

# Withdrawal/Redaction Sheet

## Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. list	Meeting participants (partial) (1 page)	01/26/94	P6/b(6)

### COLLECTION:

Clinton Presidential Records  
Domestic Policy Council  
Carol Rasco (Meetings, Trips, Events)  
OA/Box Number: 7262

### FOLDER TITLE:

Shackelford, Lottie Mayor 3:30 p.m. 1-27-94 (Suzan Johnson-Cook Will Also Attend)

rw161

### RESTRICTION CODES

#### Presidential Records Act - [44 U.S.C. 2204(a)]

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3 Release would violate a Federal statute [(a)(3) of the PRA]
- P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P5 Release would disclose confidential advise between the President and his advisors, or between such advisors [a)(5) of the PRA]
- P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

#### Freedom of Information Act - [5 U.S.C. 552(b)]

- b(1) National security classified information [(b)(1) of the FOIA]
- b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
- b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
- b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
- b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
- b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
- b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

Las Vegas / Clark County  
**M\*A\*S\*H**  
(Mobilized Assistance and Shelter for the Homeless)

**What is M\*A\*S\*H?**

- Las Vegas / Clark County M\*A\*S\*H is a comprehensive one-stop regional crisis and intervention center and 1,000 bed emergency shelter for homeless and at-risk individuals and families with children. Via coordinated programs and on-site support services, the center will provide a **continuum of care** and facilitate a permanent transition from homelessness to a life of social and economic self sufficiency.

**How M\*A\*S\*H works:**

- **Intake and needs assessment:** A thorough screening and intake process will occur for all individuals and families who come to the M\*A\*S\*H crisis and intervention center. Upon intake, individual problems and resources will be identified, and basic services such as showers, clothing, food or other immediate needs will be provided for.
- **Case management plan:** After initial assessments are made, residents will agree to participate in a case management plan, individually tailored to the resident's needs by on-site social workers, for the duration of their stay at the M\*A\*S\*H center. Non-resident referrals who do not require shelter will also utilize the center's available services. Each client's ongoing case management will occur with regular visits by social workers.

**M\*A\*S\*H comprehensive on-site social services:**

- M\*A\*S\*H Medical Clinic
- M\*A\*S\*H Dental Clinic
- M\*A\*S\*H Mental Health Clinic
- M\*A\*S\*H Individual and Family Case Management Program
- M\*A\*S\*H Dining Room
- M\*A\*S\*H Alcoholics Anonymous 12-Step Recovery Programs
- M\*A\*S\*H Veterans Outreach Program
- M\*A\*S\*H HIV/AIDS Education and Outreach
- M\*A\*S\*H Child Care Program
- M\*A\*S\*H Domestic Abuse Intervention Program
- M\*A\*S\*H "Imagine" One-Room Schoolhouse
- M\*A\*S\*H Employment Counseling, Training and Placement Program
- M\*A\*S\*H Legal Services and Advocacy Program
- M\*A\*S\*H Non-Denominational Spiritual Sanctuary
- M\*A\*S\*H Recreation Program
- M\*A\*S\*H Urban Survival Skills Courses
- M\*A\*S\*H Client Savings and Money Management Program
- M\*A\*S\*H Housing Relocation Assistance Program
- M\*A\*S\*H Post-Shelter Follow-Up Program

### M\*A\*S\*H emergency shelter facilities

- **The Weather Shelter:** The Weather Shelter will be a 400 bed, 90 day emergency shelter consisting of low-walled, partitioned sleeping spaces for men and women who are in need of basic shelter.
- **Single Men's Shelter:** The Single Men's Shelter will offer 300 beds for single men (three residents per living unit) as they participate in the highly structured M\*A\*S\*H program.
- **Single Women's Shelter:** The Single Women's Shelter will offer 100 beds for single women (three residents per living unit) as they participate in the highly structured M\*A\*S\*H program.
- **Intact Family and Single Parent Shelter:** The Intact Family and Single Parent Shelter will be a 40 unit, 200 bed emergency shelter, consisting of semi-private apartment-style living units.

### Homelessness in the Las Vegas / Clark County area

Las Vegas / Clark County is currently the fastest growing metropolitan and residential area in the United States (*Associated Press*, December 1993), with thousands arriving daily from economically depressed areas in search of employment.

### The Homeless Population

- Approximately 15,000 homeless, and thousands at-risk of becoming homeless in Las Vegas / Clark County
- 46% of homeless are families with children, most headed by single parent women, 1/3 are U.S. Veterans.
- Homeless population includes battered women, chronically mentally ill men and women, elderly and frail elderly, intact families with children, people with disabilities and people with HIV and AIDS

### The M\*A\*S\*H Public / Private Partnership

The M\*A\*S\*H project is a joint venture collaborative between the City of Las Vegas and Clark County. The City and County have each committed \$2,500,000.00 towards the project. The project is also endorsed by the Southern Nevada Regional Housing Board, a consortium of public and private entities dedicated to the creation of a comprehensive regional housing system, and the Southern Nevada Homeless Coalition, a group of local non-profits, business and community leaders committed to ending homelessness. Community volunteers will play a vital role in the day-to-day operations of the M\*A\*S\*H center, which will also incorporate a federal prison work program.

### Community Collaboration

- **The M\*A\*S\*H Design Charette** The design for the M\*A\*S\*H center was created in a public "charette," a marathon design session during which architects had the opportunity to consult with service providers, the homeless and the public in creating a center with the user in mind. A special children's charette, during which a

group of school age children discussed issues of homelessness, was also a part of the proceedings.

- **Service Providers:** Local service providers unanimously support the M\*A\*S\*H project, which will bring these formerly isolated and fragmented agencies under one roof, providing a continuum of care for the thousands of homeless and at-risk individuals and families with children currently searching for services in Southern Nevada.
- **In-Kind Donations and Support:** Leaders in the local business community, including The Boyd Group and the Sands Hotel, Expo & Convention Center, as well as non-profit agencies such as The Key Foundation, The Shelter Partnership (Los Angeles) and the U.S. Department of Defense Logistics have generously supported the development of the M\*A\*S\*H center through in-kind donations and support.
- **Public Service Announcements:** Nationally known personalities including M\*A\*S\*H television series cast members Mike Farrell, William Christopher and Jamie Farr, nationally syndicated talk show host Montel Williams, basketball legend Earvin "Magic" Johnson and activist/author Ron Kovic, as well as local community leaders are participating in a public service campaign to promote awareness of the homeless problem and raise funds for the M\*A\*S\*H center.

#### **M\*A\*S\*H Washington/HUD Meetings**

- **July 12, 1993** Met with Jacquie Lawing and Wendy Greuel in Washington, D.C.
- **August 5, 1993** Met with HUD Secretary Cisneros at McCarran Airport. Cisneros called M\*A\*S\*H one of the most innovative programs he had seen across the nation.
- **November 30, 1993** Met with Jacquie Lawing, Wendy Greuel, members of the D.C. Initiative group and Lottie Shackelford.

#### **M\*A\*S\*H will:**

- The M\*A\*S\*H center will shelter over **12,000** individuals and families with children per year
- The M\*A\*S\*H **Crisis and Intervention Center** will serve over **20,000** homeless and at risk individuals and families with children per year.
- The M\*A\*S\*H **dining room** will serve over **1 million** meals per year.
- The M\*A\*S\*H **medical, dental and mental health clinics** will serve over **30,000** patients per year
- The M\*A\*S\*H **Imagine one-room schoolhouse** will serve over **1,000** children and adults per year
- M\*A\*S\*H will be the first step in a **four-tiered housing continuum**, which includes **emergency shelter, transitional housing, scattered site rental housing and first time home buyer programs**

*\*for further information, please contact Mr. Arnold Ross Stalk. ph: 702-229-2555, fax: 702-385-3128*

LAS VEGAS/CLARK COUNTY

M \* A \* S \* H

*(Mobilized Assistance and Shelter for the Homeless)*



*Winter 1993-1994*





# CITY OF LAS VEGAS

**Mayor**  
Jan Lavery Jones

**City Council**  
Councilman Arnie Adamsen  
Councilman Scott Higginson  
Councilman Frank Hawkins, Jr.  
Councilman Ken Brass

**Acting City Manager**  
Larry K. Barton



# CLARK COUNTY

**County Board of Commissioners**

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Commissioner Yvonne Atkinson-Gates  
Commissioner Paul Christensen  
Commissioner Thalia Dondero  
Commissioner Karen Hayes  
Commissioner Don Schlesinger  
Commissioner Bruce Woodbury

**County Manager**  
Donald L. "Pat" Shalmy

**M\*A\*S\*H Project Developer/Contact:**

Arnold Ross Stalk, Chief, City of Las Vegas Housing Division  
phone: (702) 229-2555  
fax: (702) 385-3128



Las Vegas / Clark County  
**M\*A\*S\*H**



*(Mobilized Assistance and Shelter for the Homeless)*

## TABLE OF CONTENTS

<b>Introduction</b>	<b>pg. 4</b>
The M*A*S*H Concept	
<b>Overview of the Problem/Needs Assessment</b>	<b>pg. 5</b>
Population Growth and the Affordable Housing Market	
Homelessness in Las Vegas	
Needs Assessments of Homeless and Low Income	
Individuals and Families in the Las Vegas Area	
Causes of Homelessness in Southern Nevada	
Existing Emergency Shelters in Las Vegas	
<b>Four Steps to Economic and Social</b>	
<b>Self-Sufficiency</b>	<b>pg. 12</b>
M*A*S*H and the Four -Step Comprehensive Housing Plan	
The Need For a Coordinated Approach and Systematic Change	
<b>How Las Vegas/Clark County M*A*S*H Works</b>	<b>pg. 15</b>
M*A*S*H On-Site Social Services	
M*A*S*H Emergency Shelter Facilities	
Summary/M*A*S*H Overview	
M*A*S*H Master Plan	
<b>Las Vegas Housing Developments In Progress</b>	<b>pg. 29</b>
<b>Letters of Support/Recent Publications</b>	<b>pg. 33</b>
<b>The M*A*S*H Design Charette</b>	<b>pg. 85</b>
<b>Construction and Operations Budget</b>	<b>pg. 87</b>
Development/Construction Budget	
In-Kind Donations and Support	
IRS Documentation	
<b>Staff Information</b>	<b>pg. 92</b>

# Las Vegas/Clark County

## M\*A\*S\*H

*(Mobilized Assistance and Shelter for the Homeless)*

### INTRODUCTION

The City of Las Vegas and Clark County share a commitment to solving the affordable housing needs of their citizens. As one of the fastest growing communities in the United States, the Las Vegas affordable housing market has been put under a tremendous strain by a steady influx of new residents seeking employment and housing in the area. We have identified that the City and County must address the entire continuum of housing development and support services which includes emergency shelter, transitional housing, permanent rental housing and home ownership.

While there are a number of initiatives and projects either in development or underway in the community which represent each housing type along the continuum, the City and County have focused the majority of their initial efforts on the widespread need for emergency shelter and the prevention of homelessness. We propose to develop an innovative M\*A\*S\*H center that will be a one-stop facility to identify and solve problems of individuals and families with children who are either homeless or "at risk" of becoming homeless. In the center, an immediate intake process and individualized needs assessment will be performed by a social worker, and the problems identified will be addressed by a comprehensive, on-site network of social services and support programs. A description of the range of social services to be provided follows.

### THE M\*A\*S\*H CONCEPT

The M\*A\*S\*H center will be a one-stop regional center also offering 1,000 shelter beds to address the needs of single men, single women, single women with children and "intact" families. A particular focus of the center will be on addressing the special needs of previously overlooked members of the homeless population, such as children, single parent families, Veterans and the mentally ill. Through an innovative campus-style design, the M\*A\*S\*H center will be a cost-effective and comprehensive approach to alleviating homelessness throughout the Las Vegas metro area. Rather than merely serving the immediate needs of homeless individuals seeking food and shelter for the night, the M\*A\*S\*H center will address a larger need, providing well coordinated, long-term solutions for breaking the devastating cycle of poverty and homelessness. The M\*A\*S\*H concept will be a model of replication for the nation.



**OVERVIEW OF THE PROBLEM/  
NEEDS ASSESSMENT**

# OVERVIEW OF THE PROBLEM OF HOMELESSNESS IN LAS VEGAS

## Population Growth and the Affordable Housing Market

Las Vegas is currently one of the most rapidly expanding metropolitan and residential areas in the nation. Many flock to Southern Nevada in particular to obtain employment through the City's tremendous gaming and resort community. The resident population of Las Vegas nearly doubled between 1980 and 1990 (according to *Las Vegas Perspectives 1990*, population was 463,087 in 1980, climbing to 825,521 in 1990), and is projected to pass the 1 million mark by the year 2000.

With substantial and ambitious new resort industry developments including Mirage's Treasure Island hotel (opening October '93), Circus Circus' Luxor hotel (opening October '93) and the MGM Grand hotel and theme park (opening December '93) on the horizon, it is anticipated that some 12,000 new hotel rooms will be opening within the calendar year 1993-94. Therefore, thousands of new hotel and casino employees will be hired in 1993, the great majority of whom will be relocating from other cities and searching for housing, placing a unique and substantial strain on the affordable housing market, and forcing many individuals and family out of the market range.

## Homelessness in Las Vegas

The homeless population in Las Vegas consists of people from all ethnic backgrounds, and is comprised of single males, single females, and families with children (*the fastest growing segment of the local and national homeless population*). In 1990, the State of Nevada estimated in its Comprehensive Homeless Assistance Plan (CHAP) that 46% of the homeless were families with children, with a majority of these headed by single parent women. The State of Nevada CHAP also indicated that there were approximately 10,000 homeless individuals in Clark County. The homeless population is comprised of single parents, veterans, battered women, chronically mentally ill homeless men and women, elderly and frail elderly, intact families with children, people with disabilities and people with HIV and AIDS.

The number of homeless people in the Las Vegas/Clark County area varies according to a variety of sources. For example, the Welfare Division of the State of Nevada estimates that there are 6,189 homeless individuals in the city. The homeless population also varies according to the time of year. For example, in 1990-1991 the St. Vincent Shelter had a high of 15,651 residents in January, and a low of 3,162 in July. Las Vegas and other cities on the west coast attract "snowbirds" from various areas throughout the United States. Las Vegas attracts individuals who see the city as a possible opportunity to more easily gain employment and access food and drink at a very low cost. Many transients view downtown Las Vegas as a place to ask for money on the streets. During a recent non-scientific, random STALK + STALK (an architectural and planning firm) survey of 200 downtown homeless men and women, an overwhelming majority of the people stated that downtown food and drink were cheap, and the panhandling was very good. This has had, and is causing a negative impact on downtown tourism and business. Currently the St. Vincent Shelter, the largest emergency shelter in Southern Nevada, is understaffed and lacks adequate sleeping and bathroom facilities. The homeless problem continues to increase throughout the Las Vegas area, fluctuating during the summer and winter, which creates various and multitudinous problems for local service providers.

## **NEEDS ASSESSMENTS OF HOMELESS AND LOW INCOME INDIVIDUALS AND FAMILIES IN THE LAS VEGAS AREA**

The homeless population in Las Vegas is diverse, multi-ethnic and represents people from all walks of life. It is for this reason that solutions to the homeless crisis are not simple and will require decisions and answers to difficult problems. ***Any housing model that is created must be orchestrated through a coordinated and comprehensive effort.*** The following represents various needs which will help chart a framework to assist homeless and those in search of affordable housing in the Las Vegas area.

- 1. Emergency shelters, transitional housing and rental housing for various populations, with comprehensive social services, including case management and ongoing support systems.***
- 2. Transitional housing for various populations, including single room occupancy (SRO) housing for individuals, veterans and battered women, as well as housing for previously homeless families. Other special needs housing models should also be developed to facilitate a smooth transition from the emergency shelter system.***
- 3. Scattered site permanent rental housing for families and other population which is both accessible and affordable to those in transition to permanent housing models.***
- 4. Home ownership for working individuals and families to be developed on scattered sites and within residential neighborhoods to ensure long-term economic and social self-sufficiency.***

***Note: It is the four-tiered, coordinated housing model that will ensure long-term economic and social independence. The concurrent development of emergency shelters, transitional housing, scattered site rental housing and home ownership programs are all components of a comprehensive system which will help those who want to help themselves escape the cycle of poverty.***

5. ***Comprehensive and innovative, on-site child care for working parents, which will be made available to all residents of affordable housing.***
6. ***Employment coordination with local businesses, industry, and other employment opportunities, as well as job training and referrals. Coordination with the Nevada Department of Employment Development.***
7. ***Comprehensive community medical, dental and mental health services to be made available at a central location.***
8. ***A coordinated, revolving rental loan fund for rental, transitional and permanent rental housing for graduates of housing programs.***
9. ***Courses in comprehensive urban life skills, offering money management programs, parenting classes, abuse intervention and prevention, alcohol and drug recovery programs, individual counseling, adult continuing education courses, job interview training courses and other skills necessary to insure long-term economic and social survival.***
10. ***Public/Private partnerships utilizing various creative financing techniques to develop affordable housing. It should be noted that funding mechanisms such as tax credits are designed for transitional housing and permanent rental housing.***
11. ***The long-term coordination of services between governmental agencies, local service providers, and the community at large.***
12. ***On-going services with follow-up for those who have worked through a rigorous and structured program, and require a continuation of and access to available services. This phase of social services is critical to the intervention and prevention of the slide back to homelessness.***

## CAUSES OF HOMELESSNESS IN SOUTHERN NEVADA

There are many reasons for which individuals and families with children become homeless. The following represent a variety of causes of homelessness in general, as well as problems unique to the Las Vegas area:

1. *Weaknesses of the existing shelter system, which is understaffed, lacks adequate shelter facilities, has no prevention or intervention programs, and is inadequate to meet the needs of the current homeless population.*
2. *A lack of affordable housing throughout the Las Vegas area. The influx of new hotel employees to the area keeps the affordable housing market under considerable strain.*
3. *Lack of adequate special needs housing, such as housing for homeless mentally ill, AIDS and HIV victims, single parents, intact families with children, and other groups with special individual needs. Attention in these areas could make a significant impact in preventing homelessness in the long-term.*
4. *The attraction to the Las Vegas area of people in search of employment from other areas across the United States.*
5. *The attraction of "snowbirds" to the Las Vegas area climate from other areas across the United States.*
6. *Lack of transportation throughout the region which makes access to employment difficult.*
7. *Current State of Nevada eviction laws allow tenant eviction after five days of non-payment of rent, creating situations of homelessness in a short amount of time. There is also a general lack of resources for prevention and intervention.*
8. *Drastic reductions in federally assisted affordable housing.*
9. *Underemployment and the rising ranks of the working poor have created insufficient income levels and the inability to pay rent.*

- 10. Lack of child care services for working parents prevents parents from seeking and securing long-term employment.**
- 11. The availability of 24-hour gambling, affordable food and drink, and the illusion of economic fortune attracts many to Las Vegas.**
- 12. Alcohol, drugs and other substance abuse and the lack of adequate and accessible treatment programs.**
- 13. Domestic violence, divorce, child abuse, dysfunctional individuals and families who do not have an adequate support and intervention system to turn to contribute to the rapid slide into homelessness.**
- 14. Lack of valuable assistance and adequate services to U.S. veterans who suffer from a myriad of problems.**
- 15. Lack of sufficient services and assistance to discharged mentally ill individuals.**
- 16. Lack of coordinated job training and placement programs in the area.**
- 17. Limited operation and intake hours of existing Las Vegas area shelters impedes employment search and job interview process of homeless individuals, forcing many to choose between a job interview across town and a meal or shelter for the night.**
- 18. Lack of coordinated and comprehensive social services to intervene and prevent the rapid slide into homelessness.**

There are many, issues, reasons and circumstances which lead to homelessness. The issues listed above represent many of the reasons, however, it is important to note that there is no single, overnight solution. Effective means for crisis intervention and an accessible support structure are the foundation for a lessening and eventual elimination of the homeless problem in the Las Vegas region.

## **EXISTING EMERGENCY SHELTERS IN LAS VEGAS**

There are currently six existing emergency shelters in Las Vegas which operate at full capacity. The following shelters operate on an emergency basis only in the Las Vegas area:

### **The Shade Tree Shelter**

The Shade Tree Shelter provides 50 beds for women with children. The facilities are inadequate; residents use the St. Vincent shelter for showers and meals.

### **The Salvation Army**

The Salvation Army has 134 beds for single men, single women and women with children. Residency stay is limited to one week for individuals. Shelter space is also provided for families. Although the demand for space is high, an individual's stay may be extended beyond the week upon request, and residents may re-enter the program after six months.

### **Catholic Community Services of Nevada/St. Vincent Shelter**

St. Vincent shelter currently provides 185 beds for single men. It is a requirement that shelter residents participate in a work program and pay 15% of their income to the shelter program. Additionally, shelter residents must work four hours of labor per day at the shelter. Lunch and dinner are provided each day. The St. Vincent shelter often exceeds its capacity, resulting in many clients sleeping in an open yard, and on tightly-packed mats on the floor.

