

Pairing Law Enforcement Officers and Licensed Clinical Social
Workers for Proactive Outreach to Adults Experiencing
Homelessness: An Evaluation

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Acknowledgements

People

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Land

We respectfully acknowledge that we are on the Tribal lands of California's Indigenous people. The County of Nevada and the City of Grass Valley were, and still are, home to the Tribal lands of the Nisenan people.

Staff and Consultants

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Executive Summary

“There's a lot we couldn't do without [the CalVIP program].”

The City of Grass Valley Police Department (GVPD), in partnership with the Foothill House of Hospitality (HH), implemented a violence reduction initiative as a part of the California Violence Intervention Program (CalVIP), funded by the California Board of State and Community Corrections (BSCC) from 2020-2023. The target population was adults experiencing homelessness in Grass Valley, California.

The primary function of the program was to identify, engage, and provide referrals, case management, and housing support, with a specific focus on building trust and relationships. This was implemented with a two-person team: a law enforcement officer and licensed clinical social worker, who worked proactively and reactively to build trust and provide referrals and services to the target population.

“I think [unhoused people] are much more likely to engage with us when they've already engaged [with the CalVIP team] ...”

In year three of the project, key informant interviews were done with partner agencies of GVPD and HH to identify the impacts of the CalVIP program. A partner survey was conducted in February 2023 with the Grass Valley Police Department and agency staff members and partners of the Foothills House of Hospitality.

“I cannot thank them [the CalVIP team] enough, and the accolades that we got from the home care people were just incredible. ...They felt like somebody actually heard them...”

The program proposed to contact and provide services to 30 unduplicated, high-risk homeless individuals per year (90 total individuals over 3 years). **The program exceeded their intended reach**, by providing services to 208 individuals over 3 years. **There were over 800 interactions** with these participants recorded. Reported data were found to be consistent with data collected separately by HH's Homeless Management Information System (HMIS).

The majority of the CalVIP team interactions (70%) were proactive and were not in response to a crime or call for services; they were trust-building and service-provision services that likely helped to support reductions in reported crime and calls for services in Grass Valley, California.

“A lot of times [the team] is laying a foundation and a groundwork for those people to be able to receive the support that is needed, because they're doing a lot of the legwork that's required to build those relationships and start that connection. [They are] building the bridge to be able to help people in the way that they need it.”

Project & Evaluation Background

The City of Grass Valley Police Department (GVPD), in partnership with the Foothill House of Hospitality (HH), implemented a violence reduction initiative as a part of the California Violence Intervention Program (CalVIP), funded by the California Board of State and Community Corrections (BSCC). The target population was adults experiencing homelessness in Grass Valley, California. The primary function of the program was to identify, engage, and provide case management and housing support to vulnerable individuals experiencing homelessness in Grass Valley, with a specific focus on trust and relationship building activities with GVPD and HH, and referrals for mental health services, substance use disorder treatment, medical treatment, and navigation for housing services.

GVPD and HH have a history of working together to support highly vulnerable homeless individuals. Previously, HH worked in partnership with GVPD to develop a Commission on Police Officer Standards and Training (POST) curriculum on de-escalation of use of force utilizing an approach that includes officers partnering with social service providers in addressing homelessness and the potential for use of force in interactions with police and the homeless population.

GVPD and HH have formed a Homeless Street Outreach Team (HOT) consisting of a dedicated police officer and licensed clinical social worker (LCSW). The LCSW, an employee of HH, is embedded full time with the police officer, riding in the patrol vehicle, and present in responses and outreach activities, such as visiting camps and other areas to build connections, develop relationships and provide support items such as food, clothing, and hygiene kits.

In year two, Key Informant Interviews (KII) were conducted with staff from GVPD and HH from October 2021 – January 2022. Please see the Year 2 Process Evaluation Report for results from these interviews.

This three-year program proposed to contact and provide services to 30 unduplicated, high-risk homeless individuals per year (90 total). Individuals in Grass Valley were considered eligible for services if they meet any of the following criteria:

- Chronically homeless;
- Recently homeless; or
- Experiencing unsheltered homelessness.

Secondary proactive outreach efforts were made to individuals who were experiencing homelessness and:

- Experiencing mental health challenges or a mental health diagnosis;
- Identified as having a substance use disorder;
- Faced medical or health challenges; and/or
- Had a high utilization of emergency services, including but not limited to Police, Fire, and Emergency Services.

Outcome Evaluation Questions and Data Sources

Evaluation Question	Data Source
To what extent were UHP adults contacted and served (referrals, commodities/supplies provided, etc.) by HOT compared to GVPD (non-HOT)?	Program Data
To what extent were de-escalation techniques used by HOT?	Program Data
In what ways did HOT improve their self-efficacy/confidence in using outreach strategies/de-escalation of violence techniques?	Year 2 Key Informant Interviews
In what ways did the program improve high-risk homeless individuals' well-being?	Year 3 Key Informant Interviews

Methods

Program Data

The following indicators were tracked using a data collection tool developed by Garrow Consulting, Inc. and completed by HH staff throughout the program. In year one, data were collected using HMIS data. Data collection efforts transitioned to the data collection instrument mid-year of year one.

This data collection tool captured:

- # of total UHP adults contacted by HOT
- # of high-risk UHP adults proactively contacted by HOT
- # of supplies/commodities distributed by HOT to UHP
- # of relationship/trust-building events conducted by HOT
- # of de-escalation occurrences between HOT and UHP
- # of response calls to UHP conducted by HOT
- # of referrals made by HOT and GVPD (non-HOT) for UHP
- # of violent crimes committed by unsheltered homeless adults

Key Informant Interviews

Key informant interviews were done with partner agencies of GVPD and HH to identify the impacts of the CalVIP HOT program in year three. These KII's were conducted via Zoom in December 2022 and January 2023 by Garrow Consulting, Inc. Qualitative data (notes from interviews and auto-generated transcripts using Microsoft Word) were analyzed with Provalis Qualitative Data Analysis (QDA) Miner, and utilized an inductive approach to thematic categorization.

Some quotes were edited for length and clarity.

Partner Survey

A partner survey was conducted in February 2023. The survey was deployed via SurveyMonkey with separate links to the Grass Valley Police Department and agency staff members and partners of the Foothills House of Hospitality. Results were summarized and are presented in graph and table form. Univariate analysis and measures of central tendency were calculated using Microsoft Excel and R Studio.

Results

Case Studies

Case study interviews were done with individuals or teams from organizations identified by GVPD or HH. The goal of these case study interviews was to learn more about the impact of the CalVIP program on community partners. Quotes have been edited for length and clarity.

William Buss: Sierra Guest Home

William Buss, program officer at the Sierra Guest Home, a program of the Foothill House of Hospitality, noted several ways in which the CalVIP program has been an asset in his role at this transitional and permanent housing location for seniors in the Grass Valley area of California.

A shared mission: melding safety concerns with care and support. As Mr. Buss described, the CalVIP program shares the mission of the staff working at the shelter and serving guests (the “Advocates”), which is to help people. He observed that the CalVIP officers have served as role models for the Advocates. Speaking about one of the CalVIP team members, he said,

“She is informed with our principles of harm reduction, and she has... knowledge and training... I [have had] her come and do trainings with our staff, which has been invaluable.”

The CalVIP program is often the first point of contact when a guest experiences a mental health crisis, said Mr. Buss. When safety concerns arise, he appreciates that the CalVIP team engage in de-escalation tactics and, when it is necessary to do so, escort guests off the property in a supportive manner, leading with care and compassion. In this regard, the CalVIP officers serve a vital function during a mental health crisis that his program staff cannot fill. By providing support when in-house interventions and de-escalation techniques were not effective, the CalVIP team “...gave our staff the confidence to safely engage escalated clients.”

Rapport-building. According to Mr. Buss, the CalVIP officers have often built rapport and trust with his program’s clients prior to their arrival. A couple of times a month, he will “hand-off” a client to the CalVIP program when a person is going through a mental health crisis, with the understanding that the officers may have already established rapport with the person.

“We had a guest that I hadn't seen over the past year, and he was frequenting the shelter here for a week and really struggling with the boundaries that we had set. And also definitely going through something...that manifested in him making threats. We reached out to [the CalVIP team] ...They knew who he was, and they had rapport with him. And so they came down and talked to him and reaffirmed the boundaries that we have here...I think that conversation was really much more effective. I use that word rapport, because it's just so important to have someone trust you, right? So that was really effective for us, and we haven't had issues with this guest since.”

Recommendation: allow officers to self-select into the program to ensure a good match. When asked to share recommendations for other counties, cities, and agencies that want to implement a program like CalVIP, Mr. Buss emphasized the importance of selecting law enforcement officers who are a good match for the program. He said that police officers should be selected on a volunteer basis rather than by assignment. From Mr. Buss' perspective, officers who are interested in the mission of melding safety with compassion and care are likely to self-select into the program.

Overall, according to Mr. Buss, CalVIP's melding of compassion, caring, safety, and rapport has improved his agency's services.

"It's effective, right? It's coming from a place of compassion and understanding, and you know someone who's in crisis. The police in general have a very authoritative feel to them, and sometimes that can make people feel defensive. Having a member from Hospitality House embedded within the GVPD helps to ease initial tensions between law enforcement and the clients we serve. I think we're at the forefront of doing [the CalVIP model], and it's awesome because [Grass Valley] is a pretty small community."

Jennifer Morrill & Chrissy Watson – Spirit Peer Empowerment Center

Jennifer Morrill is the executive director of the Spirit Peer Empowerment Center, a drop-in center for people with mental health conditions in Grass Valley, California. She was joined by Chrissy Watson, the Center's lead peer supporter who has intimate knowledge of the program functions and daily activities.

The Spirit Center, which has been part of the community for 19 years, provides peer support, training, and support groups, as well as basic needs services, such as showers, laundry, and food. According to Ms. Morrill, over the last five years the population served by the Spirit Center has become almost exclusively people who are unhoused. The Center is now considered the only homeless day service provider in Western Nevada County.

When asked to describe their experiences with the CalVIP officers, Ms. Morrill and Ms. Watson noted several ways in which the CalVIP program has been a helpful partner.

