

Objectives, Data, and Municipal Costs of Addressing Homelessness and Its Impacts in Chico and Butte County

Prepared for the City of Chico

By Hope Street Coalition as Part of a Strategic Plan on Homelessness

Introduction

Understanding the costs associated with homelessness and its impacts on communities is important to developing specific plans and alternatives. While studies typically limit costs to the provision of housing and services, municipalities spend significant time and money either providing services or addressing the impacts of homelessness through city departments.

Early research primarily documented costs associated with homelessness for individuals with chronic patterns of homelessness or severe mental illness. These studies focused on emergency services and hospitalization, famously epitomized by “Million Dollar Murray” a serial inebriate in Reno, Nevada that costs more to respond to and keep hospitalized than to house.¹ More recent studies focus on cost effectiveness of providing housing and services and improvements of well-being of participants of housing programs for people experiencing homelessness.²

Costs studies are varied and difficult to generalize because of the complexity of the types of homelessness and the lack of being able to compile a full understanding of the history and services provided. Culhane et al suggest, “Part of the challenge in identifying costs associated with people who are homeless is obtaining sufficient data to document those costs.”³ Furthermore, their utility often results in political ends. “In many cities, documentation of such high costs associated with a subset of homeless people, however unrepresentative, is a powerful means of demonstrating the impact of chronic homelessness on society and garnering political momentum around local plans to address it.”⁴

This report identifies the lack of objectives, data, and cost information required to compose an accurate accounting of efforts to address homelessness and its impacts on Chico. It offers some explanations as to why this information does not exist and urges the City to set specific objectives, management categories, and types of metrics to begin understanding the true costs and impacts of homelessness.

¹ *Million-Dollar Murray*. By: Gladwell, Malcolm, New Yorker, 0028792X, 2/13/2006, Vol. 82, Issue 1.

² Culhane, Dennis P. PhD, University of Pennsylvania, *Accountability, Cost-Effectiveness, and Program Performance: Progress Since 1998*, National Symposium on Homelessness Research, March 1-2, 2007.

³ Ibid.

⁴ Ibid.

Objectives and Data

Management guru Peter Drucker is attributed to coining the phrase “What gets measured gets done.” Conversely, what doesn’t get measured doesn’t get done. This profound yet simple concept applies to the reduction of homelessness in communities because, while there appears to be a lot of data, it does not seem to be tied to specific objectives that reflect the desires of the community. Therefore, what is assumed to be measured is not measured and follow up and accountability never occurs.

In interviews with more than fifty members of the Chico community, a variety of objectives to the issue of homelessness were identified. These objectives include building shelters, developing more affordable housing, providing mental health and addiction treatment, reducing crime, and restoring public use and access to public parks and waterways.

These objectives fall into three general categories: Increase the creation of affordable housing and shelter beds, reduce the impacts of homelessness on the community, and improve the lives of those experiencing homelessness. The City provides various resources for the public to better understand the City’s role in developing affordable housing through the Consolidated plan and its updates and Community Development Block Grant (CDBG) funding reports. It recently published a resource guide to low-cost housing in Chico.⁵

Understanding how the City reduces the impacts of homelessness on the community is challenging because the lack of specific data tied to this objective. Lastly, improving the lives of those experiencing homelessness is a significant part of the work of the Continuum of Care. It’s system performance measures attempts to document how the needs of those experiencing homelessness are met.

Each of these three categories have different systems of measurement and each contain their own challenges regarding reporting and data. Unfortunately, with the exception of increasing the creation of affordable housing and shelter beds, the lack of data supporting reducing the impacts of homelessness on the community and improving the lives of those experiencing homelessness objectives does not specifically exist. This is because of three things: 1) Lack of management categories devoted to homelessness costs incurred by the City, 2) Data that measures processes rather than outcomes, and 3) bad existing data.

Budget or Management Categories

Most municipalities do not have budget categories for expenses related to homelessness or the costs of its impacts. Municipalities with housing departments that provide rental assistance, housing subsidies, or navigation services track certain homelessness costs and activities. Those activities are directly related to the provision of housing and services within a department dedicated to housing. Other costs serve the broader public and are not specifically dedicated to housing or serving the homeless and specific designations as to housing status are not defined. It is often difficult to distinguish the provision of services based on housing status. Therefore, obtaining data or even understanding the scope of impacts often force analysts to make

⁵ https://chico.ca.us/sites/main/files/file-attachments/2020_update.pdf?1611623519

inferences and generalizations based on universal data and guessing what percentage of this information reflects the addressing of homelessness and its impacts.

For example, in 2016, Chico Police Lieutenant Rob Merrifield, created an analysis to determine the Chico Police Department's costs associated with response to criminal transient and homeless calls in the community. Lt. Merrifield discussed the challenges of the lack of management categories:

“Because [the Chico Police Department does] not track arrests, contacts, or calls for service by a person's housing status, it is extremely difficult to accurately say how much [the] Department spends responding to calls involving people who are homeless or transient. The cost data herein does not capture the additional costs involved in equipment, vehicles, uniforms, records processing and payroll roll-up costs etc.”

