CITRUS HEIGHTS POLICE DEPARTMENT

2019 HERMAN GOLDSTEIN
PROBLEM-ORIENTED POLICING AWARD

Homeless Outreach Program & Education

H.O.P.E.

Helping The Homeless Navigate Towards Independence
Summary:

The Citrus Heights Police Department's Problem-Oriented Policing Unit created the Homeless Outreach Program and Education (H.O.P.E.) in response to community and business stakeholders that were concerned about homelessness in the City of Citrus Heights. In 2015, the department launched HOPE in order for the Citrus Heights Police Department to collect and analyze homeless data to determine the total scope of the homelessness problem that existed in the city. As a result of the research, the police department partnered with the Homeless Assistance Response Team (HART), a volunteer, community-based organization in the City of Citrus Heights. HART’s mission is to work towards ending homelessness in the City of Citrus Heights. The data that was gathered from the initial HOPE survey enabled the City of Citrus Heights to partner with our Economic Development Department and apply for the funding of a part-time pilot program that we named the “Navigator.” This pilot program was a collaborative effort between the Citrus Heights Police Department (CHPD), the City of Citrus Heights, the Homeless Assistance Resource Team (HART) and Sacramento Self-Help & Housing (SSHH), and allowed our Navigator access to high-level specialty resources, outreach, and housing opportunities for the homeless and at-risk citizens in our community.

In order to build on the successes of previous years and to ensure our offerings remained relevant to the specific needs of our homeless population, the police department conducted annual surveys in 2016, 2017, 2018, and 2019. The data that was collected was carefully analyzed by our Navigator team and acted as a roadmap for our response. As a result of its success, the part-time Navigator position received additional funding and was converted to a full-time position which operates under the purview of the police department and is a crucial element of our HOPE. The annual homeless survey also provides us an opportunity to educate our homeless citizens, as well as other community and business groups. Our Navigator program
offers resources to community groups that aspire to help the homeless and provides them with education on how to act as a conduit to guide the homeless towards available resources. This program has seen great success due to our ability to connect our homeless citizens directly with the Navigator during police calls for service and other routine contacts. The Citrus Heights Police Department also utilized the information in the surveys to better understand the role of mental health and its significant impact on the causation factors of homelessness in our community. As a result of the April 2017 survey data, we paired our Mobile Crisis Support Team (MCST) with our Navigator to offer a more powerful and effective blending of services in response to the specific mental-health needs that were identified from our annual homeless survey. Our MCST program consists of an in-house licensed clinician that partners with our officers in the field to provide immediate mental-health evaluations. The Citrus Heights Police Department has drastically evolved from what used to be the traditional law enforcement response to homeless-related calls and has made it a priority to focus on services first and enforcement second, with special attention to ensuring we are not displacing the homeless to our neighboring jurisdictions.

Description:

The City of Citrus Heights is located in the heart of California's capital region in northern Sacramento County. Citrus Heights is an established community with an estimated population of just over 86,000 residents. Citrus Heights offers a business-friendly environment with a solid base for small businesses, retail chains, and food service establishments. With an ongoing commitment to providing high quality, economical, responsive services to the local community, Citrus Heights is well positioned for future economic development and redevelopment opportunities. Citrus Heights maintains a small-town feel, despite its urban complexity. The
city provides a strong sense of community and a feeling of belonging for our residents. Residents demonstrate great pride in the Citrus Heights community and regularly gather for celebrations and events. The city incorporated in 1997 and encompasses an urban area of 14.2 square miles. In 2006, the Citrus Heights Police Department was formed in response to the communities desire to have their own police department.

Across the nation, police departments are grappling with the challenges posed by homelessness in their communities. According to the U.S. Department of Housing and Urban Development’s 2018 annual homeless assessment report, 24 percent of the nation's homeless population resides in California. Many of them find their way to the streets of Citrus Heights. Prior to 2006, police services were contracted through the Sacramento County Sheriff’s Department. One of the most significant challenges facing the sheriff’s department at the time was the issue of homelessness. This same issue continues to pose a challenge for the Citrus Heights Police Department. Part of the difficulty is the public's opinion that homelessness is solely a police matter and should be addressed utilizing strict law enforcement coupled with a zero-tolerance mentality. While homelessness is not a crime, it is widely known that this segment of the population poses additional concerns for business owners and quality of life concerns for residents. Mental illness, drug addiction, alcoholism, and criminal behavior are not characteristics of all homeless people, however, the majority of homeless in Citrus Heights fall under at least one of these categories. Homelessness is a lifestyle. Some people choose it, while a majority do not. Struggling to make ends meet, many hardworking families are one paycheck away from potentially finding themselves out on the streets. This is why the Citrus Heights Police Department has focused on the development of an action plan that is both sympathetic and empathetic to the needs of our homeless population, but most of all it is focused on long-lasting results. We knew we could not arrest our way out of this problem. The homeless are often
fearful of interactions with law enforcement based on their prior experiences. In order to be effective and alleviate their fears, a balanced approach, leveraging compassion, patience, and accountability would be critical to achieving our goal.

It is common for homeless citizens with substance abuse problems to have difficulty maintaining steady employment. To satisfy addiction needs, they may turn to panhandling in the streets and parking lots, in front of businesses, inside businesses, or door to door in residential neighborhoods. Not all homeless people choose to panhandle. Many rummage through trash, both on the street and on private property in order to locate recyclables, which can be exchanged for money. Unfortunately, many theft-related crimes also precipitate from this type of lifestyle. These homeless behaviors result in numerous police calls for service because they interfere with businesses and raise concerns for residents and their quality of life.

