Homelessness Needs Assessment and Strategic Action Recommendations for Clearwater Florida

~~ ~~ ~~

Presentation of Observations, Findings and Strategic Action Recommendations

by

Marbut Consulting

Final Written Report - August 15, 2017

~~ ~~ ~~

Table of Contents

Title Page	1
Table of Contents	. 2
Study Scope of Services and Project Phases	3
Observations, Findings and Strategic Action Recommendations by Major Issue Areas	. 5
Next Steps	13
Exhibit 1 - The Seven Guiding Principles of Homeless Transformation	. 14
Exhibit 2 - Robert G. Marbut Jr., Ph.D. Biography	16

Study Scope of Services and Project Phases

The City of Clearwater procured the services of Marbut Consulting to conduct a homeless service needs assessment and to develop a set of strategic action recommendations.

In order to develop practical recommendations, Marbut Consulting:

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

Marbut Consulting evaluated the current homeless service operations within the City of Clearwater using national best practices and the *Seven Guiding Principles of Homeless Transformation* as the key measuring tools [See Pages 14-15]. 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 City of Clearwater. Robert Marbut started June 12, 2017 and on-site on June 26, 2017. Marbut Consulting finished this written report on August 10, 2017 and Dr. Marbut is scheduled to make formal presentation of his observations and recommendations on August 11, 2017.

From contract . . .

SCOPE OF WORK

Scope of Work - Inventory, Needs Assessment & Action Steps Presentation:

Inventory: Consultant will perform an inventory of homeless services in and around Clearwater and then conduct site visits to most, if not all, homeless services providers in the Clearwater area, including, but not limited to, Peace Memorial Church and Refuge Church. Site visits will be 1-2 hours in duration for smaller-sized agencies and 3 or more hours in duration for larger-sized agencies. Site visits will be conducted during normal working hours. Additionally, Consultant will conduct site visits during "off" hours, including weekends and nights. Consultant will also conduct a "street level" assessment of existing conditions.

Needs Assessment & Gap Analysis: Consultant will conduct a needs assessment and gap analysis of the types of services (qualitative) and capacity of services (quantitative) needed in Clearwater identifying and evaluating the challenges associated with use of a drug, commonly known as "Spice," and the recent increased number of homeless and vagrant persons in the Downtown Clearwater area. This assessment and analysis will include street level observations, site visits, agency reports, point-in-time homeless counts, police activity reports, and data obtained from Homeless Leadership Board - Homeless Management Information System (HMIS) system and other sources, and interviews and/or observations of the engagement activities performed and challenges faced by the Downtown Bike team, Street Outreach Team, Clearwater Main Library personnel, and Downtown Clearwater residents, businesses, visitors and others as appropriate. This likely will require follow-up with agencies which will be done by Consultant via phone and e-mail.

Action Steps Presentation: Consultant will present a proposed series of action steps to the City of Clearwater (this could be a staff level presentation and/or a presentation to the City Council) and will include training for special groups of employees including law enforcement personnel and certain other employees. The action steps will recommend strategic and tactical actions based on gap analysis and national best practices.

Time Frame: The time frame for this scope of work is three (3) months, beginning June 26, 2017, and ending September 30, 2017, with a mutually agreeable option to extend this agreement three months at the same rate of compensation.

Possible Future Work Not Included in this Proposal:

Strategic Framing: Consultant would strategically frame action steps for Clearwater. This process would include meetings with government staff members, elected officials, businesses, faith-based entities, civic groups, educational groups and other agencies to develop "buy-in" of the action steps.

Help Facilitate the Implementation of Action Steps: Consultant would go beyond "study and report" and help the City of Clearwater to implement identified action steps.

Observations, Findings and Strategic Action Recommendations by Major Issue Areas

1 - Proliferation of Spice:

Many citizens in the community have "felt" major increases in negative street activity both in terms of number of individuals and level of aggressiveness. After extensively observing activity on the streets, parks and marina, and then counting individuals at community meals it is clear the "feelings" of increased levels of numbers of individuals is real. However, the increase is due mostly to the proliferation of the drug "Spice" and is <u>not</u> an increase in the number of individuals experiencing homelessness. This researcher, while posing as a person experiencing homelessness on the streets, noticed significant levels of Spice activity during his first site visit. Spice, also known as K2, is a synthetic cannabinoide. One of the active ingredients in many of the current batches on the street is HU-210. Based on clinical research, HU-210 is up to 800 times more active than THC. This means Spice users are often more aggressive and challenging in situations on the street. Spice is especially insidious because each batch differs from other batches made. This inconstancy leads to unpredictable effects on the consumers, including death.

