

**SOUTHERN NEVADA REGIONAL PLANNING COALITION  
SOUTHERN NEVADA HOMELESSNESS CONTINUUM OF CARE BOARD  
MEETING MINUTES  
August 13, 2015**

**In attendance:** Julie Calloway, Co-Chair, City of Boulder City  
Nick Spriggs, Co-Chair, Briggs & Spriggs  
Arash Ghafoori, Vice Co-Chair, Nevada Partnership for Homeless Youth  
Barbara Geach, City of Henderson  
Stephen Harsin, City of Las Vegas  
Kelly- Jo Shebeck, Clark County School District  
Terry Murphy, Fremont Street Experience  
Melissa Clary, Huntridge Neighborhood Association  
Jesse Robinson, HELP of Southern Nevada  
David Slattery, Las Vegas Fire & Rescue  
Bret Ficklin, Las Vegas Metro Police Department  
Kena Adams, Moapa Band of Paiutes  
Mark Zellmer, alternate, Nevada HAND  
Merideth Spriggs, alternate, Nevada Homeless Alliance  
Amber Batchelor, S.A.F.E. Nest  
Donna Jordan, alternate, Southern Nevada Adult Mental Health Services  
John Hill, Southern Nevada Regional Housing Authority  
Henry Sneed, The Church LV  
Taylor Hough, alternate, Touro University Nevada  
Nancy Menzel, UNLV  
Joshua Brown, Veterans Administration  
Erin Kinard, WestCare, Inc.

**Absent:**

Tim Burch, Vice Co-Chair, Clark County  
Cass Palmer, City of North Las Vegas  
Shalimar Cabrera, U.S. Vets – Las Vegas  
Angela Marshall, Second Chance Christian Ministries  
Deacon Tom Roberts, Catholic Charities of Southern Nevada  
Geoff Spataro, United Way of Southern Nevada  
Pastor Rand Marshall, alternate, U.S. Army Veteran  
vacant, Workforce Connections

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**Agenda Item 1. Call to order, notice of agenda compliance with the Nevada Open Meeting Law.**

A meeting of the Southern Nevada Regional Planning Coalition's Southern Nevada Homelessness Continuum of Care Board was called to order at 2:04 p.m., on Thursday, August 13, 2015, at United Way of Southern Nevada, 5830 W. Flamingo Road, Las Vegas, Nevada, 89103. The agenda was duly posted in compliance with the Nevada Open Meeting Law requirements.

**Agenda Item 2. Public Comment.**

No public comment was given.

**Agenda Item 3. Approval of the Agenda for August 13, 2015.**

A motion was made to approve the agenda. The motion was approved unanimously.

**Agenda Item 4. Approval of the Minutes from the July 9, 2015 meeting.**

Nick Spriggs, Briggs & Spriggs, stated he would be abstaining from the vote since he was not at the meeting. A motion was made to approve the minutes. The motion was approved.

**Agenda Item 5. Receive an update on the progress of the 25 Cities Initiative; for possible action.**

Michele Fuller-Hallauer, Continuum of Care Coordinator, stated that they participated last month in a federal partners check-in call with the 25 Cities Communities and talked about largest successes and biggest challenges. Positive feedback was