“One difficulty in coming up with a cost or time estimate is that there are many calls involving homeless and transient activity which are classified as other offenses or activities. For example, when Dispatch receives a phone call requesting Police services, they interpret the caller's statements and then classify the call based on their best interpretation of the situation. Many calls involving Homeless/Transient activity will be classified based on the type of crime and not on their housing status. For example, a drunk in public call may involve a homeless/transient person but the call will not be classified either on intake or in the disposition as Homeless/Transient. Another example would be a fight call. While it may have involved two transient/homeless people fighting, it would not be classified that way. As such, the data collected will necessarily miss a significant number of calls.”

Process versus Outcomes Measures

Another reason for a lack of specific data is the practice of measuring process instead of measuring outcomes. Measuring *how* something gets done is much different than measuring the results or outcomes of specific interventions.

This is particularly frustrating in determining how successful homelessness assistance programs are in reducing homelessness. Homelessness reduction is not the same thing as homelessness assistance. This distinction is not a semantic difference. Homelessness reduction measures the results of a particular strategy or intervention. Homeless assistance measures how much housing and services are provided to those experiencing homelessness.

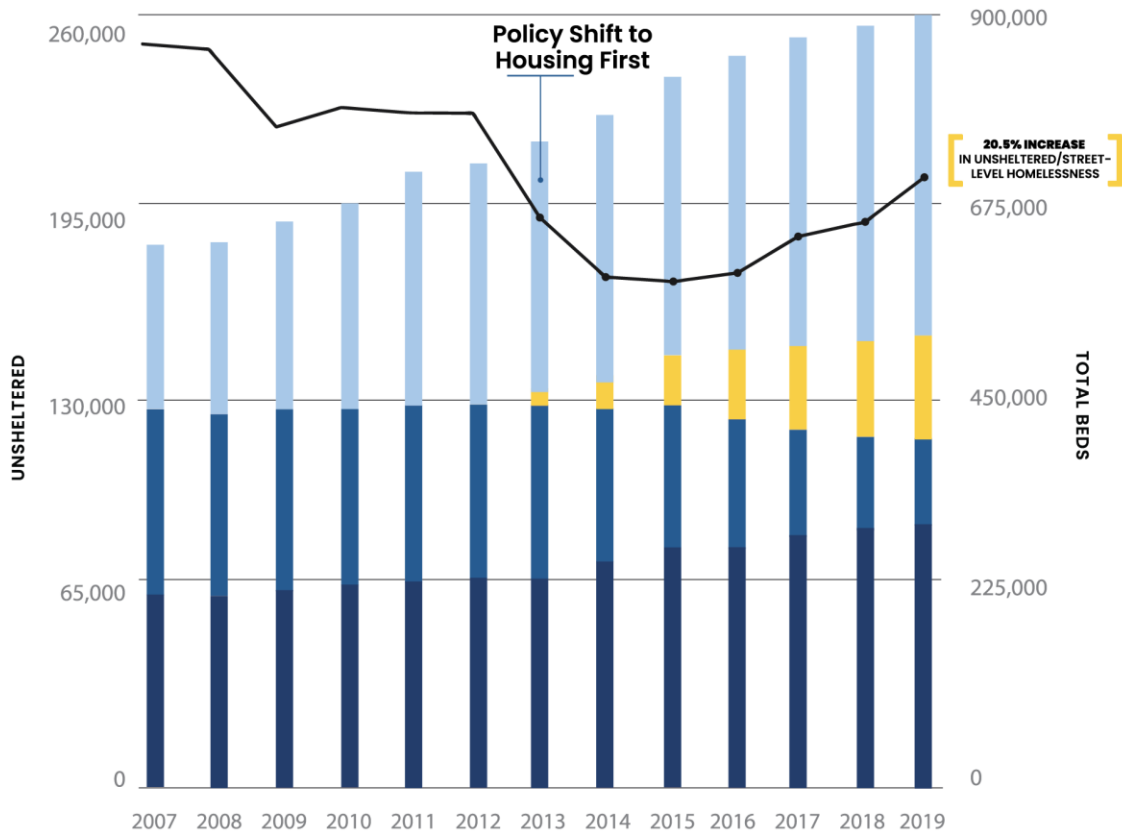
It seems logical to assume that as housing and services are provided, the number of people experiencing homelessness would decline. However, HUD data does not support the claim that the provision of housing and services reduces homelessness. Based on national data measuring

funding and housing devoted to assist the homelessness, as funding for programs increase and housing capacity increase, so do increases in homelessness.⁶

The attached graphs demonstrate that, both nationally and across California, increases in unsheltered homelessness track with increased funding and increased housing capacity.