Care and support. Both Ms. Morrill and Ms. Watson said they appreciate how the CalVIP team interacts with the population Spirit Center serves in a caring and supportive way. As Ms. Watson observed,

“They're trained to be more sensitive with their wording...so it's bringing down that barrier of law enforcement being bad or scary [and] that they're actually there to help and support.”

Ms. Morrill further mentioned that the CalVIP team,

“...have such a kind way about them...the kindness and the outer appearance and being gentle is a huge thing.”

Ms. Morrill shared that the CalVIP team might be inspiring other law enforcement officers to be more caring and supportive in their work with these communities. As an example, she described an officer who had previously been “official and rigid” as “sweet and kind” after having interacted with a CalVIP officer. “Maybe this is spreading throughout the ranks,” Ms. Morrill surmised.

Deep knowledge of and rapport with the population served by the Center translates to more effective service responses. Ms. Morrill and Ms. Watson noted that they often rely on the CalVIP team's deep knowledge of the clients that are served by the Spirit Center. This information helps the Spirit Center respond more effectively to their clients' needs. As Ms. Morrill said,

“...many times [the CalVIP officers] know the person that we're asking them to help out with better than we do. In other words, they may have had interactions with them after our hours of operation, the days that

we're closed, so they'll sometimes be more up to speed on things like law enforcement involvement or attempts at entering treatment."

According to Ms. Morrill and Ms. Watson, the CalVIP team also uses their knowledge of clients to make better referrals when compared to other law enforcement officers. Ms. Watson observed,

"[The CalVIP team] doesn't have to instantly think about jail time, even though the team has a police officer... and instead of going to jail, they [the client] are actually getting followed up [by the crisis stabilization unit] or places that can help them more."

Ms. Watson gave the following example:

"[The CalVIP team] saw somebody who needed assistance and instead of taking him to jail or something, they knew to bring him here and we were able to support him that day. So law enforcement could pick him up and bring him to a place where they're going to get the help and support. And I thought that was just beautiful."

Melding safety concerns with care and support. When asked if there are any other ways the CalVIP team helps improve the work of the Center, Ms. Watson responded,

"...knowing that... if we do have somebody here who's getting scary or dangerous that we have somebody we can call that we know knows them."

Ms. Morrill noted that the CalVIP team knew how to interact with social services and law enforcement when safety concerns arise.

"[One of the CalVIP team members] makes it look very seamless to us," she said. "She knows how to...bridge a real delicate area of social service and law enforcement."

Violence prevention. Since clients are comfortable with the CalVIP team, Ms. Watson said, the Spirit Center feels comfortable calling on them *before* mental health crises escalate. This helps the Center prevent violent incidents and outbursts.

"It's not going to fester up and explode... we take care of it [in the early stages], so there's no build up time. And that makes it all around safer for everyone."

Ms. Morrill added,

“There was a time many years ago at Spirit Center when law enforcement would pull in the driveway, and [our clients] would scatter—high stress levels. It was a trigger, a stressor. And that's not the case anymore at all, and I give [the CalVIP officers] exclusively the credit on that.”

Reduced calls for service. Without the CalVIP program’s preventative impact, Ms. Morrill said, the Spirit Center would have more calls for service, which *“is absolutely frowned on in the big picture... [and] is something that can get you shut down, to be honest.”* Before the CalVIP program, as she explained, the Spirit Center was flagged as having many calls for service. *“That red-flags us as an agency that is not able to maintain safety on its own,”* Ms. Watson added.

Improved capacity to serve a wider population of adults experiencing homelessness. When asked how the CalVIP program has impacted the Spirit Center's ability to serve adults experiencing homelessness, Ms. Morrill and Ms. Watson observed that their partnership with the CalVIP program has enabled them to provide “low barrier” services to adults with behavioral health issues like substance use. Ms. Morrill said,

“There's a lot we couldn't do without [the CalVIP program]. In the past we had a policy where you have to be completely clean and sober in order to enter our premises. We would have to go back to that without the support of CalVIP. We have a housing team that requires a low barrier concept. And we could not do it without the support of Grass Valley PD in general, but specifically the CalVIP program.”

Recommendations for similar programs: sensitivity, training, and open communication. When asked to share recommendations for other counties, cities, and agencies that want to implement a program like CalVIP, Ms. Morrill and Ms. Watson emphasized several fundamental components they feel must be in place. The officers must have a high level of sensitivity and be well-trained, they said, and as Ms. Morrill emphasized, officers must be temperamentally suited for the program. She recommended,

“Open lines of communication, whether it be via e-mail, text or call. So that they're aware of what hurdles an agency like ours is struggling with and we're confident that they'll be able to reach in and help.”

Sue Urban – Nevada Memorial Hospital

Sue Urban is the Safety, Security, and Emergency Management Officer and Director of Plan Operations and Cardiac Pulmonary Rehabilitation at Nevada Memorial Hospital, where she works closely with the Emergency Department. Nevada Memorial Hospital is in Grass Valley, which is, as Ms. Urban put it, a “little community” with limited resources. The hospital is one of the only facilities in the area with a crisis stabilization unit on site. Ms. Urban identified several ways in which the CalVIP program has had positive impacts on the hospital’s work and the broader community.

De-escalation in the field and collaboration with the hospital’s crisis team reduces unnecessary hospitalization in the emergency department. According to Ms. Urban, the hospital usually interacts with law enforcement officers when they bring people experiencing mental health crises to the emergency department. By contrast, the CalVIP team, which is comprised of a law enforcement officer and licensed clinical social worker, are typically serving as first responders to unsheltered people experiencing mental health crises. The CalVIP team interacts closely with the hospital’s crisis team to de-escalate situations before bringing individuals to the hospital.

“...we'll talk to [the CalVIP team] out in the field and they'll talk to us out in the field,” Ms. Urban said. “They'll talk to the crisis workers, so there's a lot of collaboration that goes on between these three departments as to where the proper placement for this patient should be.”

As a result of this collaborative approach, the CalVIP officers often bring patients directly to the Crisis Stabilization Unit. Patients get appropriate care, and Emergency Department beds are freed up for other types of emergencies - an important benefit for a hospital with limited capacity, as Ms. Urban noted:

“We have 21 beds in our emergency department right now. With COVID and influenza... we're seeing about 100 patients a day, and as you can imagine... if you don't have all of your beds available because you are sitting there with psych patients holding a bed for, you know, until there's a placement, or there's some determination of a program [eligibility]... it really does detract from our ability to give better patient care to the patients who are here.”

Further, Ms. Urban noted, the hospital will now call the CalVIP team directly when patients are posing threats to hospital staff.

“Rather than calling [the police] and having [patients threatening hospital staff] get arrested, we actually worked with [the CalVIP team] to touch base with them.”

CalVIP training enhances the safety of Home Care Agency workers. As noted by Ms. Urban, some of the most vulnerable staff members at Nevada Memorial Hospital work for the Home Care Agency. To meet the special needs of the home care team, the CalVIP team delivered a tailored training program that includes physical self-defense moves and de-escalation training.

“I cannot thank them [the CalVIP team] enough,” said Ms. Urban, “and the accolades that we got from the home care people were just incredible. ...They felt like somebody actually heard them, that they understood the type of risk that they’re going into when you don’t know what you’re encountering.”

The CalVIP team also contributed to changes in the Home Care Agency intake form administered before conducting the home visits. Additional items asking whether there are weapons in the home, whether the owner has a permit for the weapons, and asking that the weapons be secured properly before the home visit were included to help increase proactive safety measures and assessment planning of the home care team.

Improvements in assessments and discharge planning. Ms. Urban has observed that the CalVIP team often has prior knowledge about unhoused patients because they have previously (and often proactively) interacted with them in the field and in community settings. The CalVIP team share valuable insights with hospital staff that can inform a patient’s initial assessment and discharge plan.

“They sort of know where this person is coming from, so...they can kind of help us do better planning for the actual discharge.”

Ms. Urban added that the CalVIP officers often follow up with unhoused patients after discharge to help ensure that they are connected with services:

“[The CalVIP team] has helped us on the backside also with a lot of the follow through, keeping tabs of these people. You know, frequently they’ll have appointments at some of the outpatient areas, or they will have a place to go to if they’re homeless and where somebody’s kind of helping them.”

Community impacts and limitations. Ms. Urban expressed a firm belief that the work of the CalVIP team has not only positively impacted the hospital’s ability to provide effective health and mental health care, but that it has also reduced violent crime and overdoses in the community. She sees a dramatic reduction in the number of unhoused people who use the hospital as a form of respite from the elements, which she attributed

to the fact that the hospital's collaboration with the CalVIP team has helped connect unsheltered people to more appropriate community services. At the same time, she acknowledged the limitations of the program within the context of a rural community with limited outpatient and inpatient resources. Her community desperately needs more state funding to address unmet needs, she said.

Anna Garrison – Sierra Mental Wellness Group

Anna Garrison is an Associate Clinical Social Worker at the Crisis Stabilization Unit (CSU) through the Sierra Mental Wellness Group. This hospital has a four-bed facility next to the Emergency Department where people experiencing mental health crises can receive emergency therapy. In her role at CSU, Ms. Garrison conducts full mental health evaluations and assessments to determine whether clients are a danger to themselves or others, are gravely disabled, or require an involuntary psychiatric hold placement. She frequently connects and refers clients to services and resources in the community.

Ms. Garrison noted several strengths of the California Violence Intervention Program (CalVIP), facilitated by the Grass Valley Police Department and Foothill House of Hospitality.

The CalVIP team is knowledgeable as first responders: Ms. Garrison shared that the CalVIP team members have a strong knowledge base regarding the local unhoused community in Grass Valley and have worked to successfully build trust with this population. The CalVIP team often serves as a first responder to unhoused community members experiencing a mental health crisis, and frequently bring people to the hospital for stabilization services. As Ms. Garrison observed, *“Pretty frequently, [the CalVIP team is] out [providing] a lot of support services to the homeless population, and one of the services that they've provided is bringing people to the CSU when needed.”*

The CalVIP team improves mental health service utilization by building trust: Ms. Garrison noted that the trust and rapport CalVIP team members build with unhoused community members in the field can enhance mental health service utilization.

“You know, I think [unhoused people] are much more likely to engage with us when they've already been engaged [with the CalVIP team] in the field, because there are very few who come on their own,” she said.

