

# SALT LAKE CITY POLICE DEPARTMENT

# Homeless Outreach SERVICE TEAM

# (HOST) PROGRAM OVERVIEW



**COPS**  
Community Oriented Policing Services  
U.S. Department of Justice









**SALT LAKE CITY  
POLICE DEPARTMENT**

**Homeless Outreach  
SERVICE TEAM**

**(HOST) PROGRAM  
OVERVIEW**



This project was supported by cooperative agreement number 2012-CKWX-K001 awarded by the Office of Community Oriented Policing Services, U.S. Department of Justice. The opinions contained herein are those of the author(s) and do not necessarily represent the official position or policies of the U.S. Department of Justice. References to specific agencies, companies, products, or services should not be considered an endorsement by the author(s) or the U.S. Department of Justice. Rather, the references are illustrations to supplement discussion of the issues.

The Internet references cited in this publication were valid as of the date of this publication. Given that URLs and websites are in constant flux, neither the author(s) nor the COPS Office can vouch for their current validity.

Recommended citation:

Salt Lake City Police Department. 2016. *Salt Lake City Police Department Homeless Outreach Service Team (HOST) Program Overview*. Washington, DC: Office of Community Oriented Policing Services.

Published 2016



# Contents

Purpose of the Toolkit. . . . .	1
Introduction . . . . .	3
Salt Lake City and Homelessness. . . . .	5
Formation of HOST . . . . .	7
The Data. . . . .	9
Challenges and Strategies of the HOST Program . . . . .	11
Appendices—HOST Program Resources . . . . .	19
Appendix A. HOST program key points. . . . .	19
Appendix B. HOST advertisement campaign materials and press releases . . . . .	20
Appendix C. HOST contact form . . . . .	24
Appendix D. HOST travel assessment form . . . . .	25





# Purpose of the Toolkit



The purpose of this document is to provide an overview of Salt Lake City (Utah) Police Department's Homeless Outreach Service Team (HOST) program. The HOST team modeled its program after other successful programs elsewhere in the country—such as those run by the Colorado Springs (Colorado) Police Department and the Wichita (Kansas) Police Department—and believes that sharing program information and materials will help create a better model to end homelessness across the nation.

- Colorado Springs Police Department  
<https://cspd.coloradosprings.gov/public-safety/police/community-outreach/homeless-outreach>
- Wichita Police Department  
<http://www.wichita.gov/Government/Departments/WPD/FieldServices/HOTTeam/>

The intended audience for this document is anyone who is interested in homeless outreach efforts and specific strategies that have been implemented to address this issue. The HOST team encourages anyone who is interested in the program or who has additional questions to contact a HOST officer at

Salt Lake City Police Department – HOST Program  
P.O. Box 145497  
Salt Lake City, Utah 84114

Telephone: 801-799-3035

HOST Program: <http://slchost.org/>

Salt Lake City Police Department: <http://www.slcpd.com>







## Introduction

The Salt Lake City Police Department created the Homeless Outreach Service Team (HOST) Program in 2012 to work with community partners to help end homelessness in Salt Lake City. The team was created with the assistance of a Community Policing Development award from the U.S. Department of Justice Office of Community Oriented Policing Services (COPS Office). In 2012, the HOST team consisted of one sergeant who conducted regular street outreach, drafted initial program strategies, launched public awareness efforts, and worked to develop and enhance relationships with the homeless service providers.

Since that time, the program has grown to include two additional officers and a downtown police resource center across the street from the homeless shelter. In addition, the police department is launching a first-of-its-kind pilot project to hire eight police social workers who will work alongside the HOST officers to end homelessness in Salt Lake City. The police social workers will provide individual case management and fill the gaps in service that have been identified in the current outreach program.

While the HOST team believes it has made important progress over the last four years, it still has a lot of work to do to help end homelessness in Salt Lake City. The team will continue to develop new outreach strategies and hopes the information in the document is a helpful resource for other police agencies, service providers, or cities looking to create homeless outreach programs.







# Salt Lake City and Homelessness



Salt Lake City is the capital and most populous city in the state of Utah. With an estimated population of 191,800,<sup>1</sup> the capital city is situated within Salt Lake County, which has an estimated population of 1,091,742.<sup>2</sup> While Salt Lake County covers less than 1 percent (742.28 sq. mi.) of Utah's 82,169.62 square miles, it represents more than 68 percent of Utah's annualized estimate of persons experiencing homelessness in Utah in 2014.<sup>3</sup> The Utah Housing and Community Development Division released the following data in its 2014 Comprehensive Report on Homelessness:

- State of Utah: 13,671
- Salt Lake County: 9,356 (68.4 percent of the entire state of Utah)<sup>4</sup>

While this annualized estimate is a useful statistic to begin to understand the size of the homeless population in Salt Lake County, a primary problem facing residents, businesses, and visitors is an increase in public order maintenance issues on city streets and in surrounding communities. Homeless individuals regularly sleep along the city's recreation trails or in public parks and panhandle at freeway on and off ramps or at street corners. Because of the visibility of many of these issues, the police department receives repeat calls for service related to aggressive panhandlers, public intoxication, and public urination and other unsanitary health conditions. The traditional response from law enforcement has been to issue a citation, transport individuals to a jail diversion program, or take the individuals to jail. This perpetuates a cycle that further prevents individuals from overcoming the issues that cause them to be homeless.