### **Las Vegas Rescue Mission**

The Las Vegas Rescue Mission provides 97 emergency shelter beds for men and 35 shelter beds for women residents. Regular religious services and an active search for work are required of all residents during their stay at the mission.

### **Crossroads Family Shelter**

The Crossroads Family Shelter provides transitional housing for intact families. Catholic Community Services of Nevada operates the shelter, which provides 10 dual or single parent families with shelter for a period of 30-60 days. The shelter is located at the St. Vincent Plaza, adjacent to the St. Vincent Shelter and the Shade Tree Shelter.

### **Temporary Assistance Shelter For Domestic Violence**

The Temporary Assistance Shelter for Domestic Violence provides 27 emergency shelter beds for battered women with children. Battered women are among the most neglected segment of the homeless population.

**FOUR STEPS TO ECONOMIC  
AND SOCIAL  
SELF-SUFFICIENCY**



# M\*A\*S\*H AND THE FOUR-STEP COMPREHENSIVE HOUSING PLAN

For many working individuals and families with children, the availability of affordable housing can prevent the slide to homelessness. The development of housing should be viewed as a four-step comprehensive, strategic approach, from assisting the homeless to providing home ownership opportunities for low income families. Each component is vital to the long-term viability of the housing community, and should be developed concurrently.

## Step 1 -- M\*A\*S\*H (Mobilized Assistance and Shelter for the Homeless)

The first step of the comprehensive housing system, the M\*A\*S\*H program will address the needs of people in crisis. While the optimum solution will be for crisis center personnel to intervene *before* the family or individual becomes homeless, 1,000 beds will be available for those willing to participate in a comprehensive, structured program that leads them on a path to self-sufficiency. Upon successful completion of the ninety-day program, graduates will proceed to transitional housing.

## Step 2 -- The Transitional Housing Program

The second step of the comprehensive housing system is the development of transitional housing, which allows an individual or family to cross the bridge from homelessness and a crisis situation to a more stable life. Transitional housing provides extended stay (ninety days to eighteen months) accommodations where the family resides in an apartment home with support services to facilitate the self-sufficiency of the family. Continued emphasis on self-sufficiency further enables families to mitigate the circumstances which originally led to homelessness. Financial and emotional counseling continues during the transitional phase with assigned caseworkers, who develop a self-sufficiency plan with each family and/or individual. Currently, there are several transitional housing developments being planned throughout Southern Nevada.

## Step 3 -- The Scattered Site Rental Housing Program

The third step of the comprehensive housing system is the development of scattered site rental housing. Permanent affordable rental housing is targeted for families and individuals who are stable and self-sufficient, but who do not earn enough income to pay for market rate housing without jeopardizing the household's financial securing. Such housing is usually subsidized at the front end with construction grants or with rental subsidies to the tenants. Currently, there are several scattered site affordable housing developments being planned in the area.

## Step 4 -- The Home Ownership Program

For an individual or family to reach the American dream of home ownership is the fourth step in the transition to a life of long-term stability, dignity and respect. There are plans currently in development for public and private partnerships to construct housing for first-time home buyers, and the demand for such models throughout Southern Nevada is extremely high. Various federal programs have been created to further enable low income families to purchase homes. Some programs offer down payment assistance, while others hold "silent" second trust deeds on the homes, payable when the home sells. Local banks offer some of these programs, and two local non-profits are creating first-time home buyers' programs that offer financial counseling and down payment assistance.

## THE NEED FOR A COORDINATED APPROACH AND SYSTEMATIC CHANGE

The problems of homelessness and affordable housing in Southern Nevada are complex and inter-related. Without an integrated approach to the development of emergency shelters, transitional housing, affordable rental housing, special first-time home ownership programs and the delivery of comprehensive social services, the long-term stability of individuals and families with children is not possible. The responses of assistance to the homeless have traditionally been primarily fragmented, short-term and crisis oriented. Several local social service agencies and shelters provide good short-term case management and basic crisis intervention services, yet lack an interdisciplinary approach. In addition, the problems of homeless individuals and families with children vary as to the amount and intensity of assistance needed to accomplish the difficult transition back to social and economic stability. Therefore, support services need to be individually designed to reflect each individual's and family's needs. The need for a highly structured program based on a "tough love" approach to recovering from the homeless cycle has been a proven successful approach to helping people help themselves.

Susan Notkin echoes the need for a coordinated approach in her work, *Families On The Move: Breaking the Cycle of Homelessness* : "The needs of homeless families do not confine themselves neatly into one or two systems, but cut across the range of housing, health, education, welfare, employment and children's services. Thus the institutional framework much be structured for maximum coordination and flexibility." (Notkin, 1990)

It is therefore proposed that a comprehensive, systematic network of housing development and services be established. The development of all types of affordable housing and comprehensive services will be the foundation of the system. This will provide for a methodological and strategically planned approach to creating unique and innovative models for replication and will require the active participation of the public and private sector. Coordinated services and the expeditious delivery of services will impede the slide to homelessness, and will also be extremely cost-effective in comparison to the existing costly and inefficient delivery of fragmented services and the crisis management approach. The present system of services to the homeless and those "at-risk" of becoming homeless does not work well, and in fact does not serve those most in need.

The Las Vegas community has recognized the increasing need for affordable housing. Accordingly, the development community and lenders are beginning to recognize the benefits of financing and developing affordable housing.

Elected officials are recognizing that the development of the M\*A\*S\*H center is the first step towards developing a comprehensive housing system. Current plans include the development of transitional housing, permanent rental housing and special programs to facilitate home ownership for first-time buyers.

Local banks recently sponsored the Affordable Housing Institute to build capacity among the local non-profits. The participating non-profits will develop 239 units of transitional and permanent affordable housing to add to the existing housing supply.

Local Initiatives Service Corporation (LISC) is also exploring the possibility of siting an office in Las Vegas. LISC is a national non-profit that provides technical assistance and additional funding sources for non-profits to develop affordable housing. City and County leaders are very excited about attracting LISC to Las Vegas.

**HOW LAS VEGAS / CLARK  
COUNTY M\*A\*S\*H WORKS**

# HOW LAS VEGAS/CLARK COUNTY M\*A\*S\*H WORKS

## Initial Screening, Evaluation and the Case Plan Contract

The M\*A\*S\*H project is a one-stop crisis and intervention center and 1,000 bed emergency shelter for individuals and families with children who are homeless or are "at risk" of becoming homeless. Via well-coordinated, comprehensive programs and on-site support services, the center will facilitate a permanent transition from homelessness to a life of independence and economic self-sufficiency.

A thorough screening and intake process will occur for individuals and families who come to the M\*A\*S\*H center. The center will provide a continuum of services to transient and homeless people. Upon intake, individual problems and resources will be identified, and basic services such as showers, clothing, food or other immediate needs would be provided for.

After the initial screening and assessments are made, *residents will sign a "contract," agreeing to participate in a case management plan for the duration of their stay at the M\*A\*S\*H center.* The case management plan will be individually tailored to the needs of each resident by on-site case manager/social workers. It should be noted that some clients will not require shelter, and may utilize the available services at the center. Each client's on-going case management will occur with regular visits by case manager/social workers during the client's stay at the center.

## Life at the M\*A\*S\*H Center – Promoting Self-Sufficiency

To promote independence and self-sufficiency (while providing for a more cost-effective operation), all residents will be required to clean their own sleeping quarters or rooms (depending on the population), do their own laundry including linens, and in the case of families in residence, shop for groceries and cook their own meals.

## Children at M\*A\*S\*H

A children's services supervisor will be responsible for the emotional and physical well being of *all children in residence.* Every child under 18 years of age will be enrolled in either child care programs, an on-site K-5 schoolhouse or public schools. *On-site infant/toddler care will be provided.* Children to five years of age will be enrolled in full-scale child care programs. After school tutorial programs will be required of all children.

## The Next Step – Permanent Housing and Ongoing Case Management

Particular efforts will be devoted to helping residents obtain transitional or permanent housing. Case managers will take an active role in helping homeless families relocate to permanent housing at the end of their stay at the M\*A\*S\*H center.

Ongoing case management for up to six months will be available to residents after successfully participating in the program. It is anticipated that up to 50% of the clients will require and request ongoing support of varying degrees to complete the case management plan.

## M\*A\*S\*H and the Community – Voluntarism at Work

It is important to note that a volunteer coordination unit at the M\*A\*S\*H center will recruit local volunteers from the community, including retired nurses, school teachers, social workers, etc..., as well as develop a **comprehensive internship program with local and national colleges and universities.** Graduates of the M\*A\*S\*H program may also be a vital part of the support system for new residents. The recruitment of volunteers is an effective, cost saving operation.

## **M\*A\*S\*H ON-SITE SOCIAL SERVICES**

The M\*A\*S\*H facility will be a comprehensive one-stop crisis and intervention center, offering the following on-site social services to attend to the individual needs of each resident:

### **The Medical Clinic**

An on-site medical clinic will serve all residents at the center. All clients will be given medical attention as needed. Collaborative efforts with community medical services will be developed, and the clinic will serve those in need of basic medical services. Particular efforts will be made for children to receive appropriate vaccinations.

### **The Dental Clinic**

An on-site dental clinic will serve all clients at the center. All clients will be given dental attention as needed. Collaborative efforts with local dentists and the possibility of an on-site dental school could be established to serve those in need of basic dental services.

### **The Mental Health Clinic**

On-site mental health services will be a vital component to the long term success of the center. Individual counseling, group sessions and family counseling will be required as part of each case management plan. Collaborations with universities and the utilization of internship programs can be a vital and cost-effective method of service.

### **The Individual and/or Family Case Management Program**

All residents will be assigned a case manager/social worker. All residents will be required to develop a "case plan" which will be their individual road map and foundation for their transition from homelessness to self-sufficiency. A contract will be signed by each resident (parents will sign on behalf of children), and should the agreement be broken, an eviction notice will be issued immediately and the client will not be allowed to return to the program.

### **The Alcohol and Drug Treatment Program**

All clients will be required to consult with their case manager, and if it is determined that alcohol or drug abuse is a problem, the resident will be required to enroll in an on-site twelve step program of recovery. The twelve step program which was developed for alcoholism (Alcoholics Anonymous) is a world wide recognized program of long-term successful recovery from various addictions. It will be possible for various support groups to meet at the center on a daily basis to address the specific needs of individuals and families with children.

### The Veterans Outreach Program

Approximately one-third of the homeless have served in the United States Armed Forces, according to the National Coalition for Homeless Veterans. An on-site Veterans Outreach program will be furnished to meet the special needs of this often overlooked segment of the homeless population, including personal empowerment and support programs, as well as psychological counseling and treatment of Post Traumatic Stress Disorder. The M\*A\*S\*H complex will offer homeless Veterans the valuable camaraderie of living in a structured environment with fellow Veterans who are succeeding at bettering themselves.

### The Innovative Child Care and Education Program

On-site child care programs will include therapeutic child care, child abuse intervention and prevention, an infant care center, after-school child care and after-school tutorial programs. A volunteer corps of school teachers and members of the community will assist with the staffing of child care programs.

### The "Imagine" One Room Schoolhouse

An on-site one room schoolhouse, staffed by teachers and volunteers from the community, will offer wide-ranging educational programs for all children in residence, as well as adult education and Parenting courses.

### The Employment Counseling and Job Placement Program

An on-site employment counseling center and job bank will insure a resource for employment for adults and teens. Coordination with local business will be developed and will help all individuals who are employable to receive jobs. An on-site office of the employment development department could facilitate the availability of jobs and serve as coordinator between local business and individuals seeking employment. *It should be noted that the case plan contract will require all residents who are able to actively seek employment.*

### The Client Savings Program and Money Management Courses

A joint savings program and money management course will be required of all adult residents at the M\*A\*S\*H center. This vital aspect of the program will teach individuals to manage and save money. Joint savings accounts by and between residents and their case managers could insure that money saving will occur during the resident's stay. This fills and bridges the financial gap, and will facilitate the first and last month's rent for permanent housing.

## The Legal Services and Advocacy Program

Legal services will be available on-site at the M\*A\*S\*H center. All residents in need of special legal assistance will be referred by their case managers following the initial needs assessment process. A volunteer corps from the legal community and universities can play a vital part in attending to the legal needs of residents.

## The Chapel and Spiritual Sanctuary

An on-site, non-denominational Chapel/Spiritual Sanctuary will be available for worship services of any spiritual persuasion, as well as individual use.

## The Recreation Program

Recreation facilities will be available to all residents of the M\*A\*S\*H center for fitness and valuable alleviation of stress. Organized sports programs such as basketball and baseball will be offered for both children and adults.

## The Urban Survival Skills Course

Education and information for the prevention of homelessness is an important community resource. Many people in Las Vegas are just two paychecks away from a life in the streets. Therefore, a comprehensive course in basic survival skills will be mandatory for all residents at the center. This will be a program of education and prevention for all residents, to break the recurring cycle of homelessness. A corps of community volunteers could teach this course on an on-going basis. Former residents, as graduates of the program, would be ideal volunteer teachers.

## The Housing and Relocation Assistance Program

Emergency shelter and crisis intervention is only the first step on the path to self-sufficiency. A housing resource program which can be coordinated with local apartment owners will be established to arrange permanent housing for residents who qualify. It is further recommended that a revolving rental loan fund be established to loan residents first and last month's rent, which will enable many individuals and families to move into more permanent housing.

## The Post-Shelter Follow-Up Program

A 90 day follow-up program will be established, and will be made available to those residents who continue to require access to the programs offered by the M\*A\*S\*H center. The intention of this program is to offer services on a non-crisis basis, allowing individuals and families to receive help as they make the transition to economic and social self-sufficiency.

## **M\*A\*S\*H EMERGENCY SHELTER FACILITIES**

The M\*A\*S\*H emergency shelter/crisis and intervention center will offer 1,000 beds, along with complete bathroom, kitchen and dining room facilities, meeting rooms and community spaces, incorporating three core shelter units: The "Intact" Family and Single Parent Shelter, The Weather Shelter and The 90 Day Emergency Shelter for Single Men and Single Women.

### **Weather Shelter**

The Weather Shelter at the M\*A\*S\*H center will be a model 400 bed, 90 day emergency shelter, consisting of low-walled, partitioned sleeping spaces for men and women who are in need of basic shelter. Resident referrals will be made as the result of the initial intake assessment process. Fully equipped shower and bathroom facilities will be available. Each resident will receive appropriate medical, mental health and dental treatment, and an individualized case plan will be developed for the term of residency at the shelter. All physically and mentally able men and women will actively seek employment during their stay at the shelter, and an on-site employment development office will facilitate the search for employment. The major goal of the Weather Shelter program will be to break the cycle of homelessness through a highly structured program.

### **90 Day Emergency Shelter For Single Men and Single Women**

The 90 Day Emergency Shelter, offering 300 beds for single men and 100 beds for single women, will incorporate a fully structured program which will help residents referred as the result of the intake and assessment process. A 90 day case plan developed for all residents and each resident will be mutually agreed upon by the resident and the case worker, to be followed by the resident for the entire term of stay. The design of the shelter will include separate living units (three residents to a unit), common bathrooms and a common dining room, community spaces and spaces for resident meetings.

### **"Intact" Family and Single Parent Shelter**

The "Intact" Family and Single Parent Shelter at the M\*A\*S\*H center will be a 40 unit (200 bed) emergency shelter. Each family will live in a modest, yet private apartment within a structured environment, to develop the goal of economic and social self-sufficiency. Individualized case plans will be developed for all families. All children will be enrolled at the on-site one-room schoolhouse, where special, individualized education programs will be developed.

### **Summary**

The M\*A\*S\*H (Mobilized Assistance and Shelter for the Homeless) crisis and intervention center and emergency shelter is a one-stop regional center for individuals and families with children who are homeless or at risk of becoming homeless. This comprehensive center will serve as a place for these individuals to go to receive assistance in an extensive, well-coordinated manner. The M\*A\*S\*H center will serve the Las Vegas area, and will be the place where all referrals from the community can be sent for assistance.

The M\*A\*S\*H center will be a unique model for the nation, allowing individuals and families with children to effectively make a lasting transition from homelessness to a life of independent living. A wide variety of services will be offered on-site to be utilized by residents of the center as needed. Newly created community resources and coalitions will be utilized to provide the various support and self-help mechanisms that will enable intervention and prevent the homeless cycle from recurring.



## **M\*A\*S\*H**

(Mobilized Assistance and Shelter For the Homeless)

The **M\*A\*S\*H** project is a one-stop crisis and intervention center and emergency shelter for individuals and families with children who are homeless or "at risk" of becoming homeless. Via well-coordinated, comprehensive programs and on-site support services, the center will facilitate a permanent transition from homelessness to a life of independence and economic self-sufficiency.

In addition to the on-site social services, the **M\*A\*S\*H** center will provide 1,000 shelter beds to address the needs of single men and women, as well as single women with children and intact families. Residents of the center will commit to a case plan, individually tailored to the needs of the resident by on-site case manager/social workers.

### **M\*A\*S\*H Shelter Units:**

-**"Intact Family" and Single Parent Shelter** -- *A 40 unit, 200 bed emergency shelter consisting of private apartment units for families with children.*

-**Weather Shelter** -- *A 400 bed, 90 day emergency shelter, consisting of low-walled, partitioned sleeping spaces for men and women in need of basic shelter. Fully equipped shower and bathroom facilities will be available.*

-**90 Day Emergency Shelter for Single Men and Single Women** -- *A 400 bed (300 beds for men, 100 beds for women), 90-day emergency shelter for single men and single women. The design of the shelter will include separate living units, common bathrooms and a common dining room, community spaces and spaces for resident meetings.*

### **M\*A\*S\*H Comprehensive On-Site Support Services:**

-**Individual and/or Family Case Plan**

-**Medical Clinic**

-**Dental Clinic**

-**HIV/AIDS Outreach**

-**Mental Health Services**

-**Alcohol and Drug Treatment Services**

-**Veterans Outreach Services**

-**Child Care Programs**

-**Abuse Intervention and Counseling**

-**One-Room Schoolhouse** *(Including educational programs for all children in residence, as well as Adult Education and Parenting programs)*

-**Employment Counseling and Job Placement**

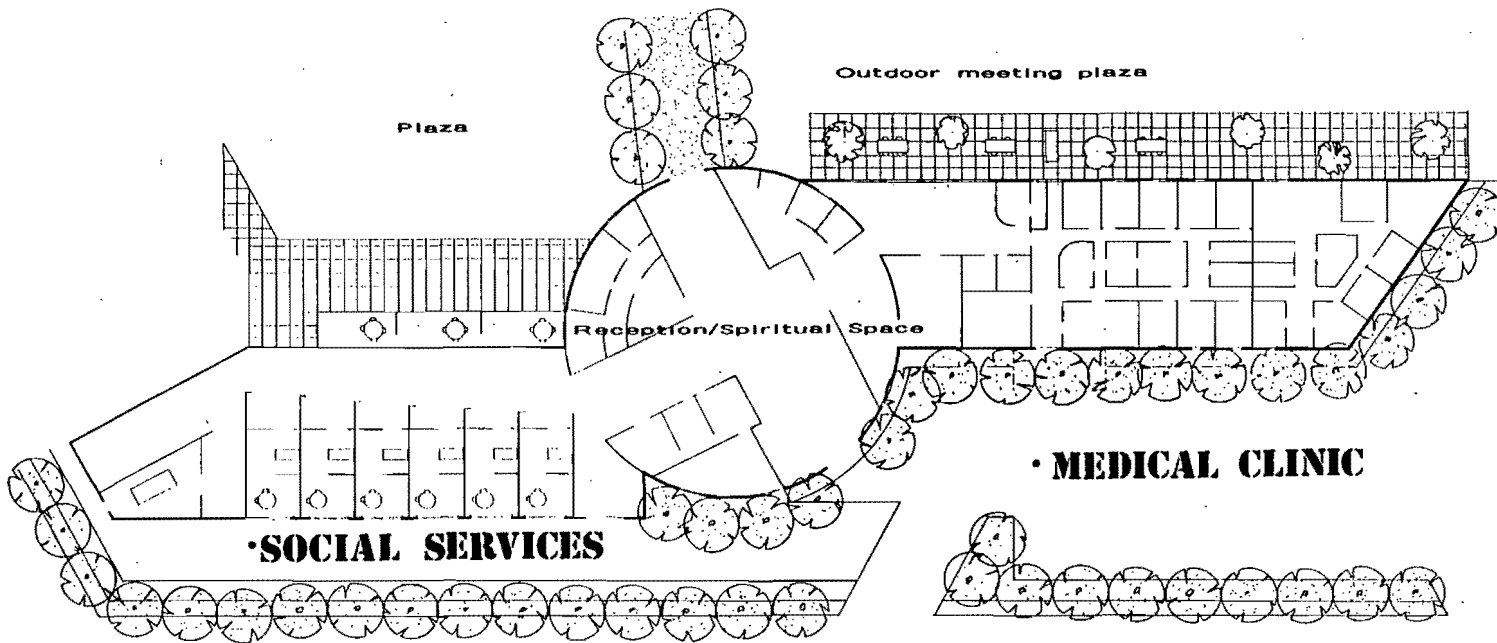
-**Client Savings Program and Money Management Courses**