As she explained,

“A lot of times [the team] is laying a foundation and a groundwork for those people to be able to receive the support that is needed, because they're doing a lot of the legwork that's required to build those relationships and start that connection. [They are] building the bridge to be able to help people in the way that they need it.”

She described the case of a young man who was brought to the hospital by the CalVIP team:

“He was encouraged to come to the CSU by [one of the CalVIP team members] and I ended up having to assess him and place him on a

5150 hold, but one of the things that he told me was...he really trusted [the CalVIP team] and he told me that he had had an interaction with them...where he said, 'It was the first time I ever felt like I was worth anything.' And he said he had been in 17 foster homes and had a really traumatic childhood and background. And he said, 'For the first time in my life, I actually heard someone tell me that I had worth, and that I believed it.'"

The CalVIP team connects unhoused people to community services: According to Ms. Garrison, the CalVIP team have deep knowledge of the needs of the unhoused community and the resources that are available to them and are skilled at connecting unhoused people to community services. Despite their high levels of need, she observed, unhoused community members are often unaware of the resources that are available to them.

"[The CalVIP team] are super involved in that whole population...They have that information as to where those people might be, what they might need, and a lot more of the information that oftentimes we don't have," she said, and added, "They'll go back out [into the community] and they'll help provide for some needs. [They try] to make sure that [unhoused people are] connected to resources [and are] definitely receiving some care that they wouldn't have normally."

Effective collaboration with mental health outreach workers: The pairing of an licensed clinical social worker (LCSW) with a trained and dedicated police officer combines two necessary skill sets for mental health outreach: mental health training and public safety. She described these pairings as

"...having both those skill sets where there is a trained LCSW, but then also somebody who is trained on the law enforcement side because there's also a lot of dangers out in the field."

She added,

"I think that having a hybrid model is absolutely needed...You know, I'm one of those social workers and I know that the population that I work with there are times that I just absolutely am not going to be able to de-escalate them and there might be other things going on that are safety issues that I cannot manage on my own."

Additionally, Ms. Garrison emphasized the relationships the CalVIP team have forged with unhoused community members increase the likelihood that these residents will be receptive to the outreach efforts.

Overall assessment. Overall, Ms. Garrison described the CalVIP team as “invaluable.” She has worked in the mental health field for almost 20 years, she said, and prior to the CalVIP program, the sector “*was just kind of reliant on law enforcement and law enforcement isn't equipped to respond to everything.*” When compared to other law enforcement officers, the CalVIP team is much better at assessing needs and then identifying where those needs could be met, she noted, adding. “*I think that they've really filled a gap.*” Ms. Garrison believes that this model, wherein law enforcement officers are trained and primarily focused on vulnerable populations, could be effectively applied to other high-need groups such as domestic violence survivors.

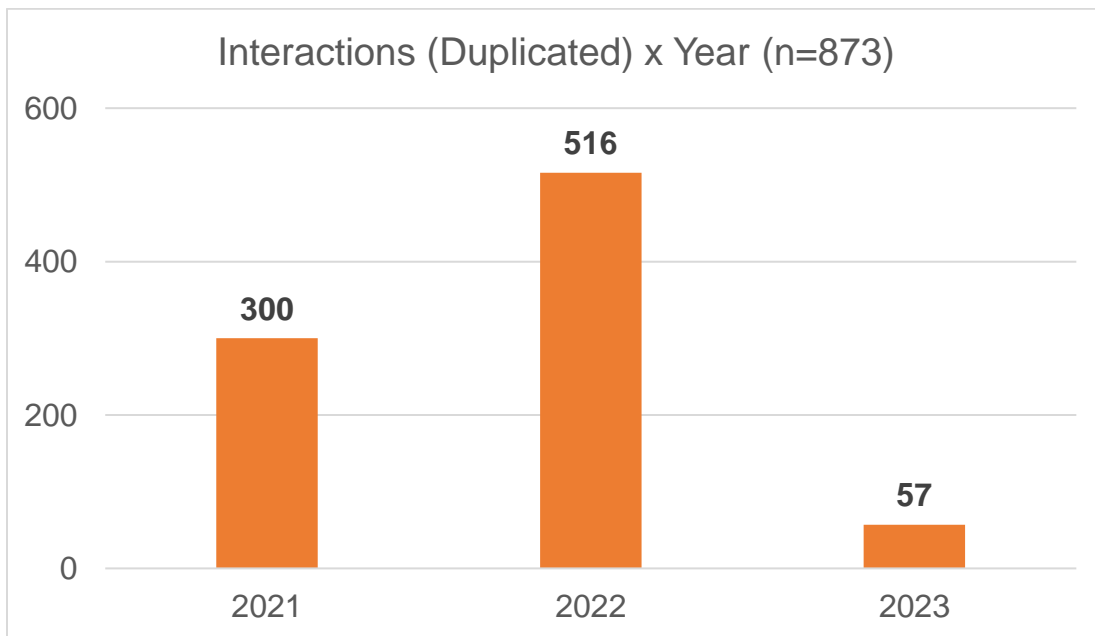
Program Data

Interactions with Adults Experiencing Homelessness

Data collected by the CalVIP Homelessness Outreach Team (HOT) reported a total of 873 interactions with the target audience between October 2021 and June 2023 (Figure 1). About a third (34%, n = 300) of these interactions occurred in 2021, almost two-thirds (59%, n = 516) occurred in 2022, and 7% (n = 57) occurred in 2023.

The majority of the interactions occurred at Gates Place (n = 147) or on Sutton Way near a Goodwill (n = 63).

Figure 1



The program proposed to contact and provide services to 30 unduplicated, high-risk homeless individuals per year (90 total). While there were 873 total interactions, many of these occurred with an individual on multiple occasions over time. In total, there were 208 unique individuals served by the program. Of these, 70 (34%) had an interaction with the CalVIP HOT once (Table 1). All other individuals had an interaction with the CalVIP HOT twice or more. There were three individuals who had over 20 interactions with the CalVIP HOT team.

Table 1

# of Interactions	n
1	70
2	30
3	29
4	21
5	17
6	7
7	1
8	4
9	3
10	0
11	5
12	6
13	1
14	3
15	2
16	4
17	2
18	0
19	0
20	0
21	1
22	1
23	0
24	0
25	0
26	1
TOTAL	208

Demographics

Most of the interactions (71.9%) were with males (n = 628) and 27.4% (n = 239) with females (Figure 2 and Table 2).

Figure 2

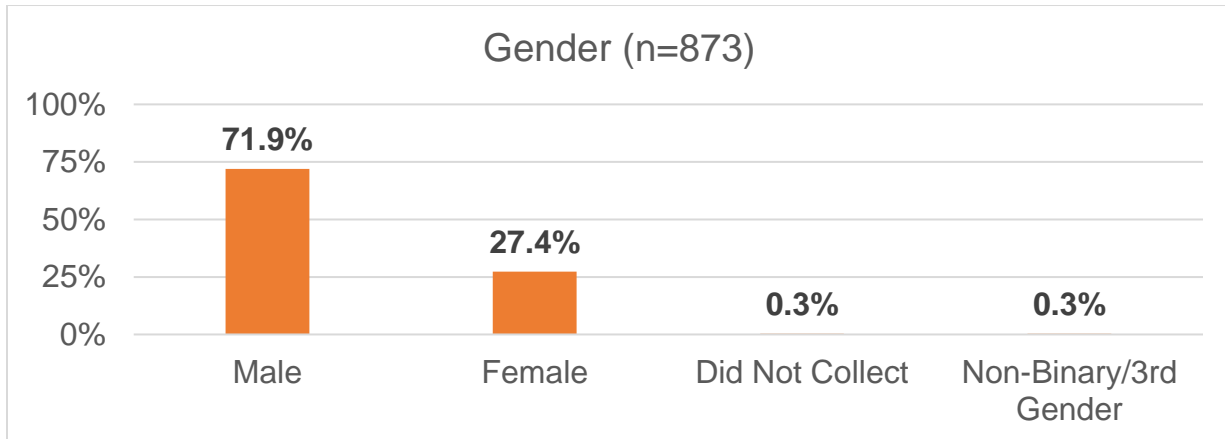


Table 2

Gender	n	%
Male	628	71.9%
Female	239	27.4%
Did Not Collect	3	0.3%
Non-Binary/3rd Gender	3	0.3%
Grand Total	873	100%

The average age was 44.8, with a median age of 44 (SD = 13.5) (Table 3). Age ranged between 19 and 80.

Table 3

Measure	#
Total n:	833
Minimum	19
Maximum	80
Mean	44.8
Median	44
Mode	32
SD	13.5
Missing Age:	40

Most of the interactions occurred with individuals identifying as White (88%, n = 765), followed by individuals identifying as American Indian or Alaska Native (n = 52), and 2% of interactions occurred with folks identifying as Black or African American (Table 4).

Table 4

Race/Ethnicity by Interaction (n = 873)	n	%
American Indian or Alaska Native	52	6%
Asian	4	0%
Black or African American	17	2%
Hispanic, Latino, or Spanish	4	0%
Middle Eastern or North African	0	0%
Native Hawaiian or other Pacific Islander	12	1%
White	765	88%
Refused to Answer	8	1%
Did Not Collect	68	8%
Other Race/Ethnicity Not Listed Above (please specify)	3	0%

Note: Totals do not add up to 100% because participants were able to select more than one race/ethnicity. Numbers above are by interaction, not by individual participant. Not mutually exclusive.

