



TASK FORCE ON IMPROVING HUMAN SERVICES

TUESDAY, JULY 29, 2014

3:00 pm

Hagler/Mason Conference Room
2nd Floor, City Hall

AGENDA

1. Call to order
2. Approval of Minutes – June 20, 2014
3. Re-visit Consultant Proposed Recommendation – The Culture of Transformational Change
4. Public Comment on Proposed Recommendation
5. Consultant Proposed Recommendation – Housing Units for Families with Children
6. Public Comment on Proposed Recommendation
7. Consultant Proposed Recommendation – “Come-As-You-Are” Services
8. Public Comment on Proposed Recommendation
9. Consultant Preview of Next Meeting
10. General Public Comment
11. Adjourn

CITY OF PENSACOLA TASK FORCE ON IMPROVING HUMAN SERVICES

Meeting Minutes
June 20, 2014, 10 a.m.

Members Present: Chairman John Johnson, Vice Chairman Nathan Monk, Dr. Samuel Mathews, Chase Saale, Gary Sammons, Lynn Schweihgert, Sara Latshaw (arrived late).

Members Absent: Kenneth Bell, Dr. Frank Sansone, Randy Wilkerson, Zoya Webster-Phillips.

Others Present: Consultant Dr. Robert Marbut, Jr., Eric Olson, Elaine Mager, Council President Jewel Cannada-Wynn, Council Member Sherri Myers, Bob Rogers, Kyle Ross, Marcia Whitaker, Sgt. Jimmy Donohoe, Michael Kimberl.

1. Call to Order

The meeting was called to order by Chairman Johnson. A quorum was established.

Eric Olson informed the Task Force Dr. Lila Cox was no longer with the City and that he would logistically be taking care of working with Dr. Marbut and the Task Force members.

2. Approval of the Minutes

Review of minutes. Motion to approve the minutes was made by Gary Sammons, seconded by Dr. Samuel Mathews and unanimously approved.

3. Task Force Work Flow Process

Dr. Robert Marbut reviewed the Task Force Work Flow. A list of people he should meet with had been forwarded to him and he has met with most of them, with the exception of the County people who have been involved with the flood issues and with FEMA. If there are any additional people that he needs to meet with, it is important to get the names to him, especially for the July meeting, so that the recommendations are properly formed.

Today, the Task Force will look at 2 recommendations and then next month, there will be a package of recommendations around quantity of services, to some extent quality, but really about capacity issues. To be Pottinger compliant in terms of ordinances, the gaps will need to be looked at. The recommendations will be voted on each month, and then when the final package is complete, will have one more time to look at it and make any changes. Since we no longer have a jail here, that will fundamentally change the dynamics. Need to figure out what national best practices will

work without having a jail as part of the process. Ordinances need to be reviewed at the end of the process.

Task Force Members Mathews and Monk expressed concerns with the roll of the Task Force, the frequency of meetings and receiving recommendations without public input.

4. Review of Task Force Expectations

Unfortunately, the compilation of the expectations of the Task Force was not available for discussion at this time. Hopefully, the expectations that had been submitted could be retrieved and if not, resubmitted for compilation and those Task Force members who had not submitted any expectations were reminded to submit them to Eric Olson.

5. Terms and Nomenclature

Chairman Johnson distributed a Task Force Glossary of Terms so that the Task Force can become familiar with some of the terms and acronyms used by different agencies in dealing with homelessness.

6. Continuum of Care (COC) Video

Chairman Johnson played a CCAS video for members of the Task Force that contained some elements that could possibly be used in our community to help people move out of homelessness. Having a coordinated process where social workers work with a central person will help move people through the system.

Member Mathews asked how people would be identified and referred for mental or behavioral health issues if the intake worker is not trained to do that function. There are models for QSR suicide prevention, QSA for public health workers, para professionals that are trained at some minimal levels and without explicit direction of that issue, it would depend on someone's blind intuition. He expressed a desire that this be considered in the recommendation that would address this issue.

Chairman Johnson indicated that it could be an extra layer of qualifications for the intake person.

7. Types and Triggers of Homelessness (Homelessness Not Homogeneous)

Dr. Robert Marbut reviewed the 5 basic subgroups of homeless in North America. Four are present significantly in the South. In the North, there are 5 subgroups. Veterans are the fastest growing subgroup, probably the largest subgroup right now. These are

predominantly Marine Corps, Bravo 11 Army; these are combat veterans, people who have seen war and combat and significantly include an increase in women combat veterans. When you add in the women sub-category, depending on who you listen to, the House or the Senate or Department of Defense advocate groups, somewhere around one-third of the women have had the equivalent of domestic violence or sexual assault. Most of the vet issues center around acute stress, that was never treated and evolved into post traumatic stress.