The criminal homeless population is difficult to police as they often have accompanying mental health issues, can be dangerous, are challenging to track, and are extremely difficult to hold accountable. Moreover, the homeless suffering from mental illness often attempt to self-medicate with street drugs, have violent tendencies, and require specialized medical or psychiatric assistance. Vehicle burglaries, vehicle thefts, residential burglaries, robberies, petty thefts, assault, and all other crimes impact police services and negatively impact the community. The homeless population is often either the suspect or the victim of these crimes. These "quality of life" crimes erode public trust and local government, police services, and cause people to live in fear and question the safety of their community. It is common for cities and counties to strictly enforce theft and trespassing laws. Often, the people who get arrested for these law violations are the homeless.

In an effort to combat the growing homeless epidemic, laws such as illegal camping, illegal storage of personal property, and panhandling have been enacted. These laws were a
direct result of health and safety concerns presented by community members. Although criminal arrests can be a temporary solution to deal with these undesirable homeless activities, it does not address the root causes of homelessness, nor does it provide a lasting solution. The total impact of rising homelessness in the city is difficult to track. However, we have collected valuable data by conducting annual business surveys, reviewing calls for service, responding to citizen complaints, and conducting an annual homeless field interview survey.

SCANNING

Community Outreach

Since 2006, the Citrus Heights Community and the City’s Economic Development Department have conducted annual business surveys in partnership with the local Chamber of Commerce. Each year, different businesses are selected to take part in the survey. The intent of the survey is to determine what assistance local businesses desire in order to prosper in our community. Homelessness has not always been the main concern for our businesses. However, over the past four years, the topic of homelessness has dominated as the chief concern of the citizens and businesses in our community. In 2015, due to rising concerns from business and community groups, the Citrus Heights Police Department's Problem-Oriented Policing Unit created the Homeless Outreach Program and Education (HOPE). This program was developed by the POP unit and utilized a three-prong approach that encompassed education, resources, and enforcement.

In 2015, the Citrus Heights Police Department received information from the Housing and Urban Development’s (HUD) Point in Time Count that the City of Citrus Heights had just 12 homeless individuals. We knew this number was grossly understated and that it did not reflect the actual number of homeless citizens in our community. As a result, the POP unit
decided there was a need to conduct our own count to have a clearer picture of the actual homeless population in our city. Our POP team embarked on this project by creating a carefully designed Homeless Outreach Program & Education survey card aimed at eliciting data that would be valuable for best addressing our homeless situation. The department quickly realized we would need to be out in the areas that homeless people were known to congregate, in addition to areas which were not easily accessible or visible to the public or our officers. We knew from experience that many homeless citizens have contact with our patrol officers on a daily basis. The POP unit requested the assistance of our patrol officers to help with contacting and surveying the homeless citizens utilizing the HOPE survey card. Our goal was to use the obtained survey data to determine what steps would be most valuable and productive in helping the homeless obtain resources and get into housing.

This outreach sparked a collaborative relationship between the police department and the Citrus Heights Homeless Assistance Resource Team (HART). HART is a volunteer-run community effort to end homelessness in the City of Citrus Heights. This collaborative effort is what led to the creation of the Citrus Heights Navigator Program.

Although our officers knew enforcement was needed, they also knew arrests alone were not the answer. During their enforcement activities, officers prioritized handing out the *Francis Street House: Street Sheet & Homeless Resource Guide*, which provided an extensive listing of outreach options available throughout the County of Sacramento. Officers maintained strict enforcement of laws in an effort to hold offenders accountable for their negative actions. Survey questions were designed to provide the department with intelligible data on how to best approach the homeless situation affecting our community.
ANALYZE

As a result, we learned the homeless population in our city was adamant about staying within the boundaries of our city, even though most homeless resources were not available in the City of Citrus Heights. The 2015 survey revealed that 54 percent of the homeless in the city had family ties here and they provided us feedback such as, "I grew up here" or "My daughter lives in the city." Our subsequent surveys, including our 2019 survey have shown that this attribute has remained constant among the homeless in our city. At the conclusion of the survey, we conducted a thorough assessment the data that was obtained. Each subsequent year we have redesigned our homeless survey, building off of the previous year’s results, to best capture the most accurate and useful information about our homeless population. Additionally, we have adjusted our approach to ensure we are providing our homeless citizens with only the most valuable services to help optimize their success and the success of this results-oriented program.

RESPONSE

CITRUS HEIGHTS NAVIGATOR PROGRAM CREATION

Following the recession, the city experienced a reduction in access to contract social services. For example, the Sacramento County Department of Health and Human Services satellite office was closed due to a struggling economy. Mental health service providers also lacked a presence, not only in our city, but throughout the entire county. We quickly recognized the homeless situation in the city would require a coordinated response from expert service providers and public safety officials. The City of Citrus Heights Housing and Grants Division, the police department, and the newly-created partnership with the Citrus Heights Homeless Assistance Resource Team (HART) would act as a solid foundation for helping to navigate the
homeless towards much-needed resources. HART began meeting on a monthly basis, and collectively citizens began sharing and developing actionable solutions to combat this pervasive problem.

Our officers also expressed a desire to become better equipped to provide real-time resources to homeless citizens in need. With limited access to affordable housing, homeless individuals faced systematic barriers to obtaining housing. Some of these barriers included lack of telephone access for scheduling appointments, poor rental history, poor credit, and inadequate transportation. It quickly became evident that the city needed services that far exceeded those that were within the scope of a basic community outreach program.

The City wanted to get to the root of what was causing the homeless difficulty in securing housing and demanded a holistic approach. Working collaboratively, the City of Citrus Heights and HART realized that to be successful, they would need a specialized case manager who was specifically focused on the local homeless population. As a result, HART, in partnership with local nonprofit Sacramento Self-Help Housing, applied for funding through the City to commence with the Citrus Heights Navigator Pilot Program. Sacramento Self-Help and Housing agreed to provide the staff for what would become our inaugural Navigator. The organization applied for a $10,000 grant to fund a part-time Navigator position that would provide services to the homeless population throughout our city. The grant funds necessary for this outreach project were awarded, and the Sacramento Self-Help and Housing, the City of Citrus Heights, and HART embarked on this collaborative effort to positively affect change within City’s homeless community.