-**Legal Services**

-**Urban Survival Skills Courses**

-**Housing and Relocation Assistance**

-**Follow-Up and Post Shelter Stay Consultation Services**



**Support Services**

**Mental Health**

**Dental Clinic**

**Alcohol And Drug Clinic**

**Child Care**

**Employment Placement**

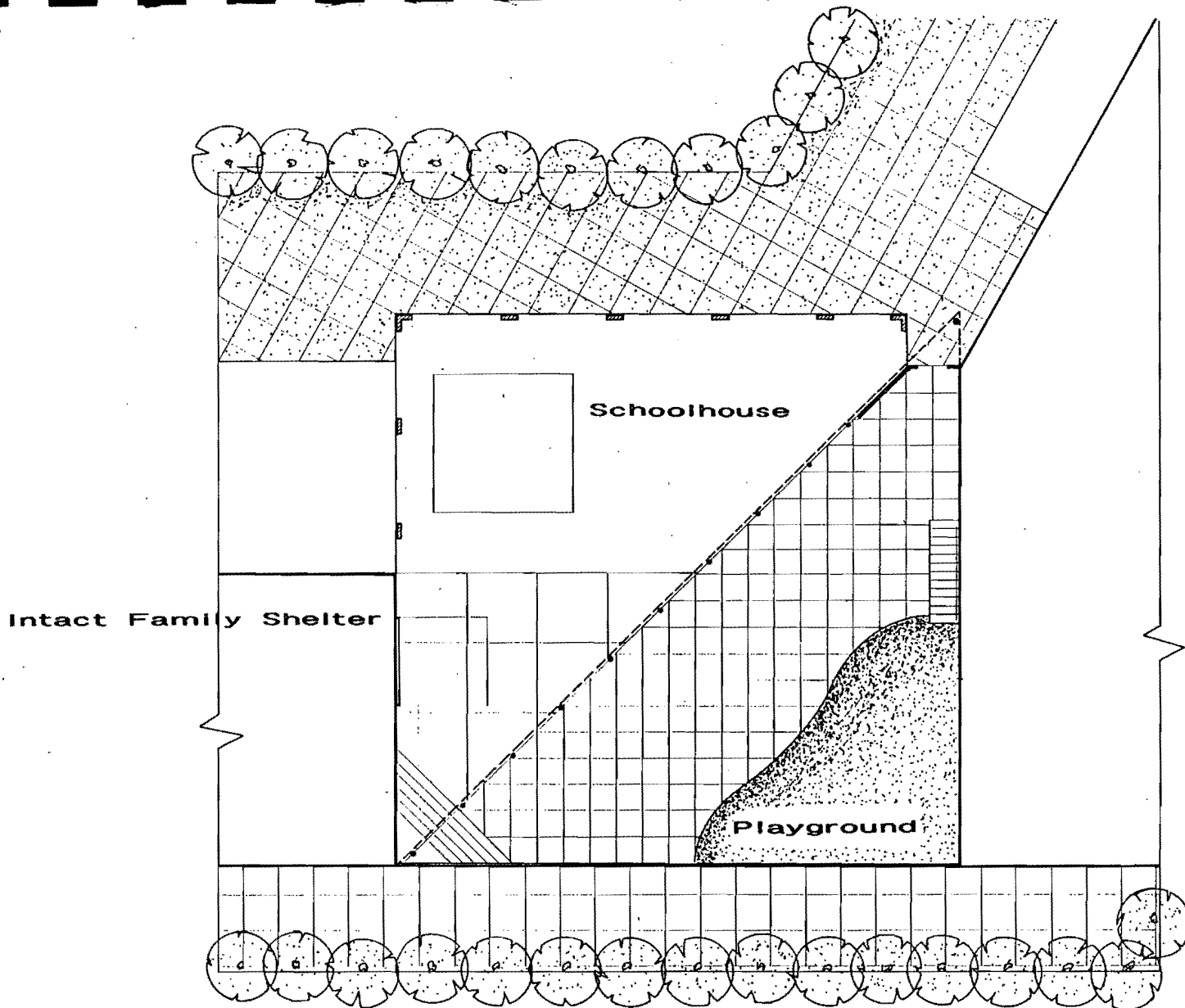
**Money Management**

**Education & Information**

**Housing Relocation**

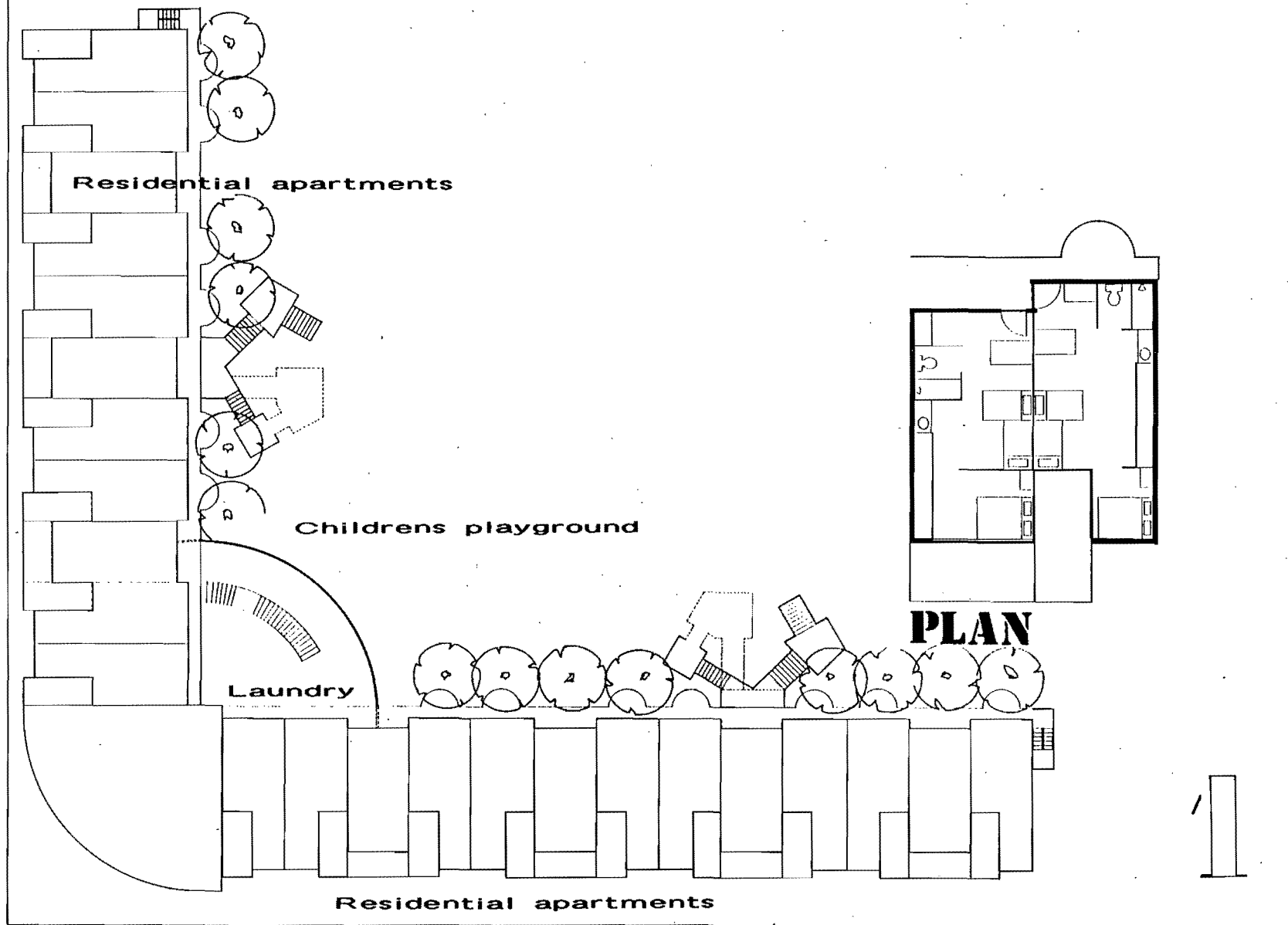
**Follow up/Case Management**

**MASH CRISIS & INTERVENTION CENTER**



M+A+S+H

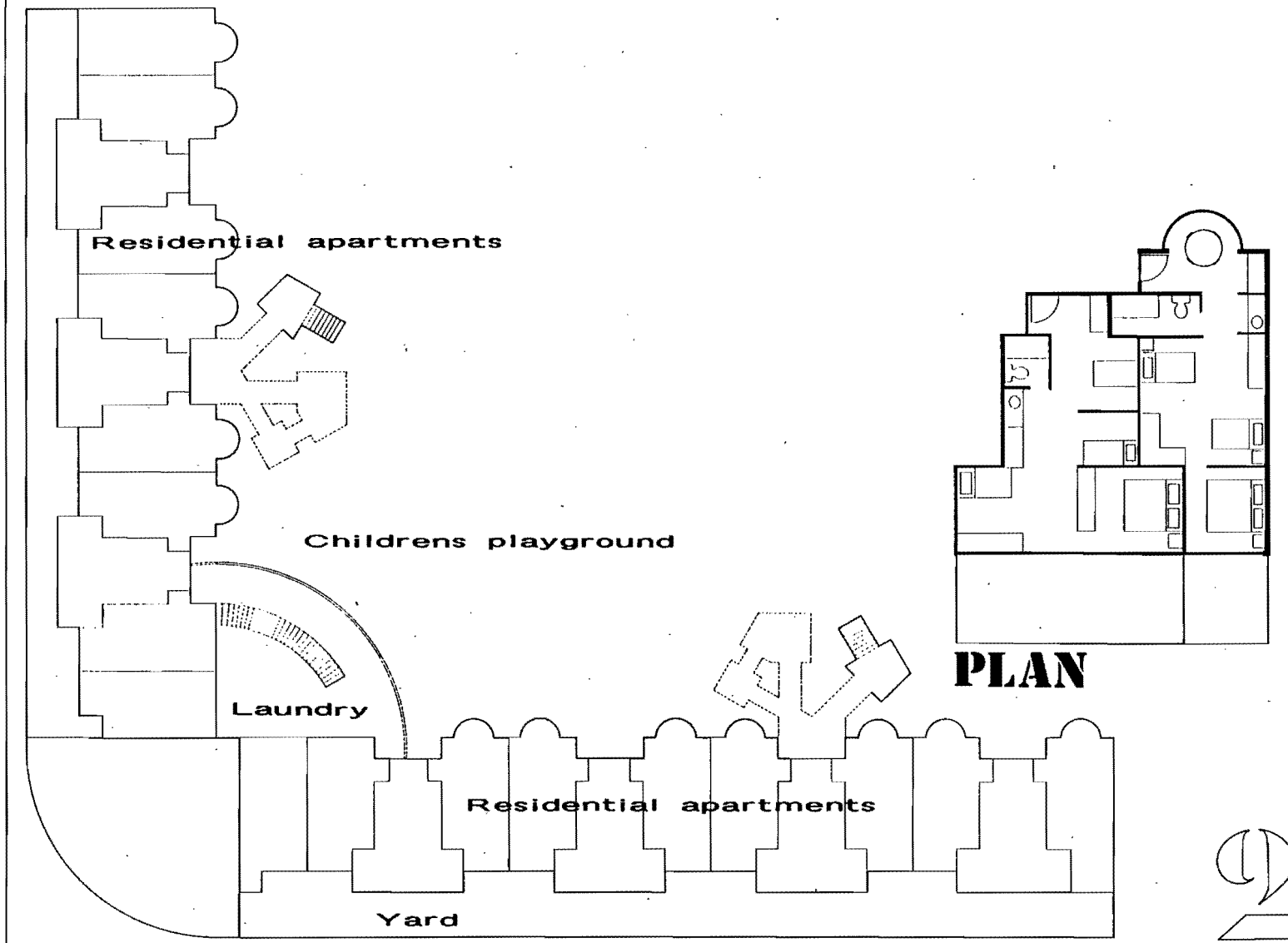
- ONE ROOM SCHOOLHOUSE
- PRE-SCHOOL • ADULT EDUCATION



**100 BEDS**

**M+A+S+H**

**SINGLE MOTHER'S  
SHELTER**

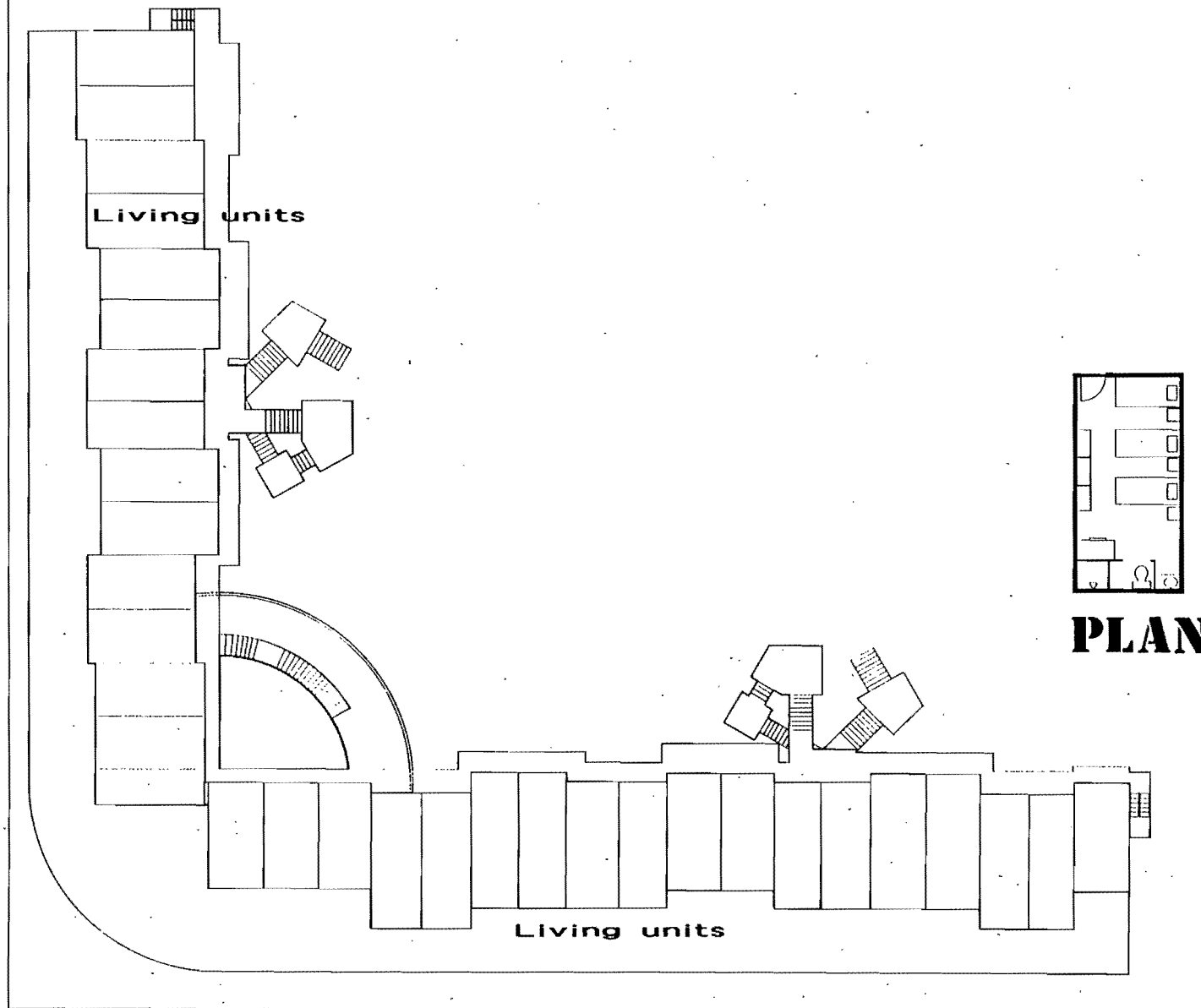


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**100 BEDS**

M+A+S+H

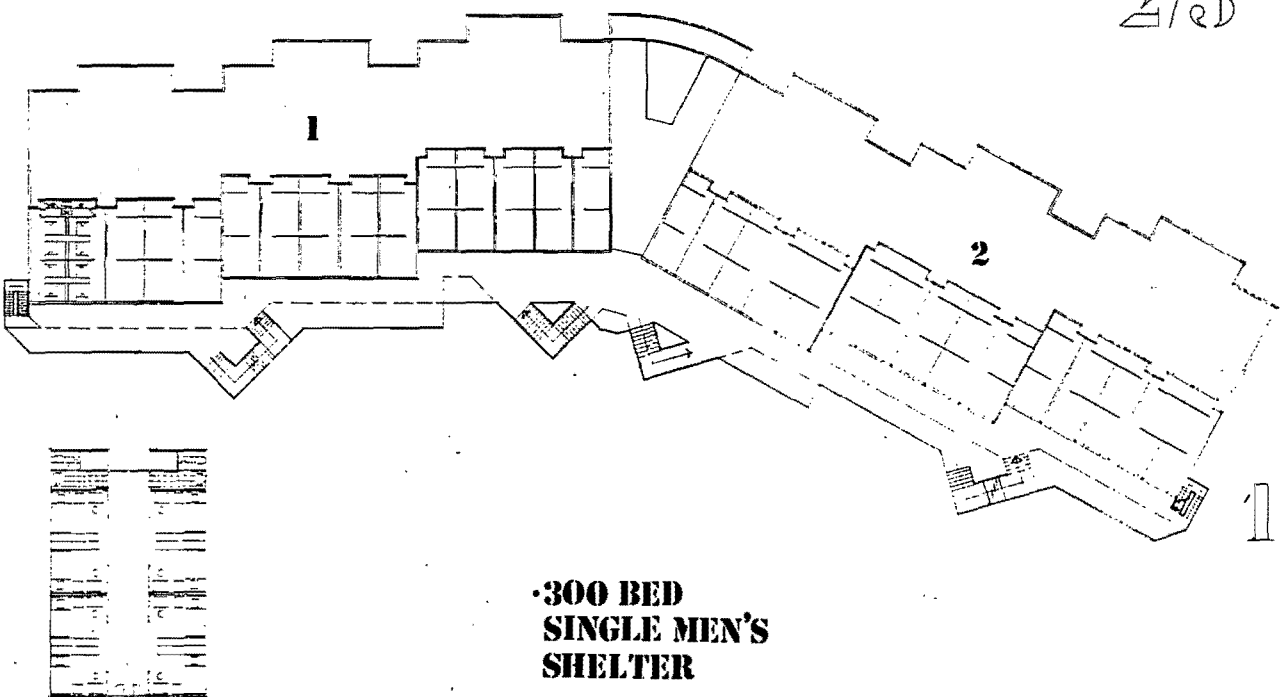
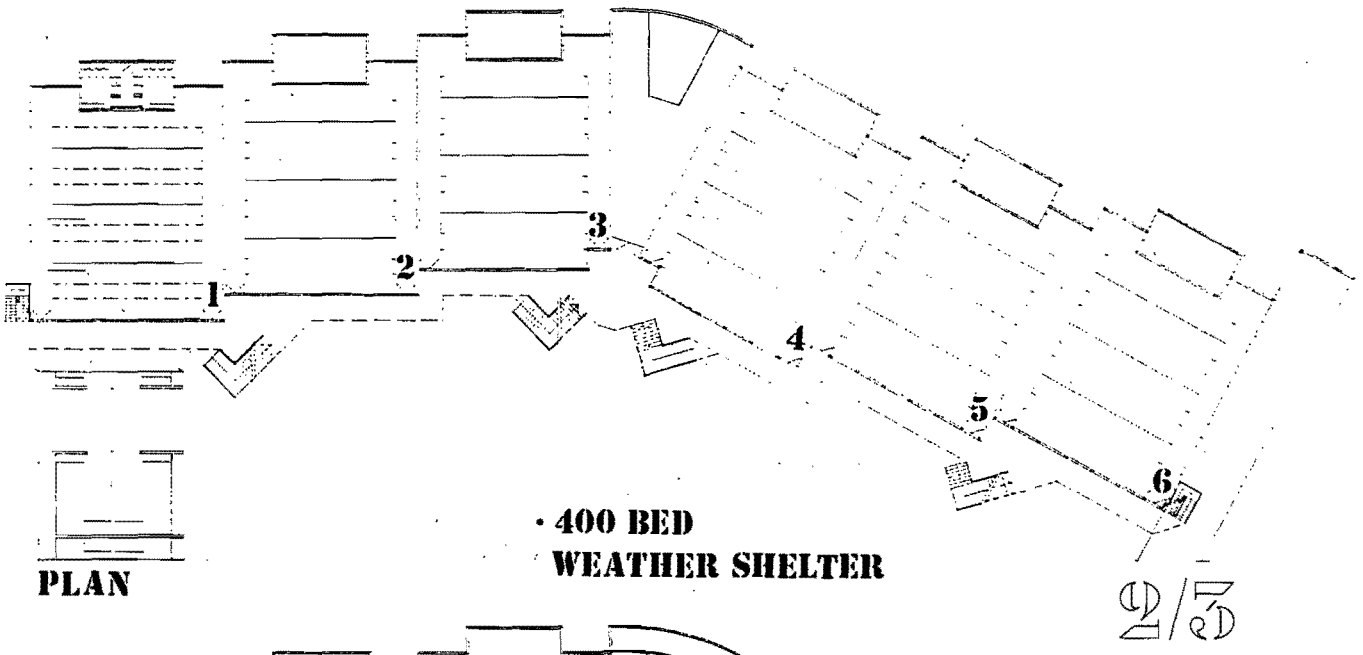
**INTACT  
FAMILY SHELTER**



