessness or camping
- Chronic public intoxication
- Trespassing
- Drug use or possession
- Outstanding warrants
- Petty theft
- Simple assault
- Ambulance services

Individuals who utilize the highest number of these services in Salt Lake City are placed on a “Top 50” list, updated quarterly, and interactions with these individuals are tracked – with the end goal to be to decrease the amount of emergency services these individuals utilize.

**Through continual contact with these individuals and offering services, the teams hope to build relationships of trust with people on the “Top 50” list as to work to address their needs and decrease emergency service interventions.**





# MEDIA COVERAGE

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- New center a “triage unit” for front-line policing in Rio Grande neighborhood: S.L. police social workers will work to connect homeless people with services

<https://www.deseretnews.com/article/865658362/New-center-a-triage-unit-for-frontline-policing-in-Rio-Grande-neighborhood.html>

- What Salt Lake City can learn from Seattle when dealing with drug offenders

<https://www.deseretnews.com/article/900006094/what-salt-lake-city-can-learn-from-seattle-when-dealing-with-drug-offenders.html>

- Police social workers? Salt Lake City’s unusual program has scores of success stories: Community connection – A program that focuses on helping its clients resolve their issues and stay away from jail has drawn attention from other cities’ police departments

<https://archive.sltrib.com/article.php?id=5094630&itype=CMSID>

- Police officers, social workers team up to make a difference in Rio Grande neighborhood

<https://www.ksl.com/article/43208705/police-officers-social-workers-team-up-to-make-a-difference-in-rio-grande-neighborhood>

- Police have a new tool in their arsenal: Mental-health professionals – Departments nationwide have begun teaming up officers with therapists for calls involving the mentally ill

[https://www.wsj.com/articles/police-have-a-new-tool-in-their-arsenal-mental-health-professionals-1520591400?mod=article\\_inline](https://www.wsj.com/articles/police-have-a-new-tool-in-their-arsenal-mental-health-professionals-1520591400?mod=article_inline)

## COMMUNITY PARTNERS

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The CCC work would not be possible without the help it receives from community partners. These organizations assist in collaboration for client services:

### **Benefits and Insurance**

Affordable Care Act (ObamaCare)  
CHIP (Children's Health Insurance Program)  
Department of Workforce Services  
Medicaid

### **Children, Youth, and Family Services**

Department of Child and Family Services  
Department of Workforce Services  
Family Support Center (Crisis Nursery)  
The Midvale Road Home (Families)  
Salt Lake Division of Youth Services  
Utah Head Start Association  
VOA Youth Resource Center  
VOA Young Men Transition Home  
VOA Young Women Transition Home

### **Deposit/Utility Assistance**

HEAT (Managed by CAP)  
Crossroads Urban Center  
Salvation Army

### **Disability**

Division of Services for People with Disabilities  
Utah State Office of Rehabilitation

### **Domestic Violence**

Capstone Counseling Center  
Clinical Consultants  
Odyssey House  
South Valley Sanctuary  
YWCA

### **Education**

Department of Workforce Services  
English Learning Skills Center  
International Rescue Committee  
Job Corps

### **Financial and Employment Support**

Department of Workforce Services  
Deseret Industries  
Utah State Office of Rehabilitation  
LDS Employment Resource Center

### **Food and Clothing**

Catholic Community Services  
Department of Workforce Services (Food Stamps)  
Deseret Industries  
LDS Welfare Square  
Rescue Mission  
Salt Lake Community Action Program  
Utah Food Bank  
WIC Utah Department of Health

## **COMMUNITY PARTNERS**

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### **Housing**

Alliance House  
Rapid Rehousing Programs  
Shelter+Care  
Section 8/Housing Choice Voucher  
Salt Lake Community Action Program (CAP)  
The Inn Between (Hospice)  
The Road Home  
The Midvale Road Home (Families)  
Veterans Administration Supportive Housing (VASH)  
Valley Behavioral Health Transition Housing  
VOA Youth Resource Center  
VOA Young Men Transition Home  
VOA Young Women Transition Home