Families with children breaks into two groups: Single mom led families and that breaks down into two sub groups—domestic violence which comes with specific needs for protection, safety, security, stalking, and such. On the other side, without domestic violence, you have the economic hardship that occurs with the loss of partner. This is extremely acute in the coastal areas of Florida, Texas, and California where cost of living is high and there is no affordable housing.

Some will include unaccompanied minors and unaccompanied youth as families. There is a growing trend that realize this is really a different model. This deals a lot with runaways, prostitution, former prostitution and such. It use to be unaccompanied minor, meaning you are under 18. There is a growing idea that unaccompanied youth, defined as sort of 23 and under, some will do 24 and a half and under have the same issues. Another sub group of this is the fostering out. Florida has recently changed the law on this in the last 18 months, but prior to that and in some states when you turn 18, you are kicked out and you have no other place to go, no other program. The Boysville Network purposely and proactively says you are part of our “family”, when you graduate from high school, you go to college and in your in between summer winter or whenever the breaks are, you are still able to come back to the campus and are still part of our “family”. Not all programs have the resources to do that but the Boysville Network and the people affiliated with that model are very attuned to that for the unaccompanied youth which is different than the unaccompanied minor.

In Florida, especially down the western coast you get a lot of trafficking, again a small group, but when you start adding trafficking in, how you solve it becomes pretty complex. You can't shelter that individual very successfully in the same community because they get found. There are some places that literally trade individuals to other shelters in other communities and receive individuals from other communities into their shelters.

The next is Mental Health. Surveys will show that about 80% of the homeless have some sort of mental health issues and about 60% have some level of substance abuse but what you don't see is a lot of substance abuse without mental health. It is a big misunderstanding with a lot of lay people. Most of it is self medicating. If you want to go after the substance abuse, you have to go after the behavioral or mental health. Most

of the states in the United States do not allow you to co-treat. Only recently are states doing pilot projects.

In the North, and you really don't see this in the South, you have economically triggered homeless, where people have families there, their roots are there, you went to school there and moving away from your family roots to get a job is very difficult. You get a lot of job loss, plant closure triggered homeless that don't have any other features included with that. You don't see that in the South very much. You may see lack of jobs not getting you out of recovery, but that was not the trigger. There are very few plant closures in the South.

In a smaller community like Pensacola, if you get too fractionalized you don't get a real effective service delivery. If you dilute your limited resources you won't be successful. If you try to help everybody equally all the time and not set up a financial triage of support you will not get any success. You will end up doing a little bit for everybody and not get graduation rates.

Its very important to understand, as the video stated, there are different triggers and different kind of triggers that create a different dynamic of what the recovery plan would be.

Member Mathews indicated that one area he was particularly sensitive to is that 39% of the youth that are homeless belong to the LGBT community. There are some agencies that refuse to serve LGBT people in our community. Those folks are typically there because they were kicked out of the house when they came out. Will participating agencies be held to some standard non discrimination.

Consultant Marbut indicated that what he's done throughout the country is to reduce every barrier of entry possible within the structure of whatever the organization is. To some very faith based organizations, that's very important and if they receive no government money, you can't make them do something. The Haven for Hope, takes everybody. The only people they don't take are violent and non ambulatory.

Chairman Johnson stated that part of the coordinating process is to assess the client and if that is an issue, you won't refer to that program because you know that program does not accept that client. Then you refer them to someone else that does.

Vice Chairman Monk asked if there were any agencies in town that do not accept government money.

Chairman Johnson indicated that there were several programs that don't accept federal money.

Further discussion took place regarding LGBT youth numbers, suicide potential with these youth and that they may not be included in the yearly point in time counts, the official numbers the consultant is reviewing and using to develop proposed recommendations.

Eric Olson further explained the role of Dr. Marbut and City Council's expectations of the Task Force with discussion from Task Force members Monk, Saale, Sammons, and Dr. Mathews regarding meeting the needs of everyone with out excluding anyone. If there is an unmet need, should try to find a way in which to meet it.

Consultant Marbut indicated that the task force was on the way of trying to figure out the mechanical issue and that he was told to develop broad, strategic policy recommendations, not tactical narrow recommendations.