---

1. "State and County QuickFacts: Salt Lake City (city), Utah," U.S. Census Bureau, U.S. Department of Commerce, accessed April 2, 2015, <http://quickfacts.census.gov/qfd/states/49/4967000.html>.

2. "State and County QuickFacts: Salt Lake County, Utah," U.S. Census Bureau, U.S. Department of Commerce, accessed April 2, 2015, <http://quickfacts.census.gov/qfd/states/49/49035.html>.

3. Jayme Day et al., *Comprehensive Report on Homelessness: 2014 Utah* (Salt Lake City, UT: Utah Housing and Community Development Division, 2014), <http://jobs.utah.gov/housing/scso/documents/homelessness2014.pdf>.

4. Ibid.





# Formation of HOST

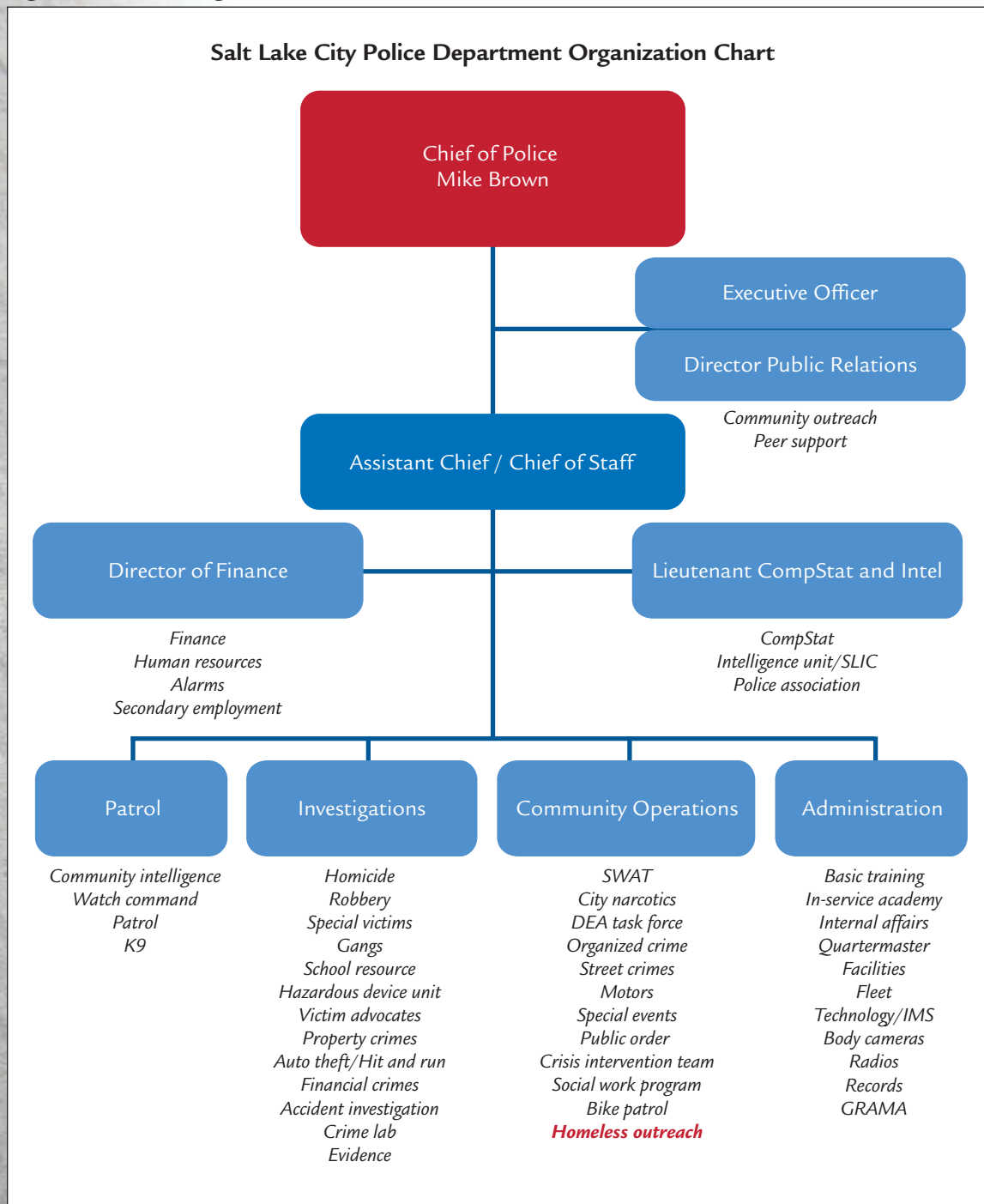
To address homelessness in Salt Lake County, specifically in the county's most populous city, the Salt Lake City Police Department created the Homeless Outreach Service Team (HOST) Program in 2012 with the assistance of a Community Policing Development award from the U.S. Department of Justice Office of Community Oriented Policing Services (COPS Office).