Over the last year, especially the last 5 months, the Spice distribution network has become commingled with the homelessness community. The perceived increased level of aggressiveness is real and is directly tied to increased levels of Spice users. This commingling of the Spice and homelessness communities has also led to the street level population being younger.

Regional distributers of Spice like utilizing individuals who are experiencing homelessness as street level retail sellers because they are much less expensive to hire, take smaller markups, and when arrested there is no obligation to bail/bond out the person who is experiencing homelessness.

While posing as a person experiencing homelessness, this researcher observed 12 different individuals that were spice dealing but who were <u>not</u> experiencing homelessness. Every one of these individuals appeared to be between the ages of 16 and 25, and appeared to be local residents.

In order to address this situation before the situation gets significantly worse, efforts must be made to separate the two groups based on criminal drug behavior (eg separate the Spice network from the community of individuals experiencing homelessness). Because of the "balloon effect" it is especially important to proactively address the Spice situation with a similar intensity level that the law enforcement agencies of St. Pete, Pinellas Park, Largo and Pinellas County have been addressing their situations in their respective jurisdictions. This researcher shared this recommendation even before his first site visit.

Because of increased enforcement activities of Clearwater Police Department, this researcher noticed a significant improvement between his first and second site visits. The merchant and residential communities also shared that they have seen an improvement.

But more work needs to be done. On one recent site visit in July to a 4pm street feeding that was adjacent to the Main Library (the street feeder moved the location from the "Public Feeding Lot" without permission), Gabe Parra and Robert Marbut observed 2 Spice deals within 11 minutes. One of these deals occurred in the car directly next to the car that Mr. Parra and Dr. Marbut were in. What made these deals so surprisingly and bold was they were conducted within 30 feet of 5 firefighters and 2 police officers who were on site responding to a Spice overdose call. If the distributers and dealers realize no consequences, they will continue their selling of Spice on the streets within Clearwater.

It should be pointed out that numerous "old-timers" who have been experiencing homelessness raised many concerns about the Spice dealers and users to this researcher. These individuals expressed concerns about their personal safety based on threats from individuals high on Spice.

Recommendations:

Spice should continue to be treated as a criminal issue, and Clearwater needs to continue to enforce the issue of Spice to the full extent of the law.

Enforcement needs to extend beyond the street retail level up to the regional distributers, to include local Clearwater residents that are wholesaling Spice.

The Spice distribution and using community needs to be separated and treated differently than that of the community of individuals experiencing homelessness. The community of homelessness must not become the distribution network for regional Spice wholesalers.

Residents and merchants should be encouraged to report observed incidents immediately and directly to the Clearwater Police Departments in two ways (ie do both):

- 1- Call the Clearwater non-emergency number (727-562-4242) if they are observing the incident in real time, and . . .
- 2- Using this link (https://app.citizenobserver.com/tips/new?alert group id=2325) a person will be directed to the Clearwater Police Department web page. Include as much information possible: location of incident, vehicle make, model, color, license plate, description of individuals involved, etc. Also attach photos if they were taken.

NOTE: If it is an emergency call 911.

Additionally, merchants should make sure all their trespass signage is properly posted and all their trespass paperwork is up to date.

A formal outreach effort needs to be made to the merchant community as well as the general public. This outreach effort needs to highlight the differences between the two different communities, and encourage residents and merchants to report possible Spice incidents. Specifically, it is recommended that a formal multi-departmental town-hall meeting be held with the merchant community. This meeting needs to provide an overview of the differences between the Spice dealers/users and the community of homelessness, and outline how to report Spice activity. As for the general public, a mini public relations campaign could prove to be beneficial.

2 - Census of Individuals Experiencing Street Level Homelessness:

For benchmark comparison purposes, it is important to remember that in 2011 there were 310 individuals experiencing street level homelessness in Clearwater and there were more than 30 active encampments.