Somewhat similar models have been mildly successful in other communities by facilitating enrollment into the Housing and Urban Development Agency (HUD) Coordinated Entry program. The HUD Coordinated Entry Program is a housing wait-list which utilizes a
ranking system to place people into affordable housing. HUD's primary goal for the coordinated entry process is to make allocating funding for housing assistance fair and easily accessible to those who are in the greatest need. Most communities lack the resources necessary to meet the needs of their homeless population. This lack of resources combined with the poorly developed coordinated entry process often results in lengthy wait times and severe hardships for people experiencing homelessness. The homeless regularly face long waiting periods before they receive assistance from these traditional programs. Additionally, after waiting for long periods of time, they are commonly screened out and never receive the much-anticipated assistance.

The concepts behind the coordinated entry processes are sound and help communities prioritize assistance based on vulnerability and degree of services needed. Where these coordinated entry processes are lacking, is in their inability to offer a vast array of services that are commonly required to effectively resolve the complicated situations affecting the root causes of homelessness. Recognizing the weaknesses of these basic coordinated entry programs, the City empowered our Navigator by providing the necessary tools to deal with a variety of common barriers the homeless experience when attempting to obtain housing. This comprehensive approach means the Navigator begins by working to stabilize the living situation of the homeless client and quickly connect them with resources that are most easily attainable. The Navigator then uses available resources to creatively access available housing opportunities.

For example, the Citrus Heights Navigator will work with clients to get them prequalified in the Sacramento County continuum of care coordinated entry system. This means providing assistance with obtaining all required documentation (i.e., legal identification, means of communication, homeless certifications, etc.), which is usually extremely problematic and a significant barrier to housing for the homeless population. The Navigator also assists clients with applying for social security disability and general assistance income if the client is not
already receiving benefits. When needed, the Navigator will transport clients to mental health appointments, which assists with the initial stabilization process by obtaining a diagnosis that is required to qualify for specialized housing placements and additional aid programs. The Navigator is based within the police department and works collaboratively with our Problem Oriented Policing (POP) Team. Each week, our Citrus Heights Navigator teams-up with a POP Officer and will proactively contact homeless subjects in the field. This gives the Navigator the immediate opportunity to conduct a specialized field intake at the time of contact, which dramatically increases the efficacy of the program.

The Navigator also has the ability to then guide the homeless on the steps necessary to start or continue, the process of obtaining housing, employment, healthcare, government assistance, Veteran’s benefits, California legal identification, birth certificates or social security cards, etc. The Navigator will also set follow-up appointments with clients during walk-in hours at a secondary location, which allows for the use of a computer with internet access. Walk-in hours provide the opportunity to complete necessary paperwork via the computer system, create resumes, and apply for essential benefits.

The initial survey information gathered was significant enough for the POP unit to conduct the survey for a second year, with a few minor modifications to the survey card. In 2016, the Citrus Heights Police Department conducted a second homeless survey to assess the effectiveness of the Navigator pilot program. This survey was conducted for 30 days during April 2016. The results of the survey were provided to our homeless Navigator and our HART members. The City and police department staff worked closely with HART and Sacramento Self-Help and Housing to conduct and evaluate the effectiveness of this pilot program.

Based on the success of the 2015 pilot program, in the fiscal year 2016-2017, the Navigator Program was expanded to a full-time position. Transitioning the Navigator from a
part-time to full-time position increased our success rate by 52 percent, with 56 participants accessing either temporary or permanent housing. Of the 56 clients accessing housing, 27 were permanently housed utilizing a creative blend of multiple housing services accessed by the Navigator. In some cases, clients were given motel vouchers until permanent housing options became available. Similarly, others participated in the temporary winter sanctuary program offered by HART. Because of its multifaceted approach, the City's Navigator Program currently enjoys the highest success rate of any housing placement service in all of Sacramento County.

Even with the success of the Navigator Program, it was evident that enforcement efforts needed to continue. The Citrus Heights Police Department Problem-Oriented Policing Unit trained and provided resources to patrol officers to better leverage the Navigator services to the homeless that they contacted in the field. Additionally, the POP Unit educated the public about the Navigator Program by attending neighborhood association meetings, town hall forums, business association meetings, and other community stakeholder meetings. The goal of educating the public was to increase the Navigator Program's sphere of influence and to strengthen our partnership with the community. Business and professional groups throughout the city were provided training on crime prevention through environmental design (CPTED) and given tools to fortify their business locations against criminal activity, (i.e. theft of utilities, illegal camping, vandalism, and burglaries).

Realizing mental health issues pose unique considerations for the Navigator, the department applied for a grant to fund a part-time Sacramento County Mobile Crisis Support Team (MCST) outreach worker, who specializes in engaging the city's mentally ill population. The grant was awarded, and the department began deploying community mental health service workers through a partnership with Sacramento County in 2017. The Mobile Crisis Support Team's purpose was to expand access to community-based mental health crisis services that offer
alternatives to unnecessary hospitalization and incarceration. The most effective MCST model pairs a licensed county mental health clinician with a dedicated law enforcement officer in order to provide a powerful blend of on-demand services while in the field. The program provides additional training to police officers, which makes them more effective when interacting with the mentally ill and people experiencing a mental health crisis. The program goals are to provide valuable resources to our citizens in crisis and to resolve repetitious mental health-related calls. The program also strives to better prepare our officers to handle these difficult calls when they are encountered during a call for service.