received from federal partners on the successes in the community, and the federal partners have heard the challenges being faced and will do what they can. Key achievements of Phase III are strong leadership support from the VA Director, VA Chief of Social Work, the CoC, and the CoC board. The process of developing a bi-name list of veterans master list is being worked on, and support from the VA and HMIS administration have received. Good solid processes have been developed and moved forward in the community, particularly in outreach efforts, shelter commitments. Salvation Army and Catholic Charities are the largest mass sheltering and there are smaller shelters and women's shelters. Also discussed was the targeted outreach, which was mentioned at this meeting last month, involving 3 days in 30 locations. The challenges being faced that was put forward to the federal partner was challenge with resources or services for non-VA eligible veterans. VA eligible veterans have the HUD VASH and SSFV resources, but the CoC community is strapped for resources. Knowing that the availability of having those resources is part of reaching Functional Zero, in order to move forward the need for more resources was presented to the federal partners. Challenges include data sharing between the VA and HMIS since the VA does not have access to HMIS per a VA directive; in our community the process for obtaining ID's for those folks coming from another community or not having a valid ID; and, although we are working toward having low barrier shelter options, it is still a challenge. Dr. Dodge presented on decisions that had been made in the working groups to attain the goal of reaching functional zero and some of the outcomes of those decisions. First thing needed is to determine if the individual is a veteran. Guidance related to ending homelessness by asking if they've served in the armed forces. There are folks that say yes and friends and family say yes. Guards and reserves never called up for active duty. Without active duty activation that individual is not eligible for VA benefits. Those enlisted but never completed training period, i.e. finished boot camp and went on to specialty training, but never completed. The idea is that an individual can't have served in armed forces if the only time served was training. The individual can be discharged administratively as if a probation period. Don't want mayors to state an end to veteran homelessness without knowing how to answer questions with regards to those who believe themselves to be veterans. Seattle went with state definition for clarity. NV definition – a veteran is an individual who has served active duty, or been in the reserves or the national guard for 6 consecutive years. It was decided to go with the NV definition. VA cannot offer VA housing to those serving 6 years or more in the guard or reserves, but the CoC could accept them. Outreach efforts were covered by Michele Fuller-Hallauer. This week - 5 moving teams that have 5 - 20 mile radius, utilizing HELP of Southern NV as guides, SSVF partner at library. 5 teams 2 teams located at Catholic Charities and Salvation Army. As of Tuesday – not very many veterans found. 15 gave full data, only 7 possibly 8 are brand new. Others had been seen or had plan in process. VA is starting the master list with about 200 names on it. Now the VA has the dedicated staff to go through the list with CPRS and partners – those individual not contacted in the past 6 months will come off the list. Separating all folks that said they were veteran but not enrolled in VA. Not completely excluding the group but putting it off on the side. Individuals saying they are veterans but have reasons they are not. Working with community coordinated intake. Michele Fuller-Hallauer presented on the coordinated intake process. To date, including the VA assessment, over 3500 assessments have been done on folks experiencing homelessness in the community. VA Those falling within 5-9 range are rapid rehousing. Desperately need rapid rehousing resources. For the period of July 1, 2014 through July 2015, this is the data of those housed through VA as well as community intake: 1518 in transitional housing, 584 into rapid rehousing, and 593 into permanent supportive housing. Persons in the community queue as of August 10 were: 765 waiting for rapid rehousing or transitional housing and 453 waiting for permanent supportive housing to become available. Vacancies available as of August 11 were for 20 permanent supportive housing, 43 transition housing, 2 safe haven, and 0 rapid rehousing. As of August 13, 2 were slotted for safe haven vacancies and the supportive housing vacancies have had referrals made. The dashboard for 25 Cities and Zero 2016 Initiatives is data referring to the chronically homeless in the community. The chronically homeless continue to be housed at a slightly higher rate than the target rate in order to meet the goal of functional zero by 2016. At the rate housing is occurring, functional zero will be met by September 2016. Permanently housed statistics for VA were provided which includes HUD VASH and SSVF, where individuals have moved in and signed the lease; as well as exists from contract beds or permanent supportive housing. The goal is to house 150 – 200 which was almost achieved in April. By working with Housing Authority, the monthly goal was reached in July by housing 153, with expectations of higher numbers in August. The ending veteran homelessness dashboard was presented showing that the takedown number will be attained by December 2015.

Melissa Clary, Huntridge Neighborhood Association, asked about the relationship of functional zero with regards to those veterans who, despite continual contact, choose to remain on the street and refuse assistance with getting rehoused. Dr. Dodge explained that in a future meeting the specifics of functional zero and the process used to determine those numbers will be presented. Regarding those veterans that have had repeated contact across time but refusing assistance remain on the master list but are moved to their own category in order to continue to touch base, but are removed from functional zero. Arash Ghafouri, Nevada partnership for Homeless Youth, asked about the percentage attributed to the community intake process and to the VA process for the number of clients housed. Rapid rehousing – majority are SSVF, transitional housing – majority are veterans, permanent supportive housing is a mix of community and veterans with a little more than 50% coming from the community. Dave Slattery, Las Vegas Fire and Rescue, commended the effort for getting those individuals off the street and into housing in such a short time. He then asked why VA not been involved in HMIS and what the obstacles are. Ms. Fuller-Hallauer stated that the VA had been given directive that VA staff was not able to access HMIS, but federal partners are working on bridging that barrier. Mr. Slattery then questioned the reasoning behind the reluctance. Dr. Dodge

