San Antonio Violent Crime Reduction Plan: Year 2 Evaluation

Michael Smith, J.D., Ph.D.
Rob Tillyer, Ph.D.
Brandon Tregle, J.D., Ph.D.
Stephanie M. Cardwell, Ph.D.
University of Texas at San Antonio

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The University of Texas at San Antonio
UTSA Criminology & Criminal Justice

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Executive Summary

Beginning in January 2023, the San Antonio Police Department began executing a three-part strategic plan to reduce violent crime[1] (hereafter referred to as the "Crime Plan"). The Crime Plan includes a short-term hot spots policing strategy (Phase One), a mid-term Problem-Oriented, Place-Based Policing (POPBP) strategy (Phase Two), and a longer-term focused deterrence strategy (Phase Three). These three strategies were purposely designed to work together to help reduce violent crime in San Antonio by focusing on the relatively few places where violent crime is prevalent and the relatively few individuals responsible for committing it.

This document serves as the Year 2 report on the results of the San Antonio Crime Plan. It summarizes the methodology and results of an independent, empirical assessment of the implementation and impact of the Crime Plan since its inception in January 2023, with a focus on Year 2 (January 2024-December 2024) results. As of December 2024, the short-term hot spots policing strategy has been fully implemented across 12 treatment periods, each period lasting approximately 60 days.[2] The mid-term strategy, POPBP, was initiated at one location in June 2024, and this report evaluates the implementation and impact of the strategy at 1303 Rigsby Avenue.

To assess the broader context of violent crime in San Antonio, city-wide trends in violent crime incidents, violent crime victims, specific violent crime offenses, and violent crime incidents at substations were analyzed. The primary comparison for the Year 2 analyses is the same months in the previous year. In San Antonio, violent crime is mapped to small, 100m x 100m grids, and officers are assigned to be highly visible at these locations during peak crime hours and days of the week to increase guardianship and act as a deterrent to crime. At the hot spot level, treated grids and catchment[3] areas were evaluated during Year 2 using three outcome measures – violent crime, arrests, and calls for service – and compared against the previous year.

Analyses of the POPBP location followed a similar methodology by documenting the activities completed between June 2024-December 2024 to measure implementation goals and impact on crime and related measures in the area.

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[1] A "violent crime" is defined as any reported *incident* involving a murder/non-negligent manslaughter, robbery, aggravated assault (not including family violence-related aggravated assaults) or deadly conduct with at least one victim. Incidents with multiple offenses (e.g., a murder and a robbery) or multiple victims (three individuals assaulted) were counted as a single incident for the purposes of identifying hot spots and in the analyses reported below, unless otherwise noted.

[2] Year 2 included Periods 7-12 beginning in Janaury 2024 with each period lasting for two months.

[3] Catchment areas extend approximately 1,000 feet in all directions from targeted hot spots. It is here that crime displacement is most likely to occur, if at all.

City-Wide Results

Overall, the **City of San Antonio experienced a 9.6% decrease in violent street crime incidents in Year 2 of the Crime Plan** (Jan – Dec 2024) compared to the previous 12 months. At the same time, the number of individuals victimized by violent crime in San Antonio fell by a similar 9.9% compared to the previous year. An interrupted time-series analysis confirmed that a downturn in violent street crime started with the onset of the Crime Plan, which reversed what had been an increasing trend in violent crime, and thus likely played a role in reducing city-wide violent crime by an average of four incidents per month. However, yearly violent crime counts remain elevated in San Antonio above what they were prior to the Covid 19 pandemic, and substantial work remains to be done to reduce violent crime to pre-pandemic levels or lower.

Phase 1 Hot Spots Results

Violent crime in treated hot spots was down 22% compared to the previous year, and it was down about 6% in surrounding catchment areas, indicating that crime displacement did not occur as a result of the hot spots treatment. A difference-in-differences analysis, which compared pre- and post-treatment crime in treated hot spot grids to all untreated areas of the city, **showed a non-significant reduction of 5.5% during treatment compared to the prior year and a statistically significant 14.0% reduction one-month post-treatment in treated hot spots**. This technique provides the most conservative estimate of the hot spots treatment effect. Notably, the reduction in violent crime in treated hot spots (-22%) was significantly greater than the overall reduction in violent crime city-wide (-9.6%), demonstrating the impact of the treatment at the city's most violence-prone locations.

Arrests, Calls for Service, and Treatment Fidelity

Total arrests were up slightly city-wide (1.2%) and up in hot spots by about 28% during Year 2 of the Crime Plan, but **violence-related arrests were down slightly city-wide and down substantially (-39%) in treated hot spots**, which is consistent with the expected treatment effect. Similarly, violence-related calls for service to the police were down city-wide during Year 2 of the Crime Plan compared to 2023 but **were down nearly 16% in the treated hot spots** as expected. SAPD officers were at their assigned hot spots in accordance with period treatment plans approximately 85% of the time, on average. In addition, treatment fidelity improved in the latter half of the year, which indicates a continuing commitment by the SAPD to the careful implementation of the Crime Plan.

Phase 2 POPBP Results

Problem-Oriented Place Based Policing (POPBP) is an evidence-based approach to violence reduction grounded in criminological theory and successful evaluation that focus on the spatial distribution of crime in communities and the role of unguarded places used by individuals and criminal networks to facilitate crime. Based on a historic analysis of crime, arrests, and calls for service at addresses in San Antonio conducted by UTSA research partners, the advisory board

selected 1303 Rigsby Avenue – Rosemont at Highland Park Apartments – as its first POPBP pilot site. POPBP activities began at 1302 Rigsby Ave. in June 2024.

Between June and December 2024 (current evaluation period), much work was done by stakeholders at the POPBP. Of the 19 recommendations made by the POPBP Advisory Board, 14 were fully or partly implemented. Activities included the administration and analysis of a baseline survey to residents to identify concerns and perceptions at the complex, the development of a resource guide for the Rosemont Property Team to know about available resources to residents, multiple community events being held on the property, a CPTED analysis to identify physical improvements for the property, monitoring and removal of abandoned vehicles, engagements with unsheltered people at the nearby Westfall encampment, and a meeting between SAPD and school administrators regarding truancy challenges at the site. Animal care conducted sweeps of the site, the main vehicle gate repair was completed and maintained, lighting was installed or fixed, and fences were repaired and maintained.

Of the 16 outcome measures identified, 13 were fully or partly addressed. The Rosemont Property team indicated a self-reported increase in awareness of services available to residents. Various events were held at the site by entities such as SAPD and Metro Health. However, some classes were offered by Metro Health, but no residents attended. There was a reported increase in the utilization of resources from Animal Care Services, but the number of roaming or stray animals were only reported on the property by Animal Care Services in July. Publicly available data from 311 calls indicated in the current period that there were 13 calls opened related to stray animals and eight calls opened related to trash or dumpster maintenance in the current period. Further, incidents involving visitors were tracked by the property team and SAPD, with 14 incidents reported by the property team and three reported by SAPD. The CPTED conducted in August 2024 included five recommended improvements for the site: street lighting was improved, vegetation was cleared, the main vehicle entry gate was maintained and checked weekly, and sidewalks were monitored. Street and sidewalk improvements have been funded and are slated to begin in 2025.

From a crime and related-measures perspective at Rosemont, **there were decreases in violent offenses, total calls for service, calls for service for trespasses, and calls for service for violent offenses during the evaluation period** compared to the same months in 2023. However, the number of **family violence incidents and victims associated with family violence increased** at the location. Additional work is likely needed at Rosemont to further reduce crime and associated problems.

Overview

Beginning in January 2023, the San Antonio Police Department began executing a three-part strategic plan to reduce violent crime[4] (hereafter referred to as the "Crime Plan"). The Crime Plan includes a short-term hot spots policing strategy (Phase One), a mid-term Problem-Oriented, Place-Based Policing (POPBP) strategy (Phase Two), and a longer-term focused deterrence strategy (Phase Three). These three strategies were purposely designed to work together to help reduce violent crime in San Antonio by focusing on the relatively few places where violent crime is prevalent and the relatively few individuals responsible for committing it.

This document serves as the Year 2 report on the results of the San Antonio Crime Plan. It summarizes the methodology and results of an independent, empirical assessment of the implementation and impact of the Crime Plan since its inception in January 2023, with a focus on Year 2 (January 2024-December 2024) results. As of December 2024, the short-term hot spots policing strategy has been fully implemented across 12 treatment periods, each period lasting approximately 60 days.[5] The mid-term strategy, POPBP, was initiated at one location in June 2024, and this report evaluates the implementation and impact of the strategy at 1303 Rigsby Avenue.

The report that follows is organized into several main sections. Following this Overview, we outline our Methodology, including the data we relied upon for this report and our analytic strategies. The City-Wide section examines overall city-wide trends in violent crime and offenses since the Crime Plan began and within the past year. The Phase 1 Hot Spots Policing section summarizes analyses of violent crime, arrests, and calls for service city-wide and in the treated hot spots. In this section, we also analyze hot spot treatment fidelity or the degree to which officers were present at designated hot spots in accordance with the treatment plans. The Phase 2: POPBP section summarizes activity and impact at the targeted location between June and December 2024.

[4] A "violent crime" is defined as any reported *incident* involving a murder/non-negligent manslaughter, robbery, aggravated assault (not including family violence-related aggravated assaults) or deadly conduct with at least one victim. Incidents with multiple offenses (e.g., a murder and a robbery) or multiple victims (three individuals assaulted) were counted as a single incident for the purposes of identifying hot spots and in the analyses reported below, unless otherwise noted.

[5] Year 2 included Periods 7-12 beginning in January 2024 with each period lasting for two months.

Methodology

The primary period of analysis for this report is January 2024 through December 2024. City-wide analyses also are conducted over the entire two-year period to provide a global assessment of the Crime Plan's impact on violent crime incidents since the Crime Plan was instituted in late January 2023.

In San Antonio, violent crime is mapped to small, 100m x 100m grids, and officers are assigned to be highly visible at these locations during peak crime hours and days of the week to increase guardianship and act as a deterrent to crime. During each of the treatment periods, hot spots received one of three treatment types: 1) high visibility treatment which involved placing patrol cars in selected locations with their emergency lights illuminated during 15-minute windows during peak crime times and days of the week; 2) high visibility plus treatment which involved the illuminated vehicle on-site supplemented by foot patrol in the immediate area to engage with the community; and 3) an offender focused treatment involving small teams of officers working the identified areas in a comprehensive effort to serve warrants, develop criminal intelligence and make arrests on high-risk violent offenders, and assist in solving violent crime incidents occurring in those locations. As the SAPD transitioned from one period to the next, some locations remained in the treatment protocol based on continued elevated levels of reported crime while new ones were added and those that were no longer 'hot' were removed.

To assess the broader context of violent crime in San Antonio, city-wide trends in violent crime incidents, violent crime victims, specific violent crime offenses, and violent crime incidents at substations were analyzed. The primary comparison for the Year 2 analyses is the same months in the previous time period. For example, violent crime incidents during the second year of the Crime Plan (January 2024-December 2024) are compared to the previous 12 months (January 2023-December 2023). Change is measured using a percent change between time periods. To further assess city-wide trends in violent crime, an interrupted time series regression model (ITSA) was estimated. ITSA is well suited for tracking and comparing data before and after treatment over long periods of time (Cook, Campbell, & Shaddish, 2002). The ITSA examined crime patterns in San Antonio from January 2021 through December 2024, with Year 2 treatment beginning in January 2024, to evaluate the impact of the Crime Plan on violent crime in San Antonio during the second year of implementation.

At the local level, treatment grids and catchment[6] areas were evaluated using three outcome measures: violent crime, arrests, and calls for service. Descriptive analyses of violent crime, arrests, and calls for service across the city and in treatment grids during the treatment periods were conducted and compared against the same months last year. Catchment areas surrounding

[6] Catchment areas extend approximately 1,000 feet in all directions from targeted hot spots. It is here that crime displacement is most likely to occur, if at all.

each hot spot were assessed for potential crime displacement or diffusion of benefits effects. Results are shown within the treated grids, in the catchment areas surrounding the grids, city-wide, and within substations, as described below. To further assess the impact of crime reductions in hot spots treatment grids, we conducted a difference-in-differences (DiD) analysis. Using untreated grids as a control group, difference-in-differences analysis measures *change in crime in the treated grids compared to pre-treatment levels while also considering pre-post treatment change in untreated grids.* DiD is an effective and appropriate assessment strategy to evaluate the effectiveness of the hot spots strategy at reducing crime in the treated grids.