In April 2017, the department conducted its third annual homeless survey. The survey revealed a reduction in the number of homeless people contacted throughout the city. The quality of life issues for our community had improved as well. Although homelessness continues to be a point of contention at some community meetings, many citizens feel they have seen an improvement in their overall quality of life in our city.

As a police department, we started a regional homeless outreach team which brings our regional law enforcement partners together on a quarterly basis to share best practices. Through this partnership, we have also been able to confirm that our efforts have not displaced our homeless into other communities. To the contrary, we have noticed some homeless have begun traveling to our jurisdiction to specifically meet with our Navigator.

While the problem of homelessness has no single solution and knows no socioeconomic boundaries, the City of Citrus Heights has found a way to engage the issue. By leveraging strong community partnerships, a network of resources available to our Navigator, a mental health worker, blended with the proper enforcement of the law, we are seeing the hard work beginning to pay major dividends. By leveraging this approach that is focused on getting to the root of the problem, we have had great success, but we are also very aware that homelessness did not occur
overnight and we are not going to cure this issue overnight. However, we are highly motivated and optimistic and will continue utilizing this empathetic approach when engaging our city’s homeless population.

In April 2018 and April 2019, we completed our 4th and 5th annual surveys. As a result of these surveys, we found our homeless population was remaining consistent in terms of numbers, but the people we were contacting differed. We were experiencing what appeared to be homeless churn. New homeless subjects were being contacted at the same time that others were being housed. This is during the same time that many of our regional partners were experiencing exponential increases in their local homeless populations. After our contacts with some of these homeless subjects, we learned that several had been transported across city or county boundaries and had been asked to leave their current community by neighboring law enforcement agencies.

**ASSESSMENT**

In compiling our data from the 2019 homeless survey, we conducted 168 unique contacts, which is similar in result with the surveys conducted from 2015 through 2018.

To date, the Homeless Navigator has reported the following average numbers:

- 30% of all contacts are permanently housed each year (highest year 38%)
- An average of 52 subjects annually are provided a California identification card
- An average of 36 subjects annually are provided legal counsel
- An average of 96 subjects annually are provided free bus passes to assist in completing tasks specifically related to their work with the Navigator
• An average of 20 subjects annually are successful in alcohol and/or drug sobriety programs

• An average of 20 subjects annually are provided free gift cards for the purchase of food and/or necessary items

• 3 subjects have already made successful claims with Veteran’s Affairs since the inception of incorporating VA benefits into our program two months ago

In order to directly address the concern of displacement or homeless “re-towing,” we formed the Regional Homeless Outreach Team (RHOT). The Citrus Heights Police Department reached out to the surrounding agencies: Sacramento Sheriff’s Department, Roseville Police Department, Auburn Police Department, Placer County Sheriff’s Department, and Placer County Probation for the purposes of information sharing, specifically focused on sharing best practices. Collectively, the overall goal was to work together in order to have the most significant positive impact on our region’s homeless population.

From the Regional Homeless Outreach meetings, everyone quickly realized the benefit of having a Homeless Navigator. Someone who could become familiar with the local clientele in a specific jurisdiction. Someone who provides area homeless with a single point of contact, who is familiar with their individual situation. As a direct result of the Citrus Heights Navigator’s success, six new Navigator positions were created in the following jurisdictions: Folsom, Rancho Cordova, Elk Grove, Carmichael/Arden Arcade, South Sacramento, and North Sacramento. Currently, there is a seventh Navigator position pending for the American River Parkway, which encompasses several different jurisdictions along the river where there is currently a prominent homeless population. Having Navigators who are familiar with an area’s homeless population, who have access to resources, and an open regional forum to discuss best practices and goals, is
leading to a large reduction in the number of displaced homeless subjects. We are also seeing more and more taking advantage of these resources and having success in getting into housing and bettering their lives.

**Agency and Officer Information:**

Project Contact:

Felicia Taylor – Problem Oriented Policing Unit, Officer

6315 Fountain Square Drive

Citrus Heights Ca, 95621

916-727-5596

ftaylor@citrusheights.net

Key contributors to the success of this program are:

- Chad Morris – Special Operations Lieutenant
- James Evans – Special Operations Sergeant
- Felicia Taylor – Problem Oriented Police Officer
- Toni Morgan – Navigator/Sacramento Self Help Housing
- Kathrine Cooley – Assistant to the City Manager
Appendices:

3. Letters of appreciation from City of Citrus Heights business stakeholders
   a. Citrus Heights Chamber of Commerce
   b. Sunrise MarketPlace Business Improvement District
   c. The Way Ministries
4. Francis Street House: Street Sheet & Homeless Resource Guide
**CHPD – HOPE SURVEY FIELD INFORMATION CARD 2019**

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**HAVE YOU EVER BEEN A VICTIM OF A CRIME? (IF YES, WHAT?)**

- [ ] YES  ☑ ASSAULT  ☑ THEFT  ☑ DOMESTIC VIOLENCE
- [ ] NO

**WHY ARE YOU HOMELESS IN CITRUS HEIGHTS?**

- [ ] CHRONICALLY HOMELESS  ☑ PTSD
- [ ] VETERAN  ☑ TRAUMATIC BRAIN INJURY
- [ ] ALCOHOL/DRUGS ADDICTION  ☑ UNEMPLOYED
- [ ] PROBATION/PAROLE  ☑ MENTAL ILLNESS
- [ ] DOMESTIC VIOLENCE HISTORY
- [ ] LACK OF AFFORDABLE HOUSING

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- [ ] DOMESTIC VIOLENCE HISTORY
- [ ] LACK OF AFFORDABLE HOUSING
**NARRATIVE:**

**2019**

**HOW MUCH FINANCIAL ASSISTANCE DO YOU RECEIVE MONTHLY? (ESTIMATE)**

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**OFFICER NAME ID#**

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**NARRATIVE:**

**2019**

**HOW MUCH FINANCIAL ASSISTANCE DO YOU RECEIVE MONTHLY? (ESTIMATE)**

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Navigator Success Story with Client Paul Carey Jr.