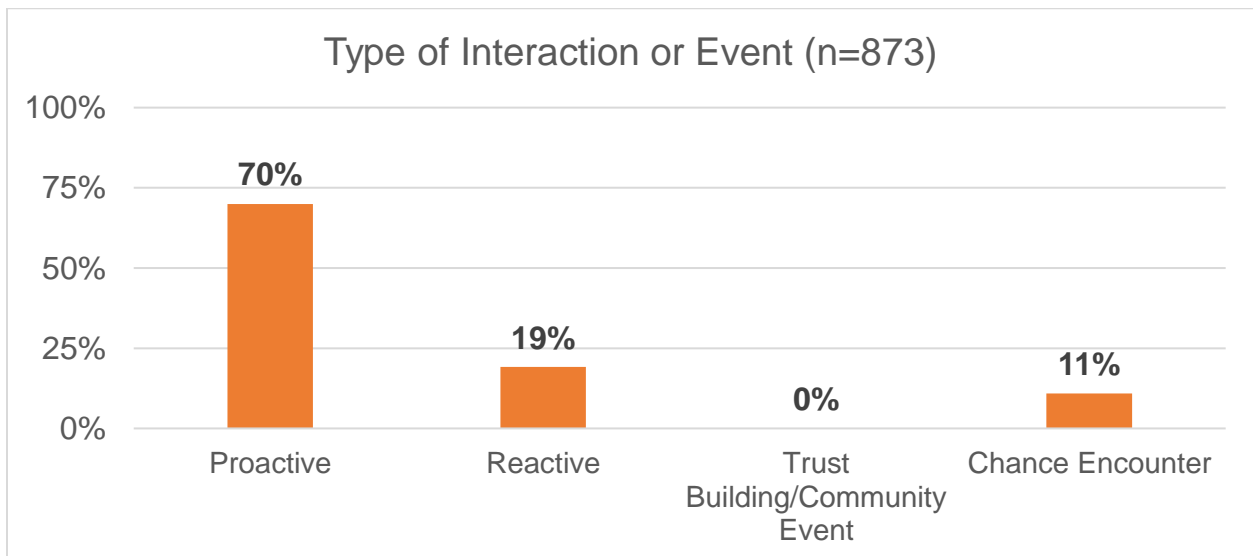
Characteristics of Interactions

Most interactions were proactive (70%, n = 611) or reactive (19%, n = 167) (Table 5 and Figure 3).

Table 5

Interaction Type	n	%
Chance Encounter	95	10.88%
Proactive	611	69.99%
Reactive	167	19.13%
Grand Total	873	100%

Figure 3



With respect to reactive events (n = 167), the HOT recorded if the event was in response to a violent crime committed by an unsheltered/homeless individual (Table 6). Assault, destruction of property, and being a danger to oneself or others (i.e., 5150) were the crimes reported by the HOT team that led to the reactive interaction (Table 7). This was a very small percentage of total interactions.

Table 6

Was this in response to a violent crime?	n	%
No	162	162
Yes	5	5
Grand Total	167	167

Table 7

Violent Crime	n
<i>Assault</i>	3
<i>Destruction of property</i>	1
<i>5150</i>	1
Total	5

De-escalation Techniques

Nearly all (95% n = 834) of the interactions did not require the HOT team to deploy de-escalation techniques. For the five percent (5%, n = 39) of the interactions that did involve de-escalation techniques, the most commonly cited techniques used were soft speech (n = 23), reflective listening (n = 17), and giving space (n = 16). Other techniques cited included giving choices (n = 13), using neutral body language (n = 10), providing undivided attention (n = 9), and developing a plan (n = 7).

Trust Techniques

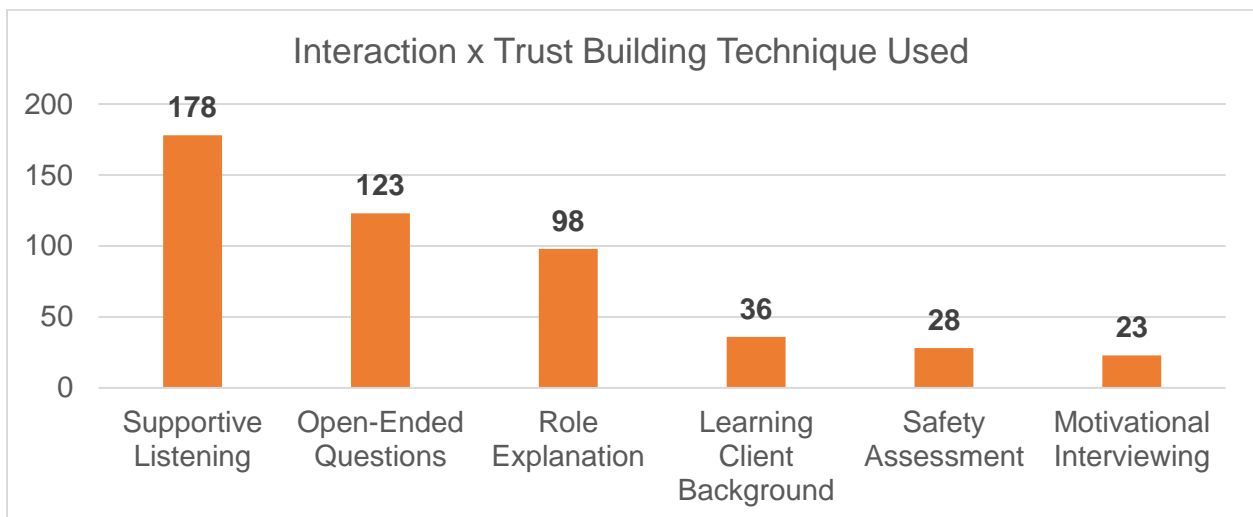
Trust building techniques were used more than 80% of the time (n = 714), with supportive listening, open-ended questions, and role explanation being the most commonly reported techniques (Table 8 and Figure 4).

Table 8

Were any trust building techniques used during this encounter?

Response	n	%
No	159	18.2
Yes	714	81.8
Total	873	100%

Figure 4



Supplies

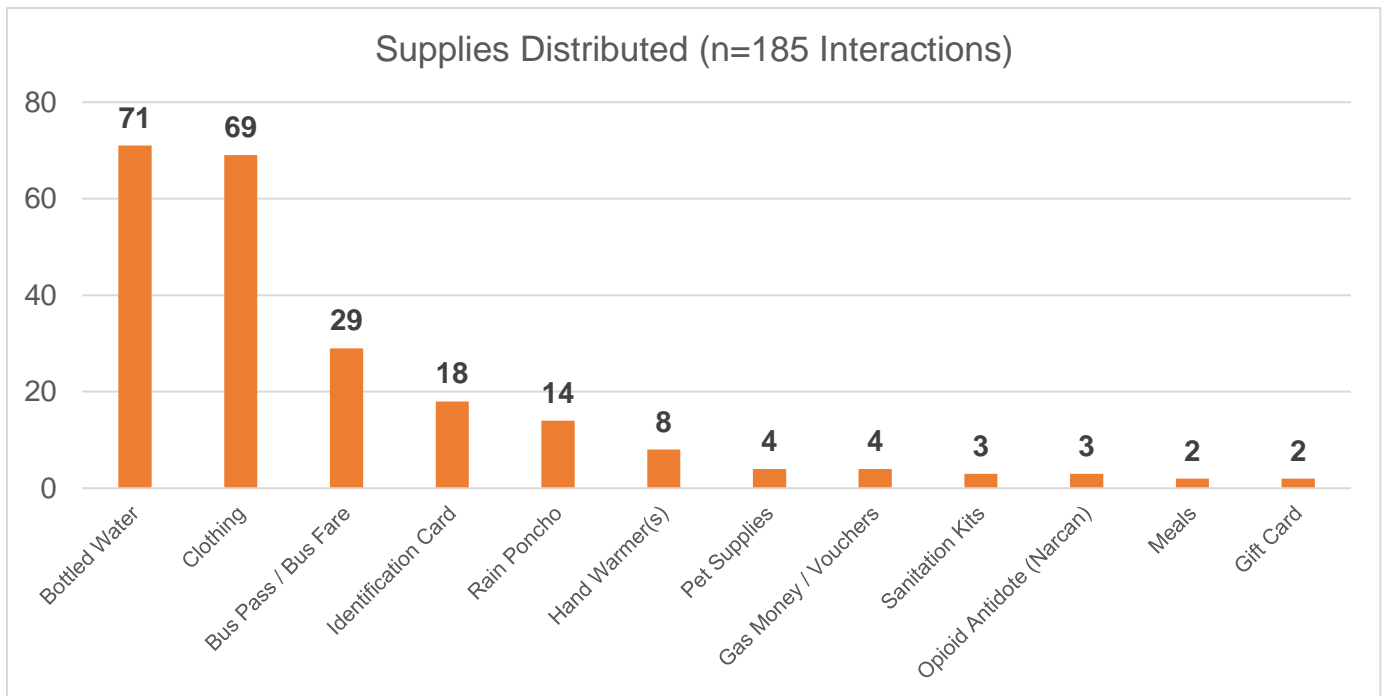
The HOT recorded whether supplies were distributed to individuals during the encounter (Table 9). Supplies were distributed in 21% (n = 185) of these interactions, the most common being bottled water, clothing, and bus pass/bus fare (Figure 5).

Table 9

Were any supplies distributed during this encounter?

Response	n	%
No	688	79%
Yes	185	21%
(blank)		0%
Grand Total	873	

Figure 5



Care Coordination

Coordination efforts made as a result of an encounter were provided in 11% (n = 75) of interactions (Table 10). The most frequently listed were coordination with the HOME team (n = 19), Nevada County Behavioral Health (n = 13), Hospitality House (n = 11), and Turning Point (n = 10).

Table 10

Were any care coordination efforts made during this encounter?

Response	n	%
No	602	89%
Yes	75	11%
Grand Total	677	

Referrals

Ninety-three percent (93%, n = 812) of interactions did not result in a referral and 7% (n = 61) of interactions did result in a referral. Of these interactions, 12 encounters resulted in a referral toward Intensive Care/Case Management Services, 11 resulted in a referral toward In-Person Crisis Intervention (i.e., Crisis Stabilization Unit), and 25 resulted in a referral to Emergency Shelter Services.

