

# Auburn Homeless/Transient Strategic Plan

Date of Report 12/31/2019

**Performance Measurements**  
 Reduce the number of chronic homeless within the City of Auburn by 10% (Chronic is defined per Marbut Report)  
 Reduce the number of nuisance type calls for service in the City of Auburn by 10% (See Measurement/Matrix Report)

## Attachment A

| ITEM #  | RECOMMENDATION  | LEAD                           | OBJECTIVES  | DELIVERABLES                            | NOTES   | STATUS  | TARGET DATE | RAG | COST   | STATUS      |
|---|---|--------------------------------|---|---|---|---|-------------|-----|--|-------------|
| <b>1. Crime Prevention Through Environmental Design</b> |   |                                |   |   |   |   |             |     |  |             |
| 1.1   | Adopt public safety policy/define strategic approach to implement |                                |   |   |   |   |             |     |  |             |
|   | Audit City owned property to identify problem area                | Public Works                   | Reduce blight/fire fuel/illegal camping from City-owned properties  | List of properties and Associated Costs | Completed   | Completed/Cost will be brought to Council during Mid-year   | 1/1/2019    |     |  | Complete    |
|   |   |                                | Prioritize quick fixes and long term projects                       | Cost Analysis                           | Pending   | Pending on outcome/Mid-year Council Meeting   | 1/1/2019    |     |  | Complete    |
|   | Incorporate CPTED principals in city processes                    | City Directors, or designee    | Implement/Include CPTED Trained PD personnel in application review. | N/A                                     | PD currently receives the application for review. Have not had trained personnel to look at review. Does not have impact to application process.  | No change to current process. PD now has trained personnel to participate in the process. Public Works already has personnel trained in CPTED.        | 2/1/2019    |     | No Cost  | Complete    |
|   |   | Police Chief                   | Use CPTED to address Top Offender Locations                         | N/A                                     | 1. Process will begin when personnel receive training. CPTED will be incorporated into POP strategies.<br>2. Technology is lacking in the City to use data/statistics to appropriately map the top offender locations.<br>3. Current RMS/CAD system is antiquated and thermal mapping is unavailable.<br>4. New GIS program allows for the thermal/geographical mapping, amongst other positives. | Council has approved moving forward with a new CAD/RMS system. Looking at an aggressive implementation date by the end of the calendar year.          | 12/31/2019  |     |  | In Progress |
| <b>1.2 Support Education</b>                            |   |                                |   |   |   |   |             |     |  |             |
|   | City Personnel  | Police Chief/<br>Public Works  | 1. Identify Training for personnel                                  | N/A                                     | Two PD personnel have completed the Training/Public Works has staff member already trained  | Completed/one Lt and one volunteer attended the course.   | 2/1/2019    |     | \$ 600.00  | Complete    |
|   |   |                                | 2. Program Admin and execution                                      | N/A                                     | 1. Currently have three staff members city-wide trained in CPTED. 2. On-going monitoring of the program. 3. Assessment for future needs. 4. If the requests and/or service become to overwhelming. Look to grow those trained in CPTED.   | The program will be monitored by the PD. We will monitor the program and make needs assessments based on number of times it is used and/or requested. | 2/1/2019    |     | PD Staff, including CEO, attended the Advanced CPTED Course. | On-Going    |
|   | Business Owner/Residents  | Police Chief                   | Develop a CPTED brochure  | Brochure                                | Brochure approved. Will be added to City's Website.   | Pending Chief's approval for purchase   | 5/1/2019    |     | \$ 1,000.00  | Complete    |
| <b>1.3 Organize for success</b>                         |   |                                |   |   |   |   |             |     |  |             |
|   | Roles and Responsibilities  | City Manager                   | Identify Roles  | N/A                                     | Information provided by Task Force is sufficient  | Completed.  | 1/1/2019    |     | None   | Complete    |
| <b>2. Ordinances</b>                                    |   |                                |   |   |   |   |             |     |  |             |
| <b>2.1 Update</b>                                       |   |                                |   |   |   |   |             |     |  |             |
|   | Camping   | City Attorney/<br>Police Chief | Update the current code   | Recommended Ordinance language          | Council Approved updated code   | Completed. CAO and CC approved the ordinance.   | 12/1/2018   |     | Boise Decision   | Monitoring  |
|   | Loitering   | City Attorney/<br>Police Chief | Update the current code   | Recommended Ordinance language          | Council Approved updated code   | Completed. CAO and CC approved the ordinance.   | 12/1/2018   |     |  | Complete    |
|   | Panhandling   | City Attorney/<br>Police Chief | Update the current code   | Recommended Ordinance language          | Pending the Sacramento Federal Case   | The ordinance is pending. No change until we see an update from the courts. Still pending with the CAO.   | N/a         |     | Sacramento Case  | Monitoring  |
|   | Campfires   | City Attorney/<br>Police Chief | Update the current code   | Recommended Ordinance language          | Council Approved updated code   | Completed. CAO and CC approved the ordinance.   | 12/1/2018   |     |  | Complete    |
|   | Park Hours  | City Attorney/<br>Police Chief | Addition of new codes   | Recommended Ordinance language          | Council Approved updated code   | Completed. CAO and CC approved the ordinance.   | 7/8/2019    |     |  | Complete    |
|   | Park/Rec Area Exclusion   | City Attorney/<br>Police Chief | Addition of new codes   | Recommended Ordinance language          | Council adopted recommended code  | Completed. CAO and CC approved the ordinance.   | 7/8/2019    |     |  | Complete    |
| <b>3. Public Education</b>                              |   |                                |   |   |   |   |             |     |  |             |
| <b>3.1 Public awareness and education</b>               |   |                                |   |   |   |   |             |     |  |             |