The Navigator has helped many people find housing and jobs. The vast majority of the people who have become successful are often times embarrassed about their previous lifestyle, and therefore do not wish to share their story; However, some know their story could inspire others to strive for the same success. The following is just one of several success stories from the Citrus Heights Navigator:

In January of 2018 Paul Carey Jr checked into the Winter Sanctuary in Citrus Heights. Upon check in, staff could tell he was under the influence of drugs, but allowed him to stay. After check-in, the Citrus Heights Navigator asked Paul if he was ready to “be her friend” and he declined. It took about a week of asking if he was ready for help before he finally agreed. He completed the intake and stated he wanted to go to rehab before being housed.

Over the next month Paul was doing the steps needed to get into a program, including getting an ID and blood work. Unfortunately, Paul had a seizure and ended up in the hospital. Once stabilized, he was placed in Cirby Hills, which is an extended stay hospital. He was then temporarily moved in with one of the Winter Sanctuary staff members. Paul continued living there for about three months while looking for a job and making his weekly meetings with the Navigator.

Unfortunately, Paul relapsed and ended up back on the streets; however, the Navigator was able to get him into a rehabilitation facility, which he only attended for 24 hours before leaving. The Placer County hospital called the Navigator about a week later stating Paul was in their care for a mental health hold. Paul asked the staff to reach out to our Navigator. Upon contact with the Navigator, he requested another attempt at rehabilitation.

We worked together to get him into the Teen Challenge. The Sacramento Valley Teen Challenge works on a holistic model of drug and alcohol recovery, and life-controlling addictions. This means that they are concerned with the body, mind, and spirit of those who go to their addiction recovery centers. They help people become mentally sound, emotionally balanced, socially adjusted, physically well, and spiritually alive.

Paul put the Navigator in contact with his father to update him on his progress, because he had not talked to his father in over six months. The Navigator discovered Paul had a court date coming up for an outstanding warrant after learning he yet again left rehab.

About one week after leaving rehab again, Paul called the Navigator again, but she heard something different is in his voice this time. He told her he was ready to get sober. He was sitting out front of the Teen Challenge office asking her what he needed to do. The Navigator was able to contact the Teen Challenge Interviewer on the phone and convince him to give Paul one last chance. The interviewer told the Navigator they would help; however, it would be in
Turlock, which is almost 2 hours south of Sacramento. The Navigator had to commit to getting Paul to Turlock by 5pm which gave her only two hours to get him there. The Navigator contacted the Turlock location and explained the situation along with the fact that Paul had an upcoming court hearing. They were very receptive and told the Navigator if she could get Paul there, they would figure it out.

The Navigator contacted the Homeless Assistance Resource Team (HART) and Winter Sanctuary members. There were two volunteers that were able and willingly to drive Paul to Turlock. Paul left with only the clothes on his back. This was on May 15th. As soon as Paul arrived the Navigator contacted his probation officer and let him know where Paul would be staying.

The Navigator worked with Paul, his probation officer, his father, the director of Teen Challenge and the house manager of the Turlock location and together they were able to organize a court date and allow Paul to turn himself in on June 21st.

On June 21st, with the permission of Teen Challenge, the Turlock location, the probation officer, the Citrus Heights Police Department and Sacramento SSHH, the Navigator drove to Turlock, picked Paul up and took him to court. The Navigator then drove Paul back to Turlock and dropped him off.

As of August 15th, Paul Carey Jr has 90 days clean and sober. He has reconnected with his father and sister who he had not seen in two years. This success story is a clear example of why finding long-term solution for the homeless population can be extremely complicated and time consuming. It also perfectly illustrates the need for a collaborative approach.
October 19, 2018

Ron Lawrence
Chief of Police
Citrus heights Police Department
6315 Fountain Square Drive
Citrus Heights, CA 95610

RE: James Q. Wilson Award

Dear Chief Lawrence,

Please accept this letter of recommendation, from the Citrus Heights Chamber, for the Citrus Heights Police Department to be recognized for the 2019 James Q. Wilson Award for Excellence in Community Policing. The Chamber and City Police have worked together as a unified force to provide information and resources to the businesses, schools and community in the City.

In addition to providing the Homeless Outreach Navigator service since 2016, the Police Department provides Crime Prevention through Environmental Design (CPTED) seminars to local business owners. This program educates on effective ways to keep offices and stores safe by using easy and cost-effective key concepts. The Outreach Navigator and CPTED materials are available in the Chamber’s Business Resource Center for continued support to our members and the community.

On October 10th, the Chamber, City and CHPD united to conduct the Annual Business Walk. In its 12th consecutive year, the Business Walk provides valuable information to the challenges that our businesses face each day. Teams visited 130 businesses to conduct a survey of how well the City supports businesses.

Finally, the City Police Officers and School Resource Officers provide invaluable support to our local schools. The PAL (Police Activities League) works with the Chamber’s Education Committee to help at-risk students. Many Officers participate in the mock interviews session, for the Job Readiness Program, held at Mesa Verde High School. This partnership gives the Chamber additional resources for meeting our goals for local school support.

It is for these reasons the Chamber recommends the City Police Department recognition for excellence in community policing and service.

Sincerely,

Cendrine DeMattei
Executive Director
October 17, 2018

RE: 2018 James Q. Wilson Award for Excellence in Community Policing

Dear Chief Lawrence,

I am writing today on behalf of the Sunrise MarketPlace Business Improvement District (SMP) in Citrus Heights. For the past 10 years we have worked closely with the Citrus Heights Police Department (CHPD) to ensure our visitors have an enjoyable and safe experience when visiting our District of more than 400 businesses, restaurants and services. Additionally, we have 80 property owners who rely on us to act as liaison with the City and CHPD to alleviate public safety issues at their properties.