Federal Government's Housing First Experiment Backfired

15.6% INCREASE IN HOMELESSNESS OVERALL



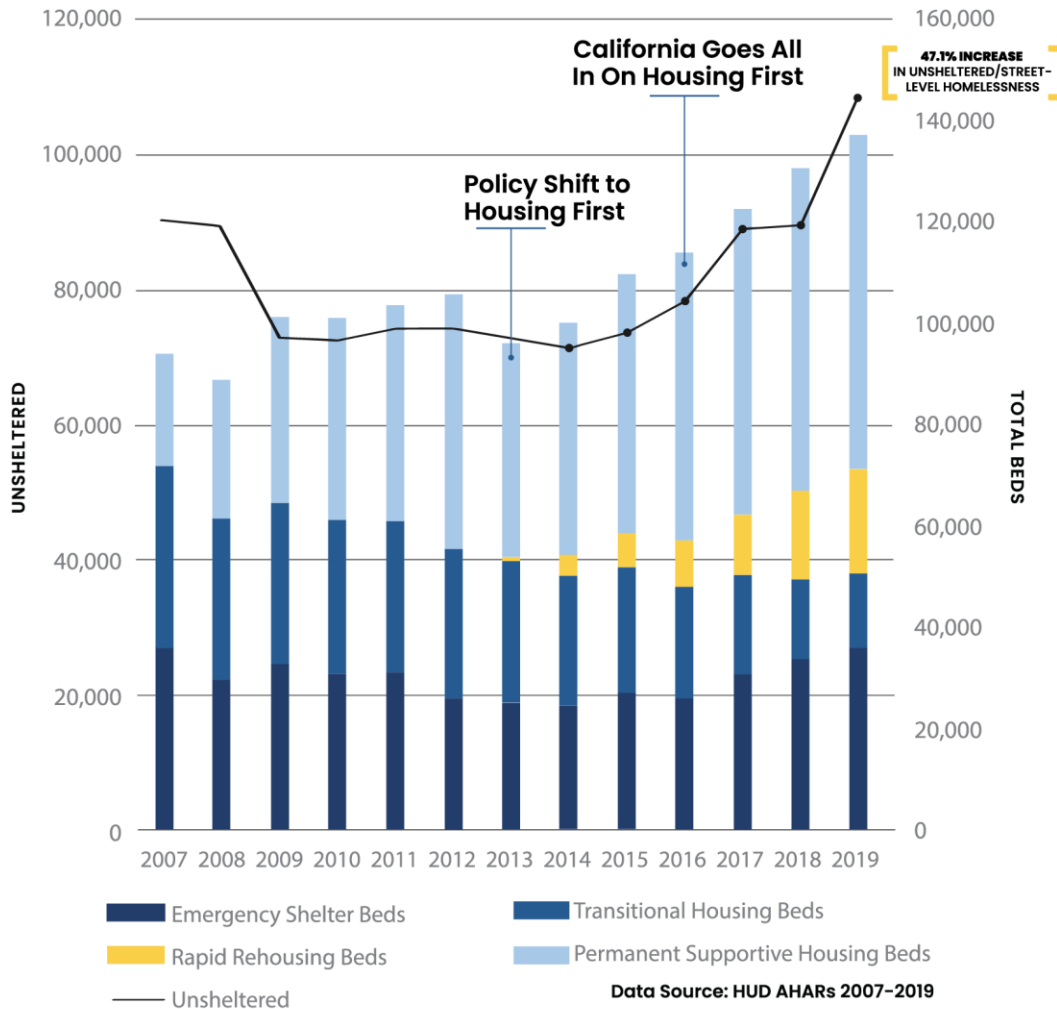
200% INCREASE IN SPENDING UNDER HOUSING FIRST RULE

- Emergency Shelter Beds
 - Rapid Rehousing Beds
 - Unsheltered
 - Transitional Housing Beds
 - Permanent Supportive Housing Beds
- Data Source: HUD AHARs 2007-2019

⁶ United States Interagency Council on Homelessness, *Expanding the Toolbox: The Whole of Government Response to Homelessness*, 2020.

California's Double-Down on Housing First Backfired

33.8% INCREASE IN OVERALL HOMELESSNESS



Butte County data is consistent with these national and state patterns. From 2015 to 2019, Butte County CoC funding awards increased by 23.6 percent for a five-year total of \$3,345,140, housing inventory increased by 75.6 percent, and the number of people experiencing homelessness increased by 116 percent.⁷

⁷ HUD CoC awards, PIT Count, and Housing Inventory Count

While these outcome data paint a bleak picture, the data that HUD requires CoCs to collect, called system performance measures, appear disconnected from these outcomes. HUD requires local CoCs to report progress as to their ability to meet “the needs of people experiencing homelessness.” Which is a measurement of improving the lives of those experiencing homelessness. Some of the system performance measures required by HUD and submitted by Butte County for 2019 are:

System Performance Measure	Performance
Length of time persons remain homeless	117 Days
The extent to which persons who exit homelessness to permanent housing destinations return to homelessness	22 % over 6 months
Number of homeless persons	1277
Jobs and income growth for homeless persons in CoC Program-funded projects	3 %
Number of persons who become homeless for the first time	988

http://www.buttehomelesscoc.com/uploads/1/1/7/5/117500423/consolidated_application.pdf

What appears to be happening is the assumption that meeting the needs of those experiencing homelessness results in reductions of people experiencing homelessness.