|                                     |  |                |  |   |   |  |            |  |   |             |
|-------------------------------------|--|----------------|--|---|---|--|------------|--|---|-------------|
|                                     | Campaign   | City Directors | How can community help   | Social Media/Website Plan                           | The community can help by playing an active role in identifying and reporting community issues and concerns. The messaging is to be the City/PD's "eyes and ears" on these issues.  | On-going. Building stages of a media plan.   | 4/1/2019   |  | None  | In-Progress |
|                                     |  | Police Chief   | Reporting code compliance issues   | On-line process for reporting                       | On-line reporting is not the mechanism in place to report in-progress type calls. There is no one monitoring social media and on-line reporting 24/7. This is the mechanism to report cold calls. 2. Educate the public on what to expect when you call dispatch and why we ask so many questions   | The Report a Concern was added to the City's website and includes; Camps, Graffiti, Narcotic and Crime Tips.   | 3/1/2019   |  | None  | Complete    |
|                                     |  | Police Chief   | How the impact on homelessness is being addressed  | Matrix/ Measurement                                 | See Measuring success under Law enforcement and Reporting (Measuring Success 2 and 3)   | Available during "Meet the Chief" and via social media   | 7/18/2019  |  | Completed one year of data collection.  | On-Going    |
| 3.2                                 | Community events   | City Directors | Distribute information at various community events   | CPTED Brochure City Phamplet on available resources | The completion/approval of the brochure will be made available at various events throughout the city. PD/ City volunteers will provide brochure and additional information. 2. Who else is going to be engaged in the dissemination of information? 3. Was the expectation that City/PD Staff, including PD Volunteers, would take majority of the work? 4. What was the benchmark? | CPTED brochure is available on the City/PD website.  | 7/1/2019   |  | \$ -  | Complete    |
| 3.3                                 | Update/reimplement Panhandling campaign  | City Manager   | Updated information on services and agencies serving the homeless  | New Phamplet (City Clerk)                           | Phamplet is currently in rough draft stage  | Flyer is completed. Made available by City staff. Provided to attendees of Meddler's meeting.  | 5/1/2019   |  | \$ 1,000.00   | Complete    |
| 3.4                                 | Communications plan to support specific initiatives and define communications plan | City Directors | "Closing the Loop" Educate the public on what the City/PD is doing, in general, and in the area of nuisance abatement. | Social Media/Website Plan                           | Develop a watch log for public dissemination.   | Continue to use social media to assist in "closing the loop" in the area of nuisance abatement. This is part of the CAD/RMS Project to implement a watch log style blog for dissemination of police calls. | 7/1/2020   |  | CAD/RMS delayed through July 1, 2020.   | In-Progress |
| <b>4. Enforcement</b>               |  |                |  |   |   |  |            |  |   |             |
| <b>4.1 Code Enforcement Efforts</b> |  |                |  |   |   |  |            |  |   |             |
|                                     | Increase efforts related to public nuisance issues                                 | Police Chief   | Identify a process/needs to address public nuisance issues   | N/A   | 1. Define public nuisance issues per Task Force 2. Identify top offender/locations related to public nuisance issues.3. Code Enf can be housed in the PD. 4. Tracking of public nuisance issues could be streamlined with the use of CAD/RMS, although antiquated. 5. Increase staffing of Code Enforcement   | Code Enf will be under the PD by 8/1. Items 2 and 4 are pending the new CAD/RMS. Items 5 is in-progress to identify workload.  | 12/31/2019 |  |   | On-Going    |
|                                     | Staffing Levels  | Police Chief   | Provide a report on staffing needs as it relates to code enforcement   | Staffing/Cost report                                | 1. Impacts to Public Works 2. Impacts to Police Department 3. The increase in position creates supervision/lack of concerns 4. Working with Public Works on the workload issues.  | Code Enf will be under the PD by 8/1. We will be able to monitor moving forward.   | 8/1/2019   |  |   | Completed   |
|                                     | Enforce existing vegetation requirements   | Police Chief   | Code Enforcement to monitor and conduct enforce of current city codes as it relates to vegetation on private property  | N/A   | 1. Identify a process for proactive and reactive responses to vegetation and violations, in general, on private property 2. Public Education and Reporting 3. See Enforcement 1.1 4. See Enforcement 1.4  | On-going. AFD monitors and enforces.   | 1/1/2019   |  | Based on Historical Data and Institutional knowledge, will be looking to address known chronic locations early in the year. | On-Going    |
|                                     | Strengthen public complaint process  | Public Works   | Identify additional means for public to report   | Show the current process that is in place           | Expand/educate on process currently in place via website  | Completed. Show the process to the CC and make community aware via social media  | 3/1/2019   |  |   | Completed   |
|                                     |  | Police Chief   | Identify additional means for public to report   | Identify a new process                              | 1. City currently has mechanism to report concerns and issues 2. Impacts on current staff leveling in records due to data entry 3. Data to be transferred into the PD CAD for tracking and follow up 4. Cost associated with extra help Clerk/Dispatch  | Currently looking into the addition of on-line reporting for the PD. Assessing the increased workload.   | 4/1/2019   |  | \$ 27,500.00  | In-Progress |
| <b>4.2 Law Enforcement Efforts</b>  |  |                |  |   |   |  |            |  |   |             |
|                                     | Increase Proactive Team patrols  | Police Chief   | Use CAT Team more to address issues  | See Matrix/Measurement                              | CAT is out typical twice a week. Increasing it will increase OT and negative effects on staffing. Recommend hiring an additional sworn staff member.  | Team continues to proactively go out approximately twice a week.   | 8/1/2018   |  | \$ 20,000.00  | On-Going    |