Generally, we sit down with CHPD and identify the issues and work together to develop solutions, whether the problem is shoplifting, vehicle theft, graffiti, or other issues that affect the physical and psychological environment. In the past two to three years, we have seen a significant influx of homeless activity in our business community. While some issues are criminal in nature and require more traditional law enforcement solutions; some require alternative solutions.

Homelessness in not illegal; and shifting transients from one business or shopping center to another is unproductive. SMP supports the two-pronged approach of law enforcement and service that the Department has adopted. The addition of the Homeless Outreach Navigator in 2016 has been an unqualified success. The partnership between the Department and Navigator, with the business community and service providers is key to the success of the program. SMP also supports Citrus Heights HART, an organization working with the City's homeless and at-risk population and the original proponent of the Navigator program.

We have outreached to our business and property owners to alert them to this valuable resource. The results of the program are reflected in the reduction in calls for services from our businesses and the number of individuals provided with solutions for housing, mental health service and drug/alcohol intervention. The Navigator program has had a positive impact on our community and has been an effective tool in dealing with a complex problem.

Warmest Regards,

Kathilynn Carpenter
Executive Director -Sunrise MarketPlace
October 24, 2018
Ron Lawrence, Chief of Police
City of Citrus Heights
6315 Fountain Square Dr.
Citrus Heights, Ca 95610

Dear Chief Lawrence,

I am writing on behalf of The Way Ministries to express our appreciation for the work your department is doing in our homeless community through the Navigator Program. The Way Ministries is a Street Ministry and Recovery Ministry that has served the homeless population in Sacramento County for over 11 years. We serve hot meals and distribute clothing and toiletries at Rusch Park in Citrus Heights two nights a week. To Date we have successfully helped more than 25 people make the transition from homeless and addicted lifestyles to clean and sober productive lifestyles. Our efforts have recently been enhanced significantly by the Citrus Heights Police Department and your Navigator Program. CHPD in partnership with the Citrus Heights HART (Homeless Assistance Resource Team) and the City of Citrus Heights have made a great impact on the homeless population of the city. The Navigator Program brings in a person familiar with county agencies, social service agencies, faith-based organizations and local community resources necessary to help this population. Our experience in other areas of the county reflect local police and sheriff departments that are more interested in running the homeless population out of their community to let others deal with them.

The success of the Citrus Heights Navigator program has been largely due to great community support from members of the Citrus Heights HART committee in conjunction with the CHPD. From the initial concept of hiring our own Navigator for Citrus Heights to efforts to encourage the city of Citrus Heights to provide funding, to sending our Navigator out into the community with support and resources has been a very successful undertaking. As an organization who works with the homeless population to help them transition off the streets and into clean and sober lives, The Way Ministries appreciates the support of our Citrus Heights Navigator and will work closely with them to share resources and efforts. We see lack of affordable housing as a major issue today which is causing an increase in the homeless population of our city and we are thankful to have our Citrus Heights Navigator to partner with to be a part of the solution.

Sincerely,

Patrick Miller
Chaplain, The Way Ministries

The Way Ministries
P.O. Box 91579
Sacramento, CA 95821

Street Ministry, Food Ministry, Recovery Ministry, Motorcycle Ministry
Meeting Needs, Healing Hurts and Casting Visions
Street Sheet

1422 C Street
Sacramento, CA 95814
916.443.2646
FrancisHouseCenter.org

Direct Services
Monday, Tuesday, Thursday & Friday
9 a.m. – Noon
Please bring something with your name on it for ID (EBT card, medical card, utility bill)
- Resource Counseling
- Bus Passes (1 per week)
- Fast Track (New job transportation assistance)
- CA ID’s
- Hygiene Kits

DMV Voucher for CA ID
If you are able to pay a reduced fee of $8.00 for your CA ID, then you can pick up a DMV Voucher form from our front desk without getting a number Monday, 9:30 a.m. – noon and Tuesday, Thursday, Friday, 9 a.m. – 3 p.m. If you require any other Direct Services in addition to the voucher, you will need to come at 9 a.m. and obtain a number.

Personal Development Coaching
Call to make an appointment
One-on-one appointment for goal planning and detailed resources, with follow-up appointments recommended. Call (916) 443-2646 to make an appointment. Walk-ins are based on availability.

Childcare Supervision Playroom
Ask about availability
Our childcare playroom is supervised. Children are offered activities and provided a snack while their parents are focused on finding work, housing, or meeting with a Resource Counselor for resources and goal planning. Children 2 years and younger must be accompanied by a parent. No drop offs. Parents must remain on FHC site.

Job Development Center
Monday, Tuesday, Thursday & Friday
9:30 a.m. – 1 p.m.
The JDC is open to assist with job and housing searches; create and update resumes, cover letters; and to practice interviewing for employment or housing.

Special Advocates at Francis House
Tuesday  Sac. County Triage Nurses  1 p.m. – 3 p.m.
Thursday  Notary Service  11 a.m. – 1 p.m.
          Veterans’ Advocate  9 a.m. – 11 a.m.

Family Rescue Program
This program provides temporary shelter for one week to parents and guardians with (1) at least one minor child, or (2) an 18 year old who is currently enrolled in high school or (3) the adult applying is pregnant in the last trimester (7 months).
Pre-screening application must be completed in person Monday at 1 p.m.
Please bring:
- Valid ID / Driver’s License
- Proof of all income
- Proof of custody of children
(Examples: Letter from school or a printout of benefits that includes all case names)

Those with documentation and who meet requirements will draw numbers lottery style. We can accept six applications per week.
WILLOW MEDICAL CLINIC  @ Salvation Army: 1200 North B St.  572-4502
info@willowclinic.org
Medical help every Saturday 8:30 a.m. – noon for homeless & uninsured, first come first served. Current TB card required.