Data Quality

The final data challenge connecting data to objectives is simply bad data. As the saying goes, “garbage in, garbage out”. Much has been said of the Point in Time count’s lack of ability to accurately measure the number of homeless persons. In fact, the Butte County CoC website warns visitors that “it is recognized nationally that PIT efforts and the resulting data generally undercounts the number of individuals experiencing homelessness, simply due to the challenges of having enough community volunteers, finding those who are unsheltered on any given day, and their willingness to participate.”

An additional challenge occurs when measurements or definitions are changed. This happened in 2017 when the Butte County CoC changed the definition of homelessness to capture a broader scope resulting in an increase in the County’s count by 66 percent.⁸ Changes in definitions and measurements make measuring progress towards specific objectives difficult because it changes the impact of an intervention.

Identifying the lack of data and the challenge in obtaining accurate data is important for the City of Chico in considering a plan to address homelessness. Without specific management categories for departments to consistently capture data that reflect the impacts of homelessness, progress will continually be difficult to measure. Furthermore, without a plan to measure the outcomes of activities connected to specific objectives, no progress can ever be determined in reducing homelessness, whether it be creating more affordable housing and shelter beds,

⁸ 2017 homeless Point In Time Census & Survey Report, Butte Countywide Homeless Continuum of Care, page 4.

reducing the impacts of homelessness on the community, or improving the lives of those experiencing homelessness.

Municipal Costs of Addressing Homelessness and its Impacts

Federal homelessness assistance funding is targeted to states and CoCs, and state homelessness assistance is targeted to large cities, counties, and CoCs. These funds are highly restrictive and exclude many activities that address homelessness and its impacts. For example, these monies cannot be spent on emergency responses to homeless encampments like fires or medical emergencies. Many counties and municipalities use general fund money to pay for activities like cleaning up encampments, enforcing local ordinances, responding to emergencies, and addressing vandalism, property destruction, and environmental impacts on public land.

Most small and medium-sized government entities are constrained by limited resources and, therefore, cannot dedicate significant resources to expensive projects. For those entities, the cost effectiveness of homelessness responses is critical to providing good value to citizens and balancing the many priorities of local governments.

Two important considerations exist in considering the municipal costs of addressing homelessness and its impacts. The first are the threshold requirements to participating in federal and state programs. In other words, how much will it cost the City to accept federal or state resources and what demands in terms of mandates, reporting, or regulatory requirements accompany funding.

When it comes to homelessness assistance programs, the way that federal and state programs are designed, “if you are in it for a penny, you are in it for a pound.” For example, by renewing the declaration of shelter crisis, the City of Chico is required to collect and report certain data to the State starting on January 1, 2022 per Government Code §8698.4:

- (A) The number of residents in homeless shelters within the city, county, or city and county.
- (B) The number of residents who have moved from a homeless shelter into permanent supportive housing.
- (C) The estimated number of permanent supportive housing units.
- (D) The number of residents who have exited the system and are no longer in need of a homeless shelter or permanent supportive housing.
- (E) The number and bed capacity of new homeless shelters built pursuant to this section within the city.
- (F) New actions the city is taking under the declared shelter crisis to better serve the homeless population and to reduce the number of people experiencing homelessness.
- (G) The ordinance and any associated findings adopted by the city.

Another example of threshold costs are simply the price tag of developing affordable housing. These high costs disincentivize the creation of homelessness or affordable housing even with the provision of federal and state money. For example, over the last five years, the Butte County CoC was awarded a little more than \$3 million for all homelessness assistance activities. It prioritized the creation or maintenance of permanent supportive housing subsidies first and the continuation of the HMIS data management system second.

If the CoC dedicated all of its awarded resources to the development of more permanent supportive housing, \$3 million over five years provides a mere fraction of a single shelter or development project, let alone the costs of ongoing operations. The recent 100-unit Creekside Place development costs \$400,000 per door for a total development price tag of \$42 million. For developers to simply break even they must seek elusive tax credits, density bonuses, and other creative solutions.

The second important consideration involving municipal costs of addressing homelessness and its impacts come in the form of externalities. An externality reflects the cost or benefit not covered by price. For example, air pollution from a factory is damaging to the environment. The price of the goods created by that factory covers materials, labor, machinery and maintenance, and even marketing. The price often doesn't cover the cost of the impact of the pollution. That cost is a negative externality.

Municipalities devote significant resources to cover the costs of unaccounted externalities caused by people living in places not meant for human habitation. These costs are paid for through general revenue and must be considered as part of the costs of addressing homelessness and its impacts.