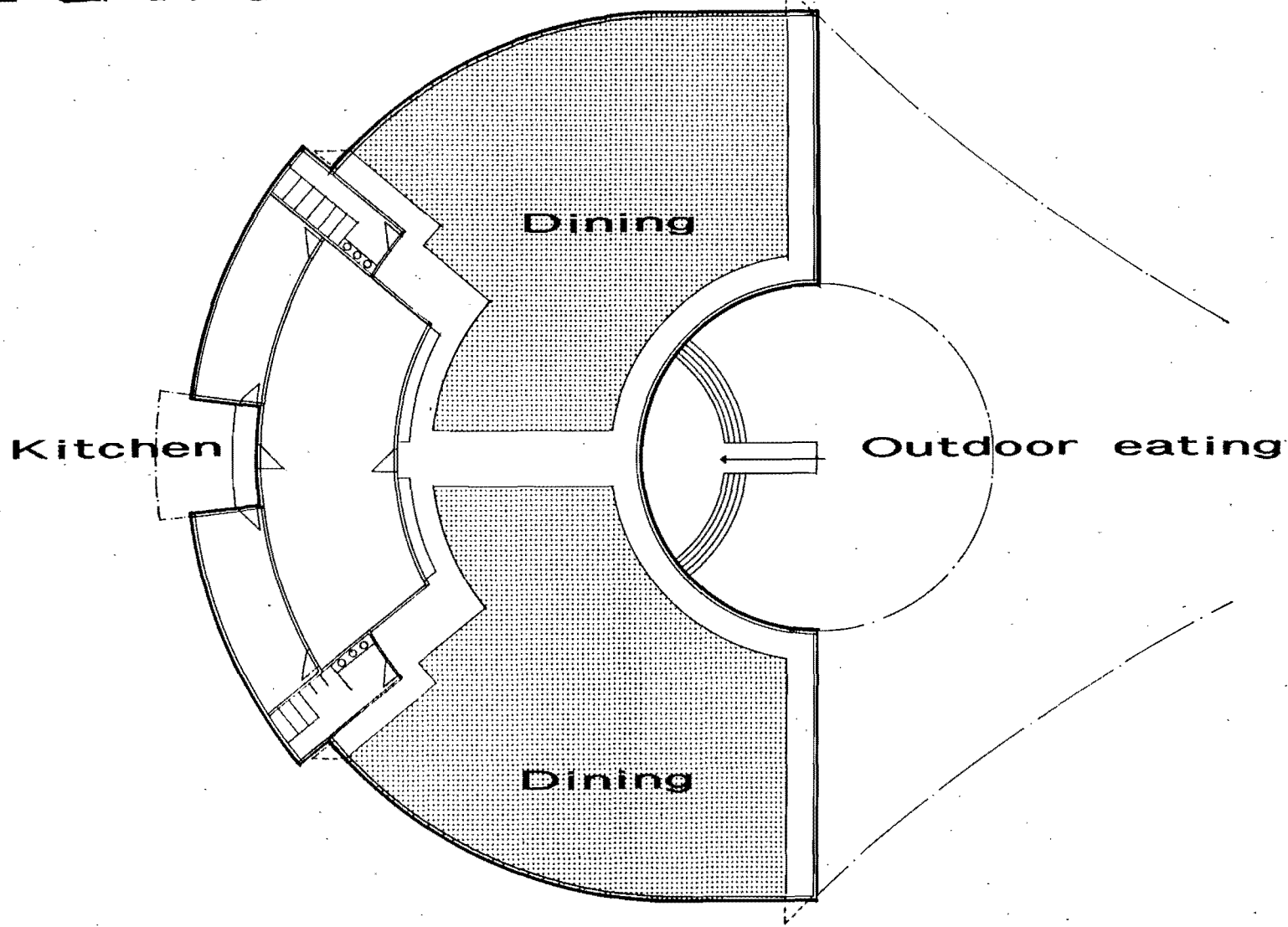
**SINGLE WOMEN'S SHELTER**

MAASHI

**100 BEDS**



M.A.S.H.



M·A·S·H·I

**DINING HALL**



**LAS VEGAS  
HOUSING DEVELOPMENTS  
IN PROGRESS**

## City of Las Vegas Housing Division Developments

*Established, 1993*

### Emergency Shelter

- **M\*A\*S\*H** (Mobilized Assistance and Shelter for the Homeless  
*Comprehensive crisis and intervention center, with complete on-site support services and 1,000 shelter beds for men, women and children. (Project currently in development.)*
- **Winter Emergency Shelter Program**  
*St. Vincent shelter, Shade Tree shelter, Salvation Army shelter -- providing emergency shelter for over 1,500 men, women and children per night.*
- **ESG Grant Program**  
*On- going grants to various shelters providing emergency shelters for homeless individuals and families with children.*
- **Salvation Army Day Shelter**  
*Development of an emergency crisis center for homeless individuals with on-site case management and alcohol and drug treatment programs.*

### Transitional Housing

- **Southern Nevada Housing Corporation**  
*100 units for families with children and seniors with on-site child care and support services. (Project currently in development.)*
- **415 Adams**  
*Renovation and rehabilitation of ten studio units. (Project currently in development.)*
- **618 Washington**  
*Six one and two-bedroom family units, and five studio units to be rehabilitated utilizing the NEBCOR training program run by Nevada Business Corporation. (Project currently in development.)*

### Permanent Rental Housing

- **Bel Aire apartments**  
*Renovation and rehabilitation of 128 units, with on-site child care and support services provided. (Project currently in development.)*
- **Women's Development Center**  
*Twenty four family units, with on-site child care and support services. (Project currently in development.)*

## Home Ownership

- **Habitat For Humanity**

*Single family residences for first-time home buyers, built entirely by volunteers and prospective home owners. (Project currently in development.)*

- **Martin Luther King, Jr. Committee ADOPT-A-BLOCK project**

*Renovation and rehabilitation of seven units of single family homes, and an additional multi-family six-plex, to be managed by the Martin Luther King, Jr. Committee in conjunction with the Neighborhood Block Association. (Project currently in development.)*

- **Harris/Mojave affordable housing development**

*Newly built housing targeted specifically to first-time home buyers. (Project currently in development.)*

## Public/Private Partnerships

- **HOME**

*Utilizing federal grant program for first-time home buyers to fund rehabilitation of single family homes, including the Bel Aire apartments development.*

- **HOPE**

*Currently working with Women's Development Center (WDC) on dispersal of federal HOPE 3 grant, which will be utilized to acquire seventeen houses for rehabilitation and resale to first time home buyers.*

- **Regional CHAS**

*Currently preparing this comprehensive five-year housing needs assessment and strategic plan for the region in conjunction with Clark County, as well as compiling an annual performance report for the City and County.*

- **Fair Housing Plan**

*A city-wide plan for fair and equal housing for all citizens. This program is a requirement of H.U.D.*

- **Foundation Grants**

*Currently seeking private foundation support on a regional and national basis.*

## Projects

- **Reach Out Day Care Center**  
*Child care for children with AIDS.*
- **Christmas in April Rehab Program**  
*Community Volunteer/employee effort to rehabilitate the homes of senior citizens and low income families.*
- **Mormon Temple Volunteer Effort**  
*In conjunction with Bel Aire apartments development.*
- **M\*A\*S\*H Public Awareness and Fundraising Effort**  
*Public awareness campaign and fundraising events.*
- **Individual and Charitable Contributors**  
*Campaign to solicit funds from individuals for M\*A\*S\*H.*

## Housing Division Rehabilitation And Renovation Program

- **Single Family Renovation and Rehabilitation**  
*Low interest loan program to rehabilitate single family homes and make general property improvements.*
- **Multi-Family Renovation and Rehabilitation**  
*Loan program for owners of rental units whose tenants are in the low to moderate income bracket, and have been unsuccessful in securing bank loans.*

**LETTERS OF SUPPORT/  
RECENT PUBLICATIONS**



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
THE SECRETARY  
WASHINGTON, D.C. 20410-0001

NOV 16 1993

Honorable Jan Laverty Jones  
City of Las Vegas  
Las Vegas, NV 89101

Dear Mayor Jones:

Thank you for inviting me to be your featured speaker at the groundbreaking ceremonies for the Las Vegas/Clark County M\*A\*S\*H (Mobilized Assistance and Shelter for the Homeless) Crisis & Intervention Center.

While my schedule will not permit me to attend, I would like to express my deep appreciation for the major effort you are making to address the tragedy of homelessness in the Las Vegas/Clark County area. While we both recognize that emergency shelters by themselves will not solve the problem, they do play a role in a comprehensive continuum of care approach that includes: (1) outreach/assessment, (2) transitional housing combined with rehabilitative services, and (3) placement into permanent housing, with follow-up services when necessary.

I am most impressed by the approach you are taking in designing the M\*A\*S\*H center. By involving persons who are homeless, homeless advocates, social service providers and others who are familiar with the problems and needs of homeless persons, the architects will undoubtedly gain valuable insights as they design the various buildings of the M\*A\*S\*H center. This approach to building design is certainly one that should be replicated across the country.

I am also impressed by the wide array of services that will be available at the center and particularly with the extent of planned coordination and collaboration with universities, local businesses, existing social service programs, and local apartment owners. Connecting homeless families and individuals with mainstream support networks will help ensure that formerly homeless persons do not become homeless again once they leave the M\*A\*S\*H center.

Congratulations on the groundbreaking for this ambitious project. I sincerely hope that it will become a successful part of a system helping homeless families and individuals obtain permanent housing and self-sufficiency.

Sincerely,

A handwritten signature in cursive script that reads "Henry Cisneros".

Henry G. Cisneros



JAY BINGHAM  
Chairman

*Board of County Commissioners*

CLARK COUNTY BRIDGER BUILDING  
225 BRIDGER AVENUE  
LAS VEGAS, NEVADA 89155  
(702) 455-3500 FAX: (702) 383-6041

December 3, 1993

The Honorable Andrew Cuomo  
Assistant Secretary, Community Planning and Development  
U.S. Department of Housing & Urban Development  
451 7th Street, SW, Room 7100  
Washington, D.C. 20410

Dear Assistant Secretary Cuomo:

Clark County and the City of Las Vegas have been working closely together during the past several years to resolve the homeless and affordable housing problems experienced in Southern Nevada. With the assistance of the U.S. Department of Housing and Urban Development representatives, local governments have been able to utilize federal dollars, supplemented by County and City funds, to construct a new Day Center at The Salvation Army site on West Owens Street, continue renovations at the Catholic Community Services St. Vincent's Shelter, and to assist several nonprofit agencies purchase housing units for transitional housing.

As you are aware, Clark County and the City of Las Vegas recently hired Stalk and Stalk to prepare a Comprehensive Affordable Housing Strategy (CASA), which recommended that a homeless crisis unit be built, in conjunction with an overall campus-like setting consisting of a dining room and kitchen, men's shelter and emergency shelter, a women's shelter, an intact family wing and a one-stop school house. Presently, Clark County and the City of Las Vegas have committed a total of \$5 million, and the City is in escrow on a 13 acre site for this project. It is estimated that the total project will cost between \$8 and \$9 million. We are moving forward with the project, and have begun the design phase for this facility as we approach HUD and others for the required remaining additional monies. We urge HUD to support the project with both capital development and operational monies for this unique, comprehensive solution to homeless needs.

Clark County and the City of Las Vegas want to be partners with HUD, and we support efforts by the President, the Vice-President and the Secretary of HUD to reinvent government and make it more sensitive to the real needs of people. We would encourage HUD to focus more on the end results, and less on process related issues. Local governments need maximum flexibility to craft solutions that are relevant to community conditions.



Specifically, we would encourage HUD to merge federal grant programs into unified block grant programs. It is frankly inefficient to have a separate Emergency Shelter Grant program of less than \$50,000, when that same government gets a \$5 million entitlement grant. These two programs should be merged, with targeted caps to insure that the homeless receive proper funding.

In addition to this change, Clark County would like to see:

1) a requirement that properties on the HUD inventory be retained for acquisition by nonprofit agencies under the HOME program, before such properties are released for private sector purchase. Clark County recently had two HUD properties sold to private sector buyers who did not have to comply with HUD environmental regulations, and this occurred after HUD had already been notified that a HOME application had been submitted indicating our intention to buy such properties.

2) an amendment to the Recreation and Public Purposes Act whereby local governments and housing authorities could acquire Bureau of Land Management property under a Recreation and Public Purpose lease for use as affordable housing. Presently, we are able to acquire such BLM properties only by paying full fair market value. According to the Bureau of Land Management, affordable housing is not an "eligible public purpose". We find this to be a narrow perspective when HUD itself has been existence since the 1960s to help increase the supply of housing. Were the Department of Interior to share your mission to house our citizens, they might see that the R&PP lease program should open up federal lands to more than just schools and parks for \$2.50 an acre, but also to affordable housing for our low income citizens. When land costs do not have to be capitalized, lower rental rates and the cost of mobile home spaces can be reduced.

3) a policy change that would empower your staff at the area office level to make decisions without having everything go to Washington for a decision. This multi-layer approach results in delays and discourages creativity on the part of HUD staff.

In closing, Clark County urges the Assistant Secretary to assist the County and the City in obtaining the funding support needed to make the M\*A\*S\*H (Mobilized Assistance to Shelter the Homeless) a model western demonstration project that will provide services to the homeless, and to make the necessary policy changes to make our partnership with HUD even more fruitful and productive.

Sincerely,

  
Jay Bingham  
Chairman



WOMEN'S DEVELOPMENT CENTER

December 3, 1993

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953  
 East  
 Sahara  
 Avenue  
 Suite 201  
 Las Vegas  
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 89104  
 (702) 796-7770  
 FAX  
 (702) 796-3007

The Honorable Jan Laverty Jones  
 Mayor, City of Las Vegas  
 400 E. Stewart Avenue  
 Las Vegas, Nevada 89101

Dear Mayor Jones:

M\*A\*S\*H will be a wonderful addition to the social services and housing facilities available to the homeless of Southern Nevada. As a provider of social services and housing to the homeless, the Women's Development Center is in full support of the M\*A\*S\*H project.

WDC strongly believes in providing services that promote self-sufficiency of the homeless and has long advocated for more comprehensive services to provide longer term solutions to the homeless problem. We are happy to see that the M\*A\*S\*H project has adopted this concept and we look forward to seeing the positive results that will surely come.

We support the M\*A\*S\*H project and look forward to working with the entire Southern Nevada community to assure the success of the project.

Sincerely,



Candace Ruisi  
 Executive Director



WESTPORT  
DEVELOPMENT

November 30, 1993

Mr. Arnold Stalk  
Department of Economic  
and Urban Development  
Housing Division  
City Hall  
400 East Stewart  
Las Vegas, Nevada 89101

Dear Arnold:

The City of Las Vegas is to be commended for its pioneering efforts in dealing with the social concerns of our day. The M.A.S.H. (Mobilized Assistance & Shelter for the Homeless) Project is an innovative step that will be a measuring line for other cities in the future.

As you know, we have been keenly interested, in addition to being actively involved, with M.A.S.H., since its early stages. Hands on aid through preliminary development and project input, site visitations with discussions on existing conditions, construction methods reviewed and budget guidelines addressed. Westport's close ties with the Berger Foundation also put us in a position to be of help in addressing some of the financial issues of a project of this size. This strong relationship could also be beneficial as the project moves forward through construction.

In the interest of seeing this project through, we would like to offer our services as the General Contractor, at cost, in the construction of the M.A.S.H. Project. Westport with its primary participants is familiar with the needed requirements and has the expertise to function in a public/private project. We bring with us the background of working with large city and government agencies, coupled with using local sources of contractors, suppliers and tradesmen. We are fully licensed, bonded and insured in the State of Nevada.

We wish you the best in this challenging endeavor and look forward to doing our part to make it a reality for the City. Please contact us soon on how we can be helpful.

Respectfully,

Ray Apodaca,  
Owner



December 2, 1993

The Honorable Jan Jones, Mayor  
City of Las Vegas  
Department of Economic & Urban Development  
400 East Stewart  
Las Vegas, Nevada 89101

Mayor Jones:

This letter is in support of the City's efforts to address the lack of affordable housing and homeless problem within its jurisdiction. The City has adopted a policy that incorporates vision and reality that does not attempt to transfer the problem to a different part of the Valley, but solves this critical problem by "mainstreaming" homeless individuals and families back into society as productive citizens. In particular, the M.A.S.H. program is one of innovation and serves as a model of how the homelessness problem should be solved.

The Blackthorn Company was retained by the City of Las Vegas as the company responsible to complete the CHAS for 1992 and 1993 and, consequently, we have a working knowledge and insight of the efforts the City of Las Vegas has expended to address the issues of affordability and homelessness and commend it for its ongoing commitment to improve the life of all of its citizens.

Sincerely,

Blair Lund, Jr.

BL:klc



Department of Finance

GUY S. HOBBS  
COMPTROLLER

Community Resources Management

301 EAST CLARK AVENUE, SUITE 270  
LAS VEGAS, NEVADA 89101  
[702] 455-5025  
FAX: [702] 455-5038

June 23, 1993

Arnold Stalk, Chief  
Housing Division  
Economic and Urban Development Department  
City of Las Vegas  
400 East Stewart Avenue  
Las Vegas, Nevada 89101

Dear Mr. Stalk:

The 1990's will face many complicated and critical issues related to the need for additional emergency shelters for the homeless and for affordable housing units for low and moderate income families. Local governments will be challenged to find innovative ways to address these issues.

The development of the proposed M\*A\*S\*H Center (Mobilized Assistance to Shelter the Homeless) is such an innovative concept, and the implementation of the new Center will require a firm commitment from local government and the private sector in order to successfully begin its operation.

Clark County is very supportive of the City of Las Vegas in their efforts in working towards the development of this proposed M\*A\*S\*H Center. This Center will be a key element in providing crisis intervention and personal management assistance to those individuals and families who have become homeless in our community.

Working in conjunction with the City of Las Vegas, Clark County has already provided \$600,000 in creating a special fund for emergency shelter development and affordable housing projects, and the County will continue to support the City in their efforts to enhance and expand community services to those in need.

Clark County looks forward to working with the City of Las Vegas and the Berger Foundation during the development of the M\*A\*S\*H Center, and in working creatively with City staff in finding ways to resolve our community's homeless problem.

Sincerely,

DOUGLAS R. BELL, Manager  
Community Resources Management

COMMISSIONERS

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# Las Vegas Paiute Tribe

June 21, 1993

Hon. Mayor Jan Jones  
City of Las Vegas  
Las Vegas, NV 89101

Dear Mayor Jones,

Under my authorization as Chairman for the Las Vegas Paiute Tribe, Jeanette Hartt, Patty Anderson, and Dr. Climo attended a meeting on June 8th regarding City land use of property within the proximate radius of our downtown Reservation off North Main Street. Ray Vega also attended, as representative for Catholic Community Services. The meeting was held in the offices of and hosted by Arnold Stalk, Chief of your Housing Division at City Hall.

Mr. Stalk showed my staff the artistic rendering of the MASH project which demonstrates considerable effort, thought, and finesse. It is a most impressive facility, and, with its location on the East side of Main Street, has the support of the Las Vegas Paiute Tribe.

I wanted to take this opportunity to express the Tribe's gratitude for your keeping us involved with this development, and also commend your foresight in bringing the rudiments of an idea -- addressing the homeless problem -- to this kind of attractive and optimum conclusion.

I hope others in the Community will support your efforts, and if there is anything we can do to assist your campaign in this regard, please do not hesitate to ask.

Sincerely,

A handwritten signature in cursive script, appearing to read "Kenny A. Anderson".

Kenny A. Anderson  
Tribal Chairman

cc. (Dr.) Thomas A. Climo  
Ray Vega  
Arnold Stalk

**CITY OF HENDERSON**

CITY HALL 240 WATER STREET 702/565-2323  
HENDERSON, NEVADA 89015

*Gateway to Lake Mead Resorts*

June 24, 1993

Mayor Jan Laverty Jones  
City of Las Vegas  
400 E. Stewart  
Las Vegas, NV 89101

Dear Mayor Jones:

Homelessness is a rapidly escalating problem throughout the Las Vegas Valley. We applaud your efforts to develop a MASH facility to provide comprehensive assistance to this population in downtown Las Vegas.