|  |                |  |   |  |   |          |    |           |                                      |
|--|----------------|--|---|--|---|----------|----|-----------|--------------------------------------|
| Hire a CSO   | Police Chief   | Hire a Community Service Officer   | Hire CSO  | 1. Conducting a 3rd hiring process<br>Areas of responsibilities for CSO<br>in span of supervision/lacking appropriate supervisor   | 2. Trained and taking an activity<br>3. Increase role in CAT and Homeless efforts, including attending regional meetings.   | 7/1/2019 | \$ | 86,000.00 | Complete                             |
|  | Police Chief   | Navigator Program  | Presentation on Navigator Program                               | 1. Work with HHS to identify possibility of part-time navigator at the PD<br>3. Increase in span of supervision/lacking appropriate supervisor   | 2. Identify<br>Presentation to council. Council chose not to move forward with cost associated with the navigator program. Requested to continue to work with current HHS services.                               | 3/1/2019 |    |           | Will reassess at a later date        |
| Weekly municipal code cites/arrests  | Police Chief   | Provide the requested data   | See Matrix/Measurement  | Recommend the statistics and data be reported monthly and quarterly. This will better coincide with the measuring success recommendations. (See Measuring Success 2 and 3)   | This information will be included in the measuring success. We were able to begin collecting data in from January 2019 to present. We will be able to compare data sooner. Personnel continue to hand count data. | 7/1/2019 |    |           | Complete                             |
| <b>4.3 Education</b>   |                |  |   |  |   |          |    |           |                                      |
| Train APD, Public Works, Code Enforcement on updated ordinances and best practices for homeless and transient issues | Police Chief   | Identify a process to ensure City staff receives on-going training in the area of ordinances and best practices  | Training Process  | 1. Receive initial training and on-going<br>2. Documented training<br>Feedback from community  | 3. PD/Code Staff has all received training on updated ordinances. The training has been documented.   | 4/1/2019 | \$ | -         | Complete                             |
| <b>5. Engagement with Other Organizations</b>  |                |  |   |  |   |          |    |           |                                      |
| <b>5.1 Assign Police Officer to liaise with PCSO's POP Team</b>  |                |  |   |  |   |          |    |           |                                      |
| Assign Officer to liaise with PCSO's POP Team  | Police Chief   | Coordinate efforts to address homeless in and around the City of Auburn  | Map current homeless hotspots                                   | 1. Identify areas more frequented by homeless<br>2. Quarterly efforts with PC POP<br>Attend Quarterly Regional Meetings  | 3. Staff has attended regional meetings. Hosted a meeting on 7/10/2019.   | 8/1/2018 |    |           | On-Going                             |
| Train with group and best practices  | Police Chief   | Identify best practices and bring those back to PD/City  | N/A   | 1. Visit West Sac; Bring back info on the app they are using.<br>2. Coordinate with PC HHS on the HMIS or other program<br>3. Technology; Updated GIS system and CAD/RMS   |   | 7/1/2019 |    |           | On-going                             |
| <b>5.2 City representation</b>   |                |  |   |  |   |          |    |           |                                      |
| Participate in the various regional homeless programs  | City Manager   | 1. Placer County Consortium for the Homeless<br>2. Homeless Resource Council of the Sierras  | N/A<br>N/A  | City Staff will coordinate to participate in the regional programs.  | CSO has completed training and will be attending meetings.  | 7/1/2019 | \$ | -         | In-Progress                          |