The City of Chico, based on a list of city services itemized in Appendix B, provides a host of services at an unknown cost, to address the impacts of homelessness on the community. That list, though compiled in 2017, describes many of the same activities and services in place today, as described in interviews with City staff in August of 2021.

Like data, specific costs from the City are hard to obtain because of the lack of budget or management categories. Departments are unable to quickly determine their costs dedicated to addressing homelessness and its impacts. They must try to infer or imply manpower hours, units of service, and whether the costs are directly attributed to serving or addressing the impacts of homelessness on the community.

With respect to national research, a recent report from HUD, *Exploring Homelessness Among People Living in Encampments and Associated Cost: City Approaches to Encampments and What They Cost*, provides some guidance on cost to address encampments from four

municipalities, San Jose, Chicago, Houston, and Tacoma.⁹ The report’s application is limited as it only analyzed costs specifically devoted to serving people experiencing homeless in encampments. It excludes costs for emergency services, engineering and maintenance, addressing vandalism, and other routine municipal costs that are included in the general budget but not included in a homelessness specific budget. The most egregious limitation of the report is how responses to fires, acknowledged as one of the most costly externalities for cities to address, were not included in the data estimate.

“The most reliable data came from San Jose, which reported about 2,500 responses to calls from encampments in FY 2019, at a cost of about \$1,900 per call—for a total of about \$4.75 million. Clearly, that is a large expenditure: **it would be the largest single encampment-related expense in San Jose if it were included in the estimate.** Also excluded are costs of responding to homelessness-related fires (most emergency calls are for medical assistance, not firefighting. Among the four sites, that issue is most serious in San Jose, where the study team estimates that the San Jose Fire Department responded to about 100 calls for homelessness-related fires—at a cost of about \$195,000 in FY 2019.”¹⁰

The study does provide some tangential information about the cost municipalities incur to provide outreach, clean, and clear and close encampments where people experiencing homelessness reside. “The report also indicates that responding to encampments is resource-intensive for local governments, costing cities between \$1,672 and \$6,208 per unsheltered individual per year and requiring coordination across government and non-governmental actors.”¹¹

The chart below indicates costs of encampments by each city evaluated.

Exhibit 6-2. Costs of encampment response per number of people experiencing unsheltered homelessness by city, 2019

	Total spending on encampment activities, FY 2019	Unsheltered homeless population, 2019 ¹	Cost per unsheltered homeless person, 2019
Chicago	\$ 3,572,000	1,260	\$2,835
Houston	\$ 3,393,000	1,614	\$2,102
Tacoma	\$ 3,905,000	629	\$6,208
San Jose	\$ 8,557,000	7,922	\$1,080

¹ The unsheltered homeless population for Chicago is for the city, whereas the numbers for Houston, San Jose, and Tacoma include the surrounding counties (Harris, Santa Clara, and Pierce Counties).

Source: City cost data; 2019 CoC Point-in-Time data, HUD

⁹ Abt Associates, *Exploring Homelessness Among People Living in Encampments and Associated Cost: City Approaches to Encampments and What They Cost*, U.S. Department of Housing and Urban Development, April, 2021.

¹⁰ Ibid, pg 38.

¹¹ Ibid, *Forward*.

The study also indicated the costs for specific activities that the municipalities had dedicated in their city budgets. The chart below shows those costs by activity.

Expenditures by activity

Encampment-related expenditures reflect differences in city encampment responses. Exhibits 6-3 and 6-4 show expenditures by type of activity for each city in dollar amounts and as a percentage of total spending on encampment activities.

Exhibit 6-3. Costs of encampment responses by type of activity by city, FY 2019

	Chicago	Houston	San Jose	Tacoma
Outreach (total)	\$ 3,082,000	\$ 1,546,000	\$ 870,000	\$ 1,056,000
Outreach and housing navigation	\$ 2,110,000	\$ 834,000	\$ 800,000	\$ 168,000
Homeless Outreach Teams	\$ 931,000	\$ 630,000	\$ 0	\$ 887,000
Substance use disorder programs	\$ 0	\$ 27,000	\$ 0	\$ 0
Medical assistance	\$ 33,000	\$ 52,000	\$ 53,000	\$ 0
Financial assistance	\$ 7,000	\$ 3,000	\$ 17,000	\$ 1,000
Encampment clearance	\$ 140,000	\$ 887,000	\$ 4,910,000	\$ 144,000
Encampment prevention	\$ 0	\$ 0	\$ 1,495,000	\$ 293,000
Shelter	\$ 297,000	\$ 0	\$ 0	\$ 2,347,000
Dedicated permanent supportive housing	\$ 0	\$ 782,000	\$ 0	\$ 0
Other	\$ 53,000	\$ 178,000	\$ 1,281,000	\$ 65,000
Total	\$ 3,572,000	\$ 3,393,000	\$ 8,557,000	\$ 3,905,000

Source: City cost data.