### **Immigration and Refugee Services**

Catholic Community Services  
Immigration Legal Services  
U.S. Citizens and Immigration Services  
Utah Health and Human Rights Project

### **Meetings and Support Groups**

Encircle LGBT+ Family and Youth Resource Center  
Equality Utah  
Odyssey House  
Rape Recovery Center  
South Valley Services  
Utah Pride Center

### **Medical**

4<sup>th</sup> Street Clinic  
LDS Hospital  
Neighborhood Clinic  
Planned Parenthood

### **Mental Health**

Cornerstone Counseling Center  
Odyssey House  
University Neuropsychiatric Institute  
Valley Behavioral Health

### **Substance Dependency**

First Step House  
Rescue Mission  
Various Detox Unit at Hospitals  
VOA Men's Adult Detoxification Center

### **Suicide Prevention**

Catholic Community Services  
Immigration Legal Services  
LDS Hospitals Behavioral Health Access Center  
National Alliance on Mental Illness (NAMI)  
UNI Crisis Line and Mobile Outreach  
U.S. Citizens and Immigration Services  
Utah Health and Human Rights Project

### **Veteran Services**

Department of Veteran Affairs  
Veterans Affairs Community Based Clinic

# SUCCESS STORIES – FROM THE TEAM

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- **Officers and social workers responded to a suicidal subject possibly with a gun.** They were able to locate and contain the woman at a church. She had a revolver pointed at her head. The officers began communicating with her and when she decided to harm herself, a 40 mm was deployed (missing her, but leading to her surrendering the firearm). **She was taken to the hospital for treatment.**
- “I had been seeing a client for therapy and was able to get her approved for the G2H (Gateway 2 Housing) voucher. Client signed her lease last week for an apartment.”
- **CCC was able to get a client connected to a rep payee to get her benefits back from social security and was connected to mental health treatment.** Through the help of an assertive outreach time and intensive case management, the client was able to get back on medications and maintain safe and affordable housing.
- “During the Op (Operation Diversion) at the Library we were able to take one woman that was medically fragile and place her into The Inn Between, a respite care facility.”
- **CCC helped getting one of our highest top 50 clients into Valley EPIC.** This client has been a problem for police and fire due to his alcoholism for a about a year and a half and had been resistant to treatment. He is now excited to complete his program.
- “When doing outreach to a homeless camp complaint, we found out the client was a veteran and the VA had been looking for her for housing. **We transported the client to the VA to get housing paperwork going.**”
- **Staff was able to house a young man who has been staying at the Mission for several months.** The client was able to obtain a job and a CCC team member was able to obtain housing for the client. Client is now working two jobs and has an apartment. Client expressed appreciation for an opportunity to have some positive choices.
- Assisted a CIT officer in following up on an individual who was taken to the hospital a month ago. This was an 18-year-old transgender individual. The social worker went to his location and talked to him about different therapists and options. **“We were able to arrange for the client to get an appointment for a therapist at the Pride center.”**

## SUCCESS STORIES – FROM THE CLIENTS

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“My experience with the CCC has been surprisingly good. I’ve been resistant in the past. **When I met them, I was at Liberty Park and they (officers and social workers) approached me and were respectful and very understanding. I was taken aback by how I was treated, treated like a human.** [Social worker] helped me get my housing in line. She’s really bent over backwards for me making the calls about my housing application with VOA.”

~ CCC Client

Interviewed July 17, 2019

“I met a case worker from the CCC when I was living in the halfway house after getting out of prison. **The case worker went above and beyond anything that I would have expected. She brought paperwork for various things to my work so that I could sign them without having to take time off work. There were times when she would stop by and bring me a box of food to fill my cupboards.** She helped me find stable housing which supported my recovery from drug use. **I still get texts or calls from her to see how I am doing.** She hasn’t left or stopped caring about me because I am doing well. She has been very supportive, and I am grateful for everything she has done for me.”

