

**Homelessness Needs Assessment and Action Steps
for
Team Shasta
to include
the California Cities of
Etna, Mt. Shasta, Tulelake, Weed and Yreka**



**Presentation of Observations, Findings
and
Recommendation of Strategic Action Steps**

by

Marbut Consulting



Final Written Report - July 12, 2017

Presentations - July 17-20, 2017

Prepared by Robert G. Marbut Jr., Ph.D.

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Study Scope

On behalf of the Cities of Etna, Mt. Shasta, Tulelake, Weed and Yreka, Team Shasta procured the services of Marbut Consulting to conduct a homeless service needs assessment and to develop Strategic Action Plan recommendations. This study was funded by the Police Chiefs of these five cities who allocated the BCSS (Board of State and Community Corrections) resources and a generous grant from the Sheriff Lopey Foundation.

In order to develop practical recommendations, Marbut Consulting:

- conducted a range of interviews with stakeholders,
- interviewed individuals experiencing homelessness,
- studied and inventoried homeless services throughout Siskiyou County,
- examined regional Point-in-Time Count (PIT Count) reports,
- analyzed statistics and reports from local agencies,
- made street level observations,
- did ride-a-longs with local law enforcement agencies,
- posed as a person experiencing homelessness in order to understand what it is like to be homeless in the area and to better understand the movement and circulation of the homeless community.

Marbut Consulting evaluated the current homelessness service operations within the Cities of Etna, Mt. Shasta, Tulelake, Weed, Yreka and the County of Siskiyou, using national best practices and the *Seven Guiding Principles of Homeless Transformation* as the key measuring tools [See Pages 25-26]. Marbut Consulting then conducted a needs assessment and gaps analysis between existing inventory and identified needs, including the types of services (qualitative) and capacity of services (quantitative) needed within the Cities of Etna, Mt. Shasta, Tulelake, Weed, Yreka and the County of Siskiyou. Robert Marbut started on-site formally on March 29, 2017. Marbut Consulting finished this written report on July 12, 2017 and Dr. Marbut is scheduled to make a formal presentation of his observations and recommendations July 17-20, 2017.

From the signed contract:

Study Scope of Services and Project Phases

Based on prior work in dozens of other communities, Marbut Consulting proposes the following project phases. Some of these phases would run in sequence, while other phases would overlap. These phases can be customized as desired. Throughout these phases, homelessness will be observed from a variety of vantage points: individuals experiencing homelessness, families with children experiencing homelessness, agency staffs, volunteers, upstream funders, government officials, civic community leaders, businesses, the media and the general public.

Phase 1 - Inventory of Services:

The Consultant will inventory and ascertain information about the types (qualitative) and volume (quantitative capacity) of services being provided in the Mt. Shasta and Yreka communities. It is important to inventory the “types” as well as “volume” of services. The Consultant will perform an inventory of homeless services within Mt. Shasta and Yreka:

- inventory of shelter bed and mat units,
- inventory of transitional, recovery and long-term services,
- inventory of supportive services - types and volume of service (quantity and quality),
- inventory of preventative services (eg utility assistance, rental assistance, etc.).

Phase 2 - Data Review of PITCs and HMIS, plus Field Observations and a Field Survey:

The Consultant will conduct a basic review of the recent Point-in-Time-Count (PITC) compared to earlier PITCs. The Consultant will also review Homeless Management Information System (HMIS) data and available reports of homeless service providing agencies. Additionally, the Consultant will conduct a series of field observations analyzing flow and movement patterns which will include the Consultant “being homeless” on the streets of Mt. Shasta and Yreka. Based on these findings, the Consultant will conduct a streamlined field data survey of individuals experiencing “street level homelessness.”

Phase 3 - Gaps and Duplication Data Analysis and Assessment:

The Consultant will conduct a basic needs assessment of the types of services (qualitative) and capacity of services (quantitative) needed in the Mt. Shasta and Yreka communities. This will be based on street level observations and data from Point-in-Time-Counts (PITCs), Homeless Management Information System reports (HMIS) and agency reports. The Consultant will conduct a gap and duplication analysis of services between existing inventory and identified needs.

Phase 4 - Presentation of Observations, Assessment and Possible Next Step:

A written Executive Summary to include observations, assessment and possible next steps will be delivered to the designated liaison. This written report will be about 10-15 pages. Additionally, the Consultant will present his report at two mutually agreed public forums, one in Mt. Shasta and one in Yreka.

Notes About Scope of Services:

- Many improvements will “organically” materialize during the gap and duplication analysis phase. During this time frame, Marbut Consulting may suggest improvement opportunities that naturally arise throughout this “journey.”