Notes: Outreach and navigation includes services provided during the clearance of an encampment. Police department Homeless Outreach Team costs are shown separately from other outreach services because of their magnitude. All costs of HOTs are included, not only the time officers spend at encampments. Costs of encampment clearance include cleaning and sanitation. Financial assistance generally is modest (e.g., bus tokens to get to services or housing programs). Examples of encampment prevention costs are erecting fencing and other barriers and patrolling former and potential future encampment sites.

The following charts were provided by the Chico Fire Department to give a rough understanding of the costs of responding to fires and medical assistance for those perceived as experiencing homelessness. Additional analysis is warranted including the average time-unit for typical responses, and the average costs of personnel and equipment necessary in the response.

	2014	2015	2016	2017	2018	2019	2020
Homeless/Transient Fires	13	10	27	29	37	45	72
Confirmed	7	6	19	28	37	45	52
Suspected	6	4	8	1	0	0	20
Illegal Burn (Warming, Cooking)	28	26	23	36	38	46	74
Confirmed	28	24	21	35	32	44	71
Suspected	0	2	2	1	6	2	3

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019¹</u>	<u>2020</u>
Homeless Medicals & Assists	107	158	142	192	213	184	181
Medical Calls	98	151	138	145	179	135	156
Assists (non-medical)	9	7	4	47	34	49	25

¹ On November 18, 2018, the CFD collaborated with Butte EMS to alter the protocols to limit the number of fire responses to low acuity medical incidents due to the impact of the Camp Fire on fire department's limited resources. Because of the protocol changes, the number of low acuity medical responses CFD responded to dropped to over 3,000 calls per year in 2019-2020. Prior to the protocol changes, many of these "medical" calls for service turned out to be non-medical in nature (e.g., a "patient" was reported as unconscious but upon fire personnel assessment, it was determined the suspect patient was sleeping in the public right of way with no medical needs)

In addition, interviews with City Departments identified a variety of externalities of people living in public spaces and places not meant for human habitation. These include but are not limited to:

- Crimes taking place in homeless encampments
- Environmental mediation of the erosion of creek embankments
- Destruction of earth structures
- Replacement of the airport bike path bridge (\$300,000) destroyed by fire and the loss of use by the public
- Comanche Creek Improvement - \$3 million in improvements, including a new pedestrian bridge, bike path, lighting and landscaping that may require replacement and improvements
- More than 75 street light repairs from vandalism in accessing the electrical supply
- Safety of contractors and subcontractors
- Trash collection attributed to individuals living on public spaces
- Deferred or lost projects due to re-assigning or re-directing City staff to address issues of homelessness
- Vandalism of irrigation systems
- Environmental impacts to parks and waterways being compromised and utilized outside of their intended use

An email provided by the City estimated some initial costs with respect to "Quality of Life" items from a City Council meeting of October 2020. These costs total well in excess \$1 million and represent but a portion of activities the City has or will undertake in its efforts to address homelessness and its impacts.

- 50 bed expansion of existing shelter (\$300,000)
- 160 short term shelter beds (\$282,933 – CDBG-CV one-time funds)
- Fire risk assessment (\$100,000)
- Municipal code enforcement (\$60,000)
- Parks & Waterways cleanup (\$300,000)
- Increase TARGET Team hours (TBD)

- Invite partner organizations to participate in the outreach and engagement efforts in partnership with the TARGET Team
- Evaluate, conduct appropriate planning/environmental assessment for a site for non-congregate shelter (\$100,000)

These figures represent a jumping off point to begin to understand basic activities and their costs will most likely be much higher. A comprehensive inventory of costs, department by department, would represent a more accurate and measurable estimate of the costs the City is incurring to address homelessness and its impacts.

Conclusion

In order for the City of Chico to make progress in addressing homelessness and the impacts to the community of individuals residing in places not meant for human habitation, it needs to set objective(s), implement measurement gathering systems, and determine what metrics will guide it toward achieving the objective(s). This report demonstrates the lack of data and cost information available to measure efforts to address homelessness and its impacts. It also provides some insight into what type of measures (outcome versus process, threshold costs and externalities, and national data on clearing encampments) and the quality of data necessary to make progress.

It is difficult to conceive of how the City can meet the expectations of the public without undertaking the necessary steps to collect the foundational data of addressing homelessness and its impacts specific to the City of Chico. As the City compares its efforts with that of the CoC and anticipates reporting to the state as part of the requirements of declaring a shelter emergency, it needs data that serves its needs and objectives.



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Appendix A

Submitted to Grand Jury by Lt. Rob Merrifield, TARGET Lieutenant, March 2016

OBJECTIVE: DETERMINE THE POLICE COSTS ASSOCIATED WITH RESPONSE TO CRIMINAL TRANSIENT AND HOMELESS CALLS IN THE COMMUNITY.