We wish you every success in this endeavor.

Sincerely,

Ann K. Barron  
Economic Development Director

akb/pe

# "Homeless need our best effort"



**Mayor Jan Laverty Jones**

Although elected officials are often giving speeches, seen on television via soundbites, or quoted in the newspapers, I have continually found in my 18 months as mayor an increasing need for easily accessible information and two-way communication with valley residents.

The importance of sharing information becomes even more vital as Las Vegas continues to evolve as one of the major U.S. metropolitan areas.

I'm proud of what we're doing and in an effort to make even more citizens aware of what is happening in our city, I have developed a community service program called Las Vegas Townhall, underwritten by Sunrise Hospital and Sierra Health Services. This program is designed to explore and inform on challenges facing us. During the program we take a close look at a specific issue, feature guests speaking on the latest development, and ask viewers for questions and comments during a live call-in segment.

I'm happy to say the first show aired on Monday, Feb. 1, on Prime Cable/UNLV-TV 31. During the program, cohosted by myself and former news anchor Steve Schorr, we explored our

city's homeless, the services available and what can be done for the many families one paycheck away from life on the street.

Our in-studio guests were Barbara Buckley, a senior attorney for Nevada Legal Services and homeless advocate, and Arnold Stalk, former executive director of LA Family Housing Corp. Arnold has designed and implemented homeless and affordable housing programs in the Los Angeles area, and was recently commissioned by Clark County and the City of Las Vegas to study and prepare a comprehensive working plan for homeless and affordable housing programs here in Las Vegas.

During the on-air discussion we touched briefly on what our city needs in order to help individuals and families with children escape the vicious cycle of homelessness and poverty, and some of the recommendations which will be included in the plan soon to be presented by Stalk.

It has been identified that the city must address the entire continuum of housing development and support services which includes emergency shelter, transitional housing, permanent rental housing and home

ownership. However, a focus must begin on emergency shelter and homeless prevention.

The proposal will include a center, Mobilized Assistance and Shelter for the Homeless or MASH, which would be a one stop facility to identify and help solve the problems of individuals and families with children who are either homeless or close to it. At the center an immediate intake process and assessment would be performed by a social worker and the needs addressed on site.

Services would include a medical and dental clinic, mental health services, alcohol/drug treatment, child care, education programs, employment counseling and job placement, money management, housing and relocation assistance, and a follow-up and case management program. In addition, the center would provide 900 beds for shelter.

Las Vegas Townhall phone lines were jammed during the call-in segment, almost 1,900 phone calls were logged by Centel. Many of the calls were from citizens looking to "get involved" as volunteers.

We were overwhelmed by the initial response to Las Vegas Townhall, and I'd like to thank Prime Cable and the UNLV Greenspun School of Communications for their assistance.

Future shows, which air live every first and third Monday at 7 p.m., will look at transportation, the Fremont Street Experience and water resources. I hope each of you will take the time to tune in and call or write with your opinions or suggestions. I believe forums such as this are essential to making government work for all of us and guiding our city forward.





## Architect has vision for Southern Nevada's homeless

□ Californian Arnold Stalk says current services are overloaded and need to be expanded and coordinated.

By Marian Green  
Review-Journal

Envision an emergency room where medical personnel work quickly, efficiently and skillfully to treat patients, and you've got an inkling of consultant Arnold Stalk's vision of care-giving to Southern Nevada's homeless.

Stalk, who operates his Woodland Hills, Calif.-based Stalk + Stalk firm with his architect wife, Michelle, was commissioned last fall by the city of Las Vegas and Clark County to develop a working plan on homeless and affordable-housing programs.

Since then, he has been meeting with service providers to the homeless, politicians, community residents and the homeless themselves to develop consensus on the plan, which focuses on the St. Vincent Plaza area on Las

Vegas Boulevard North and a nearby city-owned parcel, the former Smart & Final building on Main Street.

As part of his research, Stalk spent a few nights at St. Vincent Shelter and attended a couple of the shelter's 12-step recovery programs for alcohol and drug abuse.

"I'm a guy who likes to get in the trenches," Stalk said.

It's an approach that's proved successful for the 38-year-old architect, whose roots in community development date to the 1970s, when he was a VISTA volunteer in South Central Los Angeles.

He also has worked for the Los Angeles Community Redevelopment Agency, co-founded and is former executive director of the L.A. Family Housing Corp., and recently has embarked on a new venture, the Affordable Neighborhood Housing Corp., which is developing permanent housing for homeless families and seniors.

Since 1983, Stalk has had a hand in  
**Please see HOMELESS/4B**



John Gurzinski/Review-Journal

Homeless men, women and children line up for the noon meal at St. Vincent Shelter. A consultant is studying ways to improve services and shelter to Southern Nevada's homeless.

# Homeless

From 1B

developing at least 18 alternative-housing and community-development projects valued at more than \$47 million.

"There's nothing better than opening up a project and seeing people who were living in cars, in streets and garages living in decent housing," he said.

Las Vegas can expect to see a draft of his master plan by mid-February, and a final document by late March or early April. He was paid \$42,000 for his work.

Stalk is a graduate of the Southern California Institute of Architecture, where he now teaches a design studio addressing homeless and affordable-housing issues.

Current services are overloaded and need to be expanded and coordinated, Stalk said. "They are really working hard with what they've got, and what they've got is not enough."

An example is St. Vincent Shelter, which started out as a 100-bed facility but has been so swamped it now serves 700 a night.

Stalk said he is proposing a "one-stop center" where homeless or those on the edge can seek medical, mental health and dental services, 12-step alcohol and drug programs, shelter, veterans outreach, child care and senior services, adult education, literacy, legal advocacy and emergency food distribution.

Such a center, he said, could treat the homeless individually, assessing their needs and referring each person to the appropriate agency for help.

The homeless are all in that situation for different reasons and can't be lumped together and dealt with as a group, he said.

"It doesn't happen that way in an emergency room. It doesn't happen that way in a crisis," Stalk said. "We want to break the cycle of homelessness in a person's life, and it happens one life at a time."

Not everybody would need shelter, he said. For instance, some might need legal aid to prevent an eviction and stave off homelessness.

But for those who do become homeless, Stalk recommends allowing a 90-day stay in a shelter because many people have a substance abuse problem and need that time to get through a treatment program.

Individuals and families eventually would be directed to transitional and permanent housing.

Providing a decent environment and the necessary services to lift a person from homelessness sends a message, Stalk said.

"We're trying to tell them that they're not homeless, now, and

## TV program to focus on homeless

The plight of the homeless will be the topic of the first broadcast of "Las Vegas Townhall," a community service television program presented by the city, Prime Cable and UNLV Channel 31.

Hosted by Mayor Jan Lavery Jones and Prime Cable executive Steve Schorr, the half-hour show will debut at 7 p.m. Monday on Channel 31. It will appear at the same time each first and third Monday of the month.

The first guests will be homeless advocate Barbara Buckley, senior attorney with Nevada Legal Services, and Arnold Stalk, former executive director of L.A. Family Housing.

Stalk, who has designed many homeless and affordable housing programs in the Los Angeles area, has been commissioned by the city of Las Vegas and Clark County to undertake a comprehensive working plan on homeless and affordable housing programs for Las Vegas.

The show will feature a 30-min segment for viewers.

Future shows will cover topics such as transportation, water resources and the Fremont Street Experience.

—Marian Green

hoods and associations. You know the NIMBY syndrome. Not In My Back Yard? We call it IMBY. In My Back Yard."

Many misconceptions about the homeless have yet to be erased, Stalk said.

"Nine out of every 10 people I talk to get the image of the hobo that's just jumped off the train and is a chronic alcoholic," he said.

In reality, most are people who have lost a job, have fallen through the cracks and just need a chance to get back on their feet," he said.

That's in everyone's interest, he said. "Nobody likes to see people on the street. And there's no reason for that in the United States. We're a wonderful country, and we can solve our problems."

Southern Nevada is "ripe and ready" to obtain federal assistance, because government entities have asked for very little in the past, he said.

He said his plan will touch on how nonprofit agencies can boost fund-raising and grant-writing for their projects.

Homeless advocate Barbara Buckley said she has heard good things about Stalk's work and hopes the city and county will act quickly on the recommendations.

"We have thousands of families and individuals who are desperate for these services now," said Buckley, a senior attorney for Nevada Legal Services, a legal aid firm for the poor.

they never have to be again. That there's a way out."

His buildings use pleasing colors, glass blocks, landscaping and other amenities that make them assets to the community, he said.

"They're not what people expect to see," he said.

Many of his past projects have stressed the needs of children.

For instance, transitional housing projects have included playgrounds, built-in desks for children to do homework and computer terminals to ensure "kids are brought up in tune with the times," he said.

The programs expect commitment back from their clients, Stalk said.

"They follow the program or else they're evicted." That sounds tough, but participants generally like the structure because it lends direction to their lives, he said.

Stalk said he believes transitional housing projects should not

be clustered in one particular area but should be scattered to ensure the formerly homeless are reintegrated into the community.

That can present a sticking point when trying to win community support, but not an insurmountable one, he said.

"Most people's fear is the fear of the unknown," he said.

Stalk tries to allay such fears by bringing in people from neighborhoods where such projects are already located to talk to residents, to let them know the individuals staying there are no different.

"It's just really important to be straightforward with them, to show them what you've done before," he said.

Stalk said he has been successful in wooing community backing.

"If it's any specialty we have, it's working with local neighbor-

# Questions shower new housing chief

□ On his first day, the new Las Vegas city official outlines a plan for offering services to the homeless.

By Marlan Green  
Review-Journal

Arnold Stalk didn't exactly ease into his first day on the job as director of the city of Las Vegas' Housing Division.

He began his day at 8 a.m. Monday, and by 9:30 a.m., he was deep in a question-and-answer session with about 25 homeless people who peppered him with queries about city plans to address homeless issues.

"I can't think of a better way to start," Stalk told the homeless individuals, who sat in the City Council chambers holding signs with slogans underscoring the homeless plight.

Before it was over, Stalk had been bombarded with a number of concerns, and he had a "Shelter Now" sign to decorate his office. He used the sign to mark down June 3 as the date of his next meeting with the homeless contingent.

Stalk, who will earn \$55,000 a year, has been involved in developing 24 community housing projects in Southern California, including emergency shelters, family housing, hospices, rehabilitation residences, senior housing, child-care centers and transitional housing.

On Monday, he gave the homeless an overview of a regional master plan, which he began developing last fall as a consultant for the city and Clark County, for providing affordable housing and other services to Las Vegas' homeless.

The plan, dubbed MASH, or mobi-

lized assistance and shelter for the homeless, calls for developing a one-stop center where each individual would be assigned a case worker to help identify the person's problems and ways to address them over a 90-day period.

In addition to shelter, the center would offer services such as medical, mental health and dental care, child care, senior citizens aid, drug and alcohol rehabilitation, adult education, literacy classes, legal advocacy and emergency food distribution.

Ideally, he said, individuals would receive the specific kind of preventive help to keep them from becoming homeless.

Several homeless people asked where the dollars would come from to carry out the MASH program.

"We are pursuing funds as we

speak," Stalk said, estimating the program's cost as \$6 million to \$8 million.

City officials will travel to Washington soon to meet with Housing and Urban Development officials about possible grants, he added.

Others wondered about the plan's time line.

"I can't tell you when it's going to start," Stalk said, explaining that, in addition to getting funds for the plan, city and Clark County officials must approve it.

But, Stalk said, "I'm here today to work as hard as I can to make it happen."

Marlene Hebrard asked Stalk about his philosophy of shelter operation, complaining she re-

sents current limits on her freedom at the Shade Tree women's shelter.

"We're treated like prisoners," said Hebrard, 37, who lost her job as a maid after an accident 1½ years ago.

Stalk said he envisions any shelter operated by the center to be run as a "residence," the term he prefers for shelter.



Gary Thompson/Review-Journal

group of homeless people greet new Las Vegas Housing Division Director Arnold Stalk with signs and many questions Monday, his first day on the job. Stalk later offered a plan to provide homeless services.

METRO

# Homeless official settles into new home

By Lisa Baker  
LAS VEGAS SUN

Arnold Stalk had barely begun his first day of work at City Hall when he was thrust before television cameras, news reporters and urban nomads asking for answers to the city's homeless problem.

Stalk, a partner in the Southern California firm of Stalk+Stalk Architects, was commissioned by the City Council last year to assess the needs of Las Vegas' homeless population. There are many, he discovered.

"We have to make housing that people can afford," Stalk said. "The mentally ill issue is a major, major problem."

Stalk left his California home and accepted the \$55,000 post as chief of the Economic and Urban Development Department's housing division. Monday was his first day on the job, and he broke the ice with a news conference in the City Council chambers.

About 10 homeless people, toting signs bearing homeless advocacy slogans, showed up for Stalk's briefing. They grilled him about his plans to make their poverty-stricken lives at least a little more comfortable.

The focal point of Stalk's strategy is the creation of a 1,000-bed shelter and information clearinghouse called the Mobilized Assistance to Shelter the Homeless, or MASII shelter.

He envisions a 90-day program for those in need of emergency shelter with a caseworker assigned to each person. Personnel at the center would help homeless and low-income Las Vegas find jobs, pay bills, get health and dental plans,



BY LEE ZAICHICK / STAFF

JAZZ MOORE listens to city of Las Vegas homeless official Arnold Stalk during a briefing Monday at City Hall.

and find drug- and alcohol-abuse counseling.

"The last thing we want to do is create a warehouse where everyone just sits around," Stalk said. "We know this works. We've built smaller versions of this in Los Angeles."

However, Stalk has no location, timetable or funding mechanism for the local MASII

shelter.

"I can't tell you when it's going to start," Stalk said. "All I can tell you is, I'm here today to work as hard as I can to make it happen."

One audience member voiced disdain for the city's previous stance on the homeless, as well as casino operators who say the homeless are bad for tourism.

"They don't want the homeless down there on the street," complained Abdul Wali, who lives in the St. Vincent Shelter at 1601 Las Vegas Blvd. North.

Wali sharply criticized the city for helping finance the \$63 million Fremont Street Experience, a lighted canopy and neon float parade planned to revitalize four blocks of downtown Las Vegas.

"They (city officials) say they don't know where the money is going to come from, yet they're going to put up this new attraction," Wali said. "They have the money to deal with

(the homeless). Which one is the greater priority?"

Tony Jones, a 20-year-old homeless man from Chicago, welcomed any new shelter.

"I gambled all my money up," Jones said. "We want to get affordable housing on board. That's all you get a day is one bowl of soup. We want a better shelter than the ones we have."

## Housing homeless board's goal

By Marlan Green  
Review-Journal

City of Las Vegas housing chief Arnold Stalk got a round of applause Friday after he presented his plan to create a multiservice center for the homeless.

The 20 people who clapped were those in need of such a center, and most carried signs calling for jobs, shelter and affordable housing.

Stalk gave an overview of the Comprehensive Affordable Strategy Analysis Study to the Southern Nevada Regional Housing Board, which was meeting for the first time.

The study includes the plan dubbed MASH, or mobilized assistance and shelter for the homeless.

"The primary goal is not have them enter the shelter system" and instead provide the types of assistance to keep them from falling into the homeless cycle, he said.

The plan calls for a center offering a variety of services, including shelter, medical, dental and mental health care, child care, drug and alcohol rehabilitation, job referral, literacy, adult education, legal advocacy and children's educational support.

Each person in need of services would be assigned a caseworker who would help design a 90-day plan to address that person's particular problems, Stalk said.

By matching each person's unique problems with long-range solutions, there's a better chance of "eliminating the revolving-door syndrome," he said.

Among special features of the plan are proposals for separate residences for different segments of the homeless population, such as apartment-style residences for single mothers with children, he said.

The center also would be designed with recreational amenities, such as children's play areas and basketball courts; attractive landscaping; and a layout that discourages loitering in front.

Stalk said he estimates the plan would cost \$6 million to \$8 million — less if private money could be found to supplement government funding. Once started, it would take from 12 to 18 months to complete.

James McGuinness, Homeless Advocacy Project director, told the board he was encouraged by Stalk's concepts.

But he challenged the board to "fight as hard as possible against the NIMBY," the not-in-my-backyard syndrome.

He also noted Las Vegas faces an increase in homelessness as more people travel from out of state in search of jobs at the three new resorts under construction on the Strip.

Not all of those people will find work, making it crucial that government agencies ensure an adequate supply of emergency shelter, especially for the winter months, he said.

The board, formed to address regional housing issues, is made up of representatives of the cities of Las Vegas and North Las Vegas, Clark County, the housing authorities, and four community members.

It will meet again at 3 p.m. June 7 in the City Council chambers, 400 E. Stewart Ave.



LAS VEGAS  
**REVIEW-JOURNAL** LAS VEGAS **SUN**  
**SATURDAY**

June 5, 1993

A Donkey Media Group Newspaper

# Homeless mobilize, seek MASH unit

By Marian Green  
 Review-Journal

Homeless individuals and advocates will be out in force Monday to urge the Southern Nevada Regional Housing Board to approve a proposal to develop a state-of-the-art services center for the homeless.

"If this is implemented, this will be a great step forward and hopefully a national model," said James McGuinness, director of the Homeless Advocacy Project.

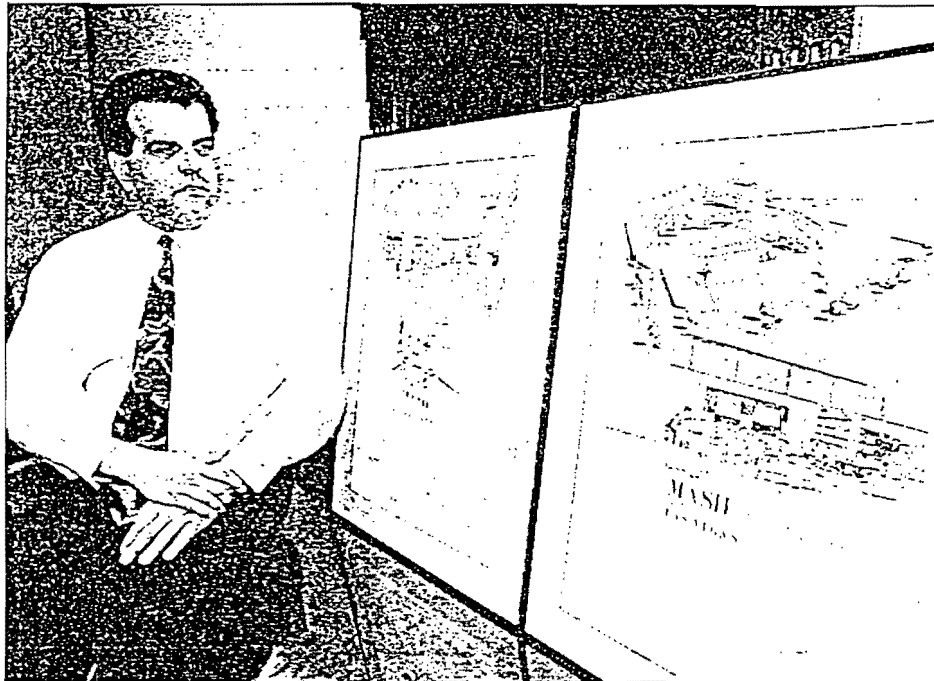
He said homeless individuals will rally in support of the plan before the board meeting.

The regional housing panel, made up of representatives from the cities of Las Vegas and North Las Vegas, Clark County, the housing authorities and four community members, will consider the plan at 3 p.m. in the Las Vegas council chambers, 400 E. Stewart Ave.

If approved, the proposal would go before the two city councils and Clark County Commission.

The plan, dubbed MASH for Mobilized Assistance and Shelter for the Homeless, was developed by Arnold Stalk, now the city of Las Vegas' housing division chief.

MASH calls for building a one-stop center to identify and solve the problems of individuals and families who are homeless or at risk of becoming homeless. It would offer a comprehensive array of services, including shelter, medical, dental and mental health care, child care, drug and alcohol rehabilitation, job training and referral, literacy, adult education, legal advocacy and children's educational support.



City of Las Vegas housing chief Arnold Stalk stands next to renderings of the proposed one-stop center that is the focus of the Mobilized Assistance and Shelter for the Homeless.

Each person seeking help at the center would be assigned a caseworker who would work with the individual to design a 90-day plan addressing problems.

The center also would provide 1,000 shelter beds to address the needs of single men, single women, single women with children and intact families.

Such a center bears a hefty price tag estimated at \$6 million

to \$8 million.

Stalk has said he will seek not only local governmental support, but also assistance from the federal government and private foundations. Already, one Los Angeles foundation is looking at possibly funding the project, he said.