Major Observations and Findings

The Positives and the Opportunities

There is a tendency in such endeavors to focus on the negative rather than the positive. Therefore, before the challenges and gaps are addressed below, there are a few observations that bode well for the Cities of Etna, Mt. Shasta, Tulelake, Weed and Yreka regarding the state of homelessness within Siskiyou County that this researcher would like to share:

- The number of year-round individuals experiencing “unsheltered” street-level homelessness as defined by HUD is actually low compared to communities of similar size and is also below what would be expected based on national averages. This is mostly due to the harsh winter weather and the lack of year-round sheltering facilities.
- Overall, this researcher found a surprising high level of consensus around many of the issues facing the community. But, since the residents of Siskiyou County use so many different terms to describe the same issues and conditions, there is not an awareness of how similar the thinking is about issues facing the community.
- Because of travel logistics and far distances among Etna, Mt. Shasta, Tulelake, Weed and Yreka, very few individuals experiencing true homelessness move from one city to another. This attribute makes it much easier to deal with the situation of homelessness within the County than it would be if there was a highly mobile population.
- The “do not sell alcohol to” lists and posters have proven to be effective in reducing the number of public intoxication incidents, as well as lowering the intensity levels of public intoxication incidents when they occur.

The Negatives and the Challenges

Individuals Experiencing Street-Level Homelessness: Even though the number of individuals experiencing “street-level” homelessness is relatively low in Siskiyou County, there are still 12-20 individuals in Mt. Shasta, 15-32 individuals in Yreka and 23-30 in the balance of Siskiyou, for a total of 50-82 individuals within the County. The number of individuals fluctuates throughout the month with fewer individuals living on the street earlier in month, and more individuals on the street later in the month. This phenomenon occurs because many individuals receive Federal support funds at the beginning of the month and are able to afford short-term lodging for 2-3 weeks. Once the funding runs out, individuals move back to the street. The harsh winter weather is the most powerful deterrence to year-round street-level homelessness within Siskiyou County.

Lack of Good Data and Individual Tracking: There is very little county-wide data on homelessness. Siskiyou does not actively participate in the Federally mandated Homeless Management Information System (HMIS) which means there is no county-wide tracking system at the individual level of individuals experiencing homelessness. Additionally there is no county-wide tracking of services that are being provided individuals on a name-by-name basis. The Siskiyou community also has not been actively involved in the Federally mandated Point-in-Time-Count (PITC) which tracks aggregated trends on a year-to-year basis. The overall lack of real data means decision making has been made based on myths and one-off anecdotes.

A Common Understanding of the Real Problem Does Not Exist: Many individuals and groups in Siskiyou County commingle a wide variety of individuals under the rubrics of “homelessness.” This commingling of groups blurs the real problems and thus blurs the solutions. The reality is many included under the umbrella of “homelessness” are not experiencing homelessness as defined by the HUD (Federal Department of Housing and Urban Development). The situation in Siskiyou County will not improve unless there is first an accurate understanding of the different groups, and second a proper set of responses customized by group. In order to have a thoughtful dialogue and then successful implementation of the recommendations below, the community needs to have a common and very clear understanding of the different groups of individuals within the community (eg who is really experiencing homelessness and who is not). Furthermore, since there are so many different terms being used to describe different groups of individuals, there are very blurred understandings of the root causes facing the community. It is very important to realize treating these different groups with the same services will actually make the situation worse and often ends up hurting the individuals who are truly experiencing homelessness. Analogous to the medical field, an incorrect diagnosis can lead to the wrong treatment which produces very negative out-comes.

The Proliferation of Encampments is a VERY Serious Issue: The encampments have become very dangerous for the individuals living in them, furthermore, these encampments have become major fire and environmental hazards. Recently, in the encampments within Siskiyou County, there have been 3-4 murders, at least 2 “medical” deaths and 1 drowning. These are very high numbers for a community of this size. During this same time period, there have been several fires, including 2 in the last few weeks. These encampments also pose many environmental and vector control risks. Overall these encampments are unsuitable for habitation and are very dangerous to the overall community.

There Is a Critical Need for Substance Abuse and Mental Health Treatment Slots/Beds:

There is a critical need for behavioral health, mental health and substance abuse treatment slots/beds of all lengths of time. It is critical that the Siskiyou community has sustainable access to 4-12 treatment beds/slots on an annual basis for individuals experiencing homelessness. The Behavioral Health Division of the County has suggested that their Division might be able to provide access to these services for individuals experiencing homelessness. A coordinated entry approach should be used to prioritize the best candidates for these programs.

In Some Agencies, the “Service Culture” is Often More Enabling than it is Engaging:

While many efforts within the Cities of Etna, Mt. Shasta, Tulelake, Weed and Yreka are good natured and well intended by good-hearted individuals, many activities have become enabling and do little to engage individuals into recovery programs. The root triggers and causes of homelessness are almost all behavioral health, addiction, post traumatic and domestic violence in nature. In order to engage in meaningful recovery, the focus must be on the root triggers of homelessness, not symptoms. Community meals for individuals experiencing homelessness should be co-located at agencies that provide a spectrum of interconnected services that address the root causes of homelessness.