stated she believed the major issue comes from the concern about releasing privacy and medical information, and how secure the systems are. Dr. Dodge then deferred to Josh Brown, VA Southern Nevada Healthcare System, who explained the history behind the initiative, i.e. OPM personnel files being accessed. He also announced that on August 14, VA Southern Nevada will be meeting with the Director of VA as it has now been stated through Central Office that it is a decision at the local level as to whether the VA will be allowed to participate in the local HMIS Bitfocus. The meeting will include the Director, Security Officers and Privacy Officers, and confident that VA Southern Nevada will be able one of the few in the nation to start participating in the local HMIS. By being able to participate, Dr. Dodge will then remain to enter information into the system. Mr. Slattery then asked with regards to functional zero whether it is a metric, a number, or more of a demonstration of capacity that if a new homeless enters the system, they will be absorbed by the system. Dr. Dodge stated that it is a functioning system that includes 3 mandates: Veteran homelessness is very infrequent; when it does happen, a goal is set to assure they can be housed on average within 30-45 days; and that housing is able to be retained.

**Agenda Item 6. Receive an update from the Nevada Homeless Alliance and presentation from Project 150; for possible action.**

Meredith Spriggs, Nevada Homeless Alliance, stated she had no update.

Debbie Harpster, Executive Director of Project 150, explained that Project 150 is a 501(c)3 that was started in December 2011 when it was found that approximately 150 homeless students at Rancho High School needed support over the winter break. It was brought to the founders' attention the unmet needs of over 2100 homeless high school students in the Clark County School District (CCSD). Since the original 150 students, help has been given to over 1900 students in 38 schools in the Las Vegas Valley in 2014. In 2015, 41 schools are now included in Project 150. The main focus of Project 150 is to provide support and services to high school students so they have what they need to continue school in order for them to graduate and be successful at life. Some of the services provided are resource rooms in every school; food, weekend and holiday meals; hygiene essential; clothing, including winter and formal wear; and Teen Shopping Days. The resource rooms provide comfortable furniture, shelter, desks, and are stocked with food, clothing, school supplies. Some of the events Project 150 offers are Teen Shopping Day which are offered 3-4 times a year; Career Workshops in collaboration with the Las Vegas Junior League, which were held at 10 high schools last year, to assist with resume writing, interview skills and career wear clothing, and culminated in a Career Employment Fair in the spring; and an annual scholarship program for students in need, which 21 students last year received over \$30,000 in scholarships. These events were conducted in collaboration through the local youth council, grades middle school through college, who conducts the events and raise the funds. Ms. Harpster announced that the youth council is holding a soccer tournament and carnival on Sunday, August 16 at Tropical Breeze Park. She then announced the Teen Shopping Day on Saturday, August 22, from 10:00 a.m. – 1:00 p.m. at the warehouse located at 3600 N. Rancho Dr. Clothing, haircuts, hygiene, and school supplies will be provided. The students must provide their name and school ID to prove their student status. Donations of gently used clothing, and new shoes, socks and underwear are still needed. Although in the past there have been 700-800 students participate, due to community outreach, about 1000 students are expected this year. Project 150 has 4 staff members, but is always looking for volunteers to serve in the Volunteer Center to help sort, pack, and put out items in the warehouse. The Volunteer Center, also located at 3600 N Rancho Dr., Las Vegas, NV 89130 is open Monday – Friday from 9:00 a.m. – 5:00 p.m. The warehouse also houses the clothing showroom, called Betty's, which is open Monday – Thursday from 2:00 p.m. – 5:00 p.m.

The floor was opened to questions. Kena Adams, Moapa Band of Paiutes, asked if Moapa Valley High School was included on the list. Ms. Harpster stated that although Moapa Valley is not included in the list, it is a good referral. Laughlin has a representative, but the need in rural area schools in Clark County School District was recognized. Ms. Adams stated she would email Ms. Harpster because of the need. Barbara Geach, City of Henderson, asked how high schools are selected. Ms. Harpster stated that the program manager is reaching out to all the high schools. Some schools utilize the services more than others. However, if a school does not have a designated liaison, Project 150 is available for any student at any high school. Arash Ghafoori, Nevada Partnership for Homeless Youth, asked how homeless youth are distinguished and informed of services available, and what is the procedure with referrals for youth that may need other services. Ms. Harpster responded that since Project 150 is not funded by any government grants, no income eligibility is necessary. The students do not have to be homeless; they only need to express a need. By working with Title I HOPE and school contacts, specific referrals are received. If anyone has referrals, they can contact the Project 150 office. With regards to referral for other services, Project 150 will get referrals for shelter which cannot be provided so the student is referred to NPHY or Shannon West Youth Center.