The program was created to help officers identify the underlying issues of homelessness, develop community partnerships to help homeless individuals gain access to resources, and ultimately decrease the reactive law enforcement response by implementing proactive community policing strategies. The mission of the HOST team is to help end homelessness in Salt Lake City, and in order to achieve this mission the team works with many partners including the following:

- Catholic Community Services of Utah <http://www.ccsutah.org>
- The Church of Jesus Christ of Latter-Day Saints <https://www.lds.org>
- The Crossroads Urban Center <https://www.crossroadsurbancenter.org/>
- The Department of Workforce Services <http://jobs.utah.gov>
- The Downtown Business Alliance <http://downtownslc.org/>
- Fourth Street Clinic <http://www.fourthstreetclinic.org/>
- The Inn Between <http://theinnbetweenslc.org/>
- The Legacy Initiative <http://legacyinitiative.org/>
- The Rescue Mission of Salt Lake <http://www.rescuesaltlake.org/>
- The Road Home <http://www.theroadhome.org/>
- Salt Lake City Mission <http://saltlakecitymission.org/>
- The University of Utah Neuropsychiatric Institute <http://healthcare.utah.edu/uni/clinical-services/crisis-diversion/>
- Valley Behavioral Health <http://valleymentalhealth.org/>
- Veterans Affairs Homeless Outreach Program <http://www.saltlakecity.va.gov/homeless-outreach-program.asp>
- Volunteers of America <http://www.voaut.org>

Figure 1. SLCPD organizational structure





## The Data

The HOST team currently consists of two police officers and one supervising sergeant (see figure 1 on page 8). The goal of the team is to engage with homeless individuals, find out what problems are preventing them from becoming contributing members of society, and help them overcome those obstacles. The following data are included to illustrate the work of the HOST team and provide a better understanding of the specific services offered by the officers:



Between November 2014 and March 2015, HOST made 291 HOST contacts that resulted in the following:

- 43 physical identifications obtained (driver's license or state identification card)
- 6 Social Security cards obtained
- 7 birth certificates obtained
- 25 jobs obtained for homeless people (HOST team provided transportation)
- 77 job applications submitted
- 31 successful resource center service meetings held (bi-weekly meetings in the homeless community to address and resolve their concerns)
- 15 housing referrals (through the local homeless shelter and other local organizations)
- 51 people reunited with family members through the Family Reunification program (the family commits to house the individual in a stable environment; five individuals have reported back that they had employment within two days of arriving home)





# Challenges and Strategies of the HOST Program

As HOST has been operationalized, a number of challenges have arisen. Equally, a number of strategies have been developed to solve these challenges.

**HOST recognition and trust.** One of the most significant and ongoing challenges facing the HOST team is improving the trust between police and the homeless population. In order to help build that trust, one of the department's early strategies was to distinguish the HOST team from officers in other roles (patrol, detectives, etc.). To achieve this, the team wrapped a patrol car with HOST graphics and language (see illustration). While all officers work to assist homeless individuals, the HOST officers are specifically assigned to provide help and resources, and their consistent outreach has had a tremendous impact on improving the trust between police and homeless individuals.



2016 HOST Team  
Left to right: Detective Michael McKenna and Detective Brandi Palmer in front of the HOST vehicle



2013–2015 HOST Team  
Left to right: Detective Andrew Cluff, Detective Joshua Smith, and Detective Samuel Wolf in front of the HOST vehicle

**Information tracking.** Another challenge facing the HOST team was organizing and tracking all of the information that was shared with them. In order to keep track of all the people that the HOST team has come in contact with, and their needs, the officers designed a database that they could utilize and keep notes. To avoid any perception of unlawful use of the information, the HOST team asks each person they come in contact with to fill out a release form specifying what information will be collected and who the information may be shared with. If a person declines to fill out the release form, they still receive the same service from the HOST team; they just are not entered into the HOST database. This database has been a crucial tool for the HOST officers who have contacted hundreds of homeless individuals since launching the program. It is impossible to remember everything about every person they encountered on the streets and the database helps ensure people are connected to the resources they need for their specific situation.

**Identification and employment.** The HOST officers are dedicated each day to helping homeless individuals connect with the resources they need to get out of homelessness. One of the biggest needs for the homeless is identification. If an individual doesn't have identification, they can't apply for jobs or housing. HOST officers regularly help people figure out the bus routes or TRAX lines (Salt Lake City's rail system) to the nearest Department of Motor Vehicles location. The officers even drive people in their HOST vehicle to help them obtain their identification. If an individual does obtain an ID and is ready to look for employment, officers help them write a resume, gather proper interview attire, and will drive them to the job interview. The officers also work with technical schools and local businesses to find opportunities for homeless individuals, including those with a criminal background who are willing to work.

**Panhandling.** One of the most difficult challenges facing Salt Lake City is panhandling. The issue is not that people panhandle; it is that when they do, that money is often used to buy illegal drugs instead of food, shelter, or other necessities. In Salt Lake City there are at least two locations where men, women, and families can sleep every night. In addition, homeless individuals have access to at least five meals a day from the local shelters that are within blocks of each other.