The Voucher Network Attracts the Non-Homelessness Community and Is Very Enabling:

All five cities have agency voucher programs for items such as clothing, backpacks, gas, food and lodging. More often than not, these agencies provide vouchers under the pretense of an individual experiencing homelessness, yet in reality the individual is not experiencing homelessness per the HUD definition. Furthermore, it is widely known throughout the West Coast that there is a robust voucher assistance program within Siskiyou that is available to all comers. These vouchers attract individuals to Siskiyou and facilitate the overstaying of individuals temporarily visiting Siskiyou.

The Amount of Housing Placements is Low: Because of a low inventory of affordable housing, housing placements are extraordinarily low relative to the need. There is a County-wide need for 35+ supportive housing units. There needs to be a mix of “rapid rehousing” units (eg 6-24 month time frame) and “permanent supportive housing” (eg 2 years or longer time frame).

Panhandling Has Become a Big Issue Mt. Shasta, Weed and Yreka: The panhandling problem has become very pronounced in the Cities of Mt. Shasta, Weed and Yreka especially near the on-and-off ramps of I-5 and on the major “main streets.” Merchants were especially vocal about the negative impact panhandling and loitering have on their businesses. The fact that the panhandling is concentrated in a relatively small area exacerbates the impact. Unfortunately, more often than not, giving cash on the street to individuals actually funds the negative addictions that individuals have such as alcoholism and substance abuse, and does very little to promote recovery.

Calls for Police and EMS Service: During the winter months, about 25% of the Mt. Shasta’s Police calls for service are related to issues of homelessness. However, during the summer months, due to the significant increase in seasonal negative impact visitors, the calls for police service jumps to about 75% for calls related to homelessness plus the added activity related to negative impact seasonal visitors. Additionally, the incidents involving individuals who are not experiencing year-round homelessness have become more aggressive. In Yreka, 2 individuals who are experiencing year-round homelessness alone account for almost 1/4 of the calls for EMS service in Yreka. These trends are mirrored at the hospital emergency departments/rooms within the County.

A Note on Current Research on Children: The only city with a significant current issue of families with children experiencing homelessness is Tulelake. Hopefully the issue of families with children will not expand to other parts of the County in a major way, but just in case, this researcher wanted to add a note about families with children. Over the last 20 years, a new body of research has emerged that has been studying the long term neurobiological and physiological impacts of exposure to adverse experiences during childhood. These “toxic stress” experiences are now called “Adverse Childhood Experiences” (ACEs). The groundbreaking study in this research area was *Adverse Childhood Experiences Study (ACE Study)* and was led by Dr. Vincent Felitti and Dr. Robert Anda, and surveyed more than 17,000 adults. What they and others have found is that having a high number of Adverse Childhood Experiences (eg traumatic experiences) during the most formative period of a person’s life can have a highly negative impact on a child’s developing brain and body, and this negative impact can last a lifetime. There are now 10 specific formally recognized ACEs that a child can be exposed to during childhood. See the *Data Report - A Hidden Crisis: Findings on Adverse Childhood Experiences in California* by The Center for Youth Wellness for more information.

It is highly problematic to mix adult males who are experiencing homelessness with children since these children experience many more ACEs than children in the general population. Of the overall general population, 83.3% of the general population had 3 or less ACEs in their life time, and 60.0% of the general population had 0 or 1 ACEs in their childhood. Yet, children that are mixed in with adult males experiencing homelessness experience at least 4 ACEs on a daily basis (eg exposure to individuals with mental illness, individuals with substance abuse, people of have been incarcerated, etc.). The research has found that having 4 or more ACEs is a critical tipping between good outcomes and very bad outcomes.

People who were exposed to 4 or more ACE's during their childhood had the following compared to individuals who were exposed to 3 or less ACEs (partial listing of negative outcomes):

- 5.1 times as likely to suffer from depression
- 12.2 times as likely to attempt suicide
- 2.9 times as likely to smoke
- 7.4 times as likely to be an alcoholic
- 10.3 times as likely to use injection drugs
- 2.2 times as likely to have ischemic heart disease
- 2.4 times as likely to have a stroke
- 1.9 times as likely to have cancer
- 1.6 times as likely to have diabetes
- 39% more likely to be unemployed

Strategic Action Step Recommendations

1 - Need a Common Understanding of Group Nomenclature for Better Decision Making

In order to have a thoughtful dialogue and then successful implementation of the Strategic Action Steps, the community needs to have a common point of departure to include a common and very clear understanding of the different groups of individuals within the community. Overall, this researcher found a surprising high level of consensus around many of the issues facing the community. But, since the local residents use so many different terms to describe the same issues, there is not an awareness of how similar the thinking is about issues facing the community. Furthermore, since so many different terms are being used to describe the different groups of individuals being studied, there are blurred understandings of the root causes of many of the challenges facing the community.