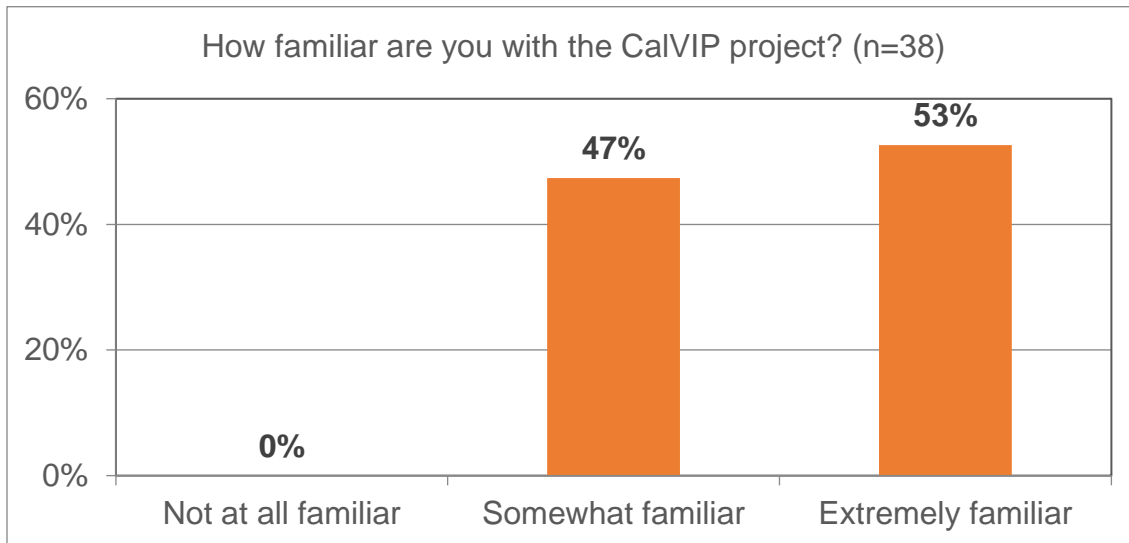
Agency & Partner Survey

An agency / partner survey was sent to 30 staff of the Grass Valley Police Department and 16 Hospitality House staff members or agency partner contacts in February 2023. Of these, 28 staff from GVPD (93% response rate) and 11 partner/HH agency staff (69% response rate) completed a survey. A total of 39 complete or partial surveys were completed. Responses below are inclusive of all agency, partner, and police department respondents.

Familiarity with CalVIP Project

When asked how familiar they were with the CalVIP project, 53% (n = 20) responded that they were “extremely familiar,” 47% (n = 18) of participants indicated they were “somewhat familiar” (Figure 6).

Figure 6

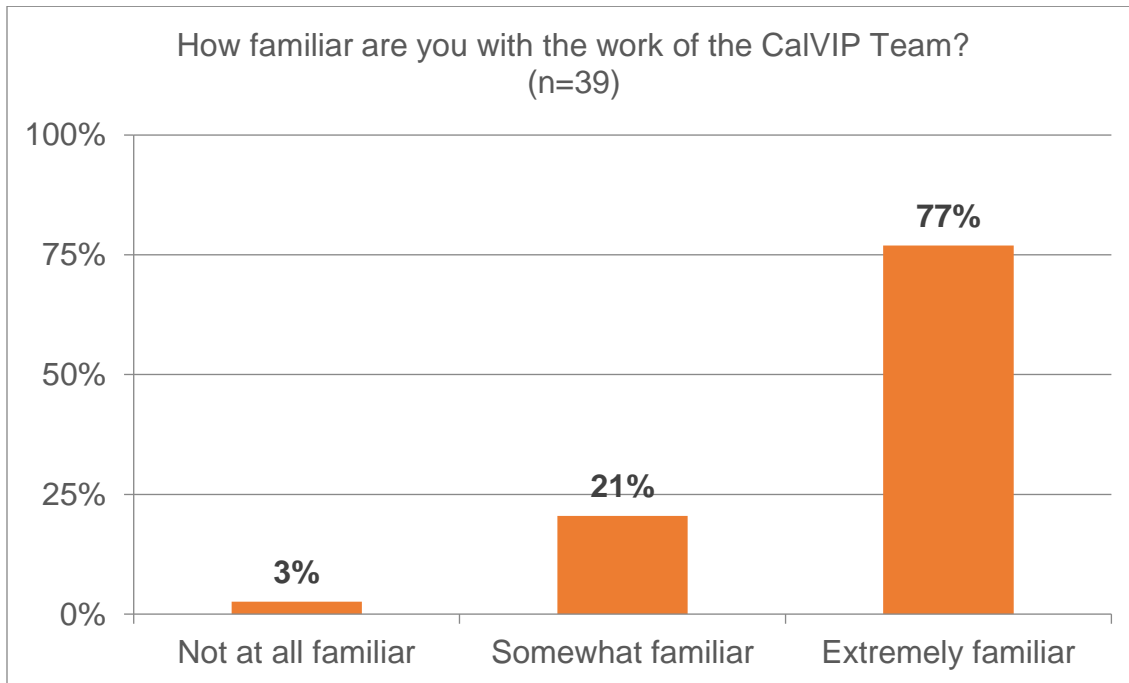


Familiarity and Involvement with the CalVIP Team

The CalVIP HOT was a proactive team of an officer at GVPD (Officer Brown) and an LCSW at HH (Kelly).

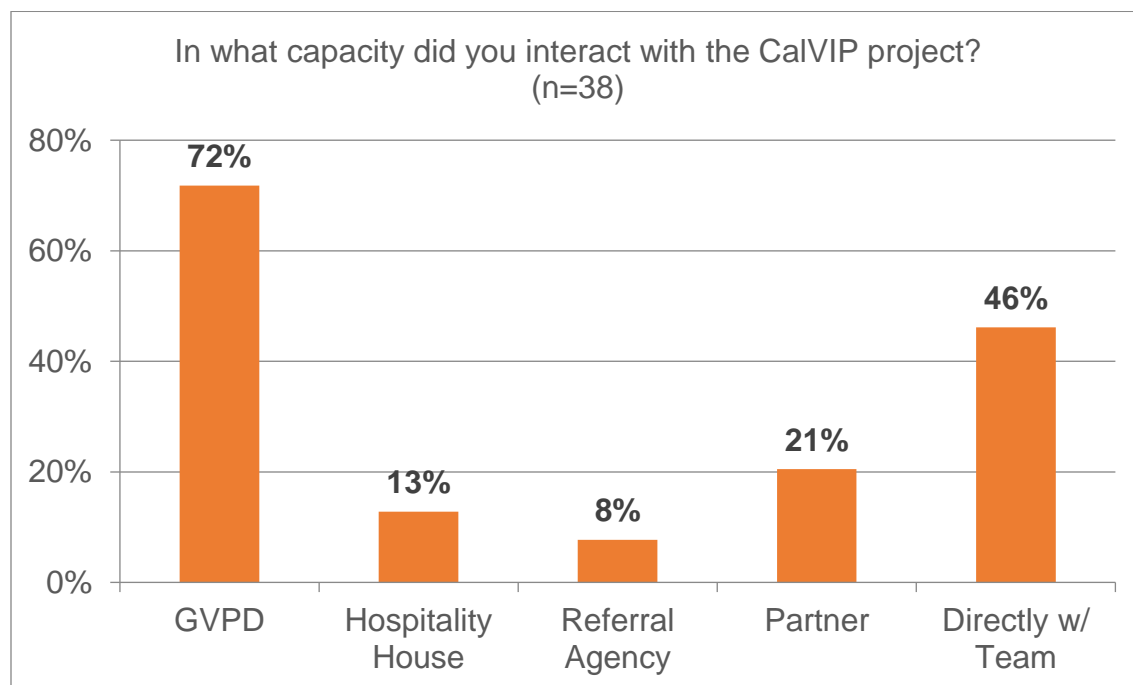
When asked how familiar participants were with the work of Officer Brown and Kelly, 77% (n = 30) indicated they were “extremely familiar,” 21% (n = 8) of participants were “somewhat familiar” (Figure 7).

Figure 7



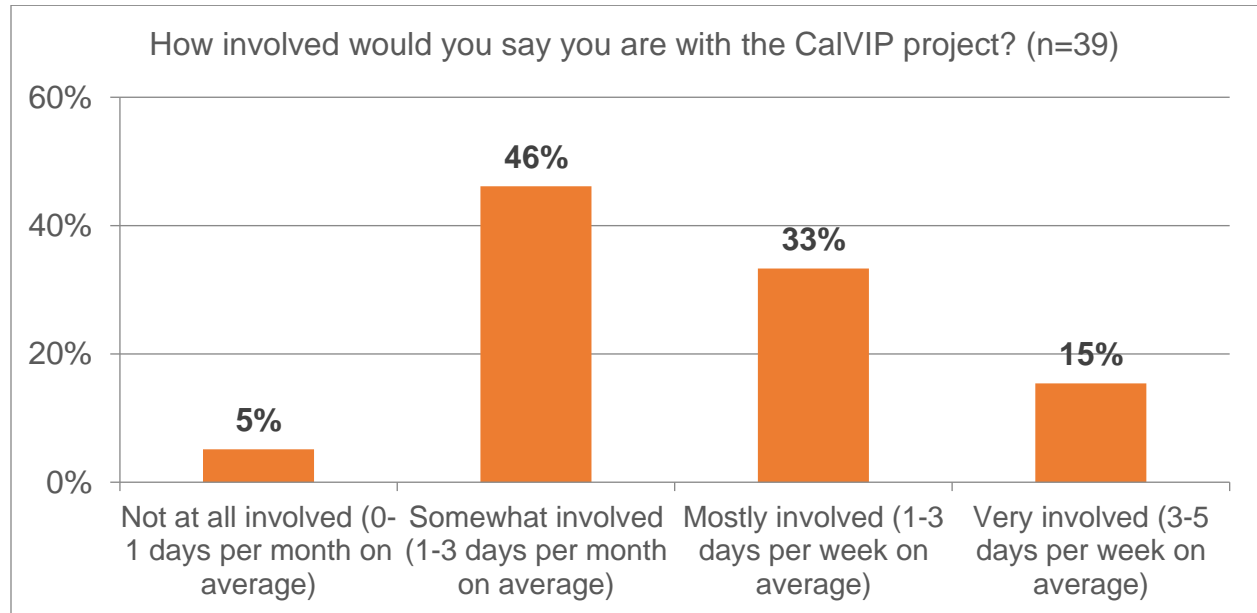
Participants were asked about the capacity in which they interacted with the CalVIP Project (Figure 8). Seventy-two percent (n = 28) responded that they work with GVPD and 46% (n = 18) of participants indicated they interacted directly with Officer Brown and Kelly. Twenty-one percent (n = 8) reported they regularly partner with HH and/or GVPD on issues related to adults experiencing homelessness. Thirteen percent (13%, n = 5) of participants responded that they work at Hospitality House and 8% (n = 3) of participants worked at an agency that received referrals from CalVIP, GVPD, and/or HH. Most responses described occupying positions in the police department or in various outreach services affiliated with the CalVIP project.