~ CCC Client

Interviewed July 16, 2019

## SUCCESS STORIES – FROM THE CLIENTS

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“I was living in a halfway house after getting out of prison. A social worker followed-up with me about getting help with my drug use but I didn’t want to go to detox. **I got arrested the very next day and she came to see me in jail and was able to offer me a place in drug treatment as an alternative to time in jail or prison.** She got me into the drug treatment program at Odyssey House. **The treatment saved my life and I was grateful that I could be clean during the time when my child was born. I am living in my own spot and working and am still active in recovery with Odyssey House. She was the one that made it happen. She was willing to help me, check-in with me, and help me get into treatment.** She offered support such as vouchers for furniture and food. I’m doing well, I’m clean, I’m not in prison, and I am off parole.

~ CCC Client

Interviewed July 16, 2019

“I became homeless about 6 months ago. Prior to becoming homeless, I was working, had a place to stay, and was independent. After my housing situation did not work out I decided to stay at the shelter until I could get back on my feet. **The therapy sessions have really helped me to feel good about the progress that I am making, even though I feel stuck and frustrated that I am still homeless and not working.** Going from working as a professional to being stuck in the homeless system has been frustrating. I only thought I would be in this situation for a few weeks and then I would get connected to resources and then back to what I was doing before. **With my therapist, I have been able to talk to someone about these frustrations. It is a relief to come here (to the CCC). There isn’t the chaos like there is out there. I feel at peace here.**”

~CCC Client

Interviewed June 25, 2019

“**The people at the CCC have helped me get connected with housing twice. I’m moving into a new place today actually.** The social workers have really followed through with what they said they would do. They were punctual, worked hard, and have helped me in many ways.”

~ CCC Client

Interviewed July 22, 2019

# SUCCESS STORIES – FROM THE CLIENTS

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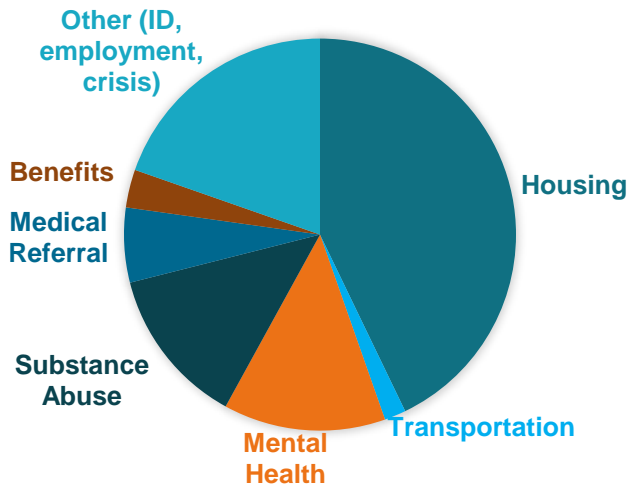
I started meeting with people from the CCC after being released from jail in 2017. I was homeless, without employment, and was staying at the shelter. One of the therapists helped me by listening and offering feedback and support, which in turn helped me initially maintain my sobriety and then enter a longer-term treatment program. **The CCC has been an important structured support and a bridge of safety. It has lived up to its name, allowing me to connect into the community body of resources.** Through the supports of other CCC team members, I received step by step help as they walked me through the process of coming out of homelessness and into independent self-sufficient living. I went from single transitional housing to family transitional housing to a housing voucher. They advocated for me when and where it was needed and supported my choices without judgement. Everyone at the community connection center – from the front office technician to the case managers, the social workers, and unknown volunteers – contributed to a broad and wide base of knowledge and experiences that lead to every essential resource that I needed. **The many services offered made it a singular platform to begin at and refer back to. They have truly been an invaluable part of my success, recovery and transformation out of a destitute place of hopelessness.**