Analyses of the POPBP location followed a similar methodology by documenting the activities completed between June 2024-December 2024 to measure implementation goals and impact on crime and related measures in the area. For the outcome evaluation, activity during the treatment period (June 2024-December 2024) was compared to the same period in the previous year (June 2023-December 2023). Change is measured using a percent change between time periods.

City-Wide Analyses

In this section, city-wide trends in violent crime incidents, violent crime victims, specific violent crime offenses, and violent crime incidents at the substation level were analyzed. Again, these trends were assessed by comparing the time period of interest to the same months in the previous year, with differences shown as a percent change.

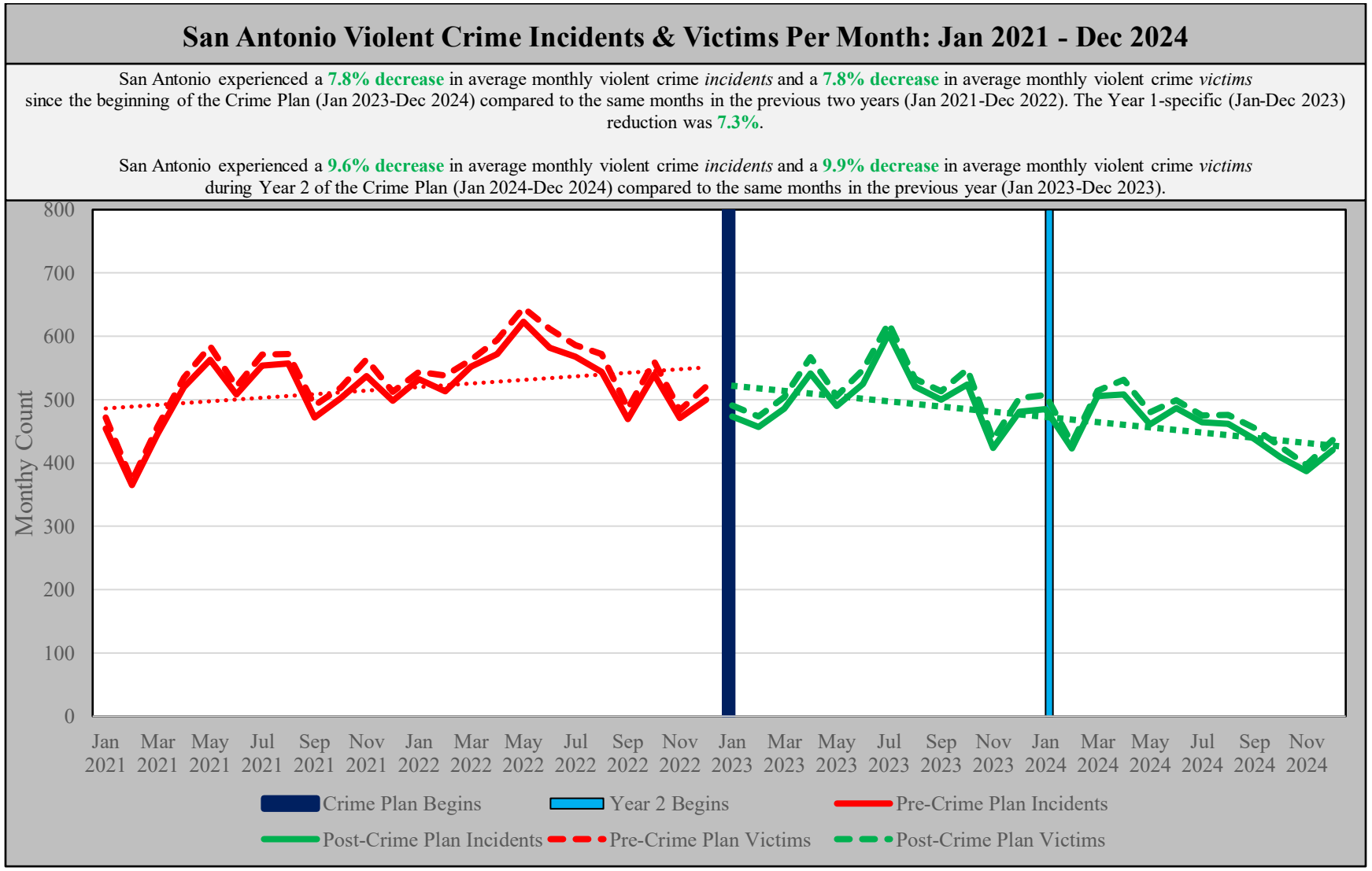
City-Wide Crime Trends

Figure 1 below shows the count of *violent crime incidents and victims* per month that occurred in San Antonio between January 1, 2021 and December 31, 2024. The dark blue vertical bar represents the start of the Crime Plan (January 2023), and the light blue vertical bar indicates the beginning of this evaluation period (January 2024).

As demonstrated by the dotted red line, violent crime incidents were increasing between January 2021 and the beginning of the Crime Plan. After the Crime Plan was initiated in January 2023, the overall level of city-wide violent crime incidents noticeably dropped (see the green dotted line). **Throughout the two years since the Crime Plan was initiated, there has been a 7.8% reduction in average violent crime incidents**. Notably, throughout the past four years, seasonal variation in violent crime incidents is evident with higher rates in the summer months. **In Year 2 of the Crime Plan, city-wide violent crime incidents were 9.6% lower compared to the previous year**. Violent crime victimization, represented by the dashed red and green lines, largely tracks violent crime incident trends. In other words, most violent crime incidents involved a single victim; therefore, in San Antonio the two measures are nearly identical in most months.

Overall, monthly violent crime *incidents* and *victims* are lower in Year 2 of the Crime Plan compared to the previous year and since the Crime Plan was initiated compared to the previous two years.

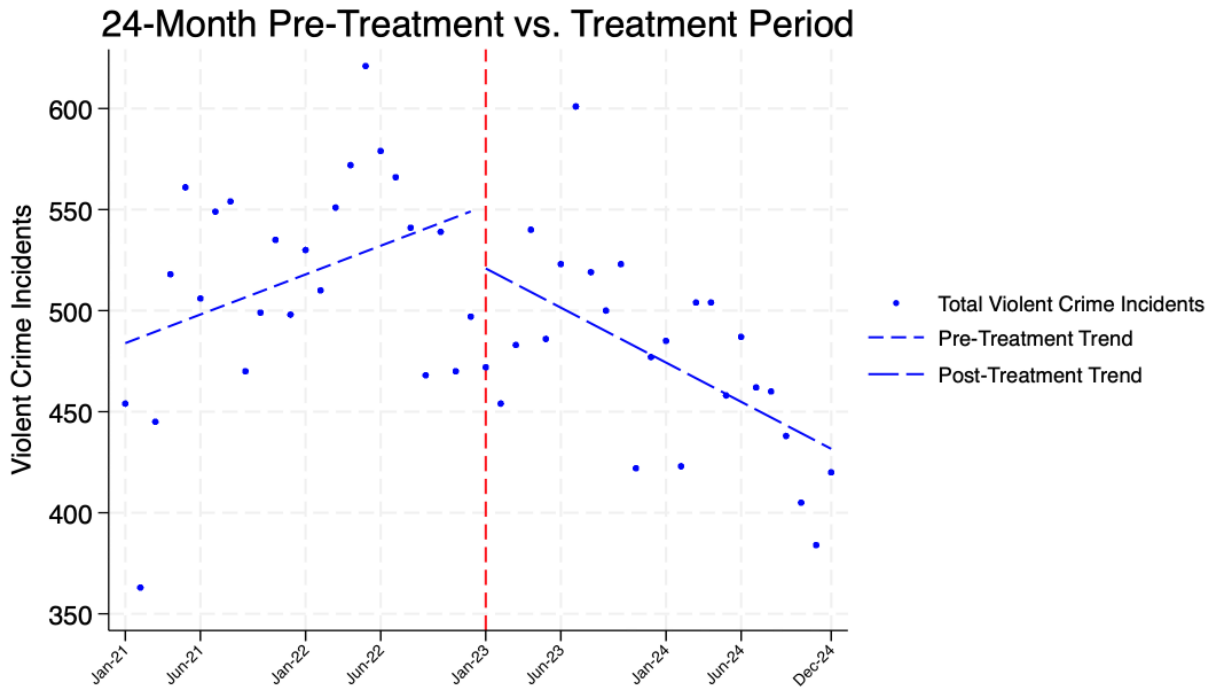
Figure 1: San Antonio Violent Crime Incidents, 2021-2024



Interrupted Time Series Analysis

To better understand overall treatment trends before and after the crime plan began, we used interrupted time series analysis (ITSA). ITSA is well suited for tracking and comparing data before and after treatment over long periods of time (Cook, Campbell, & Shaddish, 2002). The ITSA model (see Figure 2 below) shows violent crime trends from January 2021 through December 2024. The start of treatment (January 2023) is indicated by the vertical dotted red line. The ITSA model demonstrates that San Antonio experienced significantly fewer violent crime incidents per month after the Crime Plan began compared to the 24 months before the plan was implemented.

Figure 2: Time Series Analysis of Violent Crime in San Antonio, 2021-24



While our research design is not experimental and does not allow for definitive cause-and-effect conclusions to be drawn, these **ITSA results**, coupled with the difference-in-differences findings from the hot spots analysis (detailed below), **provide strong evidence that the San Antonio Crime Plan played a pivotal role in reducing city-wide violent crime by an average of four incidents per month**.

Figure 3 below shows trends in violent offenses by *offense type* for the past 24 months, with dark blue vertical bars to indicate Year 1 of the Crime Plan and green bars to indicate Year 2 of the Crime Plan (current reporting year). Compared to the previous year, average monthly incident counts for all offenses were reduced or unchanged. For example, murders were down by about 20%, individual robberies decreased 8.7%, aggravated assaults were 7.7% lower, and deadly conduct decreased 19.2%. Business robberies were unchanged in Year 2 of the Crime Plan.