Figure 8



Participants were then asked how involved they were with the CalVIP project (Figure 9). Forty-six percent (46%, n = 18) of participants indicated they were somewhat involved with the CalVIP project and 33% (n = 13) of participants indicated they were mostly involved with the CalVIP project. Responses mostly described communications with Officer Brown and Kelly relating to care coordination and referrals for folks requiring mental health or housing assistance.

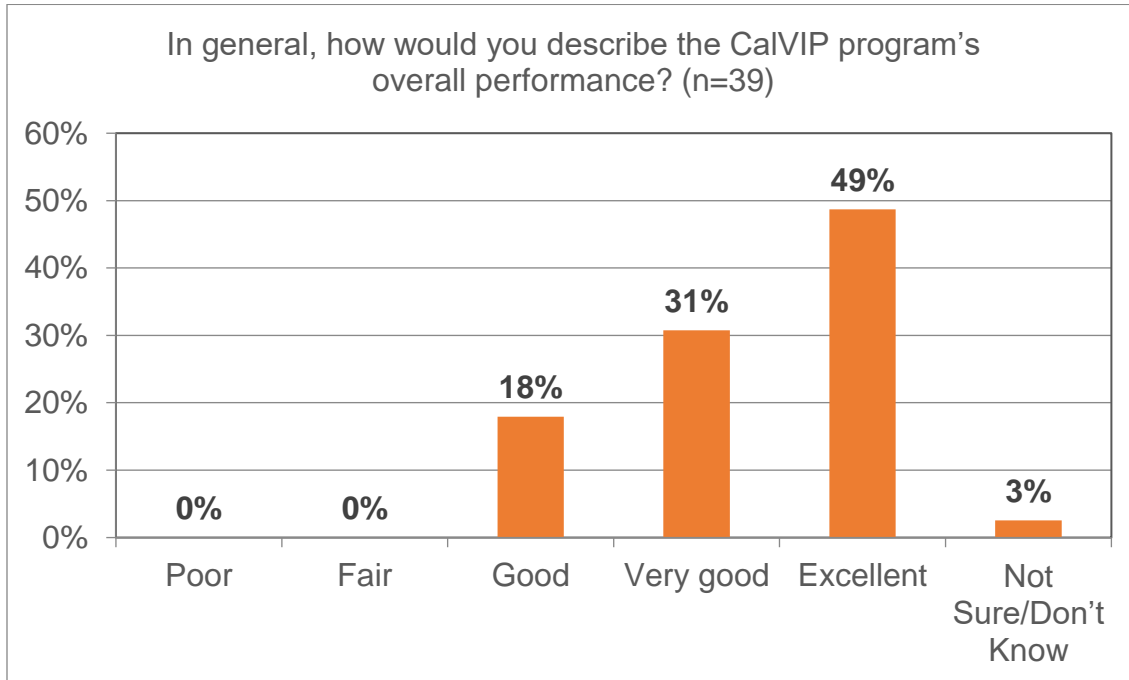
Figure 9



Performance

When asked how they would describe the CalVIP program's overall performance, about half (49%, n = 19) of participants responded with "excellent," 31% (n = 12) of participants responded with "very good," (Figure 10). No participants described the program's performance as "fair" or "poor."

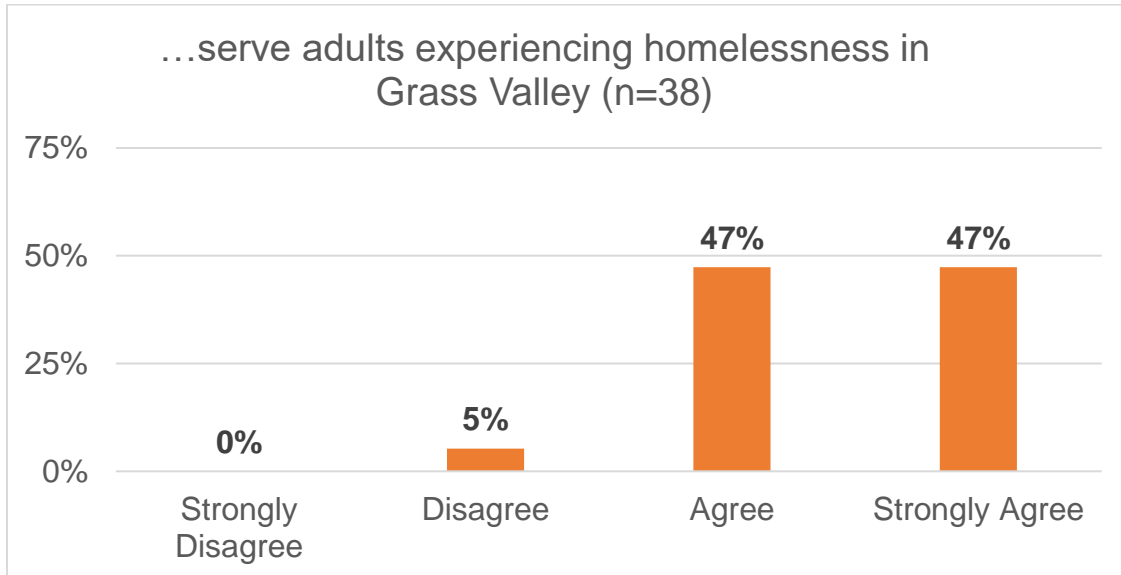
Figure 10



Abilities

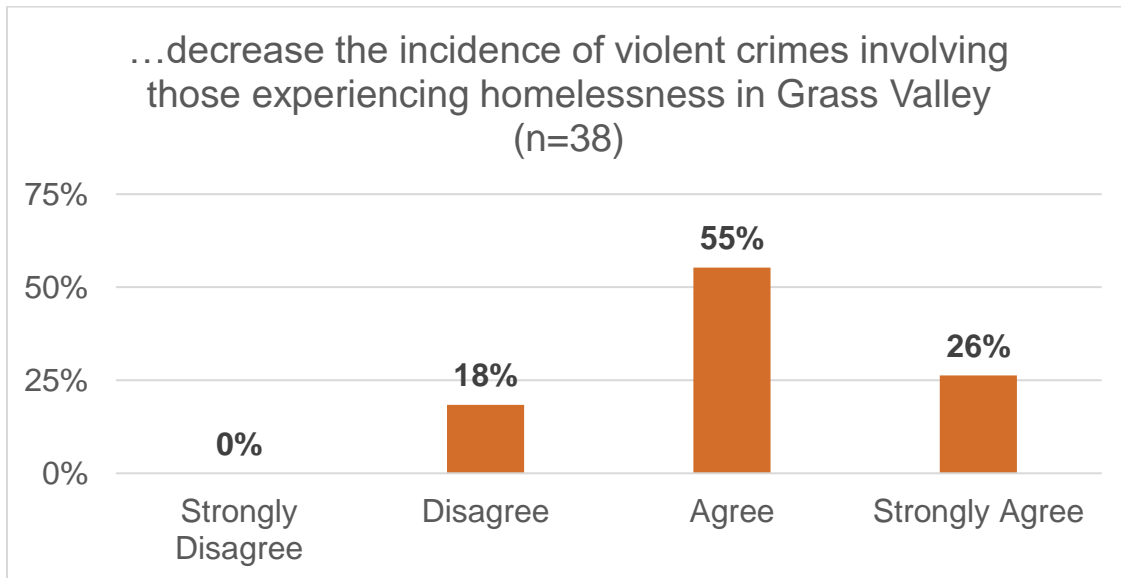
When asked how the CalVIP program's involvement with their agency in improving their ability to serve adults experiencing homelessness in Grass Valley, 47% (n = 18) of participants responded "strongly agree," 47% (n = 18) of participants responded "agree". (Figure 11). No participants responded "strongly disagree" to this item.

Figure 11



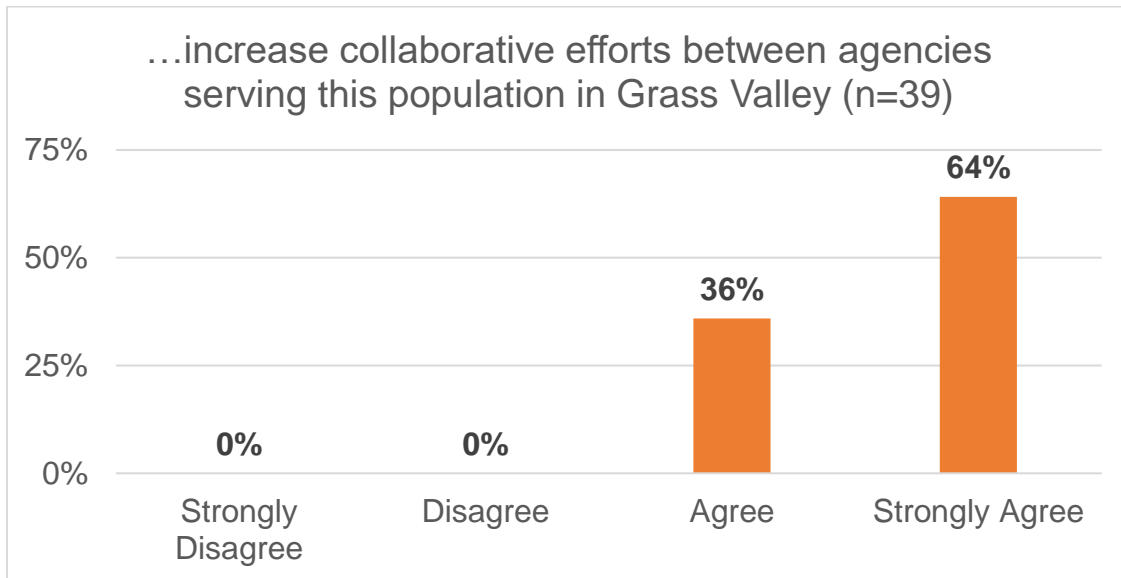
When asked if the CalVIP program's involvement with their agency improved their ability to decrease the incidence of violent crimes involving those experiencing homelessness in Grass Vally," over half (55%, n = 21) responded "strongly agree," 26% (n = 10) responded "agree," and 18% (n = 7) of participants responded "disagree" (Figure 12). No participants responded with "strongly disagree" to this item.