Increasing the clarity will also improve the deployment of limited resources. In an attempt to create common nomenclature and hopefully better understandings of the root causes, this researcher proposes the following descriptive nomenclature:

Year-Round Individuals Experiencing Street-Level Homelessness:

- defined as individuals experiencing homelessness per Federal HUD guidelines,
- year-round,
- sometimes have family connections to the community,
- some attended local high schools,
- local residents,
- fewer individuals earlier in the month, and more individuals later in the month,
- 12-20 individuals in Mt. Shasta, 15-32 individuals in Yreka and 23-30 in the balance of Siskiyou, for a total of 50-82 individuals within the County.

I-5 Travelers:

- individuals passing through on their way north and south on I-5,
- generally spend most of their time in close proximity to the I-5,
- generally do not venture deep into town,
- generally 0-5 individuals per day during the Winter and 20+ during the Summer in Mt. Shasta, Weed and Yreka,
- number of individuals will spike before and after special events such as Burning Man,
- generally stay 1-8 hours in the community,
- once it gets too late in the day to hitchhike, many will overnight within 100 yards of I-5, in areas such as between the Burger King and Mt. Shasta Elementary School in Mt. Shasta.

Seasonal Eco and Spiritual Tourists:

- these individuals are very conscious and careful of the environment,
- good stewards of the land and water,
- very conscious of reducing their negative impacts on the environment,
- includes Pacific Crest Trail trekkers,
- includes folks on spiritual journeys,
- generally stay 3-14 days,
- includes individuals and groups with varying levels of financial resources for their journeys, ranging from fully funded trips to very underfunded trips (thus needing resources upon arrival in Siskiyou County) . . . underfunded tourists are a drain on the service agencies and sometimes morph into the next group below.

Seasonal Highly Negative Impact Visitors (Visiting Vagrants and Visiting Transients):

- have high negative impacts on the environment with a variety of sanitary issues,
- have a displacement effect on residents and other visitors to local parks, public facilities and downtown businesses,
- generally do not take care of their surroundings,
- create vector control issues like diseases borne by insects and rats,
- often have camp fires that can cause dangerous wild fires,
- often do not follow the laws and rules within the Cities, County and surrounding National Forest lands including illegal camping, loitering, dogs off of leashes, etc.
- some stay short periods of time while others stay up to 3-5 months during Summer.

It is very important for the community to understand there are groups of individuals visiting the Siskiyou area that are not truly experiencing homelessness as defined by HUD. It is recommended to implement a public awareness campaign in order to educate the service agencies and overall community of Siskiyou County about the conditional realities.

2 - The Different Groups Need To Be Treated Differently Based on Behavior

Interconnected with Recommendation 1 above, the service agencies and the general public of Siskiyou need to realize that it is critical to treat the 4 different groups identified in Recommendation 1 differently. Furthermore, service agencies and the community need to be aware that treating all these groups the same will actually have a variety of very negative consequences and outcomes for both the individuals and the community- at-large. These different groups must be treated differently based on behavior and circumstances.

For example, an individual experiencing HUD defined year-round homelessness needs engagement and help. On the contrary, providing support to visiting vagrants and underfunded tourists will actually fund negative outcomes with more environmental degradation, higher fire risks and negative impacts to the local economy. It is important to realize that providing support to visiting vagrants and underfunded tourists will actually attract more visiting vagrants and

underfunded tourists in the future. It is important to realize that the word has already spread far and wide that these individuals can get vouchers and handouts once they get to Siskiyou County.

The negative environmental impact of active and abandoned encampments with the associated trash piles cannot be overstated. The trash heaps and untidied encampments create many vector control issues and present major fire hazards. Unfortunately, the potential risks of encampments and trash heaps have already been realized in several locations. Also, these camps and trash heaps have become very big eye sores, often located in formerly pristine areas within the National Forests and local parks. Lastly, significant amounts of time, talent and taxpayers money are being spent to clean up these encampments and trash piles.

It is simply illogical for service agencies and citizens to give clothing, backpacks, food, money, gas, camping equipment and vouchers to individuals in these two non-homelessness groups (visiting vagrants and underfunded tourists). These types of handouts are actually enabling and exacerbate the negative environmental and economic impacts while raising the risks of serious fire incidents. It is important to remember that these groups of individuals are not experiencing homelessness. Criminal elements should not be enabled, even at the misdemeanor level.

Instead, year-round efforts should be made to proactively help the individuals who are experiencing year-round homelessness. The Federally mandated Homeless Management Information System (HMIS) would be a perfect tool to determine need and eligibility for support services. The Redding/Shasta Continuum of Care's HMIS software would help to identify individuals who really need help. Simply put, if an individual is not on the year-round HMIS list, they should not receive any services of any kind.

There must be universal resolve not to hand out limited resources to individuals not in true need. A public awareness campaign needs to be developed and implemented to educate the services agencies and community on who is qualified to receive services once protocols and procedures have been developed. The community needs to target the limited resources for the most needy families and individuals who are really experiencing homelessness.