~ CCC Client

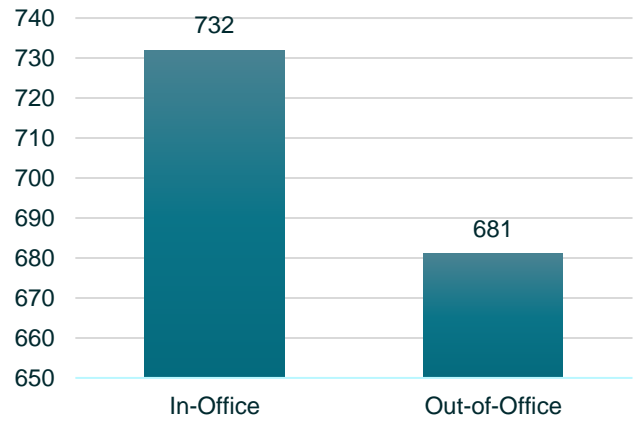
Interviewed July 17, 2019

# CONTACT STATS – 2018 REVIEW

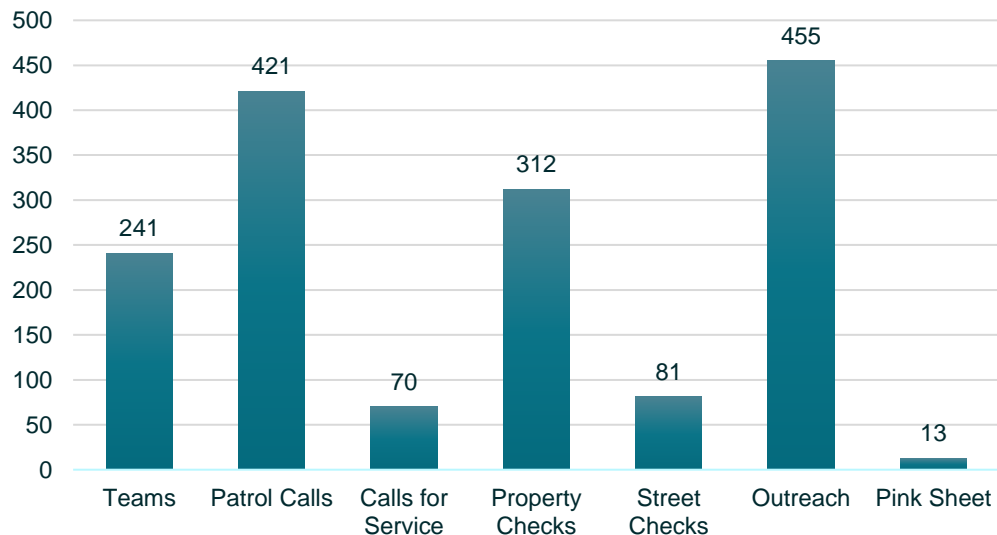
**2018 STATS  
SERVICES OFFERED  
(2,390 TOTAL)**



**2018 STATS  
OFFICE CONTACTS  
(1,972 TOTAL)**



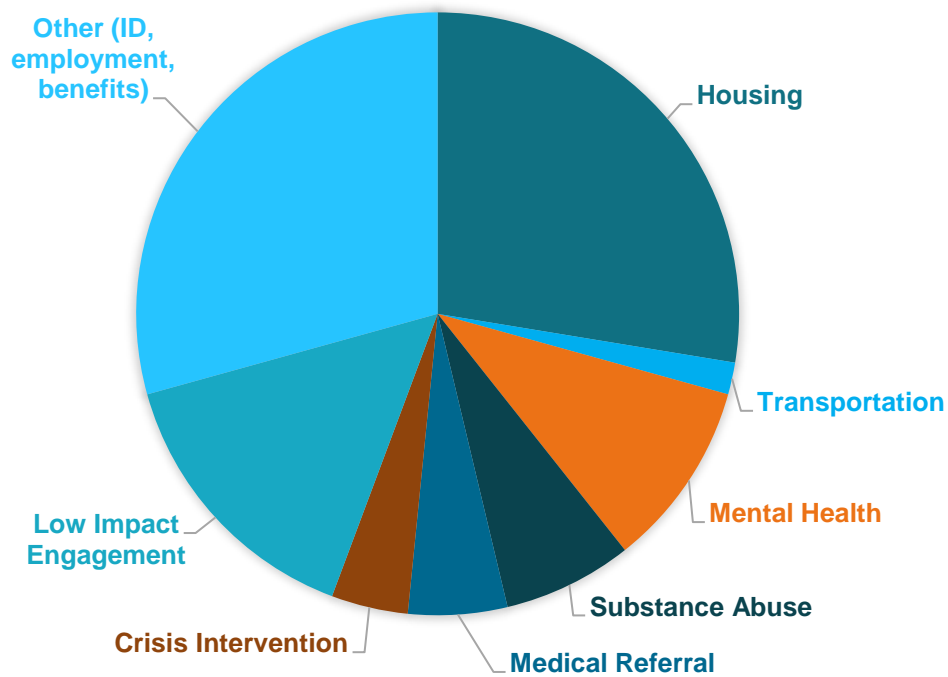
**2018 STATS  
CO-RESPONSE CONTACTS  
(1,438 TOTAL)**