North Las Vegas City Councilman Theron Goynes, a housing board member, said he believes the MASH concept is a good one. "We need the social services.

We need the health services. We need educational services in that center," he said Friday. "Let's get those people in a situation where they can eventually become productive citizens of society."

McGuinness said the homeless appreciate Stalk's willingness to meet with them and listen to their suggestions.

"It makes the people feel that here's an individual who really cares," he said.

## METRO

# Homeless seek a seat on board

'No one up there  
understands ...'

By Debra D. Bass

LAS VEGAS SUN

Although the Regional Housing Board has been praised for supporting an innovative plan for the homeless, it is being criticized for discriminating against those it presumes to protect.

About 30 homeless and formerly homeless people gathered at City Hall on Monday to support a proposal to have someone who has experienced homelessness sit on the board.

At the board meeting following the demonstration, James McGuinness, who is organizing the push for change in the selection of board members, presented the proposal. But, in accordance with procedure, comments were deferred to the next board meeting.

"They don't seem to have a lot of time to devote to the issue, and we need someone who will address this with

a sense of urgency, someone who knows the issue," said McGuinness, director of the Homeless Advocacy Project.

"They say that if they deem it necessary to address our questions, they may address them at the next meeting," he said. "They can't even take the time to answer questions. What they need is to find someone more interested in the issue.

"No one up there understands homelessness."

McGuinness, once homeless himself, commended Arnold Stalk, newly appointed chief of the city Department of Economic and Urban Development Housing Division, for his efforts in creating the mobilized assistance and shelter for the homeless (MASH) plan.

The plan is intended to offer a range of social services at an enclosed eight-acre, campus-style facility. Stalk is ready to seek funding for the elaborate project, but first needed to receive board approval.

He explained to the board that the MASH center is an ambitious



BY STEVE MARCUS / STAFF

**SEVERAL HOMELESS** people listen to a speaker at a meeting of the Regional Housing Board Tuesday in City Hall.

and necessary project that will house three shelter units — an "intact family" and single-parent shelter, a weather shelter and a 90-day emergency shelter for single men and women.

Stalk said he hopes the program not only assists homeless people, but prevents homelessness, as well.

The proposed center is to include medical and dental clinics and provide mental health services, alcohol and drug treatment, employment counseling, child care, housing and relocation assistance, and

urban survival skills training.

MASH is designed to be a "one-stop" crisis and intervention facility to assist the homeless or those "at risk" of becoming so, Stalk said.

Stalk plans on seeking funding from the City Council and Clark County Commission. He said he is optimistic, considering two representatives from each body sit on the Regional Housing Board. Of the four, only Commissioner Jay Bingham attended Monday's meeting.



# Resort boom will increase need for affordable housing

By Tom Martin  
Review-Journal

Amid a flashy resort-building boom that has brought unprecedented growth in entry-level jobs, a coalition is quietly trying to increase housing for lower income groups.

Community leaders say this effort is essential to economic stability. And some families are already benefiting.

The effort has had parallels in every boom stage of Southern Nevada's growth. Not long after the town was founded by the San Pedro, Los Angeles & Salt Lake Railroad in 1905, several dozen homes were built for railroad employees. When the Colorado River was dammed in the 1930s, an entire town — Boulder City — was created.

During World War II homes and apartments, called "Victory Village," were built around Henderson's city center for war industry workers. In Las Vegas, such projects as Marlin Court housed military personnel.

All these homes were conceived as temporary housing for workers of modest income. Yet many survive today — even a few of the "Railroad Cottages" near Casino Center — as testimony that affordable housing is not a temporary need but an ongoing one.

The permanence of that need is also seen in neighborhoods built and managed by the three public housing authorities in Clark County, but these communities do not compare with the master planning and speed of construction seen in the past.

Statistics in the Las Vegas and Clark County Comprehensive Housing Affordability Strategy (CHAS) studies caused Clark County Community Resource Management official Doug Bell to comment, "There is no way the public can appreciate the depth of this problem."

Current estimates have more than 156,000 households earning 30 percent or less of the median income, labeled as low income. Nearly 60,000 of those are in the very-low income category, 50 percent or less of the median. This is about 20 percent of all house-

sulting, who has participated in affordable housing projects, says more than a third of all households cannot afford available housing, based on the federal standard of spending 28 percent of annual income.

According to the CHAS report, households in the very-low income category can afford a monthly rent of \$388 or less, and low-income families can afford to pay up to \$620. With the average rent in the Las Vegas area topping \$500, many families in these categories are paying not only above the federal standard, but above 50 percent of their income, says Paula Haynes-Green with the Las Vegas Department of Urban and Economic Development.

The local market was unkind to renters through the 1980s; median rent increased 85 percent while income increased only 45 percent.

The top of the very-low income group could afford a home costing slightly more than \$55,200 and the top of the low-income group could afford a home costing slightly more than \$85,000. These prices are near the bottom of the local market, and mostly include condominiums or townhomes.

Yet fewer than 20 percent of families in these income categories own homes. Many of these families could afford the monthly payments on homes, said Barbara Buckley of the Southern Nevada Reinvestment and Affordable Housing Committee, but cannot save enough money for down payments and closing costs.

There are also an unknown number of "hidden homeless," individuals and families who live with relatives and friends because they cannot afford independent living.

Research into homelessness — believed to be increasing at 10,000 persons per year — reveals a direct relation to affordable housing. Among reasons for homelessness, revealed in the CHAS study, are a lack of apartments for under \$500 a month; a decrease by 70 percent in funding for assisted housing; and practices in for-rent housing that re-

The study also blames a dramatic growth in service jobs (paying between minimum wage and \$6 an hour); lack of a comprehensive transportation system; and continued immigration of jobless persons into Southern Nevada.

Leaders agree that the most pressing housing need here is emergency and transitional housing for the homeless. This is the top priority declared by Arnold Stalk, a California architect who recently accepted a post as director of housing for the Las Vegas Department of Economic and Urban Development. He wants to create a 1,000-bed shelter and information clearinghouse called the Mobilized Assistance to Shelter the Homeless (MASH).

To go along with this strategy, long-range plans for large-scale production of affordable housing neighborhoods are being supported by municipalities, builders, financial institutions and nonprofit groups.

"We realized early on that Henderson had to continue its reputation for affordable housing," said that city's director of economic development, Ann Barron. "Affordable housing is either No. 1 or No. 2 for manufacturing companies — and their jobs — when considering places to relocate." That's why Henderson, a decade ago, began rehabilitating the 50-year-old neighborhood around the city center.

Ann Bacon, chief executive of First Western Bank, said, "It takes a partnership of public interest, financial institutions and the private sector to make any affordable housing possible."

"In itself, I don't think building a house that low to moderate income families can afford is a big problem," said Eric Horn, president of the Horn Co. and an active officer and volunteer with Habitat for Humanity, which has built several homes in Southern Nevada. Horn claims actual building costs have not increased much, at least in inflation-adjusted dollars. The real increases have come in higher land costs,



higher and more fees paid to municipalities, and the expense involved throughout the design-public approval process.

The Nevada Community Reinvestment Corp. has initially established \$20 million in lending commitments from 13 Nevada financial institutions to build affordable housing. A goal of loan commitments for 500 new and rehabilitated units has been set for the organization's first year of operation.

The Affordable Housing Institute, under the umbrella of United Way, has organized six affordable housing projects, each of which will be under the aegis of a nonprofit organization or public agency. The Clark County Housing Authority is joined by the Economic Opportunity Board, Catholic Community Services, The Southern Nevada Reinvestment Corp., the Women's Development Center and Martin Luther King Jr. Committee. They were chosen from 13 applicants.

Meanwhile, affordable housing is where you can find it in Southern Nevada.

Public housing and rental subsidies actually serve only 25 to 30 percent of those who qualify, reflecting the national trend. All three housing authorities — Clark County (Henderson), Las

Vegas and North Las Vegas — continue with new projects, "but we have always been playing catch-up," said Bill Cottrell, executive director of the Clark County Housing Authority.

Nevada leads the nation in per-capita manufactured housing units, and Southern Nevada's market is a reflection of this

trend. Leaders in that industry continue a long struggle for zoning laws that allow them to compete fairly with other types of housing.

Nevada's State Housing Authority offers mortgage loans at up to 2 percent below current market rates, allowing many marginal buyers to purchase, and

can provide discounted funding to developers. A private sector program called the "Community Home Buyer's Program" allows the buyer to use a gift for two-fifths of the down payment, while they provide the other three-fifths. Nearly all local lending institutions participate in such programs.

# Nevada

Sunday, July 4, 1993 a

Las Vegas Review-Journal/Sun

## Las Vegas' down and out need help to get up and going

Armed with spray bottles, Mike and Randy patrolled the parking lot across from City Hall searching for filthy windshields, customers, and change.

"Wash your window, sir?" Mike asked.

He launched into a polite patter and began spraying and wiping. They were just trying to collect enough for a meal, he said. Any amount would be appreciated. Anything at all.

Mike said he rolled out of West Covina, Calif., three months ago on a cross-country trip with a \$40,000 inheritance and a 280Z.

"I got 260 miles," he said with a wild-eyed grin. Between the tables and the booze, he blew it all. It was a good story, possibly true, certainly the thing reporters often bite on.

"Now I'm sleeping over here off the freeway," Mike said. "And if I had a gun I'd shoot my brains out and get it over with."

Randy has been on the street 10 days. The difference between the two men is telling, or perhaps foretelling. Unlike Mike, who was ragged, unshaven and gamy, Randy was cleaner and clear-eyed.

"I'm just trying to find a job, and this is putting food in my belly until then," Randy said. "It's hard to get a job. It's hard just to get



John L. Smith

cleaned up."

Randy was a boiler operator in Arizona and California before unemployment and a broken marriage brought him to Las Vegas. With no address, phone number or place to shower, he is in no position to argue about employment.

He said, "I'll take anything, you know. Anything."

Like the day workers who stand on Bonanza Road and the work-for-food panhandlers who dot the valley, the windshield wipers are a growing segment in the hustle of homeless economics. They jockey for a few bucks and spare change at the lowest end of Southern Nevada's financial spectrum with little hope of rising above the asphalt abyss.

So, Randy and Mike sell their plasma twice a week for \$10 per unit, hit the downtown parking lots in search of dirty windshields and occasionally dodge the cops. They take in quarters and sometimes dollars and admit making as much

as \$30 a day, although they often make less.

It's enough to buy cheap meals and cheaper booze, but it never will be enough to pull them off the street. People who live on the sidewalk rarely pull themselves up by their bootstraps.

Short of a paying job and a place to stay, they are likely to continue their downward spiral.

Breaking their fall without turning them into welfare cases isn't easy. In Southern Nevada, transients and homeless families traditionally have been treated with either pity or contempt. Local government has limited its role to paying cops to sweep downtown's streets a couple times a week.

With its annual down-and-outer-at-Thanksgiving stories, the media has helped perpetuate stereotypes.

Compassion and organized action, more scarce than cool shade on the street, has been the purview of the Salvation Army and Catholic Community Services.

There are indications that is changing. At the city, the creation by Mayor Jan Laverty Jones of a division devoted to providing emergency, transitional and affordable housing shows promise under its chief, Arnold Stalk.

Of particular promise is the proposed Mobilized Assistance and Shel-

ter for the Homeless regional center, which will help bring together city and county social services to address needs and attempt to break the cycle of poverty. By consolidating services, officials hope to better help those seeking it.

Shade Tree, a privately funded women's shelter, is being renovated thanks in part to California construction giant Kaufman and Broad.

Recently passed legislation now permits up to 15 percent of the city's redevelopment dollars to be devoted to affordable housing. Previously, Southern Nevada was one of the few areas in the nation that did not equate affordable housing with community redevelopment.

The potential exists, proponents say, for Las Vegas to emerge as a national leader in addressing complex homeless issues. If so, it will signal a monumental shift.

On the street, Mike and Randy continue to hustle to survive without sinking from homelessness to incarceration. The windshield clean, their wash job done, they walked back into the night after pocketing a fistful of chump change.

Until the city's progressive plans become reality, it's the only change they are likely to see.

John L. Smith's column appears Wednesday, Thursday, Friday and Sunday.

## Homeless shelter funds target of officials in trip

Two city of Las Vegas officials leave Sunday on a Washington, D.C., trip to seek federal funds for a proposed homeless services center.

Housing Chief Arnold Stalk and Richard Welch, city Economic and Urban Development director, will meet with officials from the Housing and Urban Development Department.

They will present an overview of the proposed MASH, or Mobilized Assistance and Shelter for the Homeless, center. The facility would offer comprehensive homeless services, including shelter, medical, job referral and educational services.

Stalk said he and Welch hope to lay the groundwork with HUD Chief Henry Cisneros' staff for federal funding of MASH center operations and partial construction. Later, Mayor Jan Laverty Jones is expected to travel to Washington to try to cement the funding.

They also plan to meet with representatives of the AFL-CIO to see whether Las Vegas can be added to a list of cities eligible for funding support from the union's Affordable Housing Trust Fund.

The city already has committed \$2.5 million in redevelopment funds for the project and will be asking Clark County to match that commitment, Stalk said. North Las Vegas and Henderson also will be asked to support the project.

In the meantime, the city is close to obtaining a \$3.5 million loan from a private foundation for the project, Stalk said.

Even then, more funding will be needed, noting the city plans to call on the building industry to donate materials and services.

The city, the lead agency on the project, is in the predevelopment phase of the MASH center.

# LAS VEGAS SUN



LAS VEGAS SUN

P.M. STREET

THURSDAY, JULY 15, 1993

## City searches for MASH center funds

By Bob Shemellgian

LAS VEGAS SUN

City housing officials are considering a combination of funding options to pay for the construction of a comprehensive center to address the needs of homeless Las Vegans.

The MASH center, or Mobilized Assistance and Shelter for the Homeless, is planned for construction either at St. Vincent Shelter or an undisclosed site. It is expected to cost at least \$9 million for the building and land.

The city already has earmarked \$2.5 million in city redevelopment funds, and city officials have asked the county to kick in another \$2.5 million. Moreover, the city has applied for federal and private grants.

City officials at a strategic planning session Wednesday at Reed Whipple Cultural Center discussed whether the money should be pulled directly out of city redevelopment funds or whether the

city should seek a bond issue.

After the meeting, Richard Welch, director of the city Department of Economic and Urban Development, said it's possible that a bond issue and direct funding from redevelopment money will be involved.

"The key word here is compromise," Welch said.

During the meeting, City Councilman Frank Hawkins said he's in favor of the MASH center but that he does not want to see the city's redevelopment funds depleted to pay for the center.

Hawkins noted that redevelopment funds should be used to provide low-income housing for residents. This would benefit needy residents, Hawkins said, and it would provide an avenue for the city to collect more property taxes.

"I think we begin to cripple the redevelopment agency if no tax dollars are coming back (to the city)," Hawkins said.

Still, city officials are very high on the MASH center, which is planned for construction early next year.

Mayor Jan Laverty Jones and Arnold Stalk, director of the city housing division's Department of Economic and Urban Development, have touted the plan in Washington, D.C., in recent months.

After Wednesday's meeting, Stalk said officials at the Department of Housing and Urban Development also are considering the development of MASH centers and that the Las Vegas project is considered a prototype.

"They're not even on the drawing boards yet," said Stalk, who explained that the MASH concept easily can be replicated in any area of the country. "The basic idea is crisis intervention and consolidation of services."

Jones said the MASH center, which has been a priority since she attended her first City Council meeting, will serve as "a model for the country."

## New housing chief discusses homeless and housing

Las Vegas has a growing population of homeless people and those who are at risk of becoming homeless, according to Arnold Stalk, new chief of the Housing Division for the city of Las Vegas.

Stalk spoke to members at the June industry lunch meeting held at



Arnold Stalk

the Palace Station about the newly created division and what it means to the community. He officially reported to work on May 1 and immediately met with homeless people who were anxious to discover his plans to address homeless issues.

According to Stalk, there are four basic steps in achieving the elimination of homeless and creating affordable housing. Those steps are the development of emergency shelter, transitional housing, scattered site housing and homeownership.

A center called MASH, mobilized assistance and shelter for the homeless, is the Division's first project. MASH is a one stop center where individuals are assigned a case worker to help identify problems and ways to address them over a 90 day period.

The center also would offer services including mental health, medical, dental, child care, education, drug and alcohol rehabilitation, senior citizens aid, literacy classes, legal assistance and emergency food.

Discussions are under way with Catholic Community Services regarding location.

MASH will consolidate services to the people - the working poor, veterans, people who want to help themselves and work their way out of their predicament.

Funding will be provided by private donations, Dept. of Housing and Urban Development grants and the Department of Health and Human Services.

"We envision a large volunteer base from this community."

The second step after MASH is transitional housing. Initially

geared toward families, it is a place to live for a 8-12 month period. Three developments are in the works now with nonprofit organizations. Belair Apartments, located near Sahara and Valley View, recently was contracted from Resolution Trust Corporation. It has 120 units and is suitable for rehabilitation.

Scattered site housing is another necessary need which needs to be filled.

Homeownership is the next critical step in the process to eliminate homelessness. The City is currently working on a 22 acre site near Harris and Mojave.

Stalk was quick to point out the private sector should develop projects. Government only acts as a catalyst to get the developer involved.

In addition to the above steps, there are other actions to the process of eliminating homelessness and creating affordable housing.

Tax credits give the investors a break in this country and encourages their investment in affordable housing.

The national Uniform Building Code needs to be addressed. There are several items in the code that add to the cost of affordable housing. Codes need to be specific and define what can be built and how to build it. For example, the 300-bed emergency shelter was built as a motel, not an emergency shelter, which adds substantially to the costs.

Another crucial point is the elimination of permits and fees or

*Continued on page 5*

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## New housing chief

*continued from page 1*

providing for long-term financing of fees.

Plan reviews should be expedited and time limits set.

Specific incentives from local and state financial resources which encourage the development of affordable housing should be

devised.

Last month, the city council approved to reserve \$2.5 million from redevelopment funds that will become available if a pending bill at the Legislature is approved.

If approved, 15 percent could also be set aside for affordable

housing.

Currently, we are conducting a foundation campaign, to raise necessary monies for this to happen. Clark County is going to participate in the funding as well.

Changes in legislation are needed for affordable housing and housing in general so it can be built more expeditiously. "I am a real proponent of issues such as the need to eliminate bureaucratic red tape and delays and the fees that add to the cost of affordable housing."

"I have an open door policy to anybody in the area to help expedite housing."

Stalk has over 20 years experi-

ence with the development, architectural design, management and operation of emergency shelters, transitional housing, rental housing and home ownership and very low income individuals and families with children.

He began his career as a volunteer with the domestic Peace Corps VISTA program, followed by projects in Los Angeles' Skid Row with the L.A. Family Housing Corp and as partner in the architecture, planning and development firm of STALK & STALK. He continues to teach as a Professor of Architecture at the Southern Institute of Architecture.

## Affordable housing plan wins approval of county

By Shaun McKinnon  
Review-Journal

The Clark County Commission endorsed an affordable housing strategy Tuesday that includes plans for an \$8 million one-stop service center for the homeless.

How much money the county will contribute to the center or any of the other proposals in the study was left open for discussion, but commissioners appeared ready to lend at least some support.

"It's time the county addresses this issue," Commissioner Yvonne Atkinson Gates said. "So far, the city has taken the lead, but I think there's more we can do as a county."

She asked county staff members to prepare an official proposal for a later meeting that would identify available funding.

The proposals were included in the Comprehensive Affordable Strategy Analysis, a study prepared by the California-

based consulting firm of Stalk + Stalk

The 107-page document was paid for by the county and the city of Las Vegas and was meant to examine the needs of the homeless and low-income residents who are at risk of becoming homeless.

Outlined are assessments of existing services and proposals for new services, including the homeless center, called Mobilized Assistance to Shelter the Homeless.

The \$8 million MASH center would offer emergency shelter, health services, alcohol and drug treatment, child care and job assistance. The emphasis would be on helping homeless people get back on their feet and eventually find permanent housing.

"Our goal is not to have someone go into the center," said Arnold Stalk, one of the study's authors. "The goal is to intervene in the problems and address them."

# HUD chief stumps for budget plan

By Marian Green  
Review-Journal

Housing Secretary Henry Cisneros stumped Thursday night in Las Vegas for President Clinton's budget proposal, a plan he called essential to the nation's economic vitality.

"It's important to the country. It's important to Nevada, and it's important to Las Vegas," he said during a brief news conference at McCarran International Airport.

Cisneros heaped praise on Sen. Harry Reid and Rep. Jim Bilbray, both D-Nev., for their support, and called Thursday's House vote passing the proposal by the slimmest of margins — 218-216 — "a momentous historic vote."

"The vote heard 'round the country, if you will, is what just occurred," he said. "Tomorrow, a similar drama will unfold in the U.S. Senate. Once again, we're at a dramatic moment in which every vote counts."

One of those votes is almost certain not to be Sen. Richard Bryan, D-Nev., who has opposed the plan.