In an attempt to curb the panhandling problem, the HOST team has implemented two specific strategies: business cards and donation meters.

1. **Business cards.** The HOST team created 3.5" x 2" business cards (see illustration on page 13) and partnered with local businesses, organizations, and groups to place the free cards in popular panhandling areas in the community. The partners include

- the Salt Palace Convention Center;
- the Church of Jesus Christ of Latter-Day Saints;
- the Downtown Alliance;
- the Gateway Mall security guards;
- hotels in the central business district

The cards are free, and customers are encouraged to take one to give to panhandlers on the street. The idea is that the person feels good that they gave the panhandler something, and the panhandler gets the contact information for the HOST team instead of money.



The hope is that panhandlers will be encouraged to seek readily available help if the supply of money from panhandling is reduced or eliminated. A secondary goal is reducing the money that is often used to purchase illegal drugs. The HOST team understands that people who panhandle do have legitimate needs, but the team is confident it can help with those needs in a more effective and safe manner.



**HOST business card—front and back**



**HOST**  
Homeless Outreach Service Team

CONTACT SLCPD HOST  
IF YOU NEED:

- Clothing
- Dental Care
- Food
- Housing Assistance
- Obtaining ID
- Medical Assistance
- Shelter
- Work

**801-799-3035**

\*This project was supported by Cooperative Agreement Number 2002KWB0001 awarded by the Office of Community Oriented Policing Services, U.S. Department of Justice. The opinions contained herein are those of the author(s) and do not necessarily represent the official position or policies of the U.S. Department of Justice. References to specific agencies, companies, products, or services should not be considered an endorsement by the author(s) or the U.S. Department of Justice. Refer to the references and citations to supplement discussion of this item.

2. **Donation meters.** Salt Lake City recently updated its street parking payment system to electronic meters that accept cash, coins, or credit cards. To do this, the city removed old cast iron meters that required coins for payment. The HOST team has worked with the Downtown Alliance and other local businesses to repurpose these old cast iron parking meters at no cost. The team paints them red and marks them with HOST language to clearly differentiate them from standard parking meters (see illustration on page 14). The team then works with businesses interested in sponsoring a meter at their location to encourage people to donate to the meters (service providers) instead of giving directly to panhandlers. One hundred percent of all meter donations are distributed to service providers to help homeless individuals with food, shelter, and other necessities. The program started with 13 meters and has expanded to more than 20 meters with more businesses committing to sponsor meters.

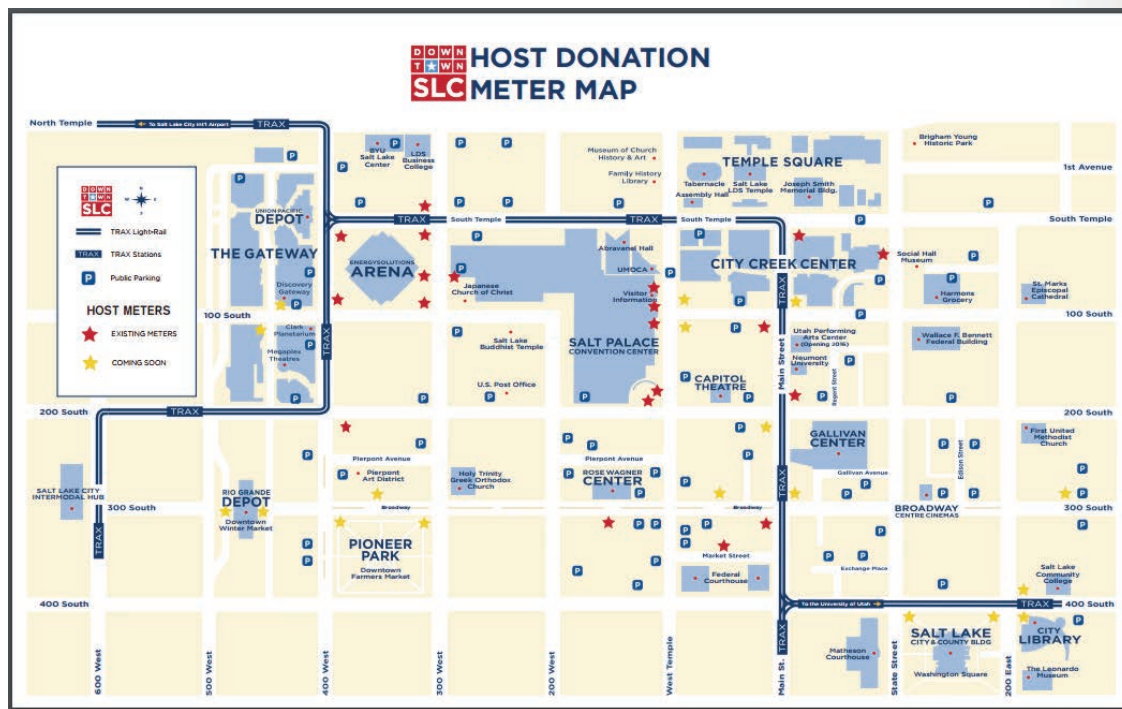


### HOST meter





## HOST meter map



**Family reunification.** The HOST team has created a Family Reunification program to purchase bus tickets to reunite homeless individuals with supportive family members. If the team comes in contact with a homeless individual who has a legitimate support system outside of Salt Lake City, the team works with them to validate the specifics of their situation to determine if they are eligible for the program.