## CONTACT STATS – 2019

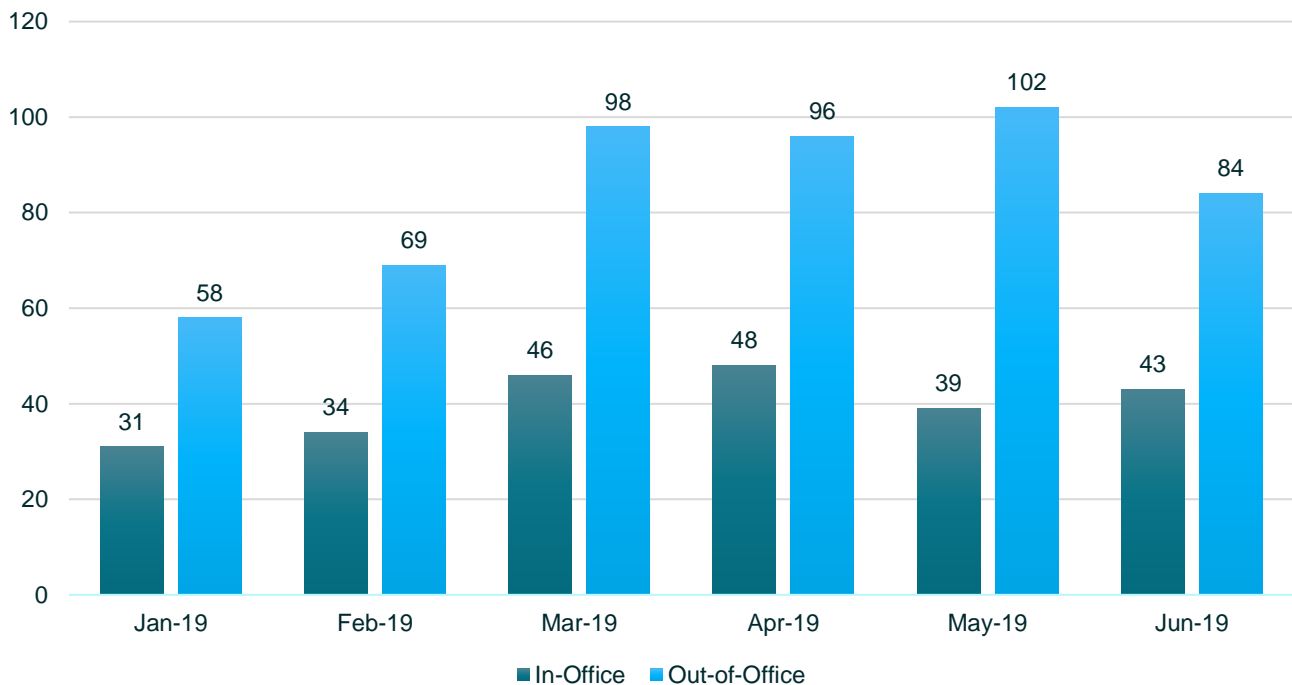
### 2019 YEAR-TO-DATE STATS SERVICES OFFERED (1,678 TOTAL)