3 - Create a County-wide Case Management System

It would be very useful to have a monthly Case Conference Meeting with the key agency case managers, community resource center staff, key police officers, key fire rescue personnel, hospital social workers, and representatives from the County Behavioral Health Division. It is suggested to have a North County meeting in Yreka and a South County meeting in Mt. Shasta. Other communities have found the first Friday of every month going between 2p-4p works really well. It is recommended to proactively focus on 2-3 individuals each month prioritized by higher service use levels (eg relatively more contacts with EMS, hospital ERs/EDs and social service agencies). The meetings could be hosted at the community resources centers in Mt. Shasta and Yreka, and the clinical staff of the County Behavioral Health Division could chair the meetings.

- Other communities have been very successful with this type of a focused approach.
- It might also be productive on a monthly basis to focus on one mid-range individual who has been experiencing homelessness for 6-12 months, thus trying to reduce the number of individuals who become “chronic” due to the lack of treatment intervention.
- Recommend starting with single adult males, and then move to single adult females.
- When needed, families with children could be addressed at these monthly case conference meetings.
- The key to success is to focus on only 2-3 individuals per meeting and to develop individualized action plans for each person for the following month.

4 - Create/Source Meaningful Mental Health and Substance Abuse Rehabilitation Slots

There are a limited number of long-term referral treatment options for individuals within Siskiyou County. A critical need exists for additional behavioral health and substance abuse rehab beds/slots, including long term treatment options for individuals receiving 5150s (eg State of California 72-hour holds for mental health crisis intervention). It is therefore critical for the Siskiyou community to gain sustainable access to 6-15 extended treatment beds/slots on an annual basis. These extended treatment beds/slots could come from a variety of programs.

5 - Short Term Sheltering Issues

Siskiyou County has several unique challenges that many other counties do not have:

- dispersed groupings with low numbers of individuals experiencing homelessness,
- long distances among the cities within the County,
- lack of a critical mass,
- I-5 transecting the entire County.

Because of the widely dispersed small groupings and the overall low number of individuals experiencing HUD defined homelessness, it is critical to be very careful thinking through short term sheltering options. If short term sheltering is developed without thoughtful clinical protocols and procedures, it is highly likely the situation could get worse for the individuals we are trying to help. Poorly thought out sheltering will also create highly negative impacts on the community-at-large.

In order to have positive outcomes, any sheltering operation in Siskiyou, whether seasonal or year-round, must have and/or do the following (partial listing of key protocols and procedures):

- be limited to HUD defined homelessness,
- guests need to be established within HMIS,
- be limited to year-round residents of Siskiyou County,
- have wrap-around services that address the core issues of homelessness,
- need central services,
- have proper design buffers.

Like medical patients that are harmed by receiving an incorrect diagnosis that leads to a bad treatment plan, individuals can be harmed by having bad screenings, protocols and procedures at a shelter.

6 - Work to Create Additional Supportive Housing

There is a need to work at the local level to increase the number of short-term and long-term supportive housing placements that are made. This should be a mix of rapid rehousing and permanent supportive housing. Because of the moderate funding cut-backs already made by the Obama Administration, and the likely aggressive cuts that will be made by the Trump Administration, there likely will be significantly less Federal funding going forward for programs such as Rapid Rehousing and Permanent Supportive Housing. The only area where there might be “new” funding is for veterans. Because of the current and likely future Federal cuts, state and local governments will need to become masters of their own destinies within the area of homelessness services.

The Siskiyou Gardens Apartments in Weed could be a great source for housing placements. The monthly case management meetings outlined in Recommendation 3 would be the ideal forum used to vet and select housing candidates for the Siskiyou Housing program as well as other potential housing units.

7 - Encourage All Agencies to Move to an Engaging Transformative Model

Agencies within Siskiyou County would benefit by adjusting how the agencies address the issue of homelessness. The mission should no longer be to “serve” the homelessness community, instead the mission should be to dramatically and consequentially increase “street graduation” rates. Specifically, agencies should:

- a - Move from a “*Culture of Enablement*” to a “*Culture of Engagement*,”
- b - Move from “*Agency-centric*” to “*System-centric*” funding and operational processes,
- c - Move from “*Out-put Measurements*” to “*Out-come Measurements*.”