**Agenda Item 7. Receive an update from WestCare on the Community Triage Center; for possible action.**

Erin Kinard, WestCare Area Director, presented on the overview rather than specific statistics for the Community Triage Center. In 1986 The Emergency Treatment and Active Labor Act (EMTALA) was passed and required all hospitals to treat individuals demonstrating emergent conditions despite the ability to pay. According the Centers for Medicare and Medicaid Services (CMS) about 55% of emergency care is uncompensated which is an issue across the nation. WestCare focuses on individuals suffering from mental illness and substance use disorders. These individuals cost the system because of frequent users of emergency rooms, law enforcement interactions, emergency medical services providers, jails, court rooms, mental

health hospitals, etc. Because these individuals cycle through the system on a daily, weekly and monthly basis, it costs the community a tremendous amount of time and money. In 2002, the Southern Nevada Regional Planning coalition (SNRPC) recognized a report that a significant number of chronic inebriated and mentally ill persons were being held in emergency rooms for long period of time because they were demonstrating emergent conditions and due to the insufficient availability of mental health beds and other alternative detoxification facilities. In 2003, the SNRPC agreed to create a centrally located Community Triage Center (CTC), operated by WestCare, of 50 beds for those individuals and provide mid-level intervention and not emergency room care. This in turn costs less than emergency room care or jail or other high cost systems. For the past 12 years, the center has received consistent funding from the State of Nevada, all local governments and area hospitals. The CTC provides a mid-level care/medical intervention to assist those individual who are intoxicated or under the influence of drugs, as well as those experiencing acute mental illness by stabilizing them. WestCare provides assessments for long term care, case management services, referrals and linkages to coordinated intake and other social service needs, discharge planning. Historically, those treated at the CTC have been homeless, uninsured, under-insured and indigent. The CTC is able to assist the emergency responders by being available to inform them that since the individual is under the influence, they can go to the triage center instead of the emergency room. If the level of medical intervention is beyond the scope of the CTC, then they will be transported to the emergency room, i.e. IV due to dehydration. As an alternative to jail, those individuals being removed from a public situation without formal charges, i.e. the Civil Protective Custody detainees, can be taken to the CTC rather than the "drunk tank" in jail. NRS 458-270 states that if an individual is found under the influence in public, the civil officer must take an individual to a treatment provider if a provider is available, which the CTC is. Engagement in substance abuse or mental health treatment is also a potential outcome for this program and case management and discharge planning are keys to initiating change in this population. Of this population that is seen in the emergency room, studies of the CTC populations in Nevada have shown that 97% do not have an acute medical condition, only behavioral health problems. Prior to the CTC, because of the lack of beds available in the past, these individuals were held in the emergency room for assessments and medical clearances. Doctors don't want to release the clients because of the liability. Unfortunately, because of the lack of referrals, resources, and transfer options, it ends up overcrowding the emergency rooms. The CTC provides an intermediate level of care with staffing of registered nurses, nurse practitioners, case managers, counselors, behavioral health techs, a medical director and on-call psychiatrist with the ability to accept patients 24/7. The CTC provides medication & medical intervention for those that may have medical issues during detoxification. Low-level medical procedures can be performed, but that is not the intent of the CTC. There are many high costing systems that come into contact with an individual at several levels of intervention, but with the CTC approach, there is an intermediate level of care where all the issues can be addressed. The average cost per encounter for the high costing systems is approximately \$3767.00. From July 1, 2014 through June 30, 2015, the Las Vegas CTC has admitted 4056 individuals with a 3.5 day average length of stay, with a recidivism rate of 15%. The total cost for the year was \$1.7 million. If the same number of 4056 individuals had one encounter with Emergency Services at a cost of \$3767, the annual cost would be \$15 million vs. \$1.7 million for the same clients at the CTC. That is an annual savings of \$13 million. In 2008, due to budget cuts, there was a reduction in the number of beds available, from 50 beds down to 36 beds. However, in November 2014, through the partnerships of the hospitals and local governments, the bed count increased back to 50 beds. The floor was then opened to questions. Stephen Harsin, City of Las Vegas, asked about the opening of the new location at Maryland Parkway and Stewart. Ms. Kinard stated that she has been informed it should be open by mid-September. Mr. Harsin enquired as to the beds at the current location. Ms. Kinard stated that at the present Fourth Street location, the CTC received a waiver by the city and therefore, were able to have more beds in the facility than hospitals, but at the new location, code regulations will have to be adhered to, so the bed count will remain the same. The new facility, being called the DAN Center, after Dan Musgrove, an individual that helped make this happen, but the acronym actually stands for Drugs, Alcohol and Other Needs, one stop provider where law enforcement and other providers can bring individuals. Dave Slattery, Las Vegas Fire and Rescue, commended WestCare as capturing the spirit of EMTALA by helping those individuals who may need help with little or no insurance. LVFR also has a protocol in place for the emergency medical staff to determine whether to take the individual to the mental health facility, CTC, or emergency. Kena Adams, Moapa Band Paiutes, as a VR counselor, asked how to bring a client to the facility since she is not a first responder. Ms. Kinard stated the first step is to call, 702-383-4044. Although the current phone system has some challenges a new phone system is improving. Information regarding drug use and history will be collected along with insurance availability and financial ability of the client, to determine the funding source for that client. Ms. Adams asked if in the future the CTC would be able to partner with IHS, Indian Health Services, in order to service the Native American community. Ms. Kinard responded that WestCare has worked with IHS in the past for residential programming and they have paid for some individuals to go through long term residential treatment. She is open for discussion with regards to crisis intervention and stabilization. Amber Batchelor, S.A.F.E. Nest, asked the source of the average costs per encounter provided. Ms. Kinard stated they actually came from Washoe County as a presentation for the northern state. Stephen Harsin, City of Las Vegas, asked about the funding provided by the hospitals, state, and local sources and how negotiating with Medicaid and possibly some other funding sources could open up fund for other things. Ms. Kinard responded that with the onslaught of healthcare reform, WestCare has had to adjust treatment structure and payment structure. For example, clients have been denied because they did not have a funding source that was accepted. However, now that clients are getting hooked up with Medicaid, the process is running