Most of the services the team offers clients (either on outreach, in office, or out of office services) include: applying for various IDs, assistance with employment, housing, low impact engagement, and mental health services. Many of the people met on outreach need housing services or are having difficulty managing the housing/employment systems in order to be successful. Many others are experiencing some type of crisis (mental health, substance use, or medical referral). This chart shows the spread of the needs of the clients encountered. The team is on track in 2019 to match the same number of services offered in 2018. **Originally when the center opened, there was a greater focus on housing and now the focus has shifted to meeting needs of clients in a more acute manner in the community during outreach efforts.**

## CONTACT STATS – 2019

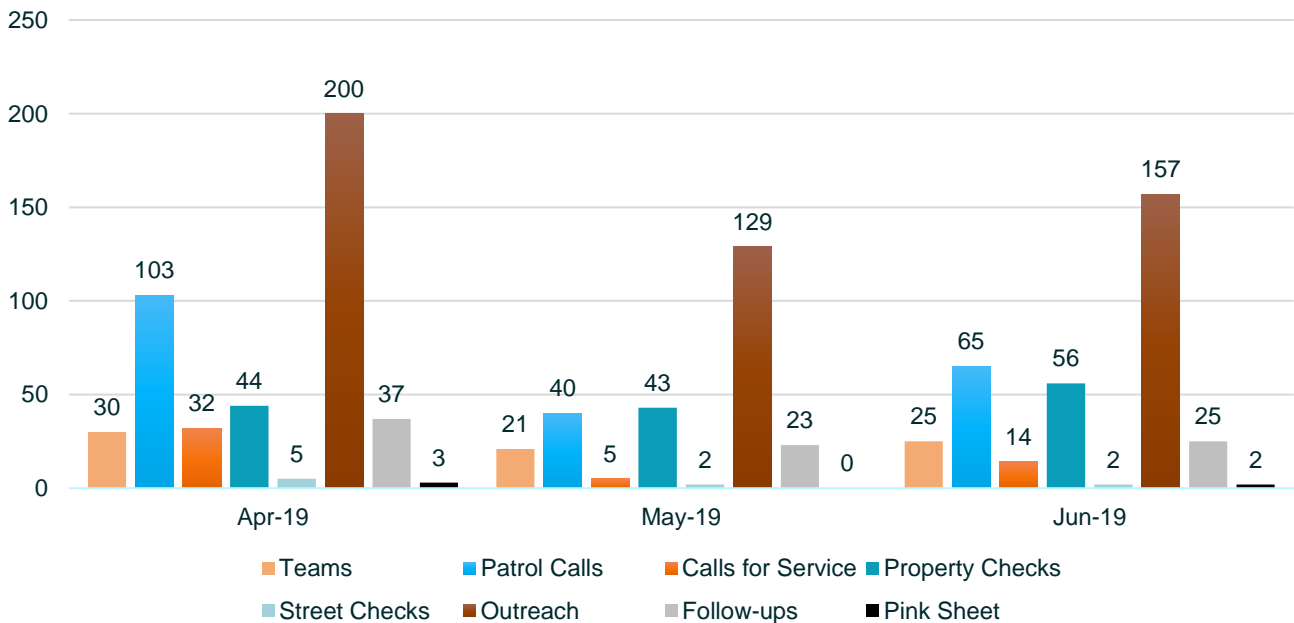
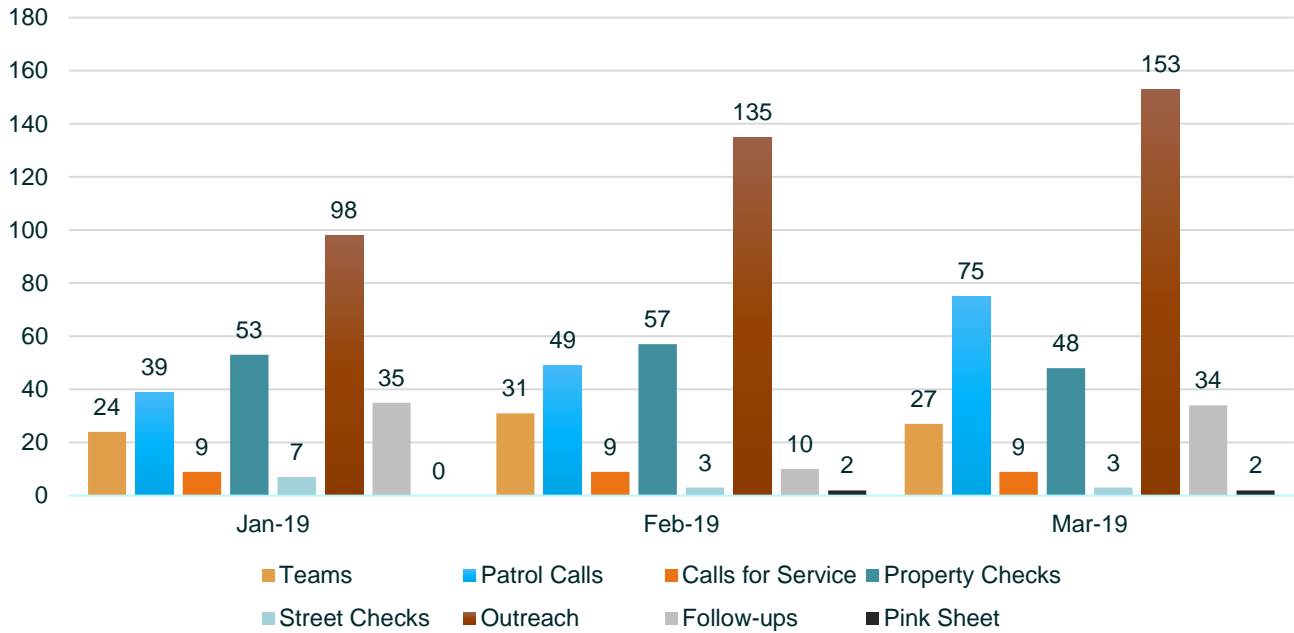
### 2019 YEAR-TO-DATE STATS OFFICE CONTACTS (748 TOTAL)