In order to receive assistance from the Family Reunification Program, all participants must fill out a request form that details the destination, the specific person who has agreed to help support them, and whether or not they will have a job in the destination city. The HOST team then checks to make sure they are not wanted by police, calls the contact person to verify that they are willing to take the individual in and that there is enough room in the residence, and explains to them that once they arrive it will be their responsibility to look after them. The HOST team makes every effort to ensure the Family Reunification Program is utilized as a step towards rehabilitation; the last thing that the team wants to do is send a person to another city to be homeless there.

**Peer mentoring.** The HOST team worked with the Volunteers of America-Utah to develop “In Hope We Travel,” a program modeled on Alcoholics Anonymous and based on mentorship and a step-by-step plan. The structure of the program included a guidance counselor who worked to train formerly homeless “mentors” to help currently homeless or recently housed individuals. The goal of the program was to have the formerly homeless mentors help currently homeless or recently housed individuals understand the steps and requirements of becoming housed. The group met on a regular basis and the mentors would share personal stories about overcoming the trials of housing such as how to use a stove, what it felt like to have a roof over your head, how to deal with the quietness, and what to do next.

The mentors would also guide attendees to employment centers, assist with resume writing, provide transportation or information on how to use the transit system, give advice about how counselors had helped them overcome some of their problems, and most importantly just being a trusted friend that understood where the attendees were coming from. The “In Hope We Travel” program proved to be successful; however, because of funding limitations, the team was unable to sustain the program.

In an effort to continue the benefit of the group, the HOST team has organized weekly meetings at the police resource center across the street from the homeless shelter. The HOST team facilitates the meetings to bring together police, homeless individuals, previously homeless individuals, and service providers to openly discuss issues the homeless population is facing and potential solutions. The HOST team has even worked with businesses in the area that have committed to presenting employment opportunities at the weekly meetings.

**Sharing resource information.** The HOST team created resource cards (see figure 2a on page 17 and figure 2b on page 18) that provide contact information for the program, shelters, and other homeless resources. It also provides information about giving to the homeless and the Family Reunification program. The HOST team works with its partners (identified on page 12) to distribute these cards to homeless individuals, residents and visitors in the downtown area, and local organizations that are near common panhandling areas.





Figure 2a. Resource card front

**“Give where it helps, not where it hurts”**

**3 WAYS YOU CAN MAKE A REAL DIFFERENCE**

1. Dinner at Vinny's serves meals to Salt Lake City's homeless and hungry persons 365 nights a year and needs your help to make it happen. Visit [www.dinneratvinnys.org](http://www.dinneratvinnys.org) to make a donation.
2. The Road Home helps people in need every day. With your support, individuals and families are overcoming homelessness every day. Visit [www.theroadhome.org/give](http://www.theroadhome.org/give) to make a donation.
3. Turn “spare change” in to real change and give instead at a red HOST meter. Proceeds go to the Pamela Atkinson Foundation which distributes funds to the various homeless service providers.

**HOST GENERAL FUND**

The Salt Lake City Police Department's Homeless Outreach Service Team (HOST) has partnered with the Police Mutual Aid Association (PMAA) and has setup a fund to help assist the homeless.

The following is a list of services the HOST General Fund will be utilized for:

- Obtaining Vital Documents (identification card, birth certificate, social security card, etc.)
- Job Skill Certification Courses (fork-lift, flagger, etc.)
- Emergency Shelter (hotel/ motel rooms)
- Gas/Vehicle Repair
- UTA Bus/Trax/Front Runner Passes (travel to/from services or work)
- Service Fees (late fees or penalties ex. Greyhound bus tickets)
- HOST Administrative Costs (pass along cards, brochures, postage, etc.)

**HOST “FAMILY REUNIFICATION PROGRAM” FUND**

The Salt Lake City Police Department's Homeless Outreach Service Team (HOST) has partnered with the Police Mutual Aid Association (PMAA) and has setup a fund to assist the local homeless in reuniting with their families throughout Utah and the United States.

With your help, we will be able to assist homeless individuals and families reunite with family members outside our city. The reunification will provide the homeless with a stable living environment as they work towards stability and future success.

The Salt Lake City Police Department's HOST has partnered with Greyhound in this effort. The Salt Lake City Police Department's HOST will accept the responsibility and maintain the “Family Reunification Program” fund. Salt Lake City Police Department's HOST will work directly with Greyhound to purchase bus tickets from this fund to assist the homeless individual or family.

**Make checks payable to:**

Police Mutual Aid Association (PMAA)  
PO Box 145497  
Salt Lake City, UT 84114

- To donate to the **HOST General Fund**: add GF or General Fund on the memo line.
- To donate to the **HOST FRP**: add FRP or Family Reunification Program on the memo line.