But Cisneros did not criticize Bryan's stance, instead reiterating kind words for Reid and Bilbray.

"It's never easy to vote to cut popular programs, and it's harder still to increase taxes. They've done the courageous thing," he said.

If the deficit is not sharply curtailed, he said, inflation and interest rates will climb and "the long-term effect will be a



Wayne C. Kodey/Review-Journal

Cassandra Williams and her children, Christopher and Crystal, chat with HUD Secretary Henry Cisneros following his news conference Thursday night. Williams, a North Las Vegas property manager, said she planned to have her children write a paragraph on what they learned from Cisneros' presentation.

retardation on any type of economic recovery or job creation."

Clinton, Cisneros said, has vowed not to reduce the deficit "on the backs" of the elderly, middle income or low-income people.

The people with higher incomes can pay higher taxes and "in some measure" contributed to the deficit, having received tax cuts during earlier administrations.

The gasoline tax's effect, Cisneros said, is minuscule compared to the economic benefits of the stable economy he said this plan would ensure.

Administration estimates indicate the plan will create about 8 million jobs over the next five years, he said.

Nevada will see more jobs and more investment in areas such as transportation, environment,

education, housing, empowerment zones and other programs, such as those for the homeless, he said.

The Housing and Urban Development chief said he was impressed with the city of Las Vegas' plan to build a comprehensive center to address the problem of homelessness.

Asked whether tightened federal purse strings would permit federal funding crucial to the Las Vegas program, Cisneros said money will be redirecting to fund the most creative homeless programs.

Las Vegas Housing Chief Arnold Stalk, who briefed Cisneros on the plan before the news conference, said the housing secretary was enthusiastic.

"He said it was the most unique and innovative program he'd seen across the country."



**LAS VEGAS****REVIEW-JOURNAL**

August 18, 1993

★ a

A Donrey Media Group Newspaper

## Funds earmarked for shelter

### Review-Journal

The Clark County Commission on Tuesday earmarked \$2.5 million in federal grant money for a homeless shelter, matching a commitment by the city of Las Vegas.

The commission agreed to spend half a million dollars in federal community development block grant dollars during each of the next five years.

James McGuinness, director of

the Homeless Advocacy Project, described the project as providing not just shelter, but job training, adult education and drug and alcohol rehabilitation.

"Most of the people are looking for that," he said about the comprehensive program.

The center, referred to as Mobilized Assistance to Shelter the Homeless, or MASH, is estimated to cost \$7 million to \$9 million.



# LAS VEGAS / CLARK COUNTY M\*A\*S\*H NEWS RELEASE

*City of Las Vegas Housing Preservation and Production Division, City Hall, 8th floor  
400 E. Stewart, Las Vegas, NV 89101 - ph: 702-229-2555, fax: 702-385-3128*

*Mayor*  
Jan Laverty Jones

*City Council*  
Bob Nolen  
Arnie Adamsen  
Scott Higginson  
Frank Hawkins, Jr.

**FOR IMMEDIATE RELEASE**

**October 4, 1993**

## **MEMBERS OF M\*A\*S\*H TELEVISION CAST UNITE IN SUPPORT OF LAS VEGAS HOMELESS PROJECT**

### **MIKE FARRELL, WILLIAM CHRISTOPHER, JAMIE FARR TO APPEAR IN PUBLIC SERVICE ANNOUNCEMENTS PROMOTING CITY'S M\*A\*S\*H (MOBILIZED ASSISTANCE AND SHELTER FOR THE HOMELESS) CRISIS/INTERVENTION CENTER AND EMERGENCY SHELTER**

Members of the cast of the award-winning television series M\*A\*S\*H have put their support behind an innovative homeless project also titled M\*A\*S\*H (Mobilized Assistance and Shelter for the Homeless) being planned for Las Vegas. The project, a joint effort between the City of Las Vegas and Clark County, melds on-site social services with emergency shelter facilities for men, women and families with children in a campus-style setting, taking a comprehensive, coordinated approach and providing a continuum of care for the homeless. Actors Mike Farrell and William Christopher will tape Public Service Announcements touting the project and educating the community about the homeless this Tuesday, October 5 in Los Angeles. Jamie Farr will be featured in an additional spot to be taped in Connecticut later this week. The actors will be presented with Commendations from Las Vegas Mayor Jan Laverty Jones in appreciation of their efforts.

The Las Vegas / Clark County M\*A\*S\*H will be a one-stop crisis and intervention center for homeless and at risk individuals and families with children, and will include social services such as case management, medical, dental and mental health clinics, drug and alcohol rehabilitation programs, veterans outreach, child care, a one-room schoolhouse featuring educational programs for children and adults, job training and placement, and housing relocation assistance. M\*A\*S\*H will also provide 1,000 beds of emergency shelter, divided into three core shelter units -- the Weather Shelter, the 90-Day

Emergency Shelter For Single Men and Single Women, and the "Intact" Family Shelter. The program is designed to provide coordinated assistance to those seeking to break the cycle of homelessness and transition to a life of social and economic self-sufficiency.

"The M\*A\*S\*H program will be a model for other cities across the nation seeking comprehensive solutions to the homeless problem," says Mayor Jan Laverty Jones. In a recent Las Vegas news conference, U.S. Department of Housing and Urban Development (HUD) Secretary Henry Cisneros agreed, calling the program one of the most "unique and innovative" that he had seen across the country.

Ground will be broken on the M\*A\*S\*H center on November 17, 1993. When completed, the center will serve the Las Vegas area's estimated 15,000 homeless, 46% of whom are women and children. The M\*A\*S\*H cast Public Service Announcements will be part of a major public awareness and fundraising campaign for the center which will span the holiday season.

"This is a community project, and educating the public about who the homeless are is incredibly important," says Jones. "We are absolutely thrilled that the M\*A\*S\*H cast is participating in this vital and exciting project."

# # # #

2B/Las Vegas Review-Journal/Thursday, October 7, 1993

# 'M\*A\*S\*H' members back homeless plan

## Actors to help spread word

By Marian Green  
Review-Journal

Cast members from the "M\*A\*S\*H" television series are throwing their support behind a Las Vegas homeless proposal by taping public service announcements.

Plans for the project, also dubbed M\*A\*S\*H — for mobilized assistance and shelter for the homeless — call for providing on-site social services with emergency shelter facilities for men, women and families in a campus-like setting in an area north of downtown.

Actors Mike Farrell and William Christopher taped announcements Tuesday, and Jamie Farr is expected to tape an additional spot later this week.

The "M\*A\*S\*H" cast members' public service announcements will be part of a public awareness and fund-raising campaign over the holiday season for the project, a joint effort of the city of Las Vegas and Clark County.

"This is a community project, and educating the public about who the homeless are is incredibly important," Las Vegas Mayor Jan Laverly Jones said in a statement.

A symbolic groundbreaking is set for 12:30 p.m. Nov. 17 on a 13-acre land parcel along Main Street near Owens Avenue that the city is in the process of buying, said Arnold Stalk, city housing chief. Three acres of that parcel encompass a Paiute Indian burial ground and would be given to the Las Vegas tribe, Stalk said.

Officials also are negotiating with Catholic Community Services of Southern Nevada to purchase 18.5 acres that now house several shelters, including St. Vincent Shelter, the city's largest, for the project, which would include development of transitional and rental housing for formerly homeless people, Stalk said.

The city has purchased a 1.5-acre parcel, which now houses the St. Vincent Thrift Shop, for the

project.

Construction is scheduled to begin in March, with the project completed in about six to eight months, Stalk said.

The M\*A\*S\*H program envisions providing a one-stop crisis and intervention center for the homeless and at-risk individuals and families.

It proposes offering social services, such as case management; medical, dental and mental health clinics; drug and alcohol rehabilitation programs; veterans outreach; child care; a one-room schoolhouse featuring education programs for children and adults; job training and placement; and housing relocation assistance. It also would provide 1,000 beds of emergency shelter, divided into a weather shelter, a 90-day emergency shelter for single men and single women, and an intact family shelter.

Stalk said he has been pleased by the number of professionals who have contacted him to offer assistance and services. "It's just been really incredible," he said.

The city and county each have pledged \$2.5 million for the \$9 million project, and officials are hoping to land additional funding from private sources and from the federal Department of Housing and Urban Development.

HUD Secretary Henry Cisneros has praised the proposal as one of the most innovative he has seen, giving local officials hope that the project has a good shot at receiving federal funding once HUD's proposed \$200 million for innovative homeless programs clears budgetary hurdles.

In addition, officials hope to lower the cost of construction by seeking donations of services and materials.

It would cost about \$1 million to operate, and Stalk plans to seek a five-year HUD homeless shelter operations grant for the project's operation. Such grants are renewable, Stalk said.

"That would really be a shot in the arm to the project," he said.

# SUN



# LAS VEGAS

TUESDAY, SEPTEMBER 21, 1993

11 P.M. HOME

LAS VEGAS SUN

## BRIEFS



### SUN STAFF REPORTS

■ **HOMELESS BEDS** - One thousand steel beds used in Virginia bomb shelters in the 1960s will be donated to a center for the homeless that is expected to open this fall, according to city officials. Mobilized Assistance and Shelter for the Homeless (MASH) received its first major donation of beds Monday. They originally belonged to the Department of Defense and had been stored in air-tight underground salt caves that served as bomb shelters.

# LAS VEGAS SUN

LAS VEGAS, SUN. 11:30 P.M. HOME'S. TUESDAY, OCTOBER 5, 1993 / 50 CENTS

## TV stars to give MASH send-off

By Steve Kanigher

LAS VEGAS SUN

A homeless project supported by the city and county will get a public relations boost from members of the classic television comedy M\*A\*S\*H.

Actors Mike Farrell, William Christopher and Jamie Farr are scheduled to tape public service announcements touting the planned Mobilized Assistance and Shelter for the Homeless, which carries the same initials as the long-running show.

For their help, the actors will be presented with commendations from Las Vegas Mayor Jan Laverty Jones.

"The MASH program will be a model for other cities across the nation seeking comprehensive solutions to the homeless problem," Jones said. "This is a community project, and educating the public about who the homeless are is incredibly important. We are absolutely thrilled that the M\*A\*S\*H cast is participating in this vital and exciting project."

The city and county each have committed \$2.5 million in federal grant money and redevelopment funds for the project, which will provide on-site social services with emergency shelter facilities in a campus-style setting. Since the total cost of the project is an estimated \$7-9 million, the city has been seeking additional funding from the

federal government and private foundations.

Services to be provided include case management, medical, dental and mental health clinics, drug and alcohol rehabilitation programs, veterans outreach, child care, a one-room schoolhouse for children and adults, job training and placement, and housing relocation assistance. There also will be 1,000 beds of emergency shelter.

Ground will be broken Nov. 17 for the MASH center at the southwest corner of Owens Avenue and North Main Street, across from St. Vincent shelter. When completed, the center will serve the area's estimated 15,000 homeless, 46 percent of whom

are women and children.

Construction is scheduled to begin in March 1994, and the center will be built in phases. The city is hoping to begin use of the center by October 1994 and to complete it by December 1995.



# LAS VEGAS / CLARK COUNTY M\*A\*S\*H NEWS RELEASE

City of Las Vegas Housing Preservation and Production Division, City Hall, 8th floor  
400 E. Stewart, Las Vegas, NV 89101 - ph: 702-229-2555, fax: 702-385-3128

**FOR IMMEDIATE RELEASE**

November 1, 1993

*Mayor*  
Jan Laverty Jones

*City Council*  
Arnie Adamsen  
Scott Higginson  
Frank Hawkins, Jr.  
Ken Brass

## **ARCHITECTS TO PARTICIPATE IN PUBLIC DESIGN CHARETTE FOR M\*A\*S\*H NOVEMBER 8-11**

### **Nationally and Internationally Renowned Firms, Members Of The Community To Design Model Homeless Crisis/ Intervention Center During 4 Day, 24-Hour Marathon Event At Sands Expo & Convention Center; Noted Veterans' Activist Ron Kovic To Participate**

Six nationally and internationally renowned architectural firms will participate in a public design charette for the Las Vegas / Clark County M\*A\*S\*H (Mobilized Assistance and Shelter for the Homeless) crisis / intervention center and 1,000 bed emergency shelter. The charette, a four day, twenty-four hour per day design marathon event, will take place Monday, November 8-Thursday, November 11 at the Sands Expo & Convention Center. The event will find architectural teams working with members of the homeless community, students, local social service providers, city and county staff and members of the public to design the buildings which will make up the M\*A\*S\*H complex. Finished drawings and models will be presented to the public on November 11 at 3:00 p.m., at a press conference which will include a special Veteran's Day presentation from noted activist Ron Kovic (of *Born on the Fourth of July* fame).

"At the heart of the M\*A\*S\*H center is a community spirit of caring, which is reflected at every level of the project," says Mayor Jan Laverty Jones. "The charette process presents a unique opportunity for the architects to work directly with citizens, and create a center which is responsive to their needs."

The M\*A\*S\*H crisis / intervention center will be a one-stop facility where homeless and at-risk individuals and families with children can seek coordinated assistance to aid in the transition to self-sufficiency. Social services to be offered on site include case management, medical, dental and mental health clinics, a one-room schoolhouse, child care, veterans outreach, substance abuse treatment programs, job training and placement and housing relocation assistance. Additionally, 1,000 beds of emergency shelter will be offered, divided into three core shelter units -- the weather shelter, the single men's shelter, and the single women's and "intact" family shelter.

The M\*A\*S\*H project, hailed by U.S. Department of Housing and Urban Development (HUD) Secretary Cisneros as one of the country's most innovative projects, attracted a great deal of attention from the international architectural community. After a rigorous selection process, a consortium of multi-award-winning firms was assembled to participate in the charette, and design the facility. The M\*A\*S\*H crisis / intervention center building will be designed by Hodgetts and Fung Design Associates, while Morphosis Architects will create the one-room schoolhouse, and Swisher and Hall, Ltd. will be responsible for dining facilities. The shelter buildings will be designed by Kappe Architects Planners (single men's shelter, single women's/family shelter) and JMA Architects, Inc. (weather shelter). Lucchesi, Galati Architects, Inc. will serve as executive architect on the project. Architectural students from the University of Nevada, Las Vegas (UNLV) and the Southern California Institute of Architecture (SCI-ARC) will be on hand to assist architectural teams at the charette.

City and County officials agree that this remarkable pool of talent will create some extraordinary designs. "It will be very exciting to see the creative process at work, in such a spontaneous format," says Jones. "It is a tribute to the project that such an extraordinary group of people are involved."

A special "Children's Charette" will also be a featured part of the event, with a group of Becker Elementary School students collaborating to create their own designs. The Children's Charette will take place on Wednesday, November 10, from 9:00 a.m. to 5:00 p.m., and resulting designs will be presented along with the efforts of the architectural teams. The Children's Charette will serve as the kickoff effort for the new organization, "Kids for Homeless Kids," an outgrowth of Southern Nevada non-profit OASIS.

The Las Vegas / Clark County M\*A\*S\*H Design Charette will begin with opening ceremonies at 9:00 a.m. on Monday, November 8. The public is invited to attend and participate each day between 12:00 and 2:00 p.m., and between 3:00 and 5:00 p.m.. City officials are in the process of arranging a traveling exhibition of the drawings and models created at the charette. Groundbreaking ceremonies for the M\*A\*S\*H center are scheduled for Wednesday, November 17, 1993 at 12:00 p.m., at the M\*A\*S\*H center site on Main Street near Owens.

"The M\*A\*S\*H project will be a national model for comprehensive solutions to the homeless condition," says Jones. "The public design charette is also a process which can, and should be replicated in other cities. It represents people coming together to assist those who are in crisis -- something that the entire community can be proud of."

# # # #



## Architects will participate in shelter design marathon

By Chuck Baker  
Review-Journal Real Estate Editor

Las Vegas and Clark County are moving closer to building jointly the first government-sponsored mobilized assistance shelter for the homeless (MASH) structure.

A design marathon, called a Charette, is scheduled for Nov. 8, 9, 10 and 11 at the Sands Hotel. The participants will work 24 hours a day during the event.

The public will be invited to visit the Charette at specific times, "to view the process. Child care will be available, and we will have students available to take the public on tours to describe the design process," according to Arnold Stalk, chief of the city's Department of Economic and Urban Development Housing Division. The division, along

with Clark County, is sponsoring the design gathering.

Stalk said the public is encouraged to attend and observe the working architects, and he hopes individuals will take enough of an interest to visit the Sands and view the design process in action.

"We want parents to bring their kids in, and get excited about architecture at the same time," Stalk said. His agency will place advertising in the Review-Journal and Sun newspapers advising the hours the Charette will be open for public observance.

A group of architects and members of the community will be asked to participate in the concept and design of structures to help the homeless. They will

Please see MASH/7L

# MASH

## From 1L

take part in the daily marathon in which team participants analyze design problems, engage in analytical and constructive debate of the issues, develop ideas and generate conceptual designs.

Each building design will be assigned to specific firms. They include the MASH crisis and intervention center, by Hodgetts and Fung; a men's shelter by Kappe Architects Planners; a weather shelter by JMA Associates; a dining room by Swisher and Hall Architects; a women's shelter by Kappe Architects Planners; and a one-room schoolhouse by Morphosis.

A separate architecture and planning task force will include the above firms, as well as Luchesi Galati Architects and Michelle Stalk, AIA, volunteer architect. Also included will be a general contractor, landscape architect, structural engineer and cost estimator.

Several buildings already have been designed, but Stalk said Charette participants will "take those ideas as a diagram, and refine them. We have a preliminary idea, but the design concept is more refined. This is similar to taking a planning study, where the space is laid out, and you give it to the architect to start refining."

Stalk said his department is receiving \$5 million from the city and county (\$2½ million each) and is seeking an additional \$4 million from the Department of Housing and Urban Development in Washington.

"We hope to hear from them within a month," Stalk said about the federal application. "Mayor Jones is in contact with HUD Secretary Cisneros. He knows all about it. We made a presentation and he likes it," Stalk said.

The proposed site for the shelter is located on the southwest corner of Owens and Main Street, and includes 12 acres that are vacant.

"Three of the acres, an existing burial site, are being given to the Paiute Indians," Stalk said. He said the property is being purchased from a private seller "for a very good price, well below appraisal value. Part of it was a charitable contribution."

The City Council is expected to approve the purchase during its Oct. 20 session, Stalk said.

The shelter will be designed to house up to 1,000 individuals per night. A crisis and intervention team will interview and screen those who want to stay in the shelter, and will provide guidelines concerning who can stay and for how long.

Stalk said he previously headed a team that oversaw similar programs in the North Hollywood and Boyle Heights sections of Los Angeles. He noted Los Angeles has a "gargantuan problem" when it comes to the homeless.

He said he hopes the proposed Las Vegas plans, which include many other shelters and programs in addition to the MASH buildings, will be sufficient to ward off the type of homeless problems that are prevalent in Southern California. The city and county have pledged an additional \$400,000 in operating expenses for the MASH program, Stalk said.

The city's housing division has plans for additional emergency shelters, transitional housing, permanent rental housing, home ownership and special-need projects.

## Homeless complex targeted

### Six firms to begin around-the-clock design

By Marlan Green  
Review-Journal

At 9 a.m. Monday, architects from six firms will begin around-the-clock work to design a homeless services complex for Las Vegas and Clark County.

At a 3 p.m. Thursday news conference, they plan to unveil finished drawings and models for the project known as M\*A\*S\*H — mobilized assistance and shelter for the homeless. And veterans activist Ron Kovic, author of "Born on the Fourth of July," will give a presentation.

City housing Chief Arnold Stalk, architect of the M\*A\*S\*H concept, expressed high expectations for the marathon design session, known in architecture parlance as a "charette."

"What it does is generate a lot of ideas in a short amount of time," he said Wednesday. "In architecture, it's a lot like art. Once you start, you don't stop."

Not only will architectural firms participate, but members of the public, including homeless people, also are welcome to offer design comments, Stalk said.

Craig Galati, of Lucchesi, Galati Architects Inc., the project's executive architects, said the event to be held at the Sands Expo & Convention Center can only help raise awareness about homelessness.

"It's a good process to bring together a lot of talented people

for an intense look at a serious problem and what we can do to solve it," said Galati, whose firm has taken part in smaller design marathons.

Stalk said he envisions M\*A\*S\*H offering services in a village-style environment and hopes designs of buildings reflect a noninstitutional feel. Lots of landscaping and warm colors will be key, he said.

The M\*A\*S\*H center is planned to be a one-stop center where homeless and at-risk people and families with children can seek coordinated assistance to return to self-sufficiency.

Social services to be offered include case management; medical, dental and mental health clinics; a one-room schoolhouse; child care; veterans outreach; substance abuse treatment programs; job training and placement; and housing relocation assistance.

M\*A\*S\*H also would offer 1,000 beds of emergency shelter, separated to house men, keep families intact and provide weather protection.