Figure 12



When asked if the CalVIP program’s involvement with their agency improved their ability to increase collaborative efforts between agencies serving this population in Grass Valley, almost two-thirds (64%, n = 25) of participants responded “strongly agree,” and 36% (n = 14) of participants responded “agree” (Figure 13). No participants responded “disagree” or “strongly disagree” to this item.

Figure 13



How well did the CalVIP project meet its goals?

Participants were reminded of the goals and purpose of the CalVIP program with the following statement:

The CalVIP program was a joint effort between the Grass Valley Police Department (GVPD) and Foothill House of Hospitality (HH).

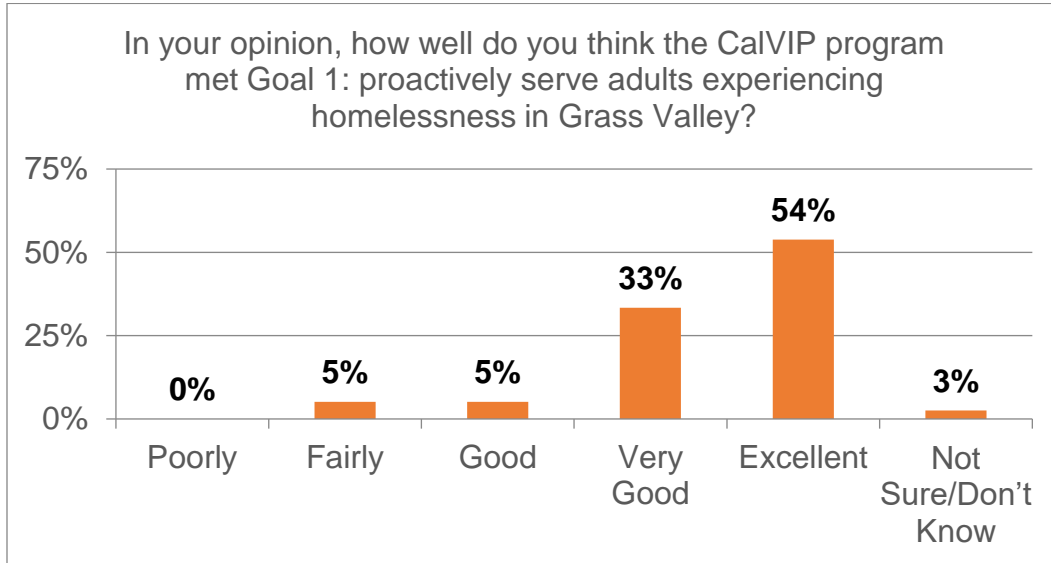
Deployed in 2020, the CalVIP program primarily consisted of a proactive, two-person team: Officer Brown at GVPD and social service worker Kelly from HH.

The goals of the CalVIP program were to a) proactively serve adults experiencing homelessness in Grass Valley, and b) reduce violent crimes, especially those involving adults experiencing homelessness.

Participants were then asked how well the CalVIP program met Goal 1: proactively serve adults experiencing homelessness in Grass Valley.

Over half 54% (n = 21) responded “excellent,” and 33% (n = 13) responded “very good” (Figure 14).

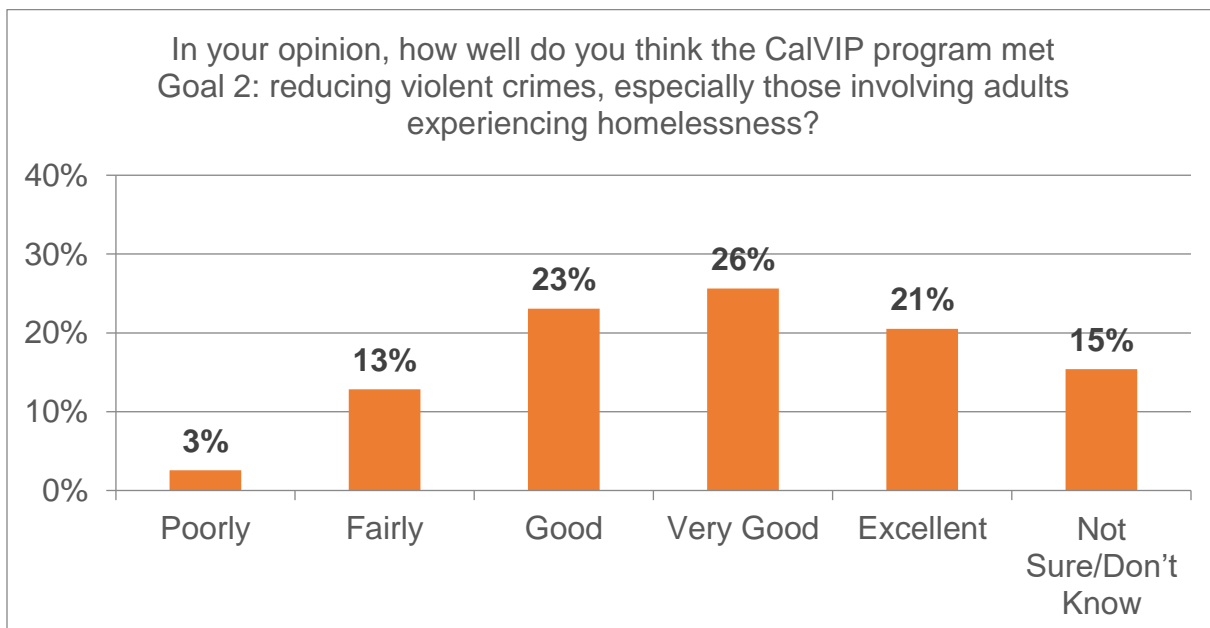
Figure 14



Reduce Crime

Participants were then asked how well the CalVIP program met Goal 2: reduce violent crimes, especially those involving adults experiencing homelessness. About a quarter (26%, n = 13) responded “very good” (Figure 15).

Figure 15



What would you consider to be CalVIP's greatest success?

The most prominent themes were *resources*, *relationships*, and *quality of care*. *Resources* refers to connecting adults experiencing homelessness to social services or other resources. *Relationships* refers to improvements in the relationship between the police and adults experiencing homelessness, as well as improvements in community relationships in general. *Quality of care* refers to the high quality of care of the police officers toward adults experiencing homelessness. Two lesser themes identified were *reduction* and *long-term benefits*. *Reduction* refers to a reduction in crime and a reduction in homeless adults' use of emergency services as a result of the CalVIP program. The following are selected quotes from participant responses:

Bridging the gap between law enforcement and the population that we serve. This helps law enforcement serve clients in a better, more effective way and allows the case manager to reach clients they may not be able to reach or contact due to being in areas or situations normal case managers would not be in. I believe this program extended the reach of our social services department.

Providing additional resources and contacts to help solve the problems as opposed to temporary solutions.

Building trust within the community. Officer Brown specifically has been able to demonstrate many traits and skills of that of a social worker. That is amazing.

Complete and total familiarity with ALL clients experiencing homelessness, and up to date information on folks' well-being. They have been the first "go-to" for all situations, and we have grown to rely on their input and information.

I feel the program's biggest success was the connections the program made. I feel that those who want assistance were able to receive assistance much easier through this program. Many homeless stated their cell phones are often stolen making it impossible for them to get assistance from the county due to everything being completed digitally. This program allowed face to face contact.

What has the CalVIP program not been able to implement or address that would benefit adults experiencing homelessness in Grass Valley?

The primary themes identified include *refusal of service*, *coordination of service providers*, *lack of resources*, and *program extension*. *Refusal of service* describes adults experiencing homelessness refusing or resistant to accepting services. *Coordination of service providers* describes a need for better coordination with service providers, community resources, and/or community police departments. *Lack of resources* refers to a dearth of resources and/or treatment options to connect unhoused adults with. *Program extension* refers to the need for the CalVIP program to be extended in a variety of capacities, including increasing operating hours to 24 hours/day, increasing the amount of CalVIP staff, and/or making the program itself permanent. The following are selected quotes from participant responses:

They have been really good at connecting homeless community members access resources along a continuum of care.

The CalVIP program is dependent on the availability of services to the homeless. While Ofc. Brown and Kelly have been proactive in their outreach, their progress has been held back by the lack of available local resources.

Due to the nature of being with a law enforcement officer sometimes it was difficult fully address the client's needs. For example, if the officer was called to another more urgent matter, they would have to go immediately to that call.

Access to treatment continues to have many barriers to efficient intake/placement.

The CalVIP officer and social worker are able to contact people and offer services, but they cannot make people accept the services provided.

What, if anything, do you think could have done differently with the CalVIP program?

The most common theme was *no change*, meaning, that many respondents felt that there was no need to make any changes to the CalVIP program as it currently runs. Other themes included *authority*, *service hours*, *program extension*, and *staffing*. *Authority* refers to giving social workers/other staff members more authority, particularly with assessing folks for 5150. *Service hours* refers to an expansion of service hours and/or providing services more days per week. *Program extension* refers to a grant extension to make the CalVIP program permanent. Finally, *staffing* refers to hiring more staff to run the program effectively. The following are selected quotes from participant responses:

I feel the program was efficient and was a benefactor to those who wanted to become involved with the program.

Rotate the officers through the program to prevent burn out and to provide other officers the opportunity to gain additional information on the program.

A better team on the other side of the program was tasked with following up with individuals who would refuse resources and taking appropriate action.

7 day a week coverage. The grant only provided for 1 officer and 1 social worker. They could only be on duty 4 days a week. This left a gap in the program for 3 out of 7 days.

Nevada County Behavioral Health did not want to entertain giving the licensed therapist "designated 5150" authority, which could have had significant advantages for all involved in the project.

What specific support, resources, or strategies are needed to effectively serve adults experiencing homelessness in Grass Valley?