smoother. By receiving the Medicaid dollars, the funding can then be used to cover other needs for the community. At this point, those needs have not been determined. Barbara Geach, City of Henderson, asked if there was ever any data collected regarding the impact of individuals going back through the hospital and jail system when the federal government funds were reduced during the recession. Ms. Kinard stated that to her knowledge, there was none collected, although it would seem logical.

**Agenda Item 8. Receive an update from the Nevada Delegation on the 2015 National Conference on Ending Homelessness and Capitol Hill Day; for possible action.**

Arash Ghafoori, Nevada Partnership for Homeless Youth, stated a delegation consisting of himself; Merideth Spriggs, Caridad; Phillip Hollon, The Salvation Army; Catherine Huang Hara, Clark County Social Service; and Kelly Robson, HELP of Southern Nevada attended the 2015 National Conference on Ending Homelessness and Capitol Hill Day in July. One thing the delegation did is receive education on best practices and trends around the nation. Each of the delegates attended different tracts and different workshops. On Capitol Hill Day, Kelly Robson acted as our state's representative and met with Congressman Dean Heller, Congressman Joe Heck, Congresswoman Dina Titus & Congressman Joe Hardy. One of the issues discussed was the Runaway Homeless Youth Act, along with many other issues. Some of the lessons learned at the conference were that federal resources cannot be relied on, which means more creativity to get local resources is necessary; demonstrate more of the achievement is needed; and more effort needs to be taken to get those local resources, which can be done by visiting local representative and meeting quarterly with federal representatives. Stephen Harsin, City of Las Vegas responded to the lack of reliability of federal resources, and importance of partnerships and bringing in the private sector since funding is crucial. He also supports the idea of a lobbyist team, as the City of Las Vegas is engaged with local leaders, assemblymen and senators, as well as at the national level and has been approached about doing more education around homelessness. He will be setting up a tour with the lobbyists to bring the elected to tour with the homeless providers. By providing the tours, the elected will have a better understanding of the actual situations and will have a bigger impact when decisions have to be made. Meredith Spriggs, Caridad, had met with shelter providers and one of the processes used was to survey the clients as they come in, i.e. asking what services they are requesting and what their needs are. Another shelter was noticing clients that have monthly checks coming to the shelter, so forced savings were imposed on those clients, in order to get those clients into their own place. Phillip Hollon, The Salvation Army, reported they met with Richard Gere who is an advocate for homelessness. Kelly got to preview Mr. Gere's new upcoming movie, Time Out of Mind. Ms. Spriggs mentioned that Mr. Gere had mentioned the director's name and that he might be interested in doing a private screening of the movie. She has been in contact with the director and they are discussing the possibility of a private screening, so if the community is open to that, to contact her. Mr. Hollon stated he felt the most important thing for him was to get to meet and develop relationships with other people in other agencies throughout the United States. Mr. Ghafoori mentioned that if anyone had any issue specific questions, that the delegates could be contacted directly. Ms. Huang also mentioned that the delegation had the opportunity to not only learn, but also to teach. Tim Burch was invited to present with William Snow on the youth count and how the count is done locally. As great things are done locally, the opportunity avails itself to share and teach national partners.