PMAA has promised 100% of donations will go into the funds to assist the homeless. PMAA will provide receipts for all donations made.

If you would like additional information, please do not hesitate to contact us:

**SLCPD HOST OFFICERS**  
801-799-3035





Figure 2b. Resource card back



# HOST

Homeless Outreach Service Team

## TO REPORT A CRIME CALL:

### Non-Emergency:

801-799-3000

### Emergency Only:

911

### Graffiti Removal:

801-972-7885

## SHELTERS:

### Shelter for Nights

#### The Road Home

801-359-4142

210 S Rio Grande St

Men, Women & Families

### Day Center

#### Vincent de Paul/Weigand Center

801-859-1070

235 S Rio Grande St

Monday-Friday, 7am - 4pm

Meals, showers, mail & laundry,  
haircuts and job replacement, etc.

### Homeless Youth Resource Center

#### Volunteers of America

801-364-0744

655 S State St

Monday-Friday, 10am - 5pm

Day center for ages 15-22 offering meals,  
laundry, clothing, showers and case mgmt.

### Women in Jeopardy Shelter

#### YWCA

322 East 300 South

801-537-8600

## HOMELESS RESOURCES:

### Healthcare

#### Fourth Street Clinic

801-364-0058

404 S 400 W

### Supplies for Homeless Individuals

#### Crossroads Urban Center

801-364-7765

347 South 400 East

Food, clothing, bedding and hygiene  
supplies, etc.

### Detox Center

#### Volunteers of America

801-363-9400

252 W Brooklyn Ave (1025 S.)

Open 24hrs/day

### Homeless Mobile Outreach

#### Volunteers of America

801-631-7584

415 W 400 S

Monday-Friday, 8am - 4pm

### Veterans

#### Veterans Affairs

801-582-1565

2970 S Main St

Monday-Friday, 8am - 4:30pm

"This project was supported by Cooperative Agreement Number 2012CKWXK001 awarded by the Office of Community Oriented Policing Services, U.S. Department of Justice. The opinions contained herein are those of the author(s) and do not necessarily represent the official position or policies of the U.S. Department of Justice. References to specific agencies, companies, products, or services should not be considered an endorsement by the author(s) or the U.S. Department of Justice. Rather, the references are illustrations to supplement discussion of the issues."

# Appendices—HOST Program Resources



## Appendix A. HOST program key points

The team developed the *HOST Program Key Points* as a one-sheet program overview for community partners, volunteers, and potential program donors.

- We work in partnership with homeless service providers and businesses to refer homeless individuals to their resources or programs.
- The HOST team is responsible for responding to dispatched calls regarding homeless individuals or calls for service. HOST focuses on trying to keep homeless individuals out of jail if possible and divert them to services or shelters.
- The HOST team works to ensure homeless efforts are successful. These efforts include but are not limited to
  - helping homeless individuals get on their medication if they have a mental illness;
  - referring homeless individuals to substance abuse centers if needed;
  - providing assistance for homeless individuals to obtain vital documents (identification card, birth certificate, Social Security card, etc.);
  - helping with job certifications and job referrals;
  - building partnerships with homeless individuals to get them the resources they need to make them successful.
- Family Reunification program. This program reunites homeless individuals with their family to help get them stabilized in a home. The HOST team has partnered with the Police Mutual Aid Association (PMAA) and has a fund setup for this program if their families are not in Salt Lake City.
- The HOST program works to help clean the environment as well. HOST currently works with local homeless individuals, homeless providers, and the Salt Lake County Health Department to help clean up camping areas while assisting homeless individuals into housing or shelters.
- The HOST program is modeled after award-winning H.O.T. (Homeless Outreach Team) programs in Colorado Springs, Colorado, and Wichita, Kansas. Colorado Springs' program won the 2010 Herman Goldstein Award by dramatically reducing that city's homeless population and helping homeless individuals off the streets and into homes and shelters. Wichita's program has been nationally recognized by NBC News, the United States Interagency Council on Homelessness, Wichita Crime Commission, and National Alliance on Mental Illness (NAMI).
- The HOST program uses two full-time officers: Detective Michael McKenna and Detective Brandi Palmer. The team is supervised by Sergeant Joseph Cyr. The officers have adjustable hours in order to meet the demands and needs of the homeless. HOST can be reached at 801-799-3035 or [slcpdhost@slcgov.com](mailto:slcpdhost@slcgov.com).



## ***Appendix B. HOST advertisement campaign materials and press releases***

The HOST team's transit advertisements and press releases are included to provide additional information on specific public awareness efforts during the project.

*The press releases include quotations from some individuals who are no longer assigned to the HOST Program or have retired from the SLCPD. In addition, the releases have been slightly modified to adhere to COPS Office publication standards.*





**Press release by the Salt Lake City Police Department Public Relations Unit, June 14, 2013**

SALT LAKE CITY – A new public service campaign touting a “smarter way to end homelessness” by donating to the Homeless Outreach Service Team (HOST) is now traveling on UTA buses and TRAX trains in the downtown area.

“When you give to HOST, the money goes to partners who work day in, day out, to provide meaningful services to our homeless population,” said Police Chief Chris Burbank. “Our hope is the public will understand that money given to the HOST program does much more to end homelessness than giving to individual panhandlers.”