8. Consultant Proposed Recommendation—The Culture of Transformational Change

Task Force members were given time to read draft proposed recommendation 1, the Need to Move from a Culture of Enablement to a Culture of Engagement.

Member Saale moved to discuss this recommendation and it was seconded by Member Mathews.

Discussion on the recommendation took place. It is a culture change. This is a vision statement that everything you do follows off of this. How you design your building, how you employ people, how you have referral systems, how you don't dodge mental health, how you don't dodge psychological help. You have a common goal in culture, we want you to graduate off the street and the condition of homelessness is unacceptable, the condition of homelessness is something we want to strive not to have working with existing agencies and organizations. It becomes a community conversation. The organizations start to adopt it, the funders start to adopt it, the City and County adopt it. Public service announcements that talk about instead of giving money out the window, it's better to give a donation to a successful program.

Member Mathews made a motion to adopt the recommendation to move from a culture of enablement to a culture of engagement as a high level recommendation.

Vice Chairman Monk wanted to make a statement before the motion was seconded that he would not be supporting this recommendation. He 100% supports the continuum of care, the general principles of unification of services is extremely important and he highly supports it, he cannot support the idea that being housed is intrinsically better than being un-housed. He believes there are individuals who choose homelessness for some real logical and practical reasons. He is concerned about putting together a campaign that would stereotype homelessness, doesn't know how you could encourage people not to give money out the window without relying on cultural stereotypes of the poor and as a Christian, the scriptures are very clear that you give to the person who begs from you and you do not refuse anyone. Would love to have churches and other groups voluntarily participate and encourage those individuals who want to get help to get help.

Member Schweigert stated that even if this recommendation were passed as a broad brush, there would still be people that choose to be homeless no matter what the Task Force does and that this would be for those who choose not to be homeless.

Vice Chairman Monk stated that he 100% supports the second recommendation, that he supports the intention of recommendation number 1. However he cannot support a public campaign that would have to rely on stereotypes and he can't support the term enablement.

Member Sammons seconded the motion. However, since he had not had time to thoroughly review the recommendation because it wasn't included with the agenda materials, he would much rather have the recommendation tabled to allow for further review. Conceptually, he supports it. He might agree that some of the language needs to be tweaked.

Consultant Marbut indicated that in the future, the recommendations that need to be voted on would be forwarded to the Task Force at least a week in advance or with the agenda package.

Member Latshaw stated that as a government task force, the idea of changing a culture seems to be somewhat unable to legislate and if it is legislated, how will that work.

Consultant Marbut indicated that this was the number one recommendation that has been made everywhere he's been and that it works perfectly. It creates the conversation and it works fabulously. If you have a difference in the philosophy, that's an entirely different deal. It works very well. It is literally how you fund organizations, its how people look at funding organizations as an individual, its how people hire.

different types of employees, its how you train volunteers. It needs to permeate everywhere.

Member Mathews inquired how this recommendation would impact funding for Manna Food since they give out food.

Consultant Marbut was suppose to go to Manna Food but was unable to because of the flooding. However, from what he hears, some of their food goes to wholesale through other organizations, some of their food goes into retail to working poor folks who desperately need it and there is probably some that goes to gaming. That's why when you combine with recommendation 2, you find out that they already got a bag of food from somewhere else at another time. This is not legislating what you do, this is creating the conversation at Manna on how far they will go. Do you just say because you present, you ask, we give.

Member Mathews stated that there was a model in Baldwin County, that might be worth seeing as well as Manna. That is Prodissee Pantry. It is a faith based food pantry. On the days of distribution, they have social service agencies coming into their physical site and the people at Prodissee are trained to do intakes, looking at the broad swath of variables described. Before you get your food, you will go to the legal aid table, you'll go to the mental health table. There is a referral that is made in house and the agencies send representatives there. He will forward information on the pantry Pto Dr. Marbut.

Chairman Johnson asked if there was anyone in the audience who wished to speak on this subject.

No one in the audience wished to speak.

Council President Cannada-Wynn gave a brief explanation of the motions made and that a motion to table would take precedence over the motion to approve the recommendation.

Member Mathews made a motion to table, seconded by Member Sammons and was unanimously carried.

9. Consultant Proposed Recommendation—Universal and Real-time Use of HMIS

Task Force members were given time to review Recommendation 2 Transform HMIS from a "Score Keeper Model" to a "Proactive Case Management Tool"

Member Mathews moved to accept the recommendation, seconded by Vice Chairman Monk.