The recent counts have varied by time of day, day of week and week of the month.

Furthermore, some of the reports from agencies have used inflated self-report numbers for community and street feedings, and in other cases, some individuals have been double counted.

Agency self-reporting is often highly inflated. With just one exception, every organization reported higher numbers, sometimes significantly higher, than were observed by this researcher and Gabe Parra. This over reporting sometimes occurs because agency volunteers count "number of plates/meals served" rather than "number of unduplicated individuals." In one case, dozens of individuals were observed moving back into line, before "seconds were called" thus inflating the number. There is also a human tendency to count "liberally" in order to justify organizational importance and to demonstrate a need.

It is critical to have accurate and regular counts in order to be an early warning system to street level spikes in the numbers of individuals experiencing homelessness. Accurate numbers will also help to better inform the public policy decision making. Decision making needs to be made on good data grounded in good methodology.

Because of the lack of good data, this researcher, along with Gabe Parra, counted a series of unduplicated individual counts at community and street feedings over two different weeks in two different months. Most service providers self-reported counts in the 120-150 range. Yet, this researcher and Gabe Parra counted 44, 54 and 61 people at "Public Feeding Lot" (the grass lot next door to the Clearwater Police Department) feedings and 66 and 75 at Peace

Memorial feedings. Several observations were made on different days during different weeks at the "Soup Kitchen" (St. Vincent de Paul). This researcher observed 50-60 individuals experiencing homelessness eating breakfast at the Soup Kitchen. The 50-60 range was validated by the Director of the Soup Kitchen. Nighttime "indoor" feedings had slightly higher numbers because of a slightly higher number of "working poor" individuals utilizing Peace Memorial. Additionally, no families with children were observed at any of the Public Feeding Lot feedings, but a small number of families with children were observed at Peace Memorial and a higher number at the Soup Kitchen.

In addition to counts at feedings, this researcher and Gabe Parra conducted a comprehensive count at all known locations frequented by individuals experiencing homelessness during the last week of July. The last week of the month was picked because there is always higher number of individuals experiencing homelessness at the end of the month because funding from Federal support distributions have been exhausted. Mr. Parra and Dr. Marbut counted 52-55 individuals experiencing homelessness.

Based on all this data, this researcher posits that there are about 52-60 individuals experiencing street level homelessness within Clearwater during the time of this study. Without any prompting by Mr. Parra or Dr. Marbut, Karen Main, the Street Outreach Case Manager for Clearwater, stated that there are 50-60 individuals experiencing street level homelessness within Clearwater.

It is important to realize that this represents an 80.6% - 83.9% reduction from the 2011 baseline number of individuals. It is also important to be aware of the fact that many of the individuals still experiencing street level homelessness would be considered by Housing and Urban Development Department (HUD) to be experiencing highly chronic homelessness. Additionally, during this project's 3 site visits, no active encampments were observed.

Recommendations:

It is critical to conduct a monthly count with standard and consistent protocols that are methodically sound. This count must count unduplicated individuals experiencing homelessness, and should be conducted between 5:30-6:30pm on the last Wednesday of every month. The counters must directly observe and count unduplicated individuals at dinner (eg not "plates"). In order to be accurate, there needs to be 2-4 properly trained individuals. Ideally, there would be 2 teams of 2 (2 individuals can also work). At the start of the dinner feeding, Team One would start in the Marina and Beach area and then work their way East. Team Two would then count unduplicated individuals at the dinner feeding (absolutely do not use organizational self report numbers).

There should be a formal training session for all the individuals involved in counting. These individuals should be trained in observational techniques and the importance of methodical methodology.

Additionally, it might prove to be very helpful to conduct a deep-dive comprehensive survey focusing on how "home-grown" and how "chronic" the community of homelessness is in Clearwater.

3 - Clearwater's Interaction with Pinellas Safe Harbor:

Pinellas Safe Harbor continues to house 400-430 individuals every night with a capacity of 470. Almost all of these individuals would be on city streets within Pinellas County if Safe Harbor was not open. Pinellas Safe Harbor continues to be a phenomenally successful alternative to the streets and jail.