**There is a overall rise in the contacts for both in-office and out-of-office.** This could be credited to a few possible factors: stronger presence in the community, building rapport with clients in the community, better networking with community partners, and/or an increase in clients keeping appointments that they make (which could be related to better client rapport). The team has also added new social workers to the team which increases contacts and clients they are working with for a variety of services. Also, with the shift in focus on co-response and outreach efforts, the team is seeing an increase in out-of-office contacts as opposed to in-office contacts (a shift in the data from 2018). **This trend shows that social workers are not only maintaining their time in the community on outreach and possibly get new clients through these interactions, but also maintain current caseloads as well.**

# CONTACT STATS – 2019

## 2019 YEAR-TO-DATE STATS CO-RESPONSE CONTACTS (1,975 TOTAL)



# CONTACT STATS – 2019 ANALYSIS

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- Pink sheet contacts are low which means that officers and social workers are finding ways to intervene in crisis situations that result in fewer individuals being taken to a hospital involuntarily for their own safety or the safety of others. This is not only cost effective for the police department, but it saves time and money from admitting clients to the hospital emergency department through diversionary efforts.
- So far in 2019, the CCC officers have taken a total of 317 patrol calls from dispatch. This allows for patrol officers to be more available to take other calls or manage other situations that arise. The CCC officers can offer their experience and expertise in specific calls that come through dispatch and possibly result in individuals being connected to the appropriate services.
- There has been a total of 164 follow-up contacts, most of these have been with individuals who are identified as the “Top 50” utilizers of emergency services in the city (see page 16 for information on “Top 50”).
- Officers and social workers have responded to 301 property checks so far this year. Property checks are opportunities to connect to homeless individuals who may be camping or trespassing. The social workers offer these individuals services and hope to build rapport and connections with those that have frequent contact on various properties.
- Just within the first half of 2019, the team has seen a 275% increase in its co-response contact efforts. With the growth of the team and the focus on connecting to the community, it has already surpassed the total contacts for the entire year of 2018.