Discussion on the recommendation took place regarding the flexibility of HMIS with outputs and outcomes. Chairman Johnson indicated that for the past 10 years, HMIS has basically been used as a score keeper to track how many services and things of that nature. This process would be to transform that HMIS process into producing outcomes. That is a system change that will be done internally.

Member Mathews asked if there would be assistance for HMIS portals to agencies that want to participate but have limited administrative funds available and Chairman Johnson stated that he has been fortunate enough to apply for federal dollars to heavily subsidize licensing costs for the users that actively want to participate.

Mr. Bob Rogers with the Waterfront Rescue Mission stated that he agreed with the recommendation. However, practically, it is difficult when you have a limited staff that is very stretched.

Member Sammons asked if this recommendation would be turned into an ordinance that would be enforceable.

Consultant Marbut indicated no. This program, the software already exists, the system already exists, but the flexible data fields don't necessarily exist. Most of the agencies have already switched. The issue is to add enough data fields to really start tracking outcomes not output. We need to know how many people graduated, not how many meals were served. Need to know how many have stabilized with mental health treatment, need to know recovery days for substance abuse, how many less people are in the jail, how many less people are going to EMS. To be really successful, until the funders start changing their dynamic it doesn't happen. The government can't tell them what to do, you are just asking them.

Chairman Johnson stated that HMIS started out for the shelters in tracking the homeless, from unaccompanied youth, to veterans, to families and individuals to evolve into the other population, if you didn't pay the rent, didn't help them out with rent and utilities, they would fall into homelessness. So the system evolved into tracking these two very specific populations. Data is not allowed to be entered and shared unless the client consents to it.

Member Latshaw asked how many agencies would be affected in Escambia and Pensacola.

Chairman Johnson stated that he would guess there are potentially 30 to 40 programs.

Vice Chairman Monk stated that he heavily supported the recommendation because when you are dealing with the people who do want to get off the streets, you need to be able to find out who these people are, who's moving around, where they are going, do we have beds, do we have the right type of beds, all of that information, do we have enough food, are we missing water, all of that information can be implemented by this system once it is utilized properly. So that those people we are concerned about in the first recommendation who want to get off the streets, this is the backbone to that principle.

Member Schweigert asked if there was any data available on the ones the system prevents from going into homelessness. Consultant Marbut indicated that there was, that the data was so powerful. The Federal government would like to get out of the Point-in-Time data, they would like everyone on the HMIS. The problem is not everyone is on it. It helps you in case management, it gives you all the data you want.

Vote was taken on the motion to approve recommendation 2 and was unanimously carried.

10. Public Comment

No one in the audience wished to speak.

Council President Cannada-Wynn pointed out that it is usually best to postpone the vote on an item rather than to table. So by tabling recommendation 1, means that the Task Force will come back to recommendation 1 at the next meeting.

Consultant Marbut assured the Task Force that when the agenda package goes out for the next meeting, the recommendations would be included. If Task Force members have language they would like to have changed in the recommendation, to send the information to Eric Olson and he will take care of forwarding information to him.

11. Adjourn

There being no further business to come before the Task Force, the meeting was adjourned at 12 Noon.

Need to Move from a Culture of Enablement to a Culture of Engagement

The Challenge

There are many programs in Escambia County that functionally discourage engagement into 24/7 holistic treatment programs, this in turn enables many homeless individuals to remain homeless.

Pensacola and the greater Escambia County community need to move from a *Culture of Enablement* to a *Culture of Engagement*. This includes service agencies, volunteers, staffs, donors, funders, government agencies, programs, residents, tourists and the homeless community. The vision should no longer be to “serve” the homeless community but instead be to dramatically and consequentially increase “street graduation” rates. Handouts given outside of recovery programs (eg camping equipment, food and cash), although well intended by nice folks, actually perpetuate and increase homelessness through enablement. Rather than enabling acts of charity by well-meaning people, food and cash donations should be redirected to high performing agencies. A dignified awareness campaign should be developed to educate and encourage the overall community on how to move from a culture of “enablement” to a culture of “engagement.”