Figure 3: San Antonio Violent Crime by Offense Types, 2023-2024

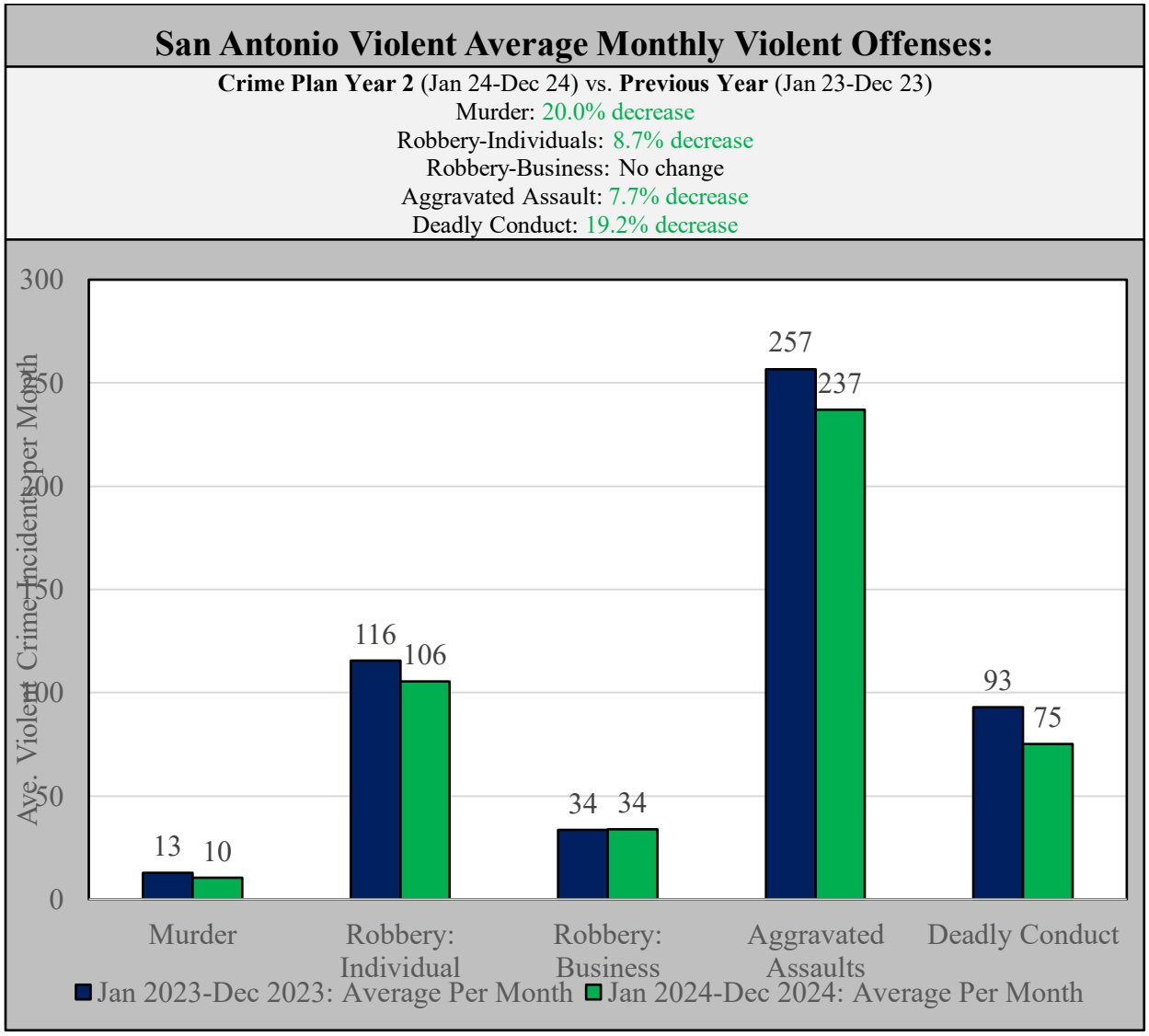
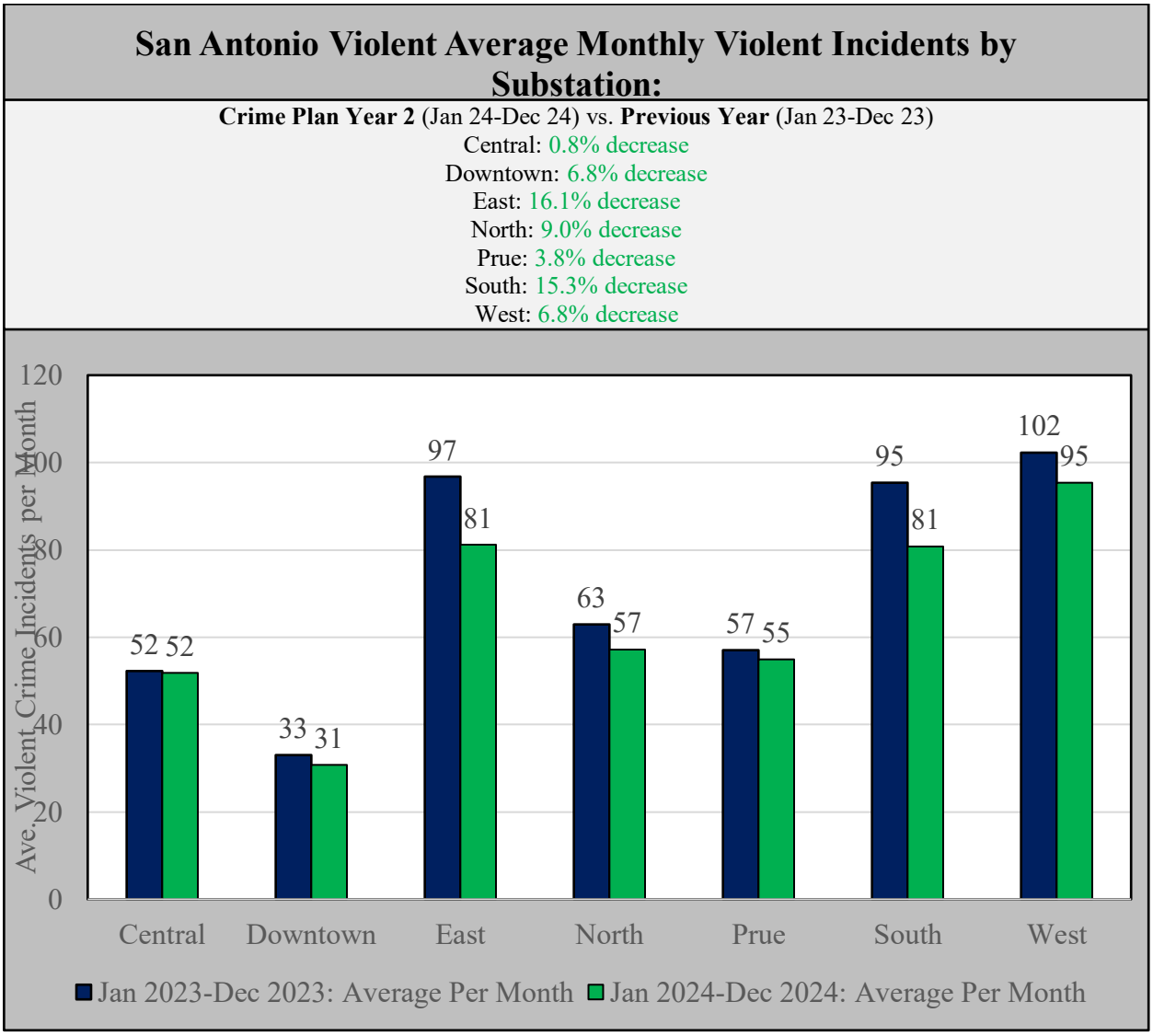


Figure 4 below summarizes the count of violent crime incidents per month that occurred in each of San Antonio's seven police substations in the past 24 months. Again, the vertical bars indicate Year 1 of the Crime Plan in dark blue and Year 2 of the Crime Plan in green. All seven substations experienced decreases in average monthly violent crime incidents: Central (0.8% decrease), Downtown (6.8% decrease), East (16.1% decrease), North (9.0% decrease), Prue (3.8% decrease), South (15.3% decrease), and West (6.8% decrease).

Figure 4: San Antonio Violent Crime by Substation, 2023-2024



Phase 1: Hot Spots

This section of the report examines the impact of Phase 1 of the Crime Plan – the hot spots policing strategy – by focusing on crime changes within and around the treated hot spots. This section also examines arrests and violent calls for service city-wide and in treatment locations.

Crime

Figure 5 below shows the percentage change in average monthly violent crime counts city-wide, in hot spot treatment grids, by treatment type, and in catchment grids in Year 2 of the Crime Plan (January 2024-December 2024) compared to the previous year (January 2023-December 2023). As previously noted, city-wide violent crime decreased by 9.6% in Year 2 of the Crime Plan. Comparatively, in treatment locations, there was a 22.4% decrease in violent crime incidents. These reductions were demonstrated in the high visibility plus (38.1% decrease) and offender focused (50.0%) treatment types, while the high visibility treatment locations experienced a 42.9% increase. Of note, this treatment type has been discontinued since Period 10. Catchment locations experienced a 6.1% decrease in violent crime incidents during Year 2 compared to the previous year.

Overall, while city-wide, violent crime incidents were less frequent, the treatment locations experienced a larger reduction in violent crime incidents in Year 2 of the Crime Plan compared to the previous year with no evidence of displacement.

Figure 5: City-Wide, Treatment & Catchment Grid Crime

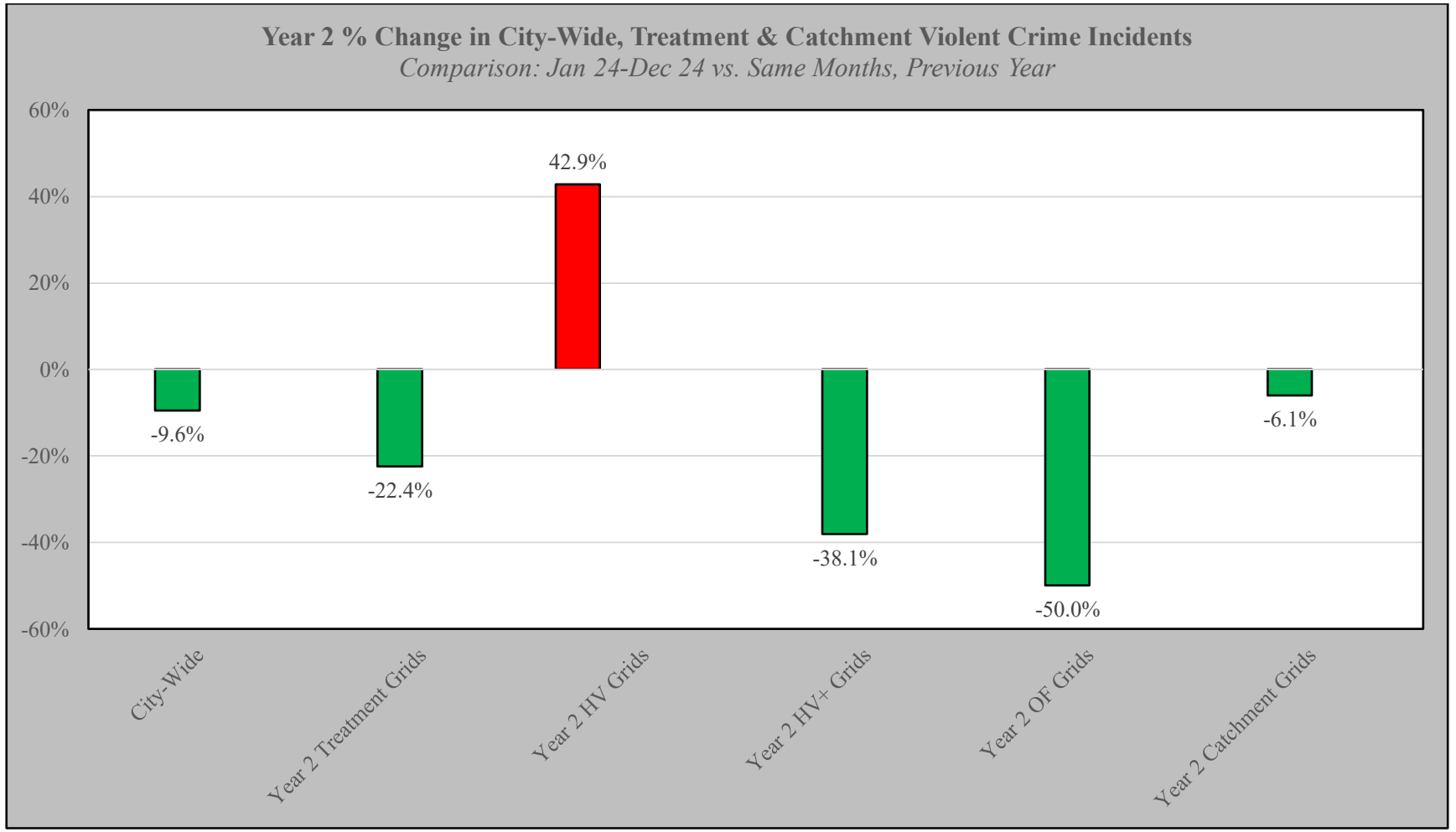
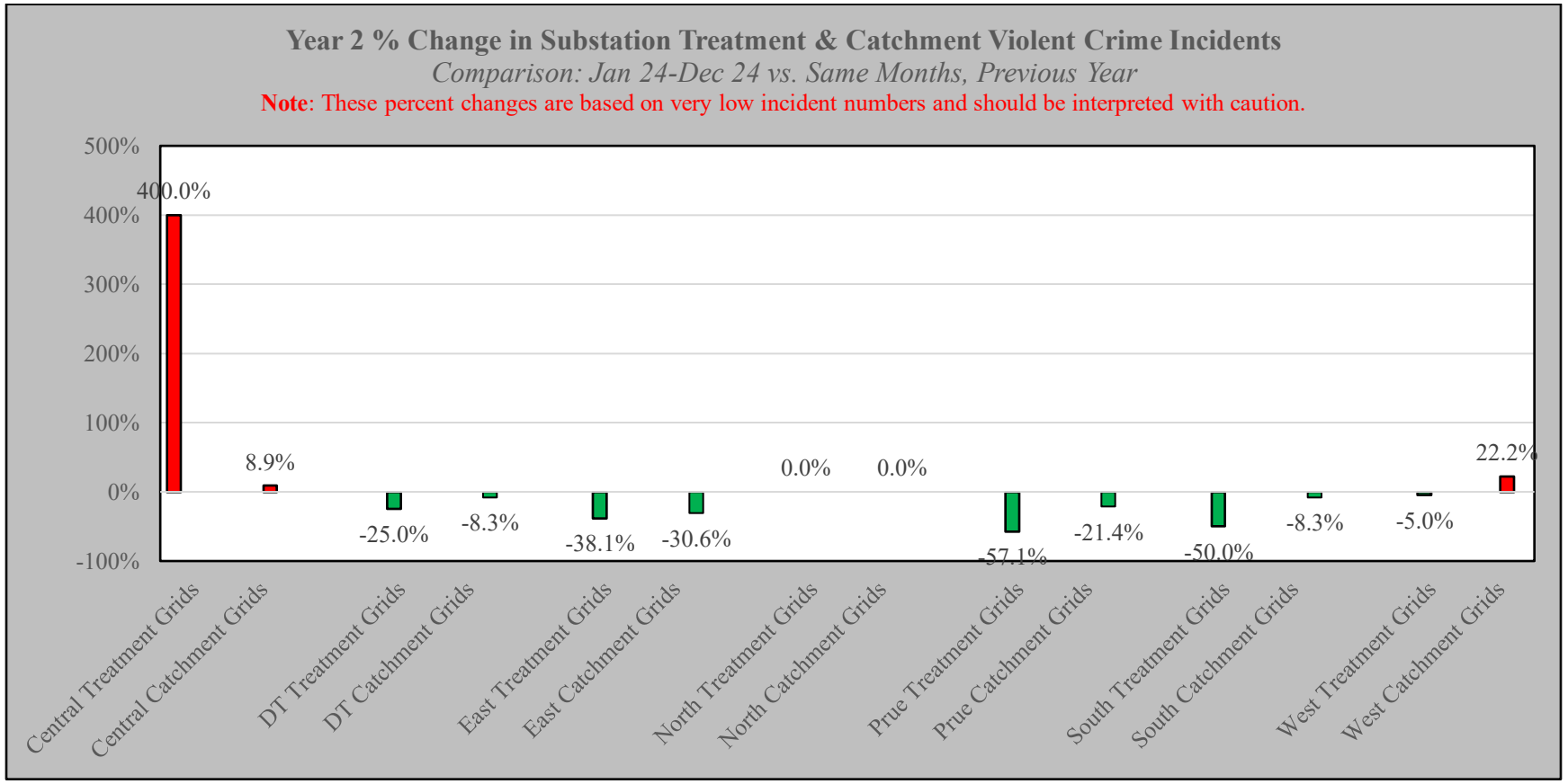