It is important to note that Pinellas Safe Harbor continues to be a "jail diversion program" first, and a "homeless shelter" second.

In a recent change in operating protocols, the staff at Safe Harbor has cleverly limited non-County residents to the Courtyard. This assures more resources for individuals in Clearwater and it reduces the draw to Pinellas County.

In terms of intakes, over 90% of all intakes are walk-ins now and the percentage of police transports is much lower than it was in the beginning.

There has been a question about numbers of individuals from Clearwater. This researcher was able to mostly reconcile the numbers by analyzing the numbers from the Street Outreach Case Manager, and adding these to the numbers from the Police Department and with an estimated number of walk-ins. This researcher believes that when self-reporting is utilized, it can cut both ways: some are in that should not be in, likewise some are missing that should be in. The overall Clearwater numbers should include Police Department transports, referrals by the Street Outreach Case Manager and walk-ins. If this becomes an important issue, a forensic review of every intake could be conducted for a defined period of time, but this would be a major undertaking.

As for the "feel" within Pinellas Safe Harbor, there has been a major change in the "feel" because of the loss of over half of the on-site case managers due to the ending of funding grants. Pinellas Safe Harbor used to have 11 case managers, but unfortunately the number is down to 4 or 6 case managers, depending on how you catagorize and count case managers.

There is also a myth in some quarters that Safe Harbor is "full." For the last 5 years, the staff at Safe Harbor has been able to set aside an ample number of slots for law enforcement transports. Additionally, law enforcement officers <u>no longer</u> have to call in advance before making trips to Safe Harbor.

Recommendations:

Clearwater Police Department needs to proactively and consistently use the resources of Pinellas Safe Harbor.

Additionally, since most of the officers that received Pinellas Safe Harbor training 5-6 years ago are no longer in their respective positions at the time of the training, there is a need to provide a new round of training for all the police units that have high interactions with individuals who are experiencing homelessness.

Clearwater should support any efforts that could source funding opportunities to hire additional on-site case managers.

4 - Clearwater's Interaction with Pinellas Hope:

Over the last few months, Pinellas Hope has been going through a major reconstruction project of converting from the old casitas and tents to modified shipping containers called Hope Cottages. These Cottages are very similar to "tiny houses" and are much more durable than the tents and casitas. Additionally, these units are Air Conditioned and have built-in secured storage.

As a result of this construction project (combine with some staff ratio issues), the Clearwater Street Outreach Case Manager has recently placed fewer individuals into Pinellas Hope than in the past. Before the reconstruction, the Street Outreach Case Manager was placing 5-7 people per week, however, of late the placements have been averaging about 2 per week.

Recommendation:

The Street Outreach Case Manager should work with the staff of the Pinellas Hope to try to source a higher number of placement slots once the reconstruction is completed.

5 - Deployment Protocol of the Street Outreach Case Manager from Directions for Living:

Unlike the other street outreach case workers within Pinellas County, Clearwater's Street Outreach Case Manager is not permanently assigned as "partner" to a singular law enforcement officer. This lack of a formally tethered partnership has lead to a catch-as-catch-can partnering between a law enforcement officer and the Street Outreach Case Manager. Sometimes, the Case Manager goes days without partnering with a law enforcement officer on the street.

The power of street outreach teams is the unique and powerful combination of a law enforcement officer and a social services case manager. Clearwater is not fully benefitting from this powerful opportunity.

Recommendation:

Working with Directions, the Police Department should formally set up a partnering schedule for the Street Outreach Case Manger on at least a 2-week cycle. A copy of this rotation schedule should be sent directly to the City's Community Development Manager who manages the City's Homeless Initiative.

6 - Community Meals and Street Feedings:

The current "system" of community meals and street feedings is exacerbating the homelessness situation in Clearwater. On an individual level, the current "system" impedes recovery and may even enable and prolong the condition of homelessness for some.

There are two major problems. First, the serving times actually deter engagement into recovery programs and into productive employment. Second, no wrap-around holistic services that address the root causes of homelessness are "connected" to the meals.