**Agenda Item 9. Receive an update on the Planning Working Group; for possible action.**

Steven Harsin, City of Las Vegas, reported that the Planning Working Group has been meeting regularly and addressing and discussing issues important to the work of the CoC. Discussions have been held on the top 501(c)3 projects to apply the CoC planning grant funds towards. The Group has reached consensus to move forward on funding a gaps analysis, supporting the Clark County Social Service application for future planning grants to update the 10 Year Plan, the Clark County Social Services as a collaborative applicant will use planning grants and technical assistance for opportunities for the gaps analysis, and encouraging the Clark County Social Services to move forward with an RFP to secure providers to evaluate the coordinated intake process. Additional work the group has focused on is the governance structure which is 10 months old, but through changes and updates, the group is hoping to bring specific recommendations before the board in September or October. Part of the process is the board reviewing those recommendations. Once the recommendations pass the board, it is then opened up to the full CoC for voting on the official changes. The Group is also looking at creating an ad-hoc Steering Committee for things such as agenda setting, being more sensitive to how the agenda is set, i.e. maybe fewer agenda items or more type of discussion key items, topics that can be left to those working groups to eliminate duplication, possibly the need for an executive committee, consisting of the chairs, the co-vice-chairs, and the sector talking groups of the working groups to regularly meet and keep information flowing and be respectful of time and efficiency. The other item the Planning Working Group has been working on is the strategic plan. The last time concepts and ideas were done by the board was around 2012 or 2013 when the board was much smaller. Thanks to the City of Henderson and the City of Las Vegas, funds were pooled together to retain the services of Skye Coaching, which is to be discussed in the next agenda item. It was determined to be important enough to get a professional to help keep it focused, not to complicate it, and to focus on being very action oriented and keeping it moving, since the primary goal is to get the homeless off the street. Catherine Huang, Clark County Social Service, added that the requests for informal bids for the gaps analysis and coordinated intake first year evaluation have been opened and they are due on August 31. Michele Fuller-Hallauer, Continuum of Care Coordinator, also

added in regards to the planning grant discussed earlier by Mr. Harsin, that the CoC application will be going forward once HUD releases the Notice of Funding Availability, which has still not been determined. The planning grant amount being applied for will be over \$300,000. The critical thing to remember is anything funded or supported or if funders are providing services or systemic and planning in nature around coordinated intake, or anything that has to do with the system, can be used as match or leveraging. The community has to have 25% match or 150% leveraging. If there are any questions as to whether it can be used as match or leveraging, Ms. Fuller-Hallauer offer her assistance to make that determination. There is a form letter which can be used to support, or if agency has MOU or contract used for services provided can be used with a letter from individual organization can be used to go forward with the application. Ms. Fuller-Hallauer again offered her guidance as well as the assistance of Ms. Huang. Arash Ghafoori asked to have the form letter sent to the board members via email. Clarification with regards to match and leveraging was requested. Mr. Ghafoori asked if mandates from federal government to ending veterans homelessness by 2015 and ending youth homelessness can planning things be used to plan those efforts to accomplish this, to which Ms. Fuller-Hallauer stated it could.