Figure 6 below provides a Year 2 comparison for divisions. The current evaluation period (January 2024-December 2024) is compared to the previous 12 months (January 2023-December 2023) for the treatment and catchment areas in each division. With the exception of the Central Substation, all substations experienced reductions in violent crime incidents at their treated hot spots. These reductions ranged from a high of 57.1% in Prue to a low of 5.0% in the West Substation. The North Substation was unchanged across the two years. The Central Substation experienced a noticeable percentage increase in violent crime incidents, but this was driven by a change in average monthly incidents of 0.2 in 2023 to 0.8 in 2024.

Catchment areas within substations also largely demonstrated reductions ranging from 30.6% in the East Substation to 8.3% in the Downtown and South Substations. The North Substation catchment areas were unchanged from the previous year, and slight increases were evident in the Central Substation (8.9%) and the West Substation (22.2%). Importantly, these percentage changes are often based on small incident numbers and should be interpreted with caution.

Notably, most substations demonstrated considerable reductions in treatment grid crime and a diffusion of benefits when assessing their catchment areas during Year 2 of the Crime Plan.

Figure 6: Treatment & Catchment Grid Crime by Substation



Difference-in-Differences Analyses

As part of the Year 2 evaluation, the UTSA research team conducted a difference-in-differences analysis that compared the change in crime levels in the treated grids to the change in crime levels in untreated grids. Difference-in-differences is a useful econometric technique for examining the change in a population following treatment relative to the change in a similar population (i.e., areas) that was not treated (Goodman-Bacon, 2021; Wooldridge, 2010). Here difference-in-differences compares average violent crime in treated grids before and after treatment to average violent crime in non-treated grids during the same periods. This difference-in-differences analysis expands upon regular period-to-period analyses. First, it expands beyond analyzing year-over-year change in violent crime *within* treated grids and allows for a comparison group (non-treated grids) against which to measure change in treated hot spots. Second, the approach controls for the regression to the mean effect that occurs when grids are selected for treatment at peak crime levels.

As discussed in the report for Year 1, the UTSA research team uncovered a consistent pattern of large crime spikes in treated grids 60 – 90 days prior to treatment followed by a slight reduction in crime 30 days or fewer before treatment began. This phenomenon is known as regression to the mean. While regression to the mean is expected during this window of time due to the way grids are selected, the regression-based, difference-in-differences technique allows us to control for any spikes in crime that occurred within the treated grids in the 60 days before treatment began. These controls help isolate the treatment's effects over and above the regression to the mean.

In conducting the difference-in-differences analyses, we expand on previously reported results from Year 1 by evaluating the treatment effect in both years. Additionally, we provide isolated Year 2 results. Specifically, we considered three research questions:

1. Compared to the 12 months before the second year of treatment began, what was the overall average treatment effect in the treated hot spot grids in Year 2 relative to non-treated grids?
2. Compared to the 24 months before treatment began, what was the overall average treatment effect in the treated hot spot grids for all two years relative to non-treated grids?
3. Did crime reduction benefits persist in the two months after treatment ended?

Table 1 shows the effect of the hot spots treatment on violent street crime in the treated grids compared to non-treated grids during Year 2 of the Crime Plan. For this analysis, the data were limited to the period of January 2023 to December 2024, which allows for the comparison to the 12 months preceding treatment. Additionally, controls were placed into the model to account for the rise in crime in the two months prior to treatment. Thus, this model provides an estimate of crime attributed to the treatment periods in Year 2. The coefficient shown in the table (-.054) suggests that, when compared to the 12 months before treatment began, hot spots treatment reduced the average expected monthly count of violent crime in the treated grids by 5.4% relative to untreated grids. These results were not statistically significant at the 0.05 threshold and therefore could have been the result of chance.

Table 1: Difference in Difference Models – Year 2 Treatment Effect

	Coefficient	Robust Std. Err.	Impact on Crime
Average Treatment Effect	-.055	.039	-5.5%

***p≤0.001, **p≤0.01, *p≤0.05. This model controls for 3 months of pre-treatment crime.

Table 2 shows the effect of the hot spots treatment on violent street crime in all treated grids compared to non-treated grids for the entire two-year Crime Plan period relative to the 24 months before the Crime Plan began. The observation period for this model ranges from January 2021 to December 2024. Again, this model addresses any potential regression to the mean effect by controlling for crime levels in the two months prior to treatment. The coefficient shown in the table (-.029) suggests that the hot spots treatment reduced the average expected monthly count of violent crime in the treated grids by 2.9% across all periods since the Crime Plan began compared to untreated grids across the six-year comparison period for this model. Again, it is important to note that these results were not statistically significant.

Table 2: Difference in Difference Models – Years 1 and 2 Treatment Effects

	Coefficient	Robust Std. Err.	Impact on Crime
Average Treatment Effect	-.029	.027	-2.9%

***p≤0.001, **p≤0.01, *p≤0.05. This model controls for 3 months of pre-treatment crime.

Finally, Table 3 again uses the entire two-year Crime Plan period to examine the impact of the hot spots strategy on crime in the treated grids one month and two months *after* treatment was withdrawn. This table addresses the third research question outlined above: Did crime reduction benefits persist after treatment ended? At one-month post-treatment, the treatment coefficient in treated grids grew from -.140 to -.058, indicating an accelerated crime reduction benefit post-treatment. Stated another way, violent crime was 14% lower in the treated grids compared to untreated grids a month after treatment ended, and this crime reduction effect was stronger than during the two months of treatment itself. By the second month after treatment, the negative regression coefficient was no longer statistically significant but was in the expected direction, suggesting that while crime may have remained suppressed in post-treatment month 2, the effects decayed rapidly during this second month.

Table 3: Difference in Difference Models – Treatment Grids, Post-Treatment Effect

	Coefficient	Robust Std. Err.	Post-Treatment Effect
Average Post-Treatment: Month 1	-.140***	.033	-14.0%
Average Post-Treatment: Month 2	-.058	.034	-1.7%

***p≤0.001, **p≤0.01, *p≤0.05. This model controls for 3 months of pre-treatment crime.

Taken together, **the results from the difference-in-differences analyses again confirm the effectiveness of the hot spots strategy in reducing violent crime in the targeted hot spots, and**

they suggest that the crime reduction benefits grow more robust in the first month after treatment is withdrawn and may continue for at least two months post-treatment.

Arrests

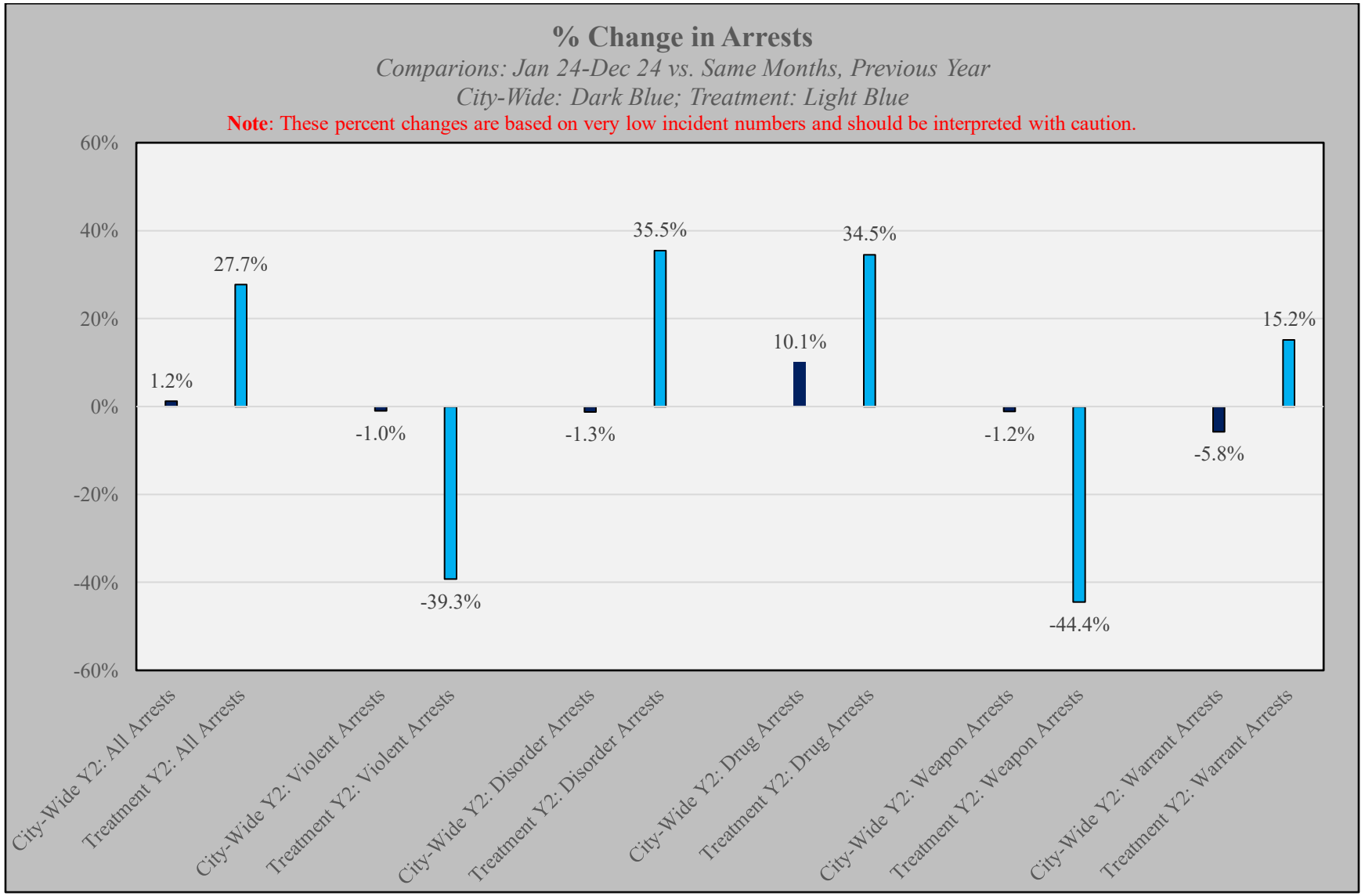
Figure 7 below displays arrest activity across the city and in treated hot spot grids. The dark blue bar indicates the Year 2 effect compared to the previous 12 months city-wide and the light blue bar reflects the Year 2 effect compared to the previous 12 months in treated hot spots. The percentage change in average monthly arrest counts was calculated for all arrests, violent crime arrests[7], disorder[8] arrests, drug arrests, weapon arrests, and warrant arrests.