A nearly \$50,000 federal grant from the Office of Community Oriented Policing Services with the Department of Justice helped fund the new “smarter way” education campaign, which will run on the back of eight UTA buses and inside 25 TRAX trains this year. The ads remind the public to deposit money in specially designated red parking meters and thereby “turn spare change into real change,” language which marks HOST’s 13 meters scattered throughout the downtown area.



“We know people want to give,” said Sgt. Michelle Ross, HOST grant coordinator, “and they can help so many more people if they make smarter choices with their money. Give to HOST and, with one donation, you’re supporting Fourth Street Clinic, The Road Home, Volunteers of America — professional organizations that provide food, housing, health care, job counseling, detox and rehab services, and so much more.”

To give to HOST:

Deposit coins in HOST meters, a map of which is posted at [slchost.com](http://slchost.com).

Donate to the Pamela J. Atkinson Foundation/HOST account at any Zions Bank location.

The Atkinson Foundation accepts and administers all donations from the public on behalf of the HOST program.

###



**Press release by Chris Burbank, Chief of Police, Salt Lake City Police Department,  
December 9, 2014**

Chief's Message, December 2014: HOST and Holiday Giving



**Consider supporting established charities serving the homeless this holiday season**

SALT LAKE CITY – Chief Chris Burbank talks about the Homeless Outreach Service Team and holiday giving with Det. Sam Wolf, a Community Intelligence Officer who also heads up the HOST program, in the chief's latest video message.

Wolf and two other HOST officers work closely with The Road Home, The Rescue Mission, Fourth Street Clinic, Volunteers of America, Catholic Community Services, the Weigand Day Center, Crossroads Urban Center—all experienced social service providers with proven track records helping people transition through homelessness.

“We try and dig deeper, and to try and figure out what is causing the root problem of why they're homeless, or what's causing them to maybe break the law,” said Det. Wolf, “and trying to reach in and help these people to try and overcome these problems, like alcohol addiction or drug addiction, and try to get them to those resources that they need.”

Chief Burbank and Det. Wolf also talk about HOST's family reunification program. Watch the full video—online at [www.slcpd.com](http://www.slcpd.com) or [YouTube.com/slcpd](https://www.youtube.com/slcpd)—to learn more about what the police department is doing to engage people living on the streets and connect them to social services.

About the “Chief's Message”

Chief Burbank issues a monthly video message to help the public reduce its exposure to, or mitigate the effects of, crime, as well as spotlight different parts of the city's public safety team. All “Chief's Messages” are archived on the newsroom page of [www.slcpd.com](http://www.slcpd.com) and the “Chief's Message” playlist of [YouTube.com/slcpd](https://www.youtube.com/slcpd). To recommend a topic to Chief Burbank, please send an email to [askthechief@slcgov.com](mailto:askthechief@slcgov.com).

###

## Appendix C. HOST contact form

The team uses the HOST contact form to standardize the information that is collected from program participants. If fully completed, the form provides a brief overview of how and why the HOST officer came in contact with the individual, any specific needs or issues, and a signed release form to share information with other service providers.

### Homeless Outreach Service Team – Contact Form

Date:

H.O.S.T. ID#:

---

#### Consumer Demographics

---

Last Name:

First Name:

Middle Initial:

DOB:

Social:

Alias/Monikers:

Race:

Sex: M / F

Ht:

Wt:

Hair:

Eyes:

Tattoos or distinguishing features:

Phone:

Income:

Source:

Felonies: Yes or No

Evictions: Yes or No

Veteran: Yes or No

Address of where you are staying:

#### Homeless survey question

---

How long have you been homeless?

If not staying in a shelter, where did you stay last night?

What obstacles are you dealing with that may hinder your ability to get and maintain a job and/or housing? Describe **briefly**:

Do you consume Alcohol or Drugs (**please be honest, it helps us help you**)? Yes or No  
If so, which ones?

What services do you need the most to help you out of homelessness?

If possible, would you be willing to live with family or friends if the police could assist you with contacting them and giving you a free bus ticket? Yes or No

---

I authorize SLCPD to keep this information in their H.O.S.T case management file. I also release this information and correspondence to any homeless agency, health care provider or service center that H.O.S.T utilizes. This includes but is not limited to Valley Behavioral Health, Veterans Administration, The Fourth Street Clinic, Volunteers of America, The Road Home Shelter, Catholic Community Services, Crossroads Urban Center, Optimus, Home Inn, The Salvation Army, United Way, The Church of Jesus Christ of Latter Day Saints, Salt Lake City Justice Court, SLC Prosecutors office, City of Salt Lake, and Salt Lake County.

---

(Signature of applicant)

---

(Date)



## Appendix D. HOST travel assessment form

The team uses the HOST Travel Assessment Form for its Family Reunification program. The program helps individual reunite with supportive family that lives outside of Salt Lake City. The HOST officers use the information to verify that the family members have available space at their residence and are willing to accept the individual. The program also helps provide transportation for individuals that obtain employment outside of Salt Lake City but have no way to get to the destination.