- If the greater Escambia community keeps doing the same activities in the same ways, the number of street-level chronic homeless individuals will dramatically increase.
- The vision should be to no longer “serve” the homeless community, but instead be to dramatically and consequentially increase “street graduation” rates. A street graduation occurs when an individual moves from living on the street (or in an encampment) to an improved quality of life that allows an individual to be a productive community citizen.
- The entire community needs to move from a culture of enablement to a culture that engages homeless individuals in all aspects of daily life. Free food handouts and cash from panhandling - although well intended by nice folks - actually perpetuate and increase homelessness through enablement. Food and cash donations should be redirected to high performing agencies.
- “Hanging-out” should be replaced by “program participation.” Every effort possible must be made to engage individuals into 24/7 programming.
- Engagement should never be mean - instead engagement should always be dignified, kind, caring and compassionate.
- If Escambia successfully shifts from a culture of enablement to a culture of engagement, news of this shift will be passed to homeless individuals nationwide. Individuals who want to avoid engagement thus will be reluctant to come to Escambia despite the attractions of the weather.

Task Force Approved:

Proposed Recommendation 2

Transform HMIS from a “Score Keeper Model” to a “Proactive Case Management Tool”

The Challenge

There are several agencies and programs that do not use the HMIS (Homeless Management Information System), and the agencies that do use HMIS sometimes have input delays.

The Homeless Management Information System (HMIS) needs to be transformed from a “Score Keeping Model” to a “Proactive Case Management Model.” To accomplish this, data input needs to be universal (eg by all agencies) and data input needs to be in real time (eg same day or faster input). In order to promote universal agency participation, funding to service agencies by foundations, government agencies, United Way and the Continuum of Care should become contingent upon being proactive participants in HMIS.

- The current system provides a helpful “score-keeper” function. However, HMIS needs to move from being a passive score-keeper to being a proactive case management tool within a truly integrated Master Case Management System.
- The current HMIS software system and management systems are well structured and are outstanding relative to peer communities around the USA. The recent move by the EscaRosa Coalition on the Homeless (ECO) to integrate with the Alabama HMIS system with EscaRosa HMIS will significantly increase the robustness of the information.
- Universal real-time HMIS data-input produces four highly desired results:
 - 1- Allows HMIS to become a proactive case management tool.
 - 2- Accurately illuminates the scope and structure of the homelessness situation.
 - 3- Deters “gaming.”
 - 4- Creates a more robust system.
- To improve information flow and lower the barriers of entry, an “universal release” form should be developed and used by all agencies.
- All homeless agencies who receive funding from United Way, Escambia County, cities, foundations and federal agencies, should be formally required by the granting/funding agency to input all HMIS data in real-time. Funding should be contingent upon pro-active HMIS participation and real-time data entry.
- HMIS needs sustained staffing and technical resources in order to continually improve the functionality, sophistication and capacity needed to become a proactive case management tool.

Need to Increase the Number of Emergency Housing Units for Families-with-children.

The Challenge

There is a crisis gap between the demand for emergency/transitional housing and supportive services for homeless families-with-children than there is in existing supply.

Loaves and Fishes operates an outstanding emergency/transitional housing program for families-with-children. However Loaves and Fishes simply does not have the capacity to handle all the families in need. There is a wait list to get into Loaves and Fishes. Additionally, Loaves and Fishes operates on a 3-week program cycle, yet national best practice posits for a program cycle around 8-weeks. Therefore, a fundraising campaign needs to be implemented to raise enough construction and operating dollars to expand the number of units for families-with-children.

- Ideally, Loaves and Fishes should add between 24 and 37 emergency housing units for families-with-children.
- For operating and budgeting reasons, the increase in housing units should be phased.
- Also for operating and budgeting reasons, the lengthening of the program cycle from 3-weeks to around 8-weeks could also be phased.
- As new operating systems and improved efficiencies take affect, the number of new units needed should be reevaluated.

Establish True “Come-As-You-Are” (CAYA) Services at the Waterfront Rescue Mission

The Challenge

Escambia County and Pensacola City do not have true 24/7 Come-As-You-Are services anywhere.

Establish 24/7/168/365 adult men’s and women’s “Come-As-You-Are” (CAYA) programing at the Waterfront Rescue Mission similar to the services at Pinellas Safe Harbor and Prospects Courtyard at Haven for Hope. This would become the main intake portal for adult homeless men and women within Escambia County and Pensacola City. All adult homeless services county-wide should “spoke off” of this main hub. Once CAYA services are operational, all county-wide street feeding programs, food pantry programs and day-time service centers for adult homeless men and women ideally would be relocated within the CAYA operation. This should also be the location of the Master Case Managers for adult homeless men and women.