**Agenda Item 10. Discuss board strategic planning; for possible action.**

Stephen Harsin, City of Las Vegas, introduced Stephanie Rosol, Skye Coaching, who is working with the board on strategic planning. Ms. Rosol explained what the company does. She has met with the Planning Working Group and attended some of the monthly CoC meetings. The old action plan has been reviewed to determine what does and does not get done. Conversations have taken place with regards to the history and the structure of the board. Discussion about increasing ownership regarding who is making the decision; moving from a monthly information gathering meeting to an action oriented meeting that leverages the meetings occurring outside the board meetings, so champions are presenting on their progress. Ms. Rosol recommended forming an ad-hoc working group to review roles and responsibilities of board members. Barbara Geach, City of Henderson, clarified that instead of a strategic plan that more of action steps be recommended. Ms. Rosol stated that it is more for the board to determine the proper wording of the plan, whether it is called a strategic plan or an action plan, but focusing more on what is going to occur over the next 12-24 months. Arash Ghafoori, Nevada Partnership for Homeless Youth, stated it appeared there are two things being discussed: 1 - What the action plan is by breaking down the 10 Year goal and determining what the actions will be taken in the outline mentioned and 2 – Developing structural changes to the way the board works, how information is processed and presented. Ms. Rosol stated that much will depend on how members are stepping into the rolls. Mr. Harsin stated that the review of how the board functions is to compliment what is being done by the board and now, with the expansion of the number of members on the board and with review of the governance structure, it is a perfect time to make these adjustments. Perhaps we want more table discussion on items or how the board focuses on different items, it can be incorporated into the governance structure. Ms. Rosol affirmed that the board had an action plan that was worked on, but this would allow champions from working groups to present the various objectives of their group, and then the board can determine the five primary objectives that the board should work on, and here are the owners of those objectives, which is a key component. Ms. Rosol stated that although these things are for the board to decide, her facility's function is to see how everyone works together and coordinate action better. Mr. Ghafoori commended the strategic Planning Group efforts for going forward with the governance review and considering the fine tuning of what is done and how it is accomplished. Dave Slattery, Las Vegas Fire and Rescue, asked Ms. Rosol for her input with regards to the inclusivity of having the entire board, although it is a big group, participate in the strategic planning versus the focus work group. Ms. Rosol stated that the advantages of having a larger group weigh in on the matters is that there is more feedback and buy in. However, a disadvantage is having people allow 2-4 hours on their already busy calendars to consider these matters. By having a champion in the working group, the information can then be presented to the board for further discussion. Mr. Harsin reiterated Ms. Rosol's statement about having the working group, and mentioned that being respectful of everyone's time is the main reason for having a working group for this issue. Mr. Ghafoori also mentioned that anyone on the board is invited to participate in the meetings to provide input. Ms. Rosol offered that the path to become involved in the group would be to contact the group champion and inform them of an interest in order to be included in those meetings. John Hill, Southern Nevada Regional Housing Authority, stated that if the goal of the board is to assist Ms. Rosol's accomplish her goal, and asked what her recommendations would be. Ms. Rosol stated that she reviewed the information about the board members and the agencies represented and determined who needed to be on the working group, but by no means is meant to exclude anyone from the group. Nick Spriggs, Briggs & Spriggs, stated that as champion of the monitoring working group he works closely with Michele Fuller-Hallauer, Teresa Etcheberry, and others, but did not see any substantial participation from anyone on the board, and challenged the board members to take a more active role in governance guideline procedures. He voiced his disappointment at the board's lack of action, considering the widely diverse group of agencies represented on the board. Ms. Rosol stated that discussing the roles and having the missing conversations about what are the goals and how to achieve those goals is vital. Although a committee or coalition is a little different from a team, but having a shared promise or goal is important for being successful. This inspires the teamwork necessary as everyone looks out for each other. That is the idea of looking at the governance structure and filling out the roles to determine who is committed to what. The 4 hour session for September will allow us to gather information on how to fill the roles, and to become clear on the goal of the working/planning group. This update will be presented at the next meeting. Once a clear goal has been determined, then projects and tasks associated with the goal can be looked at. Mr. Hill asked if