City-wide, arrests increased by 1.2% and by 27.7% in treated hot spots over the previous 12 months. Violent crime arrests decreased city-wide by 1.0% compared to the previous 12 months, while in treated hot spots, violent crime arrests fell by 39.3%. Disorder and drug gun arrests were higher in treatment locations marginally different city-wide. Increases in arrests at the treatment locations likely reflect the presence of officers at those locations as arrest is a measure of police productivity rather than a direct measure of criminal activity. Weapon arrests were down slightly city-wide (1.2%) and noticeably at treatment locations (44.4%), which was similar to violent crime arrests at those locations and may be a proxy for decreased violent crime activity. Finally, warrant arrests were down slightly city-wide (5.8%), but ticked up 15.2% at treatment locations.

[7] Murder; Robbery; Non-family violence, aggravated assault.

[8] Disorder arrests include the following types of offenses: Mischief, Trespass, Public intoxication, Prostitution, Graffiti, Loitering, etc.

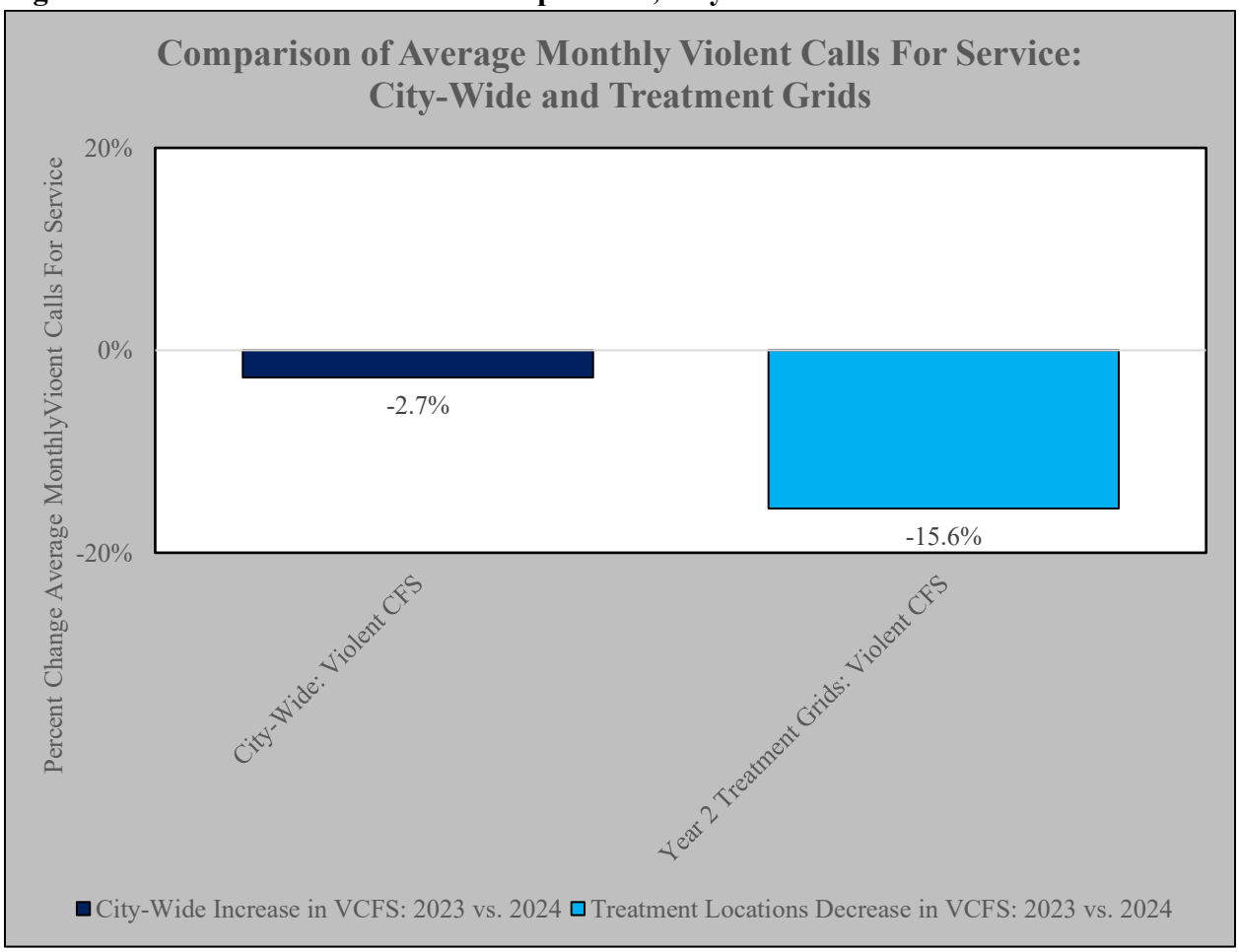
Figure 7: Arrest Comparisons, City & Treatment Grids



Violent Calls For Service

Figure 8 below shows changes in the average number of violence-related calls for service (V-CFS) city-wide and in the treatment areas during the one-year treatment period (January 2024 – December 2024) compared to the previous year (January 2023 – December 2023). City-wide, violent CFS decreased slightly (2.7%) during Year 2 of the Crime Plan (solid blue bar) and by a greater amount in the treatment areas (15.6%). A decrease in violent CFS in the city's most violent hot spots suggests a positive treatment effect since the start of the Crime Plan.

Figure 8: Violent Calls for Service Comparisons, City & Treatment Grids



Fidelity

Fidelity signals the extent to which SAPD officers were deployed to designated hot spots during the correct days and times as identified by the hot spot treatment plans. Table 5 below shows the fidelity rates in each period of the six periods during Year 2 of the Crime Plan. Overall, the fidelity rate was 85.0% and varied by period with stronger results in the most recent periods. Overall, SAPD officers have shown steady commitment to fidelity as the violent crime reduction plan moves forward.

Table 4: Fidelity Summary

Treatment Periods	Fidelity Rate
Period 7	79.4%
Period 8	73.2%
Period 9	81.1%
Period 10	86.9%
Period 11	95.8%
Period 12	93.8%
Overall Year 2 Average	85.0%

Phase 2: POPBP

Background

The mid-term strategy of the San Antonio Violent Crime Reduction Plan involves implementing a place-based strategy to reduce violence and the underlying conditions that create violent places. Problem-Oriented Place Based Policing (POPBP) is based in evidence-based approach to violence reduction grounded in criminological theory and successful evaluation that focus on the spatial distribution of crime in communities and the role of unguarded places used by individuals and criminal networks to facilitate crime. Based on a historic analysis of crime, arrests, and calls for service at addresses in San Antonio conducted by UTSA research partners, the advisory board selected 1303 Rigsby Avenue – Rosemont at Highland Park Apartments – as its first POPBP pilot site. A copy of the operations plan (developed by the POPBP working group) can be seen in Appendix A and identifies specific recommendations, solutions, timelines, responsible parties, action steps, and process and effect measures for the site. This report includes an assessment of POPBP by the UTSA research team since implementation began in June 2024 – December 2024.

Process Evaluation

Table 5 summarizes the recommendations, solutions, and implementation metrics at each site and provides a color-coded indicator (final column) showing the status of each recommendation/solution. City government stakeholders at the site are requested to provide these data monthly via a Microsoft Form held by UTSA, which then extracts the data for the subsequent analyses. Red cells indicate little or no progress toward implementing the proposed recommendation, yellow cells indicate partial implementation, and green cells indicate substantial progress based on the agreed-upon process measures. The process measures cover implementation between June 2024 and December 2024.

Table 5: Process Measures for 1303 Rigsby Avenue

Recommendation Number	Solutions	Activities between June 2024-December 2024
1	Conduct resident survey to assess specific concerns, awareness and engagement with resources/services, and establish baseline data for comparison	Survey with residents to identify concerns and collect baseline data administered and analyzed
2	Establish a COSA position to provide long-term technical assistance and coordinating support to Rosemont Property Team (and future neighborhoods) for implementing and sustaining interventions	Funding not secured, position not established, candidate not recruited
3	Determine residents' needs for support services related to independent living, determine how to assure residents are continuing to receive services they need	Needs assessment to support such residents; not implemented as of October 2024

Recommendation Number	Solutions	Activities between June 2024-December 2024
	Educate referring agencies on how to prepare clients for new living situation	No conversations with referring agencies on how to prepare clients for new living situation reported as of October 2024; meetings slated to occur in future regarding referral process
4	Develop and provide COSA and community resource items: a. Resource guide and directory for Rosemont Property Team to increase their ability to navigate services b. Resource promotion materials for Rosemont Team to provide to residents	a. Developed resource guide for Rosemont Property Team to know about available sources to residents as of July 2024 b. Resident communications plans and materials not completed as of July 2024
5	Conduct outreach and education events for residents at Rosemont property or Bode Community Center on a range of neighborhood safety and resident empowerment topics: a. Safety/wellness topics based on resident interest and seasonal topics b. Citizen on Patrol (COP) for adults c. Success through Respect (STR) for youth/young adults	a. 20 resident engagement visits reported in October 2024 b. One community event (National Night Out) with 75 attendees (October 2024) c. Five events reported by Metro Health; one event with 32 attendees reported in December 2024 d. One SAPD class related to Senior Financial Crime/Fraud e. Three COP classes f. Over 10 fitness classes and other events held by Parks and Recreation at Bode Community Center; attendance not reported g. Data missing on whether class topics and resources were promoted
6	Deliver direct services for residents onsite to provide education, case management, and other supports: a. Incorporate Rosemont into Healthy Neighborhoods program (Metro Health) to build health and safety through asset-based community development b. Educate residents on responsible pet ownership and connect them to pet care services	a. Asset development plan to plan community programing not created as of August 2024 b. Five residents participating in senior programs c. 14 residents contacted through case management by Animal Care Services reported in July 2024 d. 14 sweeps conducted as reported in July 2024
7	Bring a GED program to Bode Community Center or other nearby site	No GED classes held
8	Educate and reinforce guest policy	Flyers of guest policy provided to residents reported in October 2024
	Register residents' vehicles and require display of sticker/hanger in vehicles	Four vehicles registered and stickers/hangers provided reported in October 2024
9	Engage Opportunity Home in addressing contributing factors involving Highview Apts, to include no trespassing signs, resident engagement, and policy violations	a. No meetings with Opportunity Home to review findings and discuss options as of July 2024 b. No new trespassing signs installed as of October 2024 c. Current signs maintained and reported as of October 2024

Recommendation Number	Solutions	Activities between June 2024-December 2024
10	Conduct periodic monitoring of Westfall encampment and implement outreach and abatement activities when needed	a. Average of 11 unsheltered people engaged with in abatements by Human Services b. Abatements (i.e., "sweeps") conducted
11	Monitor calls to 311 related to trash accumulation and responses initiated by Code Enforcement	No citations for trash reported as of June 2024
12	Conduct periodic monitoring of criminal activity at convenience store and conduct enforcement as needed	a. Monitoring/Surveillance conducted b. Crime trends assessed every 60 days through October 2024
13	Create process for SAPD and private security to report back to Rosemont Property Team when incidents involve visitors	Incidents involving visitors not monitored as reported in July 2024
	Engage private security company in monitoring vehicles	a. Vehicles monitored by Security as of October 2024 b. Abandoned vehicles removed as of October 2024
	Explore options to increase number of hours existing private security company is on-site	Incidents involving visitors not monitored as of July 2024
14	Add stationary cameras at key locations	a. SAPD did not install cameras b. Rosemont Property team activated and monitored 5 cameras in the current period
	Add license plate readers for entry points	No license plate readers installed
	Use telescoping mobile camera surveillance during high need periods to reduce crime and trespassing	No telescoping cameras placed
15	Consult with Opportunity Home on options to allow residents to use door security cameras (like Ring cameras)	One meeting with Opportunity Home to discuss residents' ability to use personal security cameras
16	Repair unintended access points on perimeter or property	a. Two gate repairs reported and maintained b. Two repairs of unintended access points and perimeters
17	Assess need for physical improvements to prevent crime, including options to accelerate timelines for COSA projects already authorized	Assessment of property for physical improvements to prevent crime (CPTED) done
	Restore sidewalks in the area using funding already planned	Planned projects to restore sidewalks approved in July 2024
	Improve street and pedestrian lighting using funding already planned	a. Three streetlights installed (June 2024) b. 15 building lights installed c. 21 inoperative building lights identified; six of these repaired
18	Fix main vehicle entry gate and fix lock on pedestrian gate	Gate repair completed
19	Engage with area school district and explore alternate options to manage truancy among Rosemont youth residents	a. One meeting between SAPD and school administrators regarding truancy challenges b. Recommendations and possible resources not identified

Much work has been done by stakeholders at the site since the inception of the POPBP initiative. Of the 19 recommendations made by the POPBP Advisory Board, 14 were fully or partly implemented. For example, activities included the administration and analysis of a baseline survey to residents to identify concerns and perceptions at the complex, the development of a resource guide for the Rosemont Property Team to know about available resources to residents, multiple community events being held on the property or at the Bode Community Center, a CPTED analysis to identify physical improvements for the property, monitoring and removal of abandoned vehicles, engagements with unsheltered people at the nearby Westfall encampment, and a meeting between SAPD and school administrators regarding truancy challenges at the site. Animal care conducted sweeps of the site, the main vehicle gate repair was completed and maintained, lighting was installed or fixed, and fences were repaired and maintained.