# COST ANALYSIS

This is a cost analysis for a case study client – Jane Doe – a high utilizer of emergency services. Jane Doe is a 42 year old female and will be used as an example of how the efforts of the CCC has saved emergency services time and money.

## Police Related Events

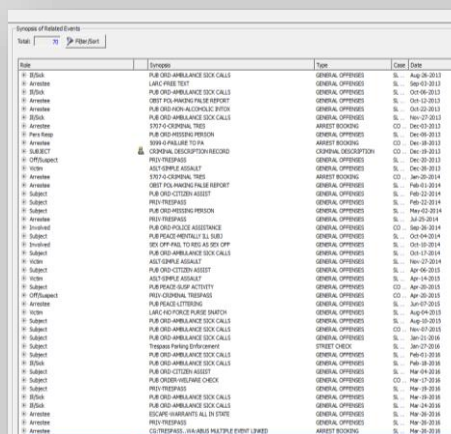
2013: 17 events

2014: 12 events

2015: 8 events

2016: 33 events

**= 70**



## Emergency Room Visits



28



37



7

## Hospital and Doctor Interactions

Emergency department visits: 69

Non-emergency related visits to hospital or doctor: 354+

Notes in hospital systems: 1,000+

## COST ANALYSIS

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Jane Doe continued...

### Cost Breakdown

Emergency Department Visit	= \$1,500
Police Pink Sheet	= \$2,078.90
Medical Cost (No Hospital Visit)	= \$387.50
Medical Cost (Hospital Visit)	= \$2,013.15
Police Encounter (With Jail)	= \$387.50
Police Encounter (Without Jail)	= \$45.40

### Total Cost for Jane Doe (Prior to CCC involvement)

**+\$248,000**

Jane Doe was discussed several times in meetings where many emergency service providers come together. She was eventually placed on the waitlist for the Utah State Hospital. Over the course of getting assistance from the University of Utah Hospital during a lengthy stay, Jane voluntarily decided to go to the care center.

**With the assistance and collaboration of over 10 providers, the Salt Lake City Police Department, and its Community Connection Team, Jane is still successfully thriving in residential treatment.**

# OTHER PROGRAMS AND TAKEAWAYS

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**The CCC was one of six police departments across the country chosen to pilot law enforcement and mental health learning sites.** The U.S. Department of Justice's Bureau of Justice Assistance (BJA) chose six locations to adapt the programs to the specific needs of the area. The six cities, chosen in 2010, include:

- Houston (TX) Police Department
- Los Angeles (CA) Police Department
- Madison (WI) Police Department
- Portland (ME) Police Department
- Salt Lake City (UT) Police Department
- University of Florida Police Department

These sites host visits for those wanting to learn more about their programs. Additional guides on these programs can be found at: <https://pmhctoolkit.bja.gov/learning>

### Similar programs to the CCC:

- Law Enforcement Assisted Diversion (LEAD) Seattle
  - <http://leadkingcounty.org/>
- Houston Police Department, Mental Health Division
  - <https://www.houstoncit.org/>

**The CCC has served as a pilot program for other similar type programs across the country.** We have learned many valuable lessons through the process of creating, implementing, and modifying the program. Here are some of the takeaways:

- Consistency, communication and collaboration is key
- Involve your legal team from the start
- Create buy-in from stakeholders at various levels
- Start documenting cost and frequencies of emergency services at the beginning
- Evaluation and feedback of the program allows for improvements
- Listen to your community partners and law enforcement officers, then follow through
- You must have community partners engaged with this model to make it a success

# AWARDS

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Since the opening of the CCC, it has been recognized in the community as an asset to the police department, community partners, clients, and the education community.

The CCC has been the recipient of the following awards:

- 2017-2018 Practicum Field Agency of the Year Award  
~Presented by University of Utah College of Social Work
- 2017 Government Partner Award  
~Presented by Hats Off For Health Awards By PIK2AR
- 2018 Civilian Humanitarian Service Award  
~Salt Lake City Police Department