LEGAL SERVICES OF N. CALIF.  515 – 12th Street (at E)  551-2150
M-F 8:30 a.m. – noon, 1 p.m. – 5 p.m. Problems with public benefits/ landlord/tenant; call for appt.

SENIOR LEGAL HOTLINE  444 North Third Street, #312  551-2140
Senior Hotline (800) 222-1753
Free legal services for seniors and low income

SOCIAL SECURITY OFFICE
National Line  1-800-772-1213

IMMIGRATION LEGAL ASSISTANCE  1901 Alhambra Blvd. (2nd Floor)  443-5367
WELFARE RIGHTS  736-0616
M-F, 9:00am-5:00pm
CalWORKS, food stamps, Medi-Cal rep. at hearings

WOMEN’S EMPOWERMENT PROGRAM  1590 North A Street  669-2307
Open M-F  8:30 a.m. - 4:30 p.m.
8 week program for homeless women to develop job readiness skills & personal strength.

DISABILITY ACTION ADVOCATES  838-7001
Call for info or an appointment  1-(877) 322-1044

SENIOR ADVISORY GROUP  247-7692
Senior Healthcare Specialist

LGBT COMMUNITY CENTER  442-0185
Programs, support and advocacy for the LGBT community

SACRAMENTO ADVOCACY FOR FAMILY EMPOWERMENT  1908 O St.  855-5427
Mental health. Advocacy & support services to families and youth, free of cost.
They facilitate a Teen Co-ed Group, Teen Anger Management Group and 2 Family support groups (one is Spanish speaking)

DEPARTMENT OF REHABILITATION  558-5300
Call to ask for office closest to you.
Free services to help the disabled work and live independently

PARATRANSPORT MOBILITY MANAGEMENT CENTER RIDEQUEST  429-2009 x 7229

SHELTER PROGRAMS

TRAVELERS AID SOCIETY  2251 Florin Road #130  399-9646
Assistance for emergency housing, homeless families ONLY, call for appt.
M-F, 9-12 & 1-4, Attendants on duty after 5:30 p.m.

UNION GOSPEL MISSION  400 Bannon St. Sac. 95811  447-3268
6:30-6:45 PM. Bed sign-up – Men ONLY
Showers/Shaves 9-11 AM & 1-3 PM, M-Th, 9-11 & Fri. 6 A.M. breakfast for residents.

SALVATION ARMY SHELTER  12th & North B Street  442-0331
General Office
1 p.m. (M-F) bed sign-up – Women only
1 p.m. (M-F) bed sign-up – Men only
Dinner, breakfast & clothing for residents
Utility Assistance and Food Boxes
Thrift Shop  678-4040
448-0890

FAMILY PROMISE

HOME START – Roseville, Families only  782-6667
Transitional housing only – Not a shelter

NEXT MOVE (formerly SAEHC)  2925 34th Street  455-2160
(clothing/household items M-W-F, 9 a.m. - Noon)
Family Shelter – Families, single fathers w/ children
Women’s Refuge – Single women, no children
Call for screening / space availability

BANNON STREET SHELTER – for families  443-4688

A STREET SHELTER - for Men Only  448-5507
1400 A Street. 8 p.m. – 6 a.m.  Call for waitlist

ST. JOHN’S SHELTER  4410 Power Inn Road  453-1482
Women and children, 90-day max stay. Call for Intakes – 7 days a week
Meals and showers provided for our guests. No boys over 14 yrs. D&A & Mental Health Counseling, Parenting Classes

LUTHERAN SOCIAL SERVICES  453-2900
Programs for transitional housing for families & youth, housing for disabled individuals, families, and emancipating foster youth.

U.S. MISSION OF SACRAMENTO  515-9297
Transitional housing and work based program for men.

SACRAMENTO SELF-HELP HOUSING  341-0593
Various locations - housing referrals & shared housing
Help for ex-offenders, pre-release services, basic skill development placement assist.

COMMUNITY CONNECTION RESOURCE CENTER
Broadway 40 Broadway (for our nearest you call 265-3980)
Old M前面的文本被裁剪了，无法完整阅读。
(Detox Centers Continued)

ALCOHOL & DRUG SERVICES 3321 Power Inn Rd., Ste. 120 874-9754
Sacramento County Dept. of Health & Human Services
M – F, 8 a.m. – 11 a.m. & 12:30 p.m. – 4 p.m.
Assess for Alcohol & Drug Treatment, Proof of Sac. County Residency.

MEDICAL CARE

BIRTHING PROJECT CLINIC 1900 T St. 558-4800
M-F, 8 a.m. - 5 p.m., Family Planning & Pre-Natal. Spanish

IMANI HEALTH CLINIC (Free Clinic ) 3415 Martin Luther King Blvd. 734-5070
Open Sat. 8 a.m. – 1 p.m.

DEL PASO HEALTH CENTER 3950 Research Dr. 648-0907
Tues. & Thurs. only 8 a.m. – 5 p.m.

WELL SPACE HEALTH MEDICAL CLINIC 1820 J St. 313-8400
Adults, children, M-F 9 a.m. – 8 p.m. / Sat. 8 a.m. – 4 p.m.  Medi-Cal appts. only
Gen. Health Care, HIV tests. Call after 3 p.m. for tests. Physicals anytime- Scale fees

WELL SPACE HEALTH OAK PARK CLINIC 3415 ML King Jr. Blvd. 233-4910
M – F, 8 a.m. – 5 p.m.
Primary Care for women & children. Sliding scale, CHDP/Family PACT/Medi-Cal.