Five of the 19 recommendations identified were not yet addressed or are still pending resolution. One recommendation was to establish a position within the City of San Antonio to assist in implementing interventions at the current POPBP site and future ones (e.g., identify external funding opportunities). However, funding for this position has not been secured. A needs assessment to assist residents with developing skills to prepare for living independently was also not implemented. However, future meetings to address this problem are scheduled to discuss how residents are referred for such programs. One recommendation involved bringing a GED program to the Bode community center, but that has not yet happened. There were also recommendations to add cameras (e.g., stationary cameras, license plate readers, and telescoping cameras), but the timeline for these installations is for early 2025, as outlined in the operations plan. The Rosemont Team did activate five cameras that had previously installed in the complex during the current period. Citations for trash were not reported and incidents with visitors were not monitored.

Outcome Evaluation

The operations plan also aligned expected outcome metrics with the various recommendations identified at the location. The first set of impact measures were collected by various partners at the site and can be seen in Table 6. Again, these data are requested to be provided by stakeholders at the site monthly via the UTSA Microsoft Form. This table summarizes the associated recommendations, solutions, and effectiveness metrics at the site and includes a color-coded indicator (final column) showing the status of each recommendation/solution. Red cells indicate little or no impact, yellow cells indicate some impact, and green cells indicate substantial impact based on the indicated effectiveness measures.

Table 6: Outcome Measures for 1303 Rigsby Avenue

Recommendation Number	Solutions	Activities between June 2024-December 2024
1	Conduct resident survey to assess specific concerns, awareness and engagement with resources/services, and establish baseline data for comparison	a. Baseline survey of resident concerns and crime/safety/social perceptions completed in August 2024

Recommendation Number	Solutions	Activities between June 2024-December 2024
		b. Follow-up survey completed in January 2025*
2	Establish a COSA position to provide long-term technical assistance and coordinating support to Rosemont Property Team (and future neighborhoods) for implementing and sustaining interventions	TBD; Funding for a City of San Antonio position to coordinate and support efforts at POPBP sites not established
3	Determine residents' needs for support services related to independent living, determine how to assure residents are continuing to receive services they need	a. No residents referred for independent living b. Meeting to be held to discuss referral process in the future
	Educate referring agencies on how to prepare clients for new living situation	Improved connections between residents and services not reported by Rosemont Team
4	Develop and provide COSA and community resource items: a. Resource guide and directory for Rosemont Property Team to increase their ability to navigate services b. Resource promotion materials for Rosemont Team to provide to residents	a. Self-reported increase in awareness of services available to residents among Rosemont Team b. Greater percentage of awareness of some social services in the follow-up survey with residents
5	Conduct outreach and education events for residents at Rosemont property or Bode Community Center on a range of neighborhood safety and resident empowerment topics: a. Safety/wellness topics based on resident interest and seasonal topics b. Citizen on Patrol (COP) for adults c. Success through Respect (STR) for youth/young adults	Cannot measure change in the number of resident engagement events/attendance; will be assessed in subsequent reports a. 20 resident engagement visits in current period b. One event with 75 attendees and another with 32 attendees; some classes were offered but residents did not attend or attendance was not reported at some events c. Reported increase in awareness of social services among some residents in July 2024 entry d. Greater percentage of awareness of some social services in the follow-up survey with residents
6	Deliver direct services for residents onsite to provide education, case management, and other supports: a. Incorporate Rosemont into Healthy Neighborhoods program (Metro Health) to build health and safety through asset-based community development b. Educate residents on responsible pet ownership and connect them to pet care services	a. Cannot measure change in number of residents enrolled in senior programs; will be assessed in subsequent reports; five in current period b. No change in mean level of perceptions of safety/social cohesion between baseline and follow-up resident survey c. Cannot measure change in number of roaming/stray animals on property; will be assessed in future reports; nine reported in July 2024 d. Reported increase in utilization of pet care resources and programs
7	Bring a GED program to Bode Community Center or other nearby site	a. No residents completing GED program reported

Recommendation Number	Solutions	Activities between June 2024-December 2024
8	Educate and reinforce guest policy	a. Cannot measure change in number of incidents involving visitors; will address in future report; 14 reported by Rosemont Team and three reported by SAPD in current period
	Register residents' vehicles and require display of sticker/hanger in vehicles	Cannot measure change in abandoned vehicles; will address in future report; two in current period
10	Conduct periodic monitoring of Westfall encampment and implement outreach and abatement activities when needed	a. Cannot measure change in number of people who are unsheltered in the Westfall area; will be assessed in future report; average of 12 unsheltered persons reported in the Westfall area in the current period
11	Monitor calls to 311 related to trash accumulation and responses initiated by Code Enforcement	Cannot measure change in number of calls regarding trash to Code Enforcement; will assess in future reports; eight calls to 311 opened between June 2024-December 2024
13	Create process for SAPD and private security to report back to Rosemont Property Team when incidents involve visitors	Cannot measure change in number of incidents involving visitors; will address in future report; 14 reported by Rosemont Team and three reported by SAPD in current period
	Engage private security company in monitoring vehicles	Cannot measure change in abandoned vehicles; will address in future report; two in current period
	Explore options to increase number of hours existing private security company is on-site	Cannot measure change in number of incidents involving visitors; will address in future report; 14 reported by Rosemont Team and three reported by SAPD in current period
15	Consult with Opportunity Home on options to allow residents to use door security cameras (like Ring cameras)	Decision from Opportunity Home regarding the use of door security cameras; the residents are allowed to have personal cameras as long as they are not pointed at other residents or their units
16	Repair unintended access points on perimeter or property	a. Cannot measure change in number of calls for service related to stray animals; will be assessed in future reports; 13 calls to 311 opened between June 2024-December 2024 b. Cannot measure change in number of stray animals on property; will address in future report; nine reported in July 2024
17	Assess need for physical improvements to prevent crime, including options to accelerate timelines for COSA projects already authorized	a. Five recommendations from CPTED reported; implementation of recommendations not reported
	Restore sidewalks in the area using funding already planned	a. Sidewalks monitored for damage b. Damaged sidewalks not repaired c. Street improvement funded and scheduled for 2025 d. Sidewalk improvement design created and funding to be explored e. Vegetation cleared

Recommendation Number	Solutions	Activities between June 2024-December 2024
	Improve street and pedestrian lighting using funding already planned	a. Three streetlights installed b. 21 building lights repaired c. Lighting visits and inspections reported but specific number not reported
18	Fix main vehicle entry gate and fix lock on pedestrian gate	Gate maintained/weekly checks reported as of October 2024
19	Engage with area school district and explore alternate options to manage truancy among Rosemont youth residents	a. Anti-truancy measures not implemented b. No truancy issues reported throughout period

Again, much work was done by stakeholders to improve conditions at the site. It is important to note that because this report is assessing effect from the start of POPBP in June 2024 through December 2024, some of the effect measures in the table cannot be fully assessed (e.g., increases in attendance at events or reduced abandoned vehicles) since there is no previous data against which to compare these measures. Rather, for some of the effect measures, the current information collected during this period is reported in the tables and will be used for future comparisons in reports to effectively act as a baseline measure for assessing change over time in subsequent reports.

Of the 16 identified recommendations, 13 were fully or partly addressed. The Rosemont Property team reported a self-reported increase in awareness of services available to residents. Various events were held at the site by entities such as SAPD and Metro Health or at the Bode Community Center by Parks and Recreation. However, some classes were offered by Metro Health but no residents attended and attendance was not tracked at the Parks and Recreation events. There was a reported increase in the utilization of resources from Animal Care Services, but the number of roaming or stray animals were only reported on the property by Animal Care Services in July. Publicly available data from 311 calls indicated in the current period that there were 13 calls opened related to stray animals and eight calls opened related to trash or dumpster maintenance in the current period. Further, incidents involving visitors were tracked by the property team and SAPD, with 14 incidents reported by the property team and three reported by SAPD. The CPTED conducted in August 2024 included five recommended improvements for the site, street lighting was improved, vegetation was cleared, the main vehicle entry gate was maintained and checked weekly, and sidewalks were monitored. Street and sidewalk improvements have been funded and are slated to begin in 2025. Further, Opportunity Home approved the use of residents to have personal security cameras as they are not pointed at other residents or their units.

In contrast, three of the 16 identified recommendations were not addressed or are pending resolution. Residents were not referred for independent living, but meetings to discuss the referral process are slated for the future. The property team also did not report improved connections between residents and social services. Further, because the recommended GED program has not been implemented, no classes or residents have yet completed the program.

Resident Survey

As previously noted, a baseline survey to gain insight into residents' perceptions of safety in the complex and surrounding area and their knowledge on available services was conducted in August 2024. A follow-up survey was also administered in January 2025. The baseline survey included 38 participants while the follow up survey included 12 participants. The surveys were administered in both English and Spanish. At both time points, participants reported moderate to high levels of concern regarding safety in the complex and surrounding area and that safety concerns would prevent them from doing things in these areas. Most respondents in both surveys indicated that they believed the safety of the community had remained the same over the previous 12 months and over half reported positive relationship between residents in the community and SAPD. Findings were mixed in both surveys regarding whether residents believed that apartment management adequately addressed their concerns. Further analyses indicated that there were no statistically significant differences in change in perceptions of safety and other concerns between the residents who participated in the baseline and follow up surveys. **However, it is important to note that it is difficult to assess change in these measures due to the small sample size of participants in each survey.**

Respondents also reported their knowledge of and use of social services. Compared to the baseline survey, respondents in the follow-up survey reported an increase in knowledge regarding some social services such as SNAP, rental assistance, utility assistance, 311, and WIC. The most frequently utilized social service in both surveys reported was SNAP. At both time points, the top three most common types of crime in the complex and surrounding neighborhood reported by residents were gunfire, drugs/drug houses, and vehicle theft. The most common problems reported at the complex and surrounding communities by residents in both surveys were loose trash and roaming animals.

Additionally, participants in both surveys were asked about their preferences for learning about crime prevention topics and community services. For crime prevention topics, residents frequently requested to learn about communicating with the police and 911, safety for children, safety for adults, and auto theft prevention. Additionally, residents frequently requested to learn about housing/rental assistance, utility assistance, youth services, and employment and job training.

Impact on Crime and Victimization

In addition to the impact measures collected by the partners, UTSA also evaluated the impact of POPBP on the following six measures at the Rosemont Apartments (1303 Rigsby Ave.):

- Change in violent crime
- Change in family violence crime
- Change in family violence victims
- Change in all calls for service

- Change in calls for service for trespasses[9]
- Change in calls for service for violence related crimes.