one of the regularly scheduled CoC meetings could be used as a workshop rather than a monthly meeting, so not only board members, but the viable entities in the audience could break into small groups for discussion and then return to the larger group. The core group could then focus on the main issues discussed. Erin Kinard, WestCare, the board needs to have a plan with goals, objectives, and strategies. The board has opportunity to make an impact in the community rather than just collect data. Ms. Kinard recommended having a core group, with a stronger grasp of the presenting problems, go forward to determine the issues that need to be addressed and with ways to attain the goals, and then present to the board. Barbara Geach, City of Henderson, stated she is more in favor of having a smaller group to flush out the issues and then present to the board. Although the advantages of inclusivity has been discussed, those board members not involved in the group still have a voice in the matter by going to their champion and giving their feedback. Once the recommendations come before the board, it will still be up for discussion before a final decision is made. Julie Calloway, City of Boulder City, asked if a motion should be made to move forward with an ad-hoc group. Mr. Harsin suggested the ad-hoc group to include the chairs, co-chairs, and the champions of the 5 working groups and would also like 2 community stake holders to be included, i.e. Erin Kinard and John Hill. Ms. Calloway questioned whether the ad-hoc group should be exclusive. Donna Jordan, Southern Nevada Adult Mental Health, stated that if a person, not mentioned above, wants to be on the ad-hoc group, they can approach their champion and then can become a member of the ad-hoc group. A motion was made and seconded to move forward with an ad-hoc group. The motion was passed unanimously. Ms. Rosol stated the planning working group would work to define a design. The update will be given in September with a presentation to be given in October.

**Agenda Item 11. Receive an update from each board member regarding relevant activities within their respective organizations relating to homelessness.**

Arash Ghafoori, Nevada Partnership for Homeless Youth, announced that the Youth Planning Working Group, which is part of the CoC Planning Group, will have the first meeting on September 29, at 9:00 a.m. at The Center. The initial meeting will be looking at consolidating the numerous youth groups in the community, and focusing on what needs to be done, how it's going to be accomplished, the most important goals, and what can and can't be done. Initially envisions having working items and eventually some external reporting items. The first two top priority items will be coordinated intake for this population and assisting in surveys and census taking being planned in the community. Those needed at the meeting are youth providers, school district, jurisdictions, adult providers that see youth overlap, juvenile justice, corporations, and private sector dealing with youth, Bitfocus, and other relevant stakeholders.

Joshua Brown, Veterans Administration, introduced Phyllis Cob who is Dr. Dodge's replacement as manager at the CRC.

Stephan Harsin, City of Las Vegas, on behalf of Terry Murphy, Fremont Street Experience, announced that Ms. Murphy has been in contact with RTC about 5 day bus passes. RTC has concerns that homeless people will bring their pets on bus, and why there is necessity for a 5-day bus pass. If you have ideas, suggestions or answer to this, please email Ms. Murphy at [tmurphy951@aol.com](mailto:tmurphy951@aol.com).

Mr. Harsin announced that the Senior Citizen board with the City of Las Vegas invited Merideth Spriggs, Caridad, to give a presentation. The Senior Citizen board has decided to take on a campaign to collect personal hygiene items and adult diapers for the homeless, and will work with Caridad to get these items to the appropriate individuals.

Catherine Huang, Clark County Social Service, announced CoC Continuum of Care 101 training to be done on September 3, 1:00 p.m. – 3:00 p.m. for all new board members wishing to get a better understanding of what our continuum of care entails, what the federal regulations are, as well as the local implementation. Also invited were any new members to the evaluation working group so they can receive a primer to the ranking and recommendation process once the NOFA comes out. If there are more than 16 board members signed up, a second training will be set up. Ms. Huang also announced the SOAR Forum on August 25 at the Grant Sawyer Building, 10:00 a.m. – 4:00 p.m.

**Agenda Item 13. Public Comment.**

Phillip Hollon, The Salvation Army, shared that the Aviation Institute of Maintenance held a "Beat the Heat" Student Bottled Water Campaign from 07/27/- 8/14. Subway Sandwiches Franchises from around the world set a new world record on Saturday, August 1, for making the most sandwiches simultaneously by making 1481 sandwiches which were donated to The Salvation Army Night Shelter clients. Family Dollar Stores, through the end of August, has a program that allows customers to purchase pre-identified items and put them in a bin for The Salvation Army to pick up for the food pantry and shelter. Sudden Impact Auto Body and Findlay Acura recently wrapped up the 2<sup>nd</sup> Annual Food Drive, collecting 5000 lbs. of food and bottled water over a two week period. Fox5 and their Take 5 To Care partners are underway with their S.O.S. (Supply Our School) Campaign to provide backpacks and school supplies to those needy children. This campaign started on August 12. The Salvation Army is registering children for backpacks through August 21 and distributing them on August 22.

The meeting adjourned at 4:11 p.m.