The most common themes were *substance abuse/mental health resources* and *housing resources*. These themes reflect a need for more of these resources and making such resources more accessible to adults experiencing homelessness. Other themes included *merging of resources*, *staff improvements*, and *job resources*. *Merging of resources* refers to a need for greater collaboration between service providers, such as the merging of police departments with service providers, to mediate lapses in current service provision. *Staff improvements* refers to the need for staff to be more knowledgeable about available resources and more compassionate toward program recipients. Finally, *job resources* refers to a need for more work opportunities and/or resources to enable adults experiencing homelessness to find jobs more easily. The following are selected quotes from participant responses:

Programs that provide shelter during inclement weather, opportunities for jobs and resources for those struggling from mental health issues.

A walk-in drug addiction facility. The nexus between MH, homelessness and addiction are undisputable. Let's offer them immediate addiction support.

Multiple approaches to people in crisis, understanding compassion and support can at times be more effective than authoritative presence.

More effective homelessness resources and the ability of existing resources to collaborate.

More treatment. Lower barriers to shelter, and more accountability toward progress.

What specific support, resources, or strategies are needed to effectively reduce the incidence of violent crimes in Grass Valley?

Participants were asked “The most common themes were *staffing, substance use/mental health resources, law enforcement, service coordination, and housing resources*. *Staffing* refers to increased staffing of police officers and social worker partners, as well as better training for police officers in de-escalation and non-violent approaches to adults experiencing homelessness. *Substance use/mental health resources* refers to increased access to these resources for the target population. *Law enforcement* refers to greater punitive measures from the criminal justice system, such as stronger prosecution and longer incarceration of offenders. *Service coordination* refers to better coordination of resources provided and case management services, better collaboration between police forces and service providers, and following up with program recipients. Finally, *housing resources* reflects a need for increased access to housing resources. The following are selected quotes from participant responses:

Violent offenders often don't commit violent crime as their first offense. More oversight related to offender trends and/or intervention at the court/probation level could reduce incidences. Also, stable placement/housing/treatment, could reduce the likelihood of victimization because the "would be victim" would be in a more stable situation and therefore less likely to experience being the victim of a violent crime "on the streets."

De-escalation, harm reduction, and checking in on people regularly. This takes a lot of effort through case managing and from law enforcement.

Longer incarceration times for offenders. Make Grass Valley less enticing for transient populations and people who come from out of the area.

More capacity to shelter clients that are experiencing a mental health crisis or are under the influence.

Continued collaboration with law enforcement and time to build rapport with our community.

General Feedback

I feel that the CalVIP program is extremely beneficial for reducing repetitive crime and habitual offenders that are suffering from mental illness, drug addiction and homelessness.

Kelly and Jonathan are AWESOME!!!

Overall, the work performed by Jon and Kelly was an incredible feat. The results are visible to anyone who knows to look for it.

Though not everyone is willing to accept the resources, this program has assisted in multiple subjects getting off the street and into shelter or housing.

CalVIP has been a tremendous success. Too bad that a continuing funding stream does not seem to be available.

Appendix

Partner Agency Survey

Intro and Consent

As part of an evaluation, we are asking agencies in Grass Valley to share their thoughts and opinions of the CalVIP program, and how they have impacted your work.

Your feedback will remain confidential. Responses will be aggregated. Only the evaluation team at Garrow Consulting, Inc. will have access to raw survey data. You may skip any questions you don't want to answer or exit out of the survey at any time.

The survey will take between 4 – 8 minutes to complete, depending on your answers. By clicking “NEXT” below you are indicating that you agree to participate in this survey.

Thank you so much for providing honest feedback!

The CalVIP program was a joint effort between the Grass Valley Police Department and Foothill House of Hospitality to a) proactively serve adults experiencing homelessness in Grass Valley and b) reduce violent crimes, especially those involving adults experiencing homelessness.

This involved a proactive team of an officer at GVPD and a social service worker at Hospitality House: Officer Brown and Kelly.

The CalVIP program and this two-person team were deployed in 2020. Current funding for the project will continue into 2023.

1. How **familiar** are you with the CalVIP project?

- Not at all familiar
- Somewhat familiar
- Extremely familiar

2. How **familiar** are you with the work of Officer Brown and Kelly?

- Not at all familiar
- Somewhat familiar
- Extremely familiar

3. In **what capacity** did **you** interact with the CalVIP project? (Please mark all that apply).

- I work at Grass Valley Police Department (GVPD)
- I work at Foothill House of Hospitality (HH)

- I work at an agency that received referrals from CalVIP, GVPD, and/or HH
- I regularly partner with HH and/or GVPD on issues related to adults experiencing homelessness
- I work(ed) with Officer Brown and Kelly directly.

4. Please describe:

{Text Box}

5. How **involved** would you say **you** are with the CalVIP project? *Involvement can include directly working with the program, receiving referrals from the program, communicating with program staff, interacting with Officer Brown and Kelly, etc.*

- Not at all involved (0-1 days per month on average)
- Somewhat involved (1-3 days per month on average)
- Mostly involved (1-3 days per week on average)
- Very involved (3-5 days per week on average)

6. In general, how would you describe the CalVIP program's overall performance?

- Poor
- Fair
- Good
- Very good
- Excellent
- Not Sure/Don't Know

7. Please describe your answer above:

{Text Box}

8. What would you consider to be the CalVIP program's **greatest success**?

{Text Box}

As a reminder, the CalVIP program was launched in 2020 and funding will continue in to 2023.

Please tell us how much you agree/disagree with the following statements.

As a result of you/your agency's involvement with the CalVIP program, you/your agency have been able to **improve** their **ability to...**

9. ...serve adults experiencing homelessness in Grass Valley.

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree

10....decrease the incidence of violent crimes involving those experiencing homelessness in Grass Valley.

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree

11....increase collaborative efforts between agencies serving this population in Grass Valley.

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree

The CalVIP program was a joint effort between the Grass Valley Police Department (GVPD) and Foothill House of Hospitality (HH).

Deployed in 2020, the CalVIP program primarily consisted of a proactive, two-person team: Officer Brown at GVPD and social service worker Kelly from HH.

The goals of the CalVIP program were to a) proactively serve adults experiencing homelessness in Grass Valley, and b) reduce violent crimes, especially those involving adults experiencing homelessness.

12. In your opinion, **how well do you think the CalVIP program met Goal A:** proactively serve adults experiencing homelessness in Grass Valley?

- Poorly
- Fairly

- Good
- Very Good
- Excellent
- Not Sure/Don't Know

13. In your opinion, **how well do you think the CalVIP program met Goal B:** reducing violent crimes, especially those involving adults experiencing homelessness?

- Poorly
- Fairly
- Good
- Very Good
- Excellent
- Not Sure/Don't Know

14. What has the CalVIP program **not been able to implement or address** that would benefit adults experiencing homeless in Grass Valley?

{Text Box}

15. What, if anything, do you think could have done differently with the CalVIP program?

{Text Box}

16. What specific support, resources, or strategies are needed to effectively serve adults experiencing homelessness in Grass Valley?

{Text Box}

17. What specific support, resources, or strategies are needed to effectively reduce the incidence of violent crimes in Grass Valley?

{Text Box}

18. Is there anything that you think is important for us to know?

{Text Box}

Case Study Interview Guide

Goal: Conduct up to six case study interviews with non-HOT GVPD staff, agency partners, the HOT, and/or clients served by the program UHP who had contact with the HOT to determine program implications and recommendations.

Introductory Language

Hi {Name},

Thank you again for taking the time to speak with me today. As we discussed, the goal of these case study interviews are to learn more about the impact of the CalVIP program. You may know the work of this program through interactions with Officer Brown and Kelly. Specifically, I'd like to learn more about the impact this program has had on {the work you do at your organization / your life}.

We plan to do a write-up of the case studies for each person that participates. You will be able to review your case study write-up first, and, you will be able to approve the final drafts. I want to make sure the case study is a positive reflection of you and your experience with the program.

Is it OK if I record this conversation? The recording will be deleted after the case studies have been completed and approved by you, will not be shared with anyone outside of Garrow Consulting, Inc, and will be used only to verify my notes and to capture any important quotes accurately. *[obtain permission]*

Is it OK if I take a picture of you? I can take several pictures and you can choose the one you like best. We'd like to post your photo with your case study interview. You can also text me a picture if you have one you really like that you'd like included. *[obtain permission]*

Do you have any questions for me before we begin?

1. First, tell me about your role at {agency}. *{Prompts: Position at agency? Roles & responsibilities?}*
2. I'd like to learn a little more your efforts with Officer Brown and Kelly, who represent the CalVIP program with Hospitality House and the Grass Valley Police Department. Can you describe to me your experience with this program? *{Prompts: implemented program at HH/GVPD, oversaw program staff at HH/GVPD, partner agency, received referrals from CalVIP, etc.}*
3. What was the impact of Officer Brown and Kelly/the CalVIP program on your agency? How did it benefit the work you do?

4. Were there any services or outreach efforts from Officer Brown and Kelly/the CalVIP program that worked especially well? *{Prompts: specifically, de-escalation strategies, proactive outreach strategies, trainings? In what ways were these used/in what ways were they effective?}*
5. How, and to what extent, has the program impacted **your agency's** ability to serve adults experiencing homelessness?
6. In your opinion, how, and to what extent, has the program contributed to **Grass Valley's** capacity to respond to adults experiencing homelessness?
7. One of the CalVIP program goals is to proactively reduce violent incidents in Grass Valley. In your opinion, did the CalVIP program achieve this goal? *(Or/Probe: For example, serving those experiencing homelessness/reducing crime among the homeless population?)*
 - a. Can you give me any examples?
8. What key lessons has your department or organization learned as a result of the CalVIP program?
9. Which aspects of the CalVIP program design did you feel were most and least successful?
10. What recommendations can be offered to improve future projects that serve adults experiencing homelessness? *{Prompts: What should a program like this look like in the future? What would an ideal program look like?}*
11. What recommendations can be offered to improve future projects for violence reduction efforts?
12. Imagine the CalVIP program had not been implemented in Grass Valley, and that Officer Brown and Kelly had not proactively outreached to this community. What might have looked different about the county's response to violence prevention or serving adults experiencing homelessness?
13. What advice would you give to teams leading other projects of this nature?
14. Is there anything we haven't talked about that you think is important for me to know?