- A “culture of service” is more often enabling than engaging. Simply providing services is very different from having a mission focused on recovery and increasing the number of street graduations.
- While many efforts within Siskiyou County, are well natured and well intended by good-hearted individuals, many efforts are enabling and do little to engage individuals who are experiencing homelessness into recovery programs. A positive redirection of “street feeding” efforts or “cash handouts” would be to encourage residents and businesses to donate their monies to organized programs who provide “wrap around” services.
- The mission should no longer be to “serve” the homeless community, instead the mission should be to dramatically and consequentially increase “street graduation” rates. A street graduation occurs when an individual moves from living on the street into a sustainable quality of life that allows the individual to be a productive citizen of the community.
- All agencies, programs and service providers within Siskiyou County should adopt a “culture of transformation” in all aspects of their operations. The focus needs to be on the overall mission of reducing street level homelessness, and on graduating people from the streets.
- The leadership within the civic, local government, faith-based, funder, advocate, service provider, law enforcement and homeless communities should adopt and embrace transformational best practices that have worked throughout the USA. In locations like the St. Patrick Center in St. Louis MO, the Alvah Chapman Centers in Miami, Father Joe’s Villages in San Diego, Haven for Hope in San Antonio TX, Pinellas County Continuum of Care in (west-Tampa), and the Sarasota FL program for families with children.
- Moving to a “system-centric” model will increase the potency of the “coordinated-entry” program. The focus needs to be on the overall “system” not individual agencies. System integration should be the goal.
- The culture needs to move from measuring “out-puts” of service to one that measures “out-comes” of systematic change. Success should be measured using substantive “out-come” metrics (are street graduation rates increasing or is the percentage in jail decreasing, rather than how many meals are served or how many people slept in building overnight).
- “Hanging-out” should be replaced by “program participation.” Every effort possible must be made to engage individuals into programming.
- Engagement should never be mean - instead engagement should always be respectful, kind, caring and compassionate.
- Any agency receiving funding from the County of Siskiyou or the Cities within Siskiyou County should have an engaging model, not an enabling model.

8 - Ask Community Meals to Focus on the Local Residential Working Poor

Currently, community meals commingle individuals who are experiencing homelessness with individuals within the “working poor” community. At a clinical level, commingling these communities can have negative clinical effects on individuals within both groups. In order to achieve the best outcomes for the individuals within both groups, it is best to serve the communities separately. The best option is to serve at different locations, and if there is only one location available to then serve the different groups at different times. Furthermore, only year-round residents and locally established HMIS users should receive these services.

In terms of individuals experiencing homelessness, in order to increase street graduations, it is best to align and co-locate community meals with holistic recovery programs that work to address the root causes of homelessness. Street feeding and street services, although well-intentioned and good-hearted, actually “enables” individuals experiencing homelessness rather than “engages” homeless individuals into holistic recovery services. It is very important to be honest and realize that feeding programs alone do not address the root causes/triggers of homelessness. In order to facilitate graduating from the street, recovery programs must deal with the critical issues of mental/behavioral health, substance abuse, life skills, and job training/placement/retention.

9 - Need County-wide and Regional Approaches

It is very important that all changes of services, whether at the tactical or strategic level, be implemented on a Regional basis, especially within the County. It is very important not to spend limited resources in such a way as to relocate problems and challenges to other parts of the County. It would be very unproductive to move the challenges rather than to directly address the core issues.

At the County-wide level, it would be helpful to appoint one individual to be the County-wide point of contact on issues of homelessness.

On a regional basis it is very important that the County of Siskiyou and all the Cities within Siskiyou be fully engaged within the Redding/Shasta Continuum of Care (CoC). The CoC is a Federal agency that coordinates Federal support within local communities on a regional basis. Over time, representatives from within Siskiyou County should actively serve on the CoC, fully utilize the Homeless Management Information System (HMIS), actively take part in the Point-In-Time-Count (PITC) and participate in the Coordinated Entry program. Efforts should be made to start integrating the activities within Siskiyou County with the Redding/Shasta CoC.

Additionally, Siskiyou should actively pursue its fair share of regional Federal funding.

10 - Have a Zero Tolerance Approach to Encampments

Encampments pose major fire risks to the overall community. Over the last 18 months, several fires have originated within encampments. There must be zero tolerance approach to encampments. It is critically important to remove encampments as soon as they are identified, especially during times of drought. Beyond the fire hazards, the encampments with their accompanying trash heaps, are creating dangerous vector control issues. Ironically, much of, if not most of the rubbish being cleaned up and disposed of are items given out free of charge by agencies and individuals to the individuals residing in the encampments.

In addition to the fire hazards and vector control issues, encampments are negatively threatening the environment in a variety of ways including threatening the ground water.

Exacerbating these concerns is the fact that some of these encampments have been located in very close proximity to children's activities such as schools and libraries.

11 - Public Space Issues

Park Enforcement: Parks need to be regularly patrolled by law enforcement, and the existing municipal and state codes/statutes/laws need be actively enforced within parks. Specifically, cars without proper licence and registration need to be ticketed and impounded. Posted curfews and dog leash laws also need to be enforced. Additionally, the Parks District with the Police Department and the community may want to pursue a quick defensive-space ergonomic study of City Park in order to modify the flow of traffic and parking.

WiFi: WiFi systems need to be turned off during non-operating hours so as not to encourage loitering during off hours. This is especially important in areas that have tendencies to become encampments and are in close proximity to children.