- National best practices indicate that communities need to have at least one 24/7 “Come-As-You-Are” emergency center (sometimes referred to as a low-demand-shelter). Yet, Escambia County does not have a true Come-As-You-Are 24/7 facility.
- CAYA would be modeled after Pinellas Safe Harbor and Prospects Courtyard (San Antonio), and to a lesser extent CASS (Phoenix), Star of Hope (Houston), St. Patrick Center (St. Louis) and The Bridge (Dallas).
- The CAYA operation at Waterfront Rescue Mission would then act as the master community intake-portal for all adult homeless men and women.
- Initially CAYA services would be co-located at the Waterfront Rescue Mission. At a later date, CAYA operations might need to be relocated for capacity reasons.
- Because of the increasing number of homeless, the CAYA services should be established as fast as possible.
- It is critical to co-locate as many holistic homeless service programs as possible within the CAYA operations. Homelessness is too big a challenge for one program or one agency to address alone in isolation. All non-24/7 agencies/programs that are serving homeless adults within the entire County should be encouraged to relocate their adult services to CAYA. It is critical for all agencies to be part of a “strategic system” and not be wed to specific locations. Like great sport teams, individual agencies need to adopt a team-winning attitude in which the team is first while individual agencies are second.
- Attached is a listing of possible services to include within CAYA. Realistically, it is likely that different services would be phased in over time.

Attachment to Recommendation 4

- The following services should be included within CAYA (full-time and/or part-time):
 - + Engagement into CAYA:
 - * Outreach - interface with Homeless Outreach Teams (HOTs)
 - * Intake, registration and assessment
 - * Master Case Management
 - + Medical:
 - * Medical (on-campus and off-campus referrals)
 - * Dental (off-campus referrals)
 - * Vision (mostly off-campus referrals)
 - * Pharmacy services (on-campus)
 - * Mental health (on-campus and off-campus referrals)
 - * Addictive disorders and substance abuse services (on-campus and off-campus referrals)
 - + Job Placement Services:
 - * Legal services and ID recovery
 - * Life skills training
 - * Job skills training (includes interview and resume training)
 - * Job placement, coaching and enlisting business community support for jobs
 - + Hygiene Services:
 - * 24/7 bathrooms
 - * Showers
 - * Hygiene skills training and services
 - * Hair cut services (to be presentable for job interviews)
 - + Overnight Sleeping:
 - * Low demand sheltering
 - * Transitional living
 - + Feeding:
 - * Establishment of a commercial kitchen
 - * Food and meals
 - * Coordination of meals (delivery and prep from non-profits and churches)
 - + Other Support Services:
 - * Clothing closet
 - * Housing out-placement
 - * Veteran services
 - * Daytime activities

- * Property storage
- * Donation center
- + Administration:
 - * Administrative services
 - * Security
 - * Storage
 - * Volunteer coordination
 - * Community service work crews
- CAYA must be a “Good Neighbor.” A robust “buffer” around CAYA might need to be developed. Additionally, CAYA needs to be laid out in such away as to create positive ergonomic flow and defensible space.
- For safety reasons, the queuing for intake must occur inside CAYA and not on the street.
- Safety, health and hygiene are all negatively impacted by dirty, soiled and cluttered environments. Therefore, CAYA needs to embrace national best practices of “*Look, Feel and Smell*” standards:
 - + all areas need to be organized neatly and uncluttered (look)
 - + all areas need to be warm and nurturing (feel)
 - + all areas need to smell like a nice home - should not smell dirty and soiled, nor should it smell like cleaning solutions (smell)
- Having high standards dignifies the folks being helped while fostering higher standards for staff and volunteers. Individuals respond to their surroundings. Neat, clean and warm feeling environments lead to more positive outcomes than dirty, soiled and cluttered environments. Embracing a high environmental quality also helps in being a good neighbor.
- How a facility is operated is as equally important to where a facility is sited. The goal is to reduce the hanging-out and minimize the “crumb-trail” between service agencies by encouraging individuals to come into programming.
- High quality environments also increase resources to agencies in the following four ways:
 - + increases volunteers
 - + increases funding
 - + increases staff member and volunteer productivity
 - + extends the useful life of the physical plant and infrastructure
- “Specialty service providers” and “referral service providers” should also be located at CAYA.

- A master case management system needs to be built upon the existing Waterfront Rescue Mission program. Master Case Managers should conduct the initial intakes into the HMIS system, do initial and ongoing assessments, develop the individual recovery-action-plans and be proactive “navigators” of the recovery-action-plans. Master Case Managers would develop and customize all aspects of the recovery-action-plans for each homeless individual receiving services. Master Case Managers would then proactively monitor and manage each recovery-action-plan.