Identifying which calls involve Homeless/Transient persons

In an attempt to understand the impact of calls for service involving Homeless/Transient activity on the Police Department, I collected data for the 6 month period beginning 7/1/15 and ending 12/31/15.

Because we do not track arrests, contacts or calls for service by a person's housing status, it is extremely difficult to accurately say how much our Department spends responding to calls involving people who are homeless or transient. The cost data herein does not capture the additional costs involved in equipment, vehicles, uniforms, records processing and payroll roll-up costs etc.

One difficulty in coming up with a cost or time estimate is that there are many calls involving homeless and transient activity which are classified as other offenses or activities. For example, when Dispatch receives a phone call requesting Police services, they interpret the caller's statements and then classify the call based on their best interpretation of the situation. Many calls involving Homeless/Transient activity will be classified based on the type of crime and not on their housing status. For example, a drunk in public call may involve a homeless/transient person but the call will not be classified either on intake or in the disposition as Homeless/Transient. Another example would be a fight call. While it may have involved two transient/homeless people fighting, it would not be classified that way. As such, the data collected will necessarily miss a significant number of calls.

In deciding what data to analyze, I considered what types of calls would reasonably be connected to transient/homeless activity. Again, because we do not track crime data by the housing status of the persons involved, it is difficult to accurately capture that information. I considered the most common calls that involve the activity we are seeking to track. Using our computer aided dispatch system, I asked the analyst to provide me with the following data.

All calls with the Unicode CAMPING.

All calls with the Unicode TRANSIENT.

All calls with the Unicode PANHANDLE.

All calls with the disposition TRESPASS/CAMPING advisement. (I reviewed these calls and discarded any that were duplicated in any of the above mentioned unicodes*.)

* Unicode is the computer code related to a particular type of call/report/incident.

The totals for the Transient/Camping/Panhandling calls for that 6 month period where NO ARREST WAS MADE were:

UNICODE	NUMBER OF CALLS
Transient	649
Camping	342
Panhandling	62
Camping/Trespass advised	98
Total	1151 calls

Because the above calls would not include calls where an arrest was made, I then counted the number of arrests and bookings by the Department during that 6 month period. I counted 1,675 bookings in our facility. There were an estimated 10 additional arrests which were transported to county jail but were not entered on the booking logs. The result was an estimated 1,685 bookings. (Again, these bookings would be in addition to the number of camping/transient/panhandle calls described above.)

It is not possible to say exactly how many of those bookings involved transient/homeless people. However, I polled several Community Services Officers regarding their best guess. They estimated approximately 15-40 percent of our bookings involved homeless/transient persons.

Using an estimate of 25 percent, the number of persons booked during that period who were homeless/transient would be 421 bookings.

Measuring Staff time consumed by Dispatch, Patrol and Community Services Officers.

Dispatch time

All of the calls listed above started with a call to dispatch. I polled several Dispatchers to get an idea of approximately how long they spend on the calls described above. A very rough guess, was about 5 minutes of Dispatcher time per call. Each call would involve two Dispatchers on average for a total of 10 minutes per call or arrest.

Patrol Officer Time

I analyzed the staff time spent on these calls. I sampled 50 calls from each of the three categories, (Camping, Transient and Panhandle.) I averaged the time spent handling each call to determine the average minutes spent on each call. The average number of Police Officers assigned to the above calls would be two. Granted, some of those calls involved more Officers, but some calls were handled by solo Officers.

I then considered the time spent on the approximately 421 arrests. A primary Officer would spend approximately 1 hour on each arrest, including the arrest, booking, property processing and report writing. A cover Officer would be involved in most arrests and would spend an estimated 30 minutes per arrest.

Booking CSO time per arrest

I polled the Community Services Officers regarding the amount of time spent with each booking. I asked them to consider the time it took to accomplish the actual booking, the time spent monitoring the prisoner and transport time. They estimated 30 minutes for a citation and release prisoner and 1.5 to 2 hours for a prisoner who is booked, monitored for a period and then transported to county jail. I used an estimate of 1 hour of CSO time per booking.

Determining costs

I used the following pay rates:

C Step Patrol Officer with 2.5% POST incentive at \$30.32 per hour.

E Step Public Safety Dispatcher II at \$22.34 per hour

E Step Community Services Officer II at \$21.29 per hour.