Forest and Park Areas: Proactive efforts should be made to deter establishment of encampments especially in areas that are environmentally sensitive and/or have high levels of fire risk.

Exhibit 1 -
Program/Agency Site Visits, Tours, Meetings and Conference Calls (partial listing)

Jonathon C. Andrus
Fairchild Medical Center
Chief Executive Officer

Crystal L. Aston
The Ford Family Foundation
Field Coordinator

Steve Bade
City of Redding (Public Housing Agency)
Housing Manager

Steven W. Baker
City of Yreka
City Manager

Chief Brian Bowles
Yreka Police Department
Chief of Police

Stacey Brooks
Waiiaka RV Park
Owner/Manager

Bliss Bryan
Mt. Shasta Community Resource Center
Executive Director

Brendan Butler
Society of St. Vincent de Paul - Holy Family Conference
President

Torri Cardilino
Shasta County
Homeless Management Information System (HMIS) Administrator

Bruce Catlin
Soul Connections
Owner

Dr. Sarah Collard
Siskiyou County Human Services Agency
Director of Behavioral Health Division

Chief Parish D. Cross
City of Mt. Shasta
Chief of Police

Stacey Cryer
Siskiyou County
Director of Human Services

Hon. Joan Smith Freeman
City of Yreka
Mayor and City Councilmember

Lt. Dave Gamache
Yreka Police Department
Lieutenant

Drew Graham
US Forest Service
Fire Battalion Chief

Ben Harper
Mt. Shasta Ambulance
Supervisor

Glenn Harvey
Clean and Safe Mt. Shasta
Coordinator

Suzi Kochems
Redding/Shasta Continuum of Care (CA-516)
Coordinator

Pastor John Krueger
Beacon of Hope Gospel Rescue Mission
Chairperson

Courtney Laverty
Mt. Shasta Library
Executive Director

Don Lee
US Forestry Service
Information Specialist

Chief Jerry Lemos
Yreka Volunteer Fire Department
Fire Chief

Sheriff Jon E. Lopey
Siskiyou County
Sheriff

Sgt. Justin Mayberry
City of Weed Police Department
Sergeant

Rev. Joshy Mathew, CMI
Holy Family Parish
Parochial Administrator

Atara Melo
Seeds of Soup
Advocate

Tom Miller
Dignity Health - Mercy Medical Center - Mt. Shasta
Senior Director Mission Integration

Trish Moore
Waiiaka RV Park
Owner/Manager

Pastor Joe Morgan
Mt. Shasta UMC and Montague UMC
Pastor

Hon. Kathy Morter
City of Mt. Shasta
Mayor

Jim Mullins
Mt. Shasta Chamber of Commerce
Executive Officer

Rebecca Neilson
Rural Communities Housing Development Corporation
Representative

Chief Martin Nicholas
City of Weed
Chief of Police

Hon. Lisa L. Nixon
Siskiyou County Board of Supervisors
District 4 Supervisor

Michelle O’Gorman
Yreka Community Resource Center
Executive Director

Hon. Kenneth Palfini
City of Weed
Mayor

Ed Pecis
Team Shasta / Siskiyou County Sheriff Department
Project Coordinator / Reserve Deputy Sheriff

Michael Perry
County of Siskiyou
County Librarian

Bruce Pope
City of Mt. Shasta
City Manager

Michael G. Rodriguez
Recreation & Parks District
District Administrator

Tony Ross
Tulelake Police Department
Chief of Police

Bobbi Sawtelle
Northern Valley Catholic Social Service
Housing Director

Hon. Kristen Schreder
City of Redding
Councilmember

Joshua E. Short
City of Etna
Chief of Police

Hon. Timothy H. Stearns
City of Mt. Shasta / Law Firm
Councilmember / Lawyer

Dr. Ron Stock, CPM, CM
City of Weed
City Manager

Pastor Brandon Turk
First Baptist Church - Mt. Shasta
Associate Pastor

Hon. Ed Valenzuela
Siskiyou County Board of Supervisors
District 2 Supervisor

Catherine Vergeer-Catlin
Soul Connections
Owner

Dee
Soul Connections
Manager

Mt. Shasta Police Ride-a-long

“Experienced homelessness” on streets

Toured and spent time at the Mt. Shasta and County Libraries

Visited several Parks within Siskiyou County

Conversations with numerous area citizens and merchants

Conversations and interviews with numerous individuals experiencing homelessness

Conversations with several individuals from the faith-based community

Many others, some of whom requested anonymity

Exhibit 2 - The Seven Guiding Principles of Homeless Transformation

The Measuring Stick Moving from Enablement to Engagement

After visiting 237 homeless service providers in 12 states and Washington, DC, Dr. Robert Marbut established the following the *Seven Guiding Principles of Homeless Transformation* which he commonly found to be the best practices within communities across the USA. These *Seven Guiding Principles of Homeless Transformation* were used as key measuring sticks when reviewing homeless service providers in the Cities of Etna, Mt. Shasta, Tulelake, Weed, Yreka and the County of Siskiyou as well as the extended service network.