In the operations plan, a convenience store located at 1237 Rigsby Ave. was investigated as a potential criminal nexus to criminal activity at the Rosemont Apartments by SAPD. Therefore, the UTSA team examined the impact of the following two measures at the store:

- Change in violent crime
- Change in all calls for service

The UTSA research team obtained relevant pre-post POPBP implementation data for the above categories from the SAPD for both sites. The data used for this impact evaluation run from June 2023 through December 2024. This allowed for an evaluation of a year and a half worth of crime, calls for service, family violence, and victim data post-implementation. For each location, we compared the monthly averages during treatment (June – December 2024) to the same months last year.

Results from the analyses of crime data pre- and post-POPBP implementation at all sites can be seen in Table 7 (below) and are calculated based on average monthly counts and percent change for each metric. **In some cases, average monthly data counts are quite low, and even slight changes in average counts per month can lead to large percentage changes in outcomes. Thus, these findings should be interpreted with caution.** For reference, we have provided the monthly averages used in the calculations along with the percent changes in Table 7.

At Rosemont, there were decreases in violent offenses, all calls for service, calls for service for trespasses, and calls for service for violent offenses. The number of family violence incidents and victims associated with family violence increased. During the post intervention period, there were 12 family violence incidents, each with one victim. In the pre-intervention period, there were seven incidents with nine victims.

The convenience store located at 1237 Rigsby did not experience a violent incident during the post intervention period. However, calls for service increased from approximately one per month to almost three. It is encouraging that this increase was not associated with additional violent crime. Of note, an increase in calls for service does not necessarily indicate a negative outcome, as citizens may be more likely to report issues and cooperate with law enforcement after observing increased police activity and experiencing positive interactions (Sunshine & Typer, 2003). **Importantly,**

[9] Due to the size and volume of calls for service (CFS) data for the city of San Antonio, SAPD provided a subset of the data for the relevant section of Rigsby Avenue. We used the call type "Visitation Violation" for trespass CFS to ensure we provided an accurate estimate of the problem. It is possible that other CFS types (e.g., "disturbance", "suspicious person/vehicle", "miscellaneous") resulted from, or became, trespass incidents. However, the dataset did allow us to parse this information.

SAPD reported that they do not believe there is a criminal nexus between the apartment complex (1303 Rigsby Ave.) and the convenience store.

Table 7: POPBP Crime & Victimization Measures

Location	Outcome Measure	Monthly Average		Percent Change*
		Treatment (Jun 2024-Dec 2024)	Last Year (Jun 2023-Dec 2023)	Treatment v. Last Year
1303 Rigsby	Violent Offenses	0.3	0.6	-50.0%
	Family Violence	1.7	1.0	71.4%
	Family Violence Victims	1.7	1.3	33.3%
	Calls for Service	44.1	58.0	-23.9%
	Trespass CFS	0.0	0.4	-100.0%
	Violent CFS	4.1	5.9	-29.3%
1237 Rigsby	Violent Offenses	0.0	0.1	-100.0%
	Calls for Service	2.9	1.0	185.7%

*Percent changes are based on small monthly averages and should be interpreted with caution.

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Appendix A: Violent Street Crime Counts by Year

Violent Crime by Offense Type: 2024

	Jan 24	Feb 24	Mar 24	Apr 24	May 24	Jun 24	Jul 24	Aug 24	Sep 24	Oct 24	Nov 24	Dec 24	Total
All Crime Incidents	485	423	506	508	461	487	464	462	438	409	387	420	**5,450**
Murder	8	12	9	17	9	6	9	7	11	18	6	12	**124**
Robbery Ind.	119	84	110	115	103	105	107	120	99	102	86	116	**1,266**
Robbery Bus.	45	41	41	47	33	38	24	24	29	18	34	33	**407**
Agg. Assault	218	222	246	255	262	264	239	249	245	223	211	210	**2,844**
Deadly Conduct	107	65	103	85	66	82	92	67	66	57	56	57	**903**

Individual crime offense counts do not sum to the incident total because some incidents have multiple offenses.

Violent Crime by Offense Type: 2023

	Jan 23	Feb 23	Mar 23	Apr 23	May 23	Jun 23	Jul 23	Aug 23	Sep 23	Oct 23	Nov 23	Dec 23	Total
All Crime Incidents	473	457	486	541	490	525	604	521	500	524	424	481	**6,026**
Murder	16	15	11	14	10	16	13	15	8	12	10	15	**155**
Robbery Ind.	101	108	111	126	101	130	147	130	107	126	101	98	**1,386**
Robbery Bus.	42	22	27	48	35	34	30	30	40	30	25	39	**402**
Agg. Assault	231	223	262	264	273	256	312	274	246	262	230	248	**3,081**
Deadly Conduct	95	97	81	104	81	96	116	79	102	107	61	98	**1,117**

Individual crime offense counts do not sum to the incident total because some incidents have multiple offenses.

Violent Crime by Offense Type: 2022

	Jan 22	Feb 22	Mar 22	Apr 22	May 22	Jun 22	Jul 22	Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	Total
All Crime Incidents	532	513	552	572	623	582	568	544	469	540	471	500	**6,466**
Murder	12	15	16	20	16	20	12	19	10	15	7	15	**167**
Robbery Ind.	112	102	112	126	130	123	119	110	116	129	106	123	**1,408**
Robbery Bus.	20	36	37	29	47	29	30	41	25	31	41	26	**392**
Agg. Assault	270	254	276	310	308	296	296	263	243	270	224	245	**3,255**
Deadly Conduct	125	121	116	112	134	133	123	127	83	108	103	103	**1,388**

Individual crime offense counts do not sum to the incident total because some incidents have multiple offenses.

Violent Crime by Offense Type: 2021

	Jan 21	Feb 21	Mar 21	Apr 21	May 21	Jun 21	Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Total
All Crime Incidents	454	365	446	520	563	508	554	557	472	502	537	498	**5,976**
Murder	12	9	7	13	17	12	14	10	20	10	8	18	**150**
Robbery Ind.	120	89	94	120	131	102	130	120	117	110	124	125	**1,382**
Robbery Bus.	42	26	28	16	31	36	28	33	21	27	31	25	**344**
Agg. Assault	206	185	250	279	277	274	281	298	248	269	271	240	**3,078**
Deadly Conduct	83	62	77	104	119	88	113	103	77	98	119	101	**1,144**

Individual crime offense counts do not sum to the incident total because some incidents have multiple offenses.

Appendix B: POPBP Site #1 Operations Plan

Rigsby Operations Plan

Rec	Original Plan Number	Solutions	Start	End	Freq. or Amount	Responsible Party	Cost	COSA Resource or Cost Type	What is needed from COSA depts:	Action Steps	Notes	Process Measure (Org. Responsible for Data)	Effectiveness Measure (Org. Responsible for Data)
1	1.A	Conduct resident survey to assess specific concerns, awareness and engagement with resources/services, and establish baseline data for comparison	06/15/24	07/31/24	once annually	Metro Health & COSA working group	Use existing resources	Education and technical assistance	* Metro Health (Violence Prevention staff) staff time to create electronic survey, coordinate administration plan, assist with promotion, and analyze data. * Working group staff time to develop survey and review findings.	* Finalize survey * Administer survey * Analyze responses, identify needs, adjust operations plan		Survey administration and analysis completed (Metro Health)	* Baseline assessment of resident concerns about crime and perceptions of safety/social cohesion (Metro Health) * Follow-up survey in 9-12 months to assess improved perceptions (Metro Health)

Rec	Original Plan Number	Solutions	Start	End	Freq. or Amount	Responsible Party	Cost	COSA Resource or Cost Type	What is needed from COSA depts:	Action Steps	Notes	Process Measure (Org. Responsible for Data)	Effectiveness Measure (Org. Responsible for Data)
2	1.B	Establish a COSA position to provide long-term technical assistance and coordinating support to Rosemont Property Team (and future neighborhoods) for implementing and sustaining interventions	06/01/24	12/31/24	once	City Manager's Office & COSA depts.	New personnel costs	Personnel allocation	Funding for one long-term site liaison/technical assistance coordinator and/or staff time to apply for external funding opportunities.	* Identify funding source (external or internal) and create position * Recruit and onboard candidate * Train and link employee to Rosemont and COSA working group		* Funding secured * Position established * Candidate recruited (COSA dept. hosting employee)	TBD
3	9.A	Determine residents' needs for support services related to independent living, determine how to assure residents are continuing	07/01/24	12/31/24	a few encounters or meetings	Rosemont Team, Human Services	Use existing resources	Direct services for residents	Human Services staff time to advise Rosemont Property Team on ways to engage residents, assess their needs, and contact	* COSA advise on methods to assess needs * Rosemont identify specific residents to engage and assess * COSA assist in matching or	Incorporate DHS Benefits Navigators.	Implementation of needs assessment (Rosemont Team)	Number of residents referred/places for services (Rosemont Team & Human Services)

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		to receive services they need							organizations for assistance.	linking residents to needed services			
	9.B	Educate referring agencies on how to prepare clients for new living situation					Use existing resources	Education and technical assistance	Human Services staff time to advise Rosemont Property Team on discussion points for conversation with referring agencies to address resident readiness and needs for supportive programs.	* Rosemont contact referring agencies to share concerns about unmet resident needs	DHS already talking to SAMMinistries.	Number of conversations with referring agencies (Rosemont Team)	Improved connections between residents and services as reported by Rosemont Team (COSA working group)

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4	1.C.1, 1.C.2	Develop and provide COSA and community resource items: a. Resource guide and directory for Rosemont Property Team to increase their ability to navigate services b. Resource promotion materials for Rosemont Team to provide to residents	06/15/24	08/15/24	update annually	COSA working group & Rosemont Property Team	Use existing resources	Education and technical assistance	a. Working group staff time to assemble listing of resources in electronic document. b. Working group staff time to review available communications materials, update materials as needed for use with Rosemont residents, provide electronic versions to Rosemont Property Team.	* COSA working group gather resources to develop guide * Working group partner with Rosemont Team to develop plan for ongoing communication to residents	Working Group set timeline and obtain/assemble content.	a. Completed resource guide for Rosemont Team (COSA working group) b. Completed resident communications plan and materials (COSA working group)	a. Self-reported increase in awareness among Rosemont Team (COSA working group) b. Self-reported increase in awareness among residents as indicated in follow up assessment (COSA working group)

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5	1.C.3, 1.C.4, 1.D, 1.E, 3.A, 7.A.1	Conduct outreach and education events for residents at Rosemont property or Bode Community Center on a range of neighborhood safety and resident empowerment topics: a. Safety/wellness topics based on resident interest and seasonal topics b. Citizen on Patrol (COP) for adults c. Success through Respect (STR) for youth/young adults	06/15/24	ongoing	quarterly or based on resident demand	a. COSA working group, Rosemont Property Team b/c. SAPD	Use existing resources	Education and technical assistance, Facility support	* Working group staff time to coordinate schedule with Rosemont Team and recruit COSA departments to participate. * COSA staff support for events. * SAPD staff time to deliver COP (by SAFFE) and STR (by Comm. Eng.). * Parks & Rec space and staff time to physically host meetings and events	* Working group partner with Rosemont Team to schedule, staff, and host events on property or at Bode Community Center * Identify topics, resources, and services to promote based on resident survey and Property Team input (COSA and community orgs.)	* Start planning in mid June * Rotating topics such as: family violence, other violent crime, property crime, responsible pet ownership, tenant rights, family and youth support, recreational programs, etc. * Recruit community organizations to	* Number of resident engagement visits, events, classes (Rosemont Team) * Resident attendance at events (Rosemont Team) * Topics and resources promoted (COSA depts.)	* Increased number of resident engagement events (Rosemont Team) * Increased resident attendance at events (Rosemont Team) * Increased awareness of resources as reported by residents (COSA working group) * Decreased family violence/victims at the location (UTSA & SAPD)

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									at their facilities.		participate as appropriate. * Adjust schedule to align with seasonal events as needed.		