| Coordinate with other jurisdictions, non-profits, and related organizations  | City Manager   | Identify additional and take advantage of regional resources in the area of homelessness   | N/A   | Local groups, such as the Gathering Inn and other non-profits are available to help address issues. Also, good way to educate the community on our efforts and other available resources.                                    | Cost of extra help was postponed by Council during budget discussions. Will continue to monitor.  | 1/1/2020 |    |           | Reassess at a later time<br>Complete |
| <b>5.3 Coordinate with land owning organizations</b>   |                |  |   |  |   |          |    |           |                                      |
| Coordinate efforts with the various land owning organizations within the City  | City Directors | Develop a process to include the various land owning organizations in the problem-solving process and to ensure they are accountable for their specific properties | Map of area, including the various groups responsible locations | 1. Identify who is responsible for what areas<br>2. identify POC for each group<br>3. Establish a communications plan between the various POC and agencies   |   | 7/1/2019 | \$ | -         | Complete                             |
| <b>6. Measuring Success</b>  |                |  |   |  |   |          |    |           |                                      |
| <b>6.1 Individual Initiatives</b>  |                |  |   |  |   |          |    |           |                                      |
| Define Metrics and how they will be collected  | City Directors | During planning, identify metrics and measurements   | Attached Document   | This document contains the compiled information for the individual initiatives.  | This product serves as the metrics and measurements for each of the individual efforts.   | 3/1/2019 |    |           | Complete                             |
| <b>6.2 Law Enforcement</b>   |                |  |   |  |   |          |    |           |                                      |
| Establish a matrix to measure police call reports  | Police Chief   | Identify and develop performance measurements and data points  | Identified data points  | 1. Typical calls for service and pro-activity have been identified. (See attached Measure and Matrix report).  | Identified the call types and City efforts to track.  | 3/1/2019 | \$ | -         | Complete                             |
| Review on annual basis to determine if producing positive results  | Police Chief   | Compare annually the data points to identify new trends and assess if City's overall response is working   | Identified data points  | 1. Moving forward, PD is collecting the data sets to identify a benchmark from the established matrix. (See Measurement and Matrix report).<br>2. The PD is changing a current practice to collect the incoming information. | Compiled six months of data to be presented at the upcoming meeting.  | 3/1/2020 | \$ | -         | On-going                             |
| <b>6.3 Reporting</b>   |                |  |   |  |   |          |    |           |                                      |

|                     |                |   |                               |   |   |           |    |   |             |
|---------------------|----------------|---|-------------------------------|---|---|-----------|----|---|-------------|
| Monthly reporting   | City Directors | City Departments to report on prescribed measurements | Police/Fire "Meet the Chiefs" | 1. Report data and statistics of homeless efforts<br>2. Forum would take place monthly in conjunction with AFD. 3. Open forum to discuss/hear issues from the community. 4. Second Thursday every month. 5. Information available via social media/website. | "Meet the Chiefs" forum was unsuccessful. Quarterly updates will be provided at the Chamber of Commerce Meddler's meetings. | 7/18/2019 | \$ | - | In-Progress |
| Quarterly reporting | City Directors | City Departments to report on prescribed measurements | Council Report                | 1. Report to council update on data and statistics of homeless efforts captured in measureable and matrix   | In progress   | 7/1/2019  | \$ | - | On-Going    |