Activity	# Calls	Average time per call	Total time spent	Cost
Transient	649	9.5 minutes	205 hrs (2 Officers)	\$6,231.00
Camping	342	16.8 minutes	191.52 hrs (2 Officers)	\$5,806.88
Panhandling	62	5.2 minutes	10.7 hrs (2 Officers)	\$325.83
Camp/602 advised	98	13 minutes	42.4 hrs (2 Officers)	1,285.56
Arrests-primary +cover officer	421	90 minutes	631 hrs (2 Officers)	\$19,147.00
Booking-CSO	421	1 hour	421 hrs (1 CSO)	\$8,963.09
Dispatch time	1572	5 minutes	262 hrs (2 Dispatchers)	\$5,853.08

CITY'S CURRENT ROLE IN DEALING WITH HOMELESS ISSUES

By Department:

Public Works (includes the following divisions: Right-of Way/ Park / Facilities / Park Rangers)

- Vandalism to irrigation systems and other infrastructure in the right-of-way, parks and City facilities
- Dealing with impacts of fires in council ring and picnic sites
- Clean-up of multiple encampments in Bidwell Park, public right-of-way
- Enforcement of misbehavior (approximately 8 hours per week noticing encampments alone)
- Daily City Plaza clean-up (trash, food debris, etc.)
- Monday morning clean-up due to food debris (particularly at the East entrance of City Hall)
- Clean-up urination and/or defecation on and around City buildings
- Parking structure clean-up (especially elevator clean-up)
- Stansbury Home security issues
- Museum property clean-up and encampment issues (had to install a metal security gate)
- Electrical plug/socket repair due to illegal use by individuals accessing for cell phones
- Graffiti
- Shopping cart retrieval and return
- Extra trash/litter pick-up impact from either sorting through trash cans or littering in right-of-way
- Clean-up storm drainage areas (litter/encampment debris) to keep waterways clean and to
 - prevent flooding
 - Sharps pick-up
- Vandalism repair (missing/lifted storm/sewer grates and lids, broken walls, signs, gates, fences, benches, lights, etc.)
- Extra measures to trim back vegetation (normally to provide shade) due to it harboring homeless
- Remove, store, track and dispose of potentially hazardous materials found in encampment clean-ups
- Collect and maintain meters designed to assist homeless efforts
- Remove and recycle/dispose bicycle parts found around the city
- Field calls related to homeless activity (usually one of the above items).

Police

- Establishment of Target Team - Problem solving quality of life crime throughout community Pro-active Patrol efforts enforcing criminal statutes in high profile areas during all shifts including overnight hours
- Assisting Parks/Public Works with the posting and clean-up of multiple illegal encampments
- Development of Social Accountability Program (SAP) Expansion - Work with District Attorney and DCBA to utilize PBID supervision to divert some "quality of life" offenders to downtown clean up vs. criminal justice system
- HELP Program - Reunited (9) individuals with family members in Baton Rouge, Austin, Springfield, Atlanta, San Diego in 2017 alone

- Coordination with Behavioral Health (Counselor imbedded with Target Team 20 hours a week, working to establish a pilot program "Crisis Response Unit", and referred individuals for behavioral health services)
- Coordination with Service Providers - Jesus Center. Torres Shelter, 6th Street Drop-in Center, Stairways, Safe Space, and Target Team field deployment with Suboxone clinician (Opioid addiction treatment)
- Clean and Safe Participation - Including Public Safety Camera Projects
- Business Walks - Representing most areas of City
- Hosted numerous community safety meetings to address quality of life crime
- Conducted multiple "Crime Prevention through Environmental Design" analysis (business/residential)
- Summer Re-deployment of C Team to downtown area and parks
- Initiated creation of ordinances with City Attorney and approved by Council to address quality of life crimes (Sit and Lie & Offenses Against Waterways and Public Spaces)
- Spoke to numerous groups regarding homeless related issues
- Handled approximately 2,500 calls for service (an extremely conservative number) in 2016 related to "homeless" or "transient" issues
- 20th Street Park Assistance in Coordination with CARD
- Responding to calls for emergency assistance
- Fulfilling a responsibility in the emergency medical system to be the de facto primary medical care provider on service calls
- Health and wellness advise
- Referral service for shelter and service care
- Mandated reporter for sexual and child abuse
- Initial responder of recognizing mental health issues
- Information packets and supplies for homeless veterans.

Community Development

- Housing Division: Provide funding for services to assist those experiencing homelessness
- or who are at risk of homelessness for the following agencies / projects / programs:
- Torres Shelter
- Community Action Agency of Butte County
- Jesus Center
- Chico Housing Action Team
- Valley View Apartments
- VECTORS House
- Stairways
- Catalyst Haven and Cottages
- Avenida Apartments
- Tenant Based Rental Assistance
- North Valley Housing Trust, homeless prevention program (renewed funding in current budget for utility/ possible rental deposit assistance)
- Participate on the Continuum of Care Council for receipt of additional HUD funds to city/county
- Assist in bi-annual Homeless Count; assist with Project Homeless Connect (not a regular event)
- Staff provides support to Greater Chico Homeless Task Force.

- Code Enforcement: Responding to calls related to encampments on private property.
- Building: Processing building plan submittals for new or expansion of existing facilities for shelter/services.
- Planning: Priority processing of applications for homeless Facilities/Services (i.e. Jesus Center, Torres Shelter, Salvation Army, etc.) and addressing counter queries to help address the impacts of homelessness, from coordination with business owners seeking to incorporate designs to deter unauthorized sleeping outside of business entryways to working with advocates looking for various housing designs to house homeless.