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6	1.F, 7.A.3	Deliver direct services for residents onsite to provide education, case management, and other supports: a. Incorporate Rosemont into Healthy Neighborhoods program (Metro Health) to build health and safety through asset-based community development b. Educate residents on responsible pet ownership and connect them to pet care services	07/01/24	ongoing	ongoing	a. Metro Health & Human Services b. Animal Care	Use existing resources	Education and technical assistance, Direct services for residents	* Metro Health (Healthy Neighborhoods) staff time to incorporate Rosemont neighborhood into existing Highland Park zone and carry out activities/programming. * Human Services staff time and services to incorporate residents 60+ years into meal delivery program and/or senior services as appropriate	a. Metro Health gather residents and Rosemont Team to identify community assets and plan programming a. Human Services identify need for senior services and engage residents b. Animal Care plan strategy for education and case management (conduct every 6 weeks), deploy sweeps teams as needed to capture		a. Asset development plan created, number of events held (Metro Health) a. Number of residents participating in senior programs (Human Services) b. Number of residents contacted through case management, number of sweeps conducted (Animal Care)	* Increased number of residents enrolled in senior programs (Human Services) * Decreased number of roaming/stray animals on property (Rosemont Team & Animal Care) * Increased utilization of pet care resourced and programs (Animal Care) * Follow up assessment of perceptions of safety/social cohesion (Metro Health)

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									. * Animal Care staff time for education and case manager visits, monitoring calls on and near property and sweeps as appropriate.	roaming/stray animals for reunification /placement			
7	10.B	Bring a GED program to Bode Community Center or other nearby site	06/15/24	ongoing	ongoing	Human Services, Parks & Rec	Use existing resources	Education and technical assistance, Facility support	* Human Services staff time to link COSA working group and Rosemont Property to programs and community partners to	* Identify and engage organizations to deliver GED program * Execute service contract if needed * Schedule and promote	* Start conversations with partners in June. Assess resident demand. * Consider options for	Number of classes held (Parks & Rec, GED-granting organization)	Number of residents completing program (GED-granting organization)

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									who can deliver activities and programming. * Explore options to fund program delivery. * Parks & Rec space and staff time to physically host classes and events at facilities.	GED program	awards to orgs.through 2026/2027 Consolidated Funding Program. * Explore incorporating Bode Center as a formal Pod in the Resiliency Hub.		
8	2.A, 5.A	Educate and reinforce guest policy	06/01/24	ongoing	every three months, ongoing	Rosemont Team	Use existing resources (Rosemont)	NA	NA	* Rosemont Team develop and distribute communication materials on guest policy * Create a schedule for periodic		Flyers of guest policy provided to residents from management (Rosemont Team)	* Decreased incidents involving unauthorized guests or trespassers (SAPD, private security, Rosemont Team) * Decreased

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										reminders of the policy			number of trespassing calls for service (UTSA)
		Register residents' vehicles and require display of sticker/hanger in vehicles	08/01/24	ongoing	ongoing	Rosemont Team	Sticker/hanger printing costs (Rosemont)	NA	NA	* Develop and communicate policy to residents * Print stickers/hangers * Conduct registration sessions and follow up with residents as needed		Number of vehicles registered and number of stickers/hangers provided (Rosemont Team)	Decreased number of abandoned vehicles (Rosemont Team)
9	6.A	Engage Opportunity Home in addressing contributing factors involving Highview Apts, to include no trespassing signs, resident	06/15/24	ongoing	ongoing	SAPD, Rosemont Team	Sign costs (Rosemont)	Education and technical assistance	SAPD staff time to advise Rosemont Team and Opportunity Home on strategy for no trespassing signs	* Meet with Opportunity Home to review findings related to Highview and discuss options * Implement selected interventions		* Meetings with Opportunity Home * Signs installed * Signs maintained (Rosemont Team)	Decreased number of calls for service (UTSA)

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		engagement, and policy violations											
10	12.B	Conduct periodic monitoring of Westfall encampment and implement outreach and abatement activities when needed	06/01/24	ongoing	weekly	Human Services & Solid Waste	Use existing resources	Direct services for residents	Camp outreach and sweeps already occurring biweekly. Will incorporate street outreach in the alternate weeks.	* Human Services monitor encampment * Conduct outreach and support activities as needed * Implement sweeps if needed		* Number of unsheltered people engaged by Human Services * Sweeps conducted (Human Services)	Decreased number of people who are unsheltered in Westfall area (Human Services)
11	13.C	Monitor calls to 311 related to trash accumulation and responses initiated by Code Enforcement	06/01/24	ongoing	weekly	Development Services & Solid Waste	Use existing resources	Education and technical assistance	* Development Services staff time educate Rosemont Team, Opportunity Home, and Beacon Properties on property maintenance. * Development Services	* Development Services monitor calls to 311 and Code Enforcement responses on quarterly basis at minimum * Contact Rosemont property and advise on methods to prevent trash		Citations issued for trash (Development Services)	Decreased calls to Code Enforcement regarding trash (Development Services)

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									Apt Inspection Team can educate residents. * Development Services potential staff time related to enforcement action and abatement.	accumulation when needed			
12	11.A	Conduct periodic monitoring of criminal activity at convenience store and conduct enforcement as needed	06/01/24	12/31/24	ongoing	SAPD	Use existing resources	Law enforcement activities	* SAPD staff time and resources (Covert, SCU, etc.) to monitor activity in and around the corridor, may include need for overtime work hours. * SAPD staff time (Fusion) to	* SAPD conduct periodic monitoring of criminal activity at convenience store * Assess options for law enforcement or CPTED interventions	Already being conducted. Will reevaluate in 12/24 to determine need for continued monitoring or enforcement.	* Monitoring/surveillance of existing location conducted (SAPD) * Crime trends assessed every 60 days and enforcement tactics adjusted accordingly (SAPD)	* Reduced calls for service at the convenience store * Interruption of potential criminal nexus to Rosemont property (UTSA)

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									develop reporting process that will establish or dispel criminogenic nexus to Rosemont property.				
13	2.B, 2.C, 5.B	Create process for SAPD and private security to report back to Rosemont Property Team when incidents involve visitors	07/01/24	ongoing	ongoing	Rosemont Team, SAPD	Use existing resources	Law enforcement activities	* SAPD staff time to consult with Rosemont Team and private security to streamline reporting methods and concerns. * SAPD will share its enforcement information with Rosemont team (as	* Rosemont Team, SAPD, and private security meet to identify options to enhance information provided to property management * Implement identified options		Incidents involving visitors monitored (Rosemont Team)	Decreased number of incidents involving visitors (Rosemont Team)

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									appropriate).				
		Engage private security company in monitoring vehicles	04/01/25	ongoing	ongoing	Rosemont Team	Service contract costs (Rosemont)	Education and technical assistance	SAPD staff time to provide technical advice.	* Meet with private security company to discuss options for monitoring vehicles * Implement any changes as able		* Vehicles monitored by security * Abandoned vehicles removed (Rosemont Team)	Decreased number of abandoned vehicles (Rosemont Team)
		Explore options to increase number of hours existing private security company is on-site	06/01/25	12/31/25	ongoing	Rosemont Team	Service contract costs (Rosemont)	NA	NA	* Rosemont Team, SAPD, and private security meet to identify options to enhance information provided to property management * Implement identified options		Incidents involving visitors monitored (Rosemont Team)	Decreased number of incidents involving visitors (Rosemont Team)

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14	4.D.1, 4.D.2, 4.D.3	Add stationary cameras at key locations	01/01/25	ongoing	ongoing	SAPD & Neigh/Housing Services	Equipment and monitoring services	Education and technical assistance, Equipment	* Working group staff time to advise Rosemont Team on programs or funding opportunities to pay for equipment and service costs. * SAPD staff time to advise on placement. * Neigh/Housing Services staff time to explore options to leverage existing grants and funding programs.	* Identify funding options for equipment and service fees * Determine types of cameras/readers, placement, and schedule (permanent vs temporary) * Procure and place equipment * Establish monitoring schedule and responsibilities among partners		* Number of cameras placed * Cameras monitored (SAPD & Rosemont Team)	Decreased violent crime and calls for service (UTSA)

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		Add license plate readers for entry points			6 month deployments	SAPD & Rosemont Team			* SAPD staff time to assess needs and logistical requirements with Rosemont Team regarding acquisition of equipment and camera monitoring. * Consider use of funding reserved for implementation of Crime Reduction Plan.			* Number of cameras placed * Cameras monitored (SAPD & Rosemont Team)	Decreased violent crime and calls for service (UTSA)
		Use telescoping mobile camera surveillance during high need periods to reduce crime and trespassing			6 month deployments	SAPD					Telescoping camera can be moved to different locations on Rosemont property as needed, the convenience store for hot spot deterrence, and used at future program sites.	* Number of cameras placed * Cameras monitored (SAPD & Rosemont Team)	Decreased violent crime and calls for service (UTSA)

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15	4.B	Consult with Opportunity Home on options to allow residents to use door security cameras (like Ring cameras)	07/15/24	06/01/25	ongoing at least bi-monthly	City Attorney's Office	Use existing resources	Education and technical assistance	* Working group's attorney staff time to consult with Opportunity Home. * Additional resources may be needed depending upon whether Opportunity Home allows residents to have the cameras.	* Meet with Opportunity Home and review policies related to residential door security cameras * Determine options for change and implement if applicable		Number of meetings with Opportunity Home (City Attorney's Office)	Decision by Opportunity Home regarding camera use (Rosemont Team)
16	7.A.2	Repair unintended access points on perimeter or property	06/01/24	ongoing	ongoing	Neigh/Housing Services & Rosemont Team	Repair costs (Rosemont)	Physical infrastructure improvements	* Neighborhood & Housing Services guide Opportunity Home on use of City infrastructure funds.	Repair access points on perimeter or property	NHSD already discussing use of funds awarded to Opportunity Home for	Number of repairs completed and maintained (Rosemont Team)	Decreased calls for service related to stray animals (Animal Care); Decreased number of stray animals on property

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									* Animal Care staff time to provide technical advice on points of entry for roaming animals.		property lighting, fencing, and stationary cameras.		(Animal Care & Rosemont Team)
17	8.A, 8.B, 8.C, 8.D	Assess need for physical improvements to prevent crime, including options to accelerate timelines for COSA projects already authorized	06/01/24	06/30/24	once	Public Works & Planning	Use existing resources	Education and technical assistance	* Public Works staff time and resources to clear vegetation. * Public Works and Planning Dept. staff time to conduct formal assessments and make recommendations.	* Conduct assessment of neighborhood * Develop recommendations	CPTED consultant will be working with Planning Dept. to assess Northeast Corridor in 9/2024.	* Assessment(s) conducted and recommendations identified (Public Works & Planning)	Number of recommendations implemented (Public Works)

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		Restore sidewalks in the area using funding already planned	10/24/24	12/24/24	once	Public Works	Use existing resources	Physical infrastructure improvements	Public Works use existing funding to complete project by accelerating the timeline.	* Complete idewalk work already scheduled on south side of Rigsby * Clear vegetation * Restore other existing sidewalks identified for improvements		* Planned projects approved * Sidewalks restored (Public Works)	* Regular monitoring of sidewalks for damage * Repair of sidewalks when damage is found (Public Works)
		Improve street and pedestrian lighting using funding already planned	06/01/24	09/30/24	once	Development Services	Use existing resources	Physical infrastructure improvements	Development Services staff time to plan and implement tiered installation for new light and new pole. Requires easement from applicable property owner (6-12 months once	* Installation of new street lights on existing poles is in progress * Tiered installation plan for new lights and new poles, will require easements from applicable property owners	Already identified funds to install 3 streetlights	* Number of lights installed * Number of inoperative lights identified and repaired (Public Works)	Number of lighting maintenance visits/ number of lights fixed (Public Works)

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									needed easement are obtained).				
18	4.A	Fix main vehicle entry gate and fix lock on pedestrian gate	06/01/24	ongoing	ongoing	Rosemont Team	Gate repair costs (Rosemont)	NA	NA	* Rosemont Team identify funding source to repair gates when needed * Identify approved repair workers if not Rosemont Team staff * Create schedule for weekly checks and preventive maintenance		Gate repair completed (Rosemont Team)	Gate maintained/weekly checks (Rosemont Team)

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19	10.A	Engage with area school district and explore alternate options to manage truancy among Rosemont youth residents	06/15/24	ongoing	ongoing	City Attorney's Office	Use existing resources	Education and technical assistance	Current CAO staff time to participate in meetings.	* Contact ISD to discuss challenges and possible solutions * Engage other govt agencies and community orgs. to identify possible solutions * Implement solutions and assess impact	Explore involving Constables and Municipal Court.	Number of conversations with ISD (Rosemont Team & City Attorney's Office)	* Anti-truancy measures implemented * Increased school attendance among youth residents (Rosemont Team & ISD)
						SAPD & Human Services	Use existing resources	Education and technical assistance	SAPD and Human Services staff time to explore options to engage at-risk students through Next Level.			Recommendations and possible resources identified (Human Services)	