Salt Lake City Police Department

HOST



HOST Program

### TRAVEL ASSESSMENT

Name \_\_\_\_\_  
First Middle Last

Birth Date \_\_\_\_\_ Birth City \_\_\_\_\_ Age \_\_\_\_\_ SSN \_\_\_\_\_

Primary Race \_\_\_\_\_ Please Circle One *Hispanic/Not Hispanic* Marital Status Single Married *Divorced Other* \_\_\_\_\_ Veteran YES/NO

Gender \_\_\_\_\_ Are you currently homeless? YES/NO Is this your first time homeless? YES/NO

What is the main reason you are homeless? \_\_\_\_\_ What is the last zip code you lived in? \_\_\_\_\_

Do you have a current Utah ID? YES/NO Do you have a source of income? YES/NO

If yes, what is the source? \_\_\_\_\_

Have we assisted you previously? YES/NO If yes, what with? \_\_\_\_\_

What assistance are you requesting at this time? \_\_\_\_\_

#### Others in household seeking assistance

Name _____	Birth Date _____	Birth Place _____	Age _____	SSN _____
Name _____	Birth Date _____	Birth Place _____	Age _____	SSN _____
Name _____	Birth Date _____	Birth Place _____	Age _____	SSN _____
Name _____	Birth Date _____	Birth Place _____	Age _____	SSN _____

#### How can we contact you?

Are you staying in the shelter? YES/NO What bed are you in? \_\_\_\_\_

Where are you staying? \_\_\_\_\_

Phone number we can reach you at? \_\_\_\_\_

#### In case of emergency, who can we contact?

Name \_\_\_\_\_

Address \_\_\_\_\_

Relationship \_\_\_\_\_ Phone # \_\_\_\_\_

How long have you been homeless? \_\_\_\_\_ Arrival date in SLC \_\_\_\_\_

What state did you arrive from? \_\_\_\_\_

Where have you been staying? \_\_\_\_\_

## About the COPS Office

The **Office of Community Oriented Policing Services (COPS Office)** is the component of the U.S. Department of Justice responsible for advancing the practice of community policing by the nation's state, local, territorial, and tribal law enforcement agencies through information and grant resources.

Community policing begins with a commitment to building trust and mutual respect between police and communities. It supports public safety by encouraging all stakeholders to work together to address our nation's crime challenges. When police and communities collaborate, they more effectively address underlying issues, change negative behavioral patterns, and allocate resources.

Rather than simply responding to crime, community policing focuses on preventing it through strategic problem solving approaches based on collaboration. The COPS Office awards grants to hire community police and support the development and testing of innovative policing strategies. COPS Office funding also provides training and technical assistance to community members and local government leaders, as well as all levels of law enforcement.

Another source of COPS Office assistance is the Collaborative Reform Initiative for Technical Assistance (CRI-TA). Developed to advance community policing and ensure constitutional practices, CRI-TA is an independent, objective process for organizational transformation. It provides recommendations based on expert analysis of policies, practices, training, tactics, and accountability methods related to issues of concern.

Since 1994, the COPS Office has invested more than \$14 billion to add community policing officers to the nation's streets, enhance crime fighting technology, support crime prevention initiatives, and provide training and technical assistance to help advance community policing.

- To date, the COPS Office has funded the hiring of approximately 127,000 additional officers by more than 13,000 of the nation's 18,000 law enforcement agencies in both small and large jurisdictions.
- Nearly 700,000 law enforcement personnel, community members, and government leaders have been trained through COPS Office-funded training organizations.
- To date, the COPS Office has distributed more than eight million topic-specific publications, training curricula, white papers, and resource CDs.
- The COPS Office also sponsors conferences, roundtables, and other forums focused on issues critical to law enforcement.

The COPS Office information resources, covering a wide range of community policing topics—from school and campus safety to gang violence—can be downloaded at [www.cops.usdoj.gov](http://www.cops.usdoj.gov). This website is also the grant application portal, providing access to online application forms.





The Homeless Outreach Service Team (HOST) program was originally developed to bring Salt Lake City (Utah) police officers and community outreach workers together to identify homeless individuals who panhandle or engage in other types of public nuisance activities in the city and connect them to community resources. The main objectives were to encourage police to make referrals to services rather than issue citations and to decrease the prevalence of panhandling by encouraging the public to give money to service providers rather than directly to panhandlers.

In 2012, the Salt Lake City Police Department expanded the program to include a public awareness campaign, coordinate strategic planning efforts, and recruit and train formerly homeless individuals as volunteers to assist with outreach efforts. This report, which covers the three primary components of the program—donations to homeless service providers, the homeless support group, and collaborative street outreach—is a valuable resource for anyone interested in homeless outreach efforts.



**COPS**

*Community Oriented Policing Services*  
*U.S. Department of Justice*

U.S. Department of Justice  
Office of Community Oriented Policing Services  
145 N Street NE  
Washington, DC 20530

To obtain details about COPS Office programs,  
call the COPS Office Response Center at 800-421-6770.

Visit the COPS Office online at [www.cops.usdoj.gov](http://www.cops.usdoj.gov).