1. Move to a Culture of Transformation (versus the Old Culture of Warehousing):

Homeless individuals must be engaged and no longer enabled. Everybody within the service delivery system (eg general public, media, elected politicians, appointed officials, boards, staffs and volunteers of service agencies and most importantly the homeless themselves) must embrace a culture of transformation. A culture, that through the help of others, homeless individuals can transform and integrate themselves back into society. For moral and fiscal reasons, homelessness must become an unacceptable condition that is not tolerated in the USA.

2. Co-location and Virtual E-integration of as Many Services as Possible:

In order to increase success, all services within a service area must be e-integrated. Virtual e-integration improves coordination of services, enhances performance, reduces “gaming” of the system, engages individuals on the margin of society and increases cost efficiencies within and between agencies. Furthermore, whenever financially possible, services should be co-located. Co-location goes beyond virtual e-integration by increasing access and availability into a shorter period of time through the reduction of wasted time in transit and minimization of mishandled referrals. Co-location also increases the supportive “human touch.”

3. Must Have a Master Case Management System That is Customized:

Because there are so many different service agencies helping homeless individuals (eg government at multi-levels, non-profits and faith-based), it is critical that ONE person coordinates the services an individual receives and to do so in a customized fashion. The types of service provided is critical, but what is more important is the sequencing and frequency of customized person-centered services.

4. Reward Positive Behavior:

Positive behavior of individuals should be rewarded with increased responsibilities and additional privileges. Privileges such as higher quality sleeping arrangements, more privacy and elective learning opportunities should be used as rewards. It is important that these rewards be used as “tools” to approximate the “real world” in order to increase sustainable reintegration into society. Every aspect of service delivery should be rooted in preparing the individual or family to have sustained success in permanent housing.

5. Consequences for Negative Behavior:

Too often there are no consequences for negative behavior of individuals. Unfortunately, this sends a message that bad behavior is acceptable. Within the transformational process, it is critical to have swift and proportionate consequences.

6. External Activities Must Be Redirected or Stopped:

External activities such as “street feeding” must be redirected to support the transformation process. In most cases, these activities are well-intended efforts by good folks; however, these activities are very enabling and often do little to engage homeless individuals.

7. Panhandling Enables the Homeless and Must Be Stopped:

Unearned cash is very enabling and does not engage homeless individuals in job and skills training which is needed to end homelessness. Additionally, more often than not, cash is not used for food and housing but is instead used to buy drugs and alcohol which further perpetuates the homeless cycle. Homeless individuals who are panhandling should be engaged into the transformational process. Furthermore, most panhandlers are not truly homeless but are preying on the good nature of citizens to get tax-free dollars.

Exhibit 3 - Robert G. Marbut Jr., Ph.D. Biography

Dr. Robert Marbut has worked on homeless issues for more than three decades: first as a volunteer, then as a White House staffer to President H.W. Bush, later as a San Antonio City Councilperson/Mayor-Pro-Tem and most recently as the Founding President & CEO of Haven for Hope (the most comprehensive homeless transformational center in the USA).

In 2007, frustrated by the lack of real improvement in reducing homelessness, and as part of the concept development phase for the Haven for Hope Campus, Dr. Marbut conducted a nationwide best practices study of homeless services. After personally visiting 237 homeless service facilities in 12 states and the District of Columbia, he developed The Seven Guiding Principles of Homeless Transformation which focuses on root causes and recovery, not symptoms and short term gimmicks. Since then, Dr. Marbut has visited a total of 804 operations in 25 states, plus Washington, DC and Mexico City, and has helped hundreds of communities and agencies to dramatically reduce homelessness.

These Seven Guiding Principles of Transformation are used in all aspects of his work to create holistically transformative environments in order to reduce homelessness.

Dr. Marbut was a White House Fellow to President George H.W. Bush (41, the Father) and a former chief of staff to San Antonio Mayor Henry Cisneros.

He earned a Ph.D. from The University of Texas at Austin, Austin, Texas in International Relations (with an emphasis in international terrorism and Wahhabism), Political Behavior and American Political Institutions/Processes from the Department of Government.

He also has two Master of Arts degrees, one in Government from The University of Texas at Austin and one in Criminal Justice from the Claremont Graduate School. His Bachelor of Arts is a Full Triple Major in Economics, Political Science and Psychology (Honors Graduate) from Claremont McKenna (Men's) College.

Dr. Marbut also has completed three post-graduate fellowships, one as a White House Fellow (USA's most prestigious program for leadership and public service), one as a CORO Fellow of Public and Urban Affairs and one as a TEACH Fellow in the Kingdom of Bahrain and the State of Qatar (1 of 13 USA educators selected). He was also a member of the Secretary of Defense's JCOC 2000 class which focused on Special Operations across the DoD.

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