In the case of the dinner feedings and meals at the Public Feeding Lot and at Peace Memorial Presbyterian Church the services times range from 4:00pm to 5:30pm, and sometimes as late as 6:00pm. The wide-ranging start times promotes unnecessary queuing and increases confusion.

The St. Vincent de Paul Society's Soup Kitchen has an unprecedentedly late start time for breakfast and the service duration is longer than most community breakfasts.

The late start times for breakfasts at the Soup Kitchen and the early start times for dinners at the Public Feeding Lot interfere with normal business hours thus discouraging involvement in recovery programs and gainful employment opportunities.

Recommendations:

Service start and duration times for all community meals and street feedings need to be strategically set based on a schedule that promotes engagement into recovery programs and gainful employment opportunities. Additionally, the times need to be consistent throughout the week.

Host a summit with all the street feeding and community meal providing organizations with the hope of developing a strategic schedule that is consistent and logically based.

Breakfasts should start at 7:00am or earlier and should end no later than 7:45am. All dinners should start at the same time of 5:30pm and end at about 6:30pm.

7 - Promenade, Coachman Park, Station Square and Other Public Space Issues:

There is a perception by many that there had been marked increases in the number of individuals experiencing homelessness City-wide especially in areas like the Promenade, Coachman Park and Station Square. Many merchants and residents expressed strong opinions to this researcher that they believe there has been a significant increase in the number individuals experiencing homelessness. However, based on a wide variety of different counts, the number of individuals experiencing street level homelessness has <u>not</u> been increasing.

Based on first-hand street level observations, combined with follow up interviews and ridealongs, what appears to be really going on is an increase in the <u>intensity</u> of incidents plus an increase in the number of drug dealers hanging-out with individuals experiencing homelessness. Both of these issues are directly related to the proliferation of Spice use and distribution.

Recommendations:

The proactive addressing of the proliferation of Spice should significantly improve the situation within the public spaces [See the Proliferation of Spice Section Above on Page 5].

Residents and merchants should be encouraged to report observed possible Spice incidents immediately and directly to the Clearwater Police Department in two ways: ie call the non-emergency number and use the following link to the Clearwater Police Department web page (https://app.citizenobserver.com/tips/new?alert group id=2325). A person will be directed to include as much information as possible: location of incident, vehicle make, model, color, license plate, description of individuals involved, etc. Also attach photos if they were taken.

Additionally, in an area such as Station Square, experimenting with different programming and opening/closing times might also help the situation.

Next Steps

- Appropriate and full enforcement of the law needs to occur in terms of Spice.
- A public awareness campaign needs to be conducted in order to encourage residents and merchants to report observed possible Spice incidents immediately and directly to the Clearwater Police Department.
- Host a formal multi-departmental town-hall meeting with the merchant community.
- Restructure the monthly count process, and then train the individuals involved in the counting.
- Possibly conduct a deep-dive comprehensive survey focusing on how "home-grown" and how "chronic" the homelessness community population is in Clearwater.
- Proactively and consistently use the resources of Pinellas Safe Harbor.
- Provide a new round of training for all the police officers that have high interactions with individuals who are experiencing homelessness. Similar training should occur with other front line City employees (eg librarians, parks and recreation workers, etc).
- Work with the staff of the Pinellas Hope to try to source a higher number of placement slots once their reconstruction is completed.
- Formally set up a partnering schedule for the City's Street Outreach Case Manager.
- Host a Summit with all the street feeding and community meal providing organizations with the hope of developing a strategic schedule that is consistent and logically based.
- Work with providing organizations to have all Breakfasts start at 7:00am or earlier and end no later than 7:45am, and for all dinners to start at 5:30pm and end about 6:30pm.
- With the recent positive developments with the Soup Kitchen, draft a detailed Memorandum of Understanding between the City of Clearwater and the Soup Kitchen.

Exhibit 1 - 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 City of Clearwater 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 2 - 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.

Contact Information:

Robert G. Marbut Jr., Ph.D. 6726 Wagner Way San Antonio, TX 78256

www.MarbutConsulting.org MarbutR@aol.com 210-260-9696

August 23, 2017 (3:51pm)
C:\RGM Files Docs On 2nd Acer\Consulting\Clearwater2017\PresentationsReports\MarbutClearwater2017August11ObsRecsFinal.wpd