MERCY CLINIC (L&F) 1321 No. C St. (at 12th) 446-3345
General Med Care for people without SSI/Medical who are homeless.
No I.D. req, M-F 7:30 a.m. - noon & 1 p.m. - 3:30 p.m.
Sign-ups in Friendship Park, 7:30 a.m. - 11:30 a.m. / Walk-ins OK 1 p.m. - 3:30 p.m.

PRIMARY CARE CENTER 4600 Broadway, Ste 1100/1200 874-9670
Call for Appt.
General Health 8 a.m. – 5 p.m., M - F for homeless 21–65 yrs. old 874-8277

WOMEN’S HEALTH SPECIALISTS 1750 Wright St., Suite 1 451-0621
Tues. – Sat. 9 a.m. - 5:30 p.m.
Free & low cost reproductive health services, birth control, HIV/STD testing & referrals for women & men.

SACRAMENTO LIFE CENTER 930 Alhambra Blvd., Suite 230 451-4357
HOTLINE 451-2273
Free pregnancy and STD testing. Pregnancy support services.

COUNSELING CENTERS

DOMESTIC VIOLENCE INTERVENTION CENTER 6060 Sunrise Vista Dr., Suite 2240 728-5613
Harmony House Crisis Line 728-7210

THE EFFORT – COUNSELING (Aquarian) 8233 N.E. Stockton Blvd. 368-3080
M-Thurs. 9 a.m. - 8:30 p.m. / Fri. 9 a.m. – 5 p.m.
Scale fee, A & D counseling, group counseling, HIV test by appt.

YOUNG WOMEN IN TRANSFORMATION - 4635 Freeport Blvd. Suite B, Sacramento, CA 95822 476-4097
Helping young women transition into adulthood from homeless or near homeless, aging out of foster care, juvenile center or expelled from home.

HOT MEALS

GLORY BOUND MINISTRIES 4527 Parker Ave. 452-7078
Sun. 10 a.m. Worship, 11:30 a.m. Meal
Sun. 5 p.m. Worship, 6:30 p.m. Meal

LOAVES & FISHES 1321 No. C (at 12th) 446-0874
For Meals: Mon-Fri 11:30 a.m. - 1 p.m., Sat & Sun 11 a.m. - 12:30 p.m.
(Tickets 7 a.m. - 12:30 p.m. at Friendship Park)

ST. IGNATIUS LOYOLA PARISH 3235 Arden Way 482-9666 ext.217
Meals served 6 p.m. – 7 p.m. on the 4th & 5th Wed. of month

ST. PHILOMENES 2428 Bell St. (at El Camino) 481-6757
Tues. 6 p.m. - 7 p.m. ( Meal is served in school gym at 2320 El Camino)

WILLIAMS MEMORIAL COGIC 4995 ML King Jr. Blvd. 453-9033
Food give-away every other Fri. 11 a.m.

ST. VINCENT DePAUL 141 Riverside Ave., Roseville 781-3303
Roseville Hot Meals  T, W, Th. & Sat. 12 - 1:30 p.m. / Sun. 2:30 p.m. - 4 p.m.
Clothes vouchers M-F, 10 a.m. – 3 p.m.
Food Locker Sat. & Sun. 2:30 p.m. – 4 p.m. at 503 Giuseppe Court, Suite B
For Placer Co. Residents: T, W, Th, F, & Sat 9 a.m. - 11:30 a.m.

UNION GOSPEL MISSION 400 Bannon St. (North B St. at 12th) 447-3268
Church Services 7:30 p.m. (required), dinner following. 7 days
Sunday Services 11 a.m., w/lunch following

FIRST UNITED METHODIST CHURCH 2100 J Street 446-5025
Community breakfast last 2 Sun. of month at 8:30 a.m. Social Hall
The Furniture Center
10:30 a.m. – 4 p.m.
CHURCH OF NAZARENE
Haircut vouchers
Women’s clothes vouchers
Food Hotline: (916) 313-4723
9 a.m. – 12 p.m.
7:30 a.m. – 9 a.m.
333 Third Ave.
496-3492

d) Required (ID required)
Women’s clothes closest to Thurs.
4 a.m. – 9 a.m.
Clothing for men: 9 a.m. – 9 a.m.
Food: 8 a.m. – 2:30 p.m.
Mon. – Thurs.
447-3268

UNION GOSPEL MISSION
400 Bannon St.
Food: 8 a.m. – 9 a.m.
Clothing for men: 9 a.m. – 9 a.m.
927-3115

ST. MATTHEWS CHURCH
2300 Edgewood Ave.
(280) 7381-9400
Bannon St.
447-3267

Food, clothes, health, family resources
Food, clothing, health, family resources
Food, clothing, health, family resources
Food, clothing, health, family resources
Food, clothing, health, family resources

FREE CLOTHING / FOOD BANKS

FREE CLOTHING / FOOD BANKS

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# Homeless/Transient Related CFS

The CFS data excluded any pro-active activity (PAA) which includes the following incident types: Bike Stops, Code 5, Extra Patrol, Follow-Ups, Foot Patrols, Game Plan & Game Plan Vehicle, Patrol Checks, Pedestrian Stops, POP Projects, Traffic Enforcement, Traffic Stops, Search, and Warrant Service.

***CFS Data derived from RIMS***
- Pro-Active Active Activity (PAA)
- Calls For Service (CFS)

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<tr>
<th>Dates</th>
<th>CFS Excluding PAA</th>
<th>CFS Excluding CAMP, 415L, and 415PH</th>
<th>Transient/Homeless CFS Excluding CAMP, 415L, and 415PH in the description box</th>
<th>Total</th>
<th>% of CAMP, 415L, and 415PH CFS Excluding PAA</th>
<th>% of CFS CAMP, 415L, 415ph, and CFS with Transient/Homeless in the description box excluding PAA</th>
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<td>3,761</td>
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<td>2,269</td>
<td>1,258</td>
<td>3,527</td>
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