Besides Galati's firm, other architectural firms are Hodgetts and Fung Design, which will work on the crisis-intervention building; Morphosis Architects, which will be responsible for the one-room school house; Swisher and Hall, which will do dining facilities; Kappe architects Planners, which will handle the weather and single women's/

family shelters; and JMA Architects, which will be responsible for the men's shelter.

Each firm is to be paid \$10,000.

Architectural students from the University of Nevada, Las Vegas, and from the Southern California Institute of Architecture, will assist the architectural teams.

Also participating will be a group of Becker Elementary School students who will develop their own designs as part of a new group called Kids for Homeless Kids.

Besides \$2.5 million commitments from the city and county, the project has secured a \$2.5 million loan from the Arcadia, Calif.-based Berger Foundation, Stalk said.

Stalk said he also believes the project will receive funding from \$200 million in U.S. Department of Housing and Urban Development funds earmarked for innovative homeless programs.

M\*A\*S\*H is to be built on 13-acres on the southwest corner of Owens Avenue and North Main Street.

A ceremonial ground breaking has been set for 12:30 p.m. Nov. 17. Actual site work is expected to start in March.

Project officials continue to seek more financial support and have set up a 24-hour number for donations. It's 1-800-664-MASH.



## Marathon MASH design vigil begins

Community joins  
to create new  
homeless center

**Debra D. Bass**  
VEGAS SUN

The MASH center for the homeless is one step closer to reality. Architects, homeless people, advocates for the homeless, students and social workers gathered for a four-day vigil Monday to mastermind the basic design for the Mobilized Assistance and Shelter for the Homeless center. "I think it's great that they are consulting the real experts on this: the homeless," said James McGuinness, director of the Homeless Advocacy Project. Richard Beckman, an architecture professor at UNLV, moderated the consensus, saying that good ideas flourish when people with different perspectives connect to solve a problem. The main concerns expressed Monday were security and where to put living facilities. Women, children and families need to be separated from the single men's facility, yet accessible to a schoolhouse, playground and dining area. Security requires open spaces and no hidden corridors.



BY TONY BLEI / STAFF

UNLV ARCHITECTURE students Adejoke Adenele and Mick Johnson work on a model of the proposed MASH center.

Las Vegas

Arnold Stalk, chief of the Las Vegas Department of Economic and Urban Development's housing division, said the teams have made it over the biggest obstacle - site planning. They have decided what will go where and now can focus on the buildings themselves.

The weather shelter and intake services will be along North Main Street, and the dining hall will be near Owens Avenue at the rear of the grounds to allow meal lines to form inside the complex.

Ron Kappe from Kappe Architects Planners, based in Mill Valley, Calif., hopes to create a village-style unit for the family and single women's housing. Betty-Jeanne Cousins, executive director of The Shade Tree, a women's shelter that will be

incorporated into the MASH site, also wants community access.

"We don't want the community left out. The children should be taught to understand homelessness without the prejudice," Cousins said. "Then, maybe they can work to prevent it in the future."

The project will encompass 10 acres of a 13-acre site at Owens Avenue and Main Street. The remaining three acres will be dedicated to the Las Vegas Paiute Indian Tribe because it contains the tribe's ancestral burial ground.

About 60 percent of the land will be used for the MASH units, and the rest will be left for transitional housing, which will be designed later. Stalk said there

is a need for more low-income housing.

Building transitional housing will be essential in maintaining the program, but Stalk is more concerned now with securing the funding for the \$9 million MASH project.

Architectural firms are receiving \$10,000 each to participate in the design marathon at the Sands Expo and Convention Center. Stalk said most of the work is being done at cost and the results will drastically reduce the length of the design process.

After the gathering, drawings and models will be presented to the public. Then, the projects will be referred to the individual design firms for up to three

weeks to refine the concepts. Those plans then will be sent to Lucchesi, Galati Architects Inc., who will serve as executive architect on the project.

Services to be offered at the 1,000-bed center include a veterans outreach program, a beauty salon and barber shop, job training and placement, a clothing bank, and legal and mental health services.

The public is welcome to attend sessions from 12 to 2 p.m. and 3 to 5 p.m. today, Wednesday and Thursday, when the project ends. At 3 p.m. Thursday a press conference will feature Ron Kovic, noted for the film "Born on the Fourth of July," which chronicles his life.

## Homeless center sketched

□ Architects and students donate their talents to design a complex that will serve the down-and-out.

By Marlan Green  
Review-Journal

The fruit of architectural brainstorming sessions was emerging as the first day of a four-day marathon session to design a homeless complex stretched into the night.

Sketches of design concepts covered walls and tables at the Sands Expo and Convention Center, where teams of architects and architecture students had rolled up their sleeves and settled in to work. There were also bleary eyes, stubbled chins and yawns Monday night.

But evident most of all was a sense of excitement and optimism from the participants about their roles in designing different buildings for the project called M\*A\*S\*H, or mobilized assistance and shelter for the homeless. The project is a joint effort of the city of Las Vegas and Clark County.

"It's very, very exciting to get to do this kind of stuff. It feels like it has some meaning," said Craig Hodgetts of Hodgetts & Fung Design Associates, a Southern California firm



John Gurzinski/Review-Journal

From left, Doron Dreksler, Craig Hodgetts, Carol Lynn Batsch and Aaron Betsky work on design sketches Monday night for the M\*A\*S\*H intake and crisis center, a one-stop outlet for homeless and at-risk individuals and families to find the help they need to return to self-sufficiency.

picked to develop designs for the shelter's crisis intervention center.

Only rarely do architects have the opportunity to work on such socially conscious projects, Hodgetts said Monday night during his team's break for

dinner — takeout Chinese food and a six-pack of Heineken.

A half-hour later, that team was back at work, tossing out ideas for consideration, building on suggestions

**Please see MASH/4B**

## MASH

**From 1B**  
and debating the architectural merits of each one. While architects refined sketches, students from the Southern California Institute of Architecture cut and glued pieces of cardboard into small models to reflect the designs.

City housing Chief Arnold Stalk, architect of the M\*A\*S\*H concept, said he was pleased at how smoothly the design marathon — called a “charette” — was proceeding. Five design teams are participating in the marathon, each led by a different architecture firm and each focusing on a different building in the M\*A\*S\*H complex.

Another firm, Lucchesi, Galati Architects Inc., is the project's executive architect, charged with ensuring the individual buildings flow together and carrying out the final development.

“There's a lot of personalities, a

lot of egos, and we had to set them aside,” Stalk said.

From the outset, that hasn't proved a problem, he said. Instead, spirited discussions Monday paved the way for a clear site plan for the project, slated for the southwest corner of Owens Avenue and North Main Street.

Craig Galati of Lucchesi, Galati Architects Inc. offered similar observations.

“If the rest of the days go like today, I think you're going to see a lot of good things on Thursday,” when final designs are to be unveiled at a 3 p.m. news conference.

The M\*A\*S\*H center is planned as a one-stop outlet for homeless and at-risk individuals and families with children to find the help they need to return to self-sufficiency. Among the services to be offered are case management, health clinics, a one-

room schoolhouse, child care, veterans outreach, drug and alcohol treatment and job assistance.

In addition, the project, estimated to cost \$8 million, will include 1,000 beds in shelters, including an emergency weather shelter, a shelter for single men, and a women's and family shelter.

Denise Cook of Lucchesi, Galati Architects Inc. said that like others, she had carried preconceived notions about the homeless. “And then you go down and you walk through the shelters, and you're humbled.”

Humbled, she said, mostly by what is absent in the lives of homeless people. “Things we all take for granted. Being able to take a shower. Being able to feel safe. Being able to be warm or cool. Being able to eat, and having a comfortable place to sleep.”

Cook shook her head vigorous-

ly when asked if she had a handle on the problem. “I'm still learning. We'll all be learning all the way through it.”

Chris Wegscheid, a third-year graduate student at the Southern California Institute of Architecture, said seeing the realities of how the homeless live — as he and others did on a tour of a nearby existing shelter — underscored M\*A\*S\*H's promise.

M\*A\*S\*H's triumph, Wegscheid said, will be its ability to provide services in one place so the homeless aren't forced to crisscross town to seek help.

“These people are so disconnected. They're so far removed from the rest of society, and this place will really serve as an anchor.”

A ceremonial groundbreaking is set for 12:30 p.m. Nov. 17. Actual site work is expected to start in March.



METRO



BY LEE ZAICHICK / STAFF

UNLV ARCHITECTURE student Mick Johnson works on design for proposed MASH project.

# Groups jockey to run new homeless shelter

By Debra D. Bass  
LAS VEGAS SUN

As architects fussed and fumed over making the MASH center comfortable and functional, homeless advocates and social workers discussed the center's function.

All agree that the Mobilized Assistance and Shelter for the Homeless center will be a cut above anything else now available for the homeless or those at risk of becoming so in Southern Nevada. But some of the participants in a four-day session at the Sands Expo and Convention Center to design the center questioned how it will be run and who should run it.

Catholic Community Services, which operates the St. Vincent Shelter across the street from the MASH site, is vying for the opportunity to operate a 400-bed men's shelter to be built at the new site.

"With a center this extensive, the best interests may be served by using a facility that already has experience," said Kay Dezeal, who oversees operations at St. Vincent Shelter.

The Shade Tree, a women's shelter, also sits on land opposite the MASH site and hopes to either relocate or extend its services to the center. But nothing will be finalized until January, after proposals from local agencies are reviewed by the city of Las Vegas and Clark County.

James McGuinness, director of the Homeless Advocacy Project, said he hopes the formal screening takes place in a public forum so the homeless who will patronize the center can take part in the discussions. He said homeless people can give testimony on the quality of service offered by local agencies.

"We have taken a lot of complaints about facilities and the treatment of people at the facilities," McGuinness said. "Some of the larger facilities are atrocious."

Many complaints are related to a lack of funding, he said, but not all. Surly employees, unhealthy conditions, poor-quality food and donated food that is not distributed to the public are common complaints, he said.

McGuinness couldn't speculate on which shelter is rated the worst by the homeless, but he said the St. Vincent Shelter gets a fair share of complaints.

"Some of these facilities are extremely understaffed," said

Arnold Stalk, chief of the housing division in the city's Department of Economic and Urban Development. "Things will change by virtue of staffing and funding, but the MASH program will call for some radical changes."

Stalk, who is spearheading the MASH project, said he encourages all public service agencies to visit and contribute to the four-day session.

The event is open to the public from noon to 2 p.m. and 3 to 5 p.m. Wednesday and until Thursday at 3 p.m., when the event will culminate with a speech from Ron Kovic, known for his autobiography, "Born on the Fourth of July."





John Gurzinski/Review-Journal

Ron Kovic, author of the best seller "Born on the Fourth of July," discusses the importance of the M\*A\*S\*H homeless project at a Veterans Day unveiling of designs produced by architects during a four-day marathon.

## Designs for M\*A\*S\*H unveiled

□ The city and county use a Veterans Day ceremony to show off the designs for a center for the homeless.

By Marian Green  
Review-Journal

Las Vegas Housing Chief Arnold Stalk's voice broke just slightly for a moment Thursday as he began talking about the potential of something called M\*A\*S\*H to solve this country's homeless problem.

"It's a wonderful day in Las Vegas," Stalk said at a Veterans Day ceremony to unveil the results of a four-day

marathon to develop designs for M\*A\*S\*H — an \$8 million joint project of Las Vegas and Clark County to address homelessness.

The acronym stands for mobilized assistance and shelter for the homeless.

"This problem is a national shame and a national disaster," Stalk said.

But M\*A\*S\*H offers hope for a new way of reaching out to these people, he said. "To borrow a phrase from the MGM Grand, M\*A\*S\*H, too, will roar in '94."

Disabled veteran Ron Kovic, author of the bestseller, "Born on the Fourth of July," also spoke, praising those

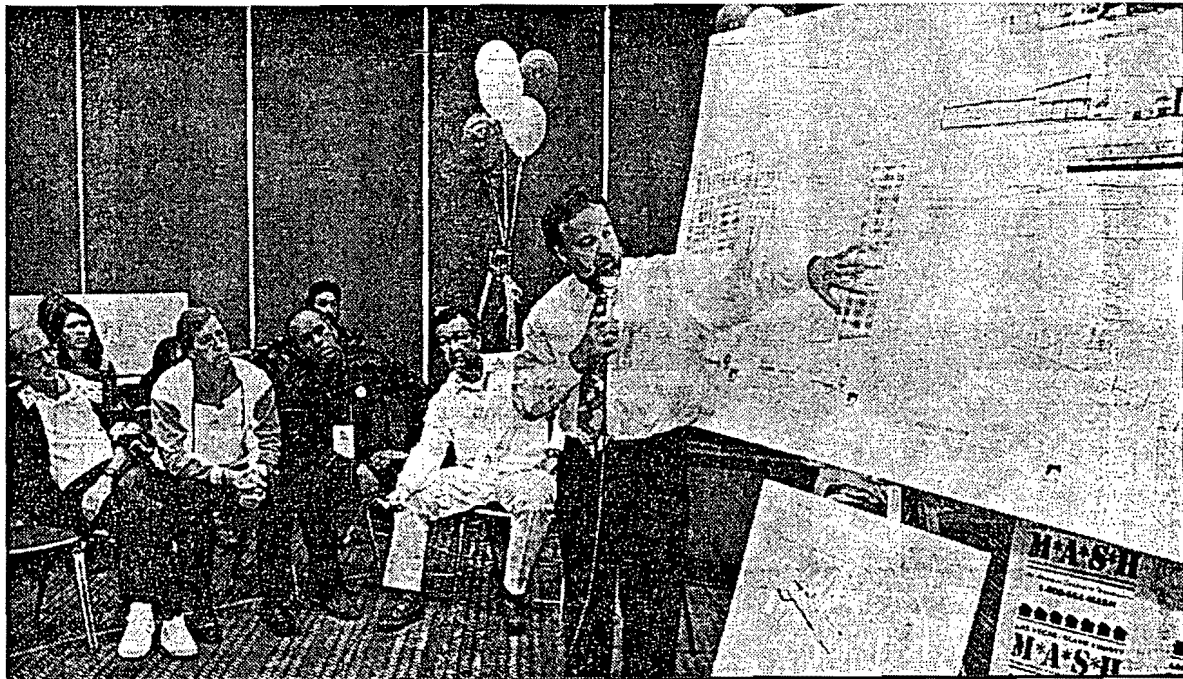
involved in the project and tying it into Veterans Day.

"What you are doing here in Las Vegas is extremely important. What you are doing with the M\*A\*S\*H project is history," he said. "You are sending a message and a bright beacon of hope to the rest of the country."

The homeless, of which a third are believed to be veterans, must not be forgotten, he said.

"They are a valuable national resource," he said. "If we (as a nation) are ever going to move forward again ... these people have got to come with us.

Please see MASH/6B



John Gurzinski/Review-Journal

Architect Tom Schoeman from JMA Architects describes some of the features in his proposed weather shelter designs for the \$8 million M\*A\*S\*H center.

## MASH

From 1B

"You are sending a message. You are creating a spirit. You are awakening a people. You have made this a special Veterans Day for me and for all veterans," said Kovic, who was presented with a book about Las Vegas, the key to the city, and a T-shirt signed by all M\*A\*S\*H design participants.

With that, architects representing the executive architecture firm and five firms that designed individual buildings to be part of the complex explained some of their buildings' features.

The M\*A\*S\*H center is

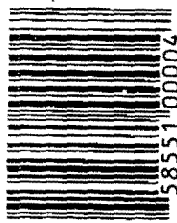
planned as a one-stop complex for homeless and at-risk individuals and families with children to get the help needed to become self-sufficient.

Among the design features unveiled Thursday were a strong pedestrian mall theme and a trellis over project grounds to create a village and community feeling; a crisis intervention center offering varied services in a convenient accessible way; a one-room schoolhouse that incorporates a track feature envisioned by a children's design team from Becker Elementary School; shelters designed to afford more pri-

vacy in a much less institutional setting; and a cheery dining pavilion offering outdoor and indoor seating and a stage for entertainment or meetings.

Besides thanking the architect teams, Stalk made a special point of acknowledging the contributions of architecture students from the University of Nevada, Las Vegas, and Southern California School of Architecture. Those students donated long hours to develop models of the project designs, he said.

A ceremonial groundbreaking is set for 12:30 p.m. Wednesday. Actual site work is to start in March.



# SUN



# LAS VEGAS

THURSDAY NOVEMBER 11, 1993 / 50 CENTS

PM STREET

EGAS SUN



BY STEVE MARCUS / STAFF

RON KOVIC, subject of the Tom Cruise movie, "Born on the Fourth of July," visits with the homeless.

## Children key for curtailing homelessness

By Debra D. Bass  
LAS VEGAS SUN

If the MASH project really hopes to halt the rampant spread of homelessness, it will have to stop the cycle starting with the children, coordinators say.

The Mobilized Assistance and Shelter for the Homeless center made its first commitment to this idea with a "Children's Charette" Wednesday - part of a four-day design marathon to create the all-purpose facility.

Children were charged with providing insight on their area of expertise - being a kid.

"Adults no matter how educated, well-versed and sophisticated can sometimes lose sight of the human factor," said Marjorie Polly, the executive director of the Las Vegas Committee for Better Communities. "After all, it's been a long time since they have been a kid."

Michelle Stalk, a volunteer architect with the charette, worked with the students refining ideas for a running track, an erasable mural wall, a gymnastic area, teen clubs and a school mascot. She admitted that the students put her through the paces with questions on how the facility will operate. But she was impressed by their concerns.

"A lot of what they said really hit home, like when Jesse said that these kids have dreams too and asked how we were going to help them realize those dreams," Stalk said.

Jesse Eason, a sixth-grader at Becker Elementary School, wanted to know how the center was going to help the kid who wants to be a pilot or an astronaut or a doctor not become discouraged by their homeless condition. Stalk countered that teachers will use esteem-building techniques with children during the 90-day program.

The children used the charette

**"Adults ... sometimes lose sight of the human factor. After all, it's been a long time since they have been a kid."**

Marjorie Polly  
Committee for Better Communities

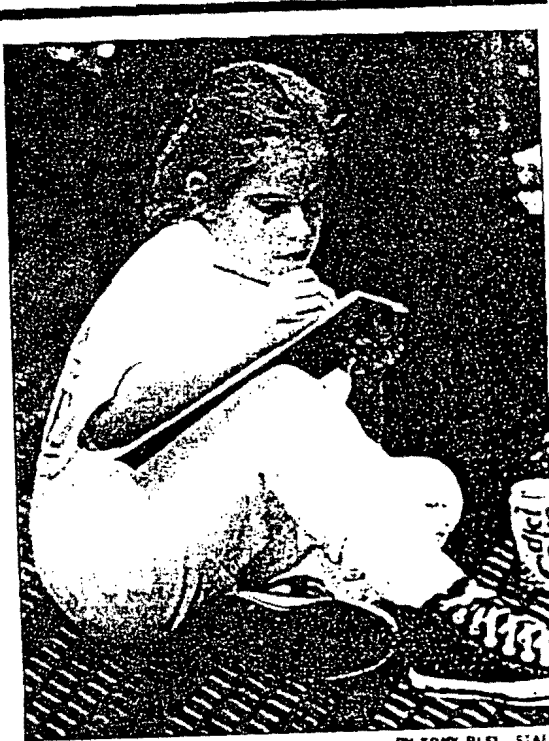
as a dialogue on the homeless problem and realized that the children who will benefit from the center deserved the same opportunities they normally take for granted.

Teri Leonard wanted to know what the kids would do for Christmas. Maura Lasater was concerned about nutrition and diet. Courtney Wilhelm had questions on how child abuse would be addressed. And Joshua Stalk was interested in what happens after 90 days in the program.

Eight students participated in the discussion. Six are sixth-graders from Becker Elementary: J.A. Arnold, Melissa Meng, Eason, Leonard, Wilhelm and Joshua Stalk. Fourth-grader Melissa Stalk and ninth-grader Maura Lasater also took part.

Lasater, the daughter of Mayor Jan Laverty Jones, and Arnold, the son of Jim Arnold, secretary-treasury of the Culinary Union, both participated on behalf of a new "Kids for Homeless Kids" program.

The children's ideas were presented to MASH architects during a round-table discussion. Finished drawings for the project were to be shown today at 3 p.m.



BY TONY BLED / STAFF

MELISSA STALK draws her ideas for the MASH project



METRO

## Homeless may be marathon winners

By Debra D. Bass  
LAS VEGAS SUN

What easily could have taken a month took only four days.

Students and architects began a marathon session to design the Mobilized Assistance and Shelter for the Homeless center on Monday. Their toil ended Thursday, moments before public presentation of their work.

Models made of Styrofoam and cardboard were put into place just before the public got a peek at the formal showing, where preliminary sketches of the planned facilities also were displayed.

Six architectural firms participated in the event known as a charette.

When the charette began Monday at the Sands Expo and Convention Center, architects knew only which buildings they would be responsible for and how much square footage they were allowed. By Thursday, they had collaborated on a master plan for the facility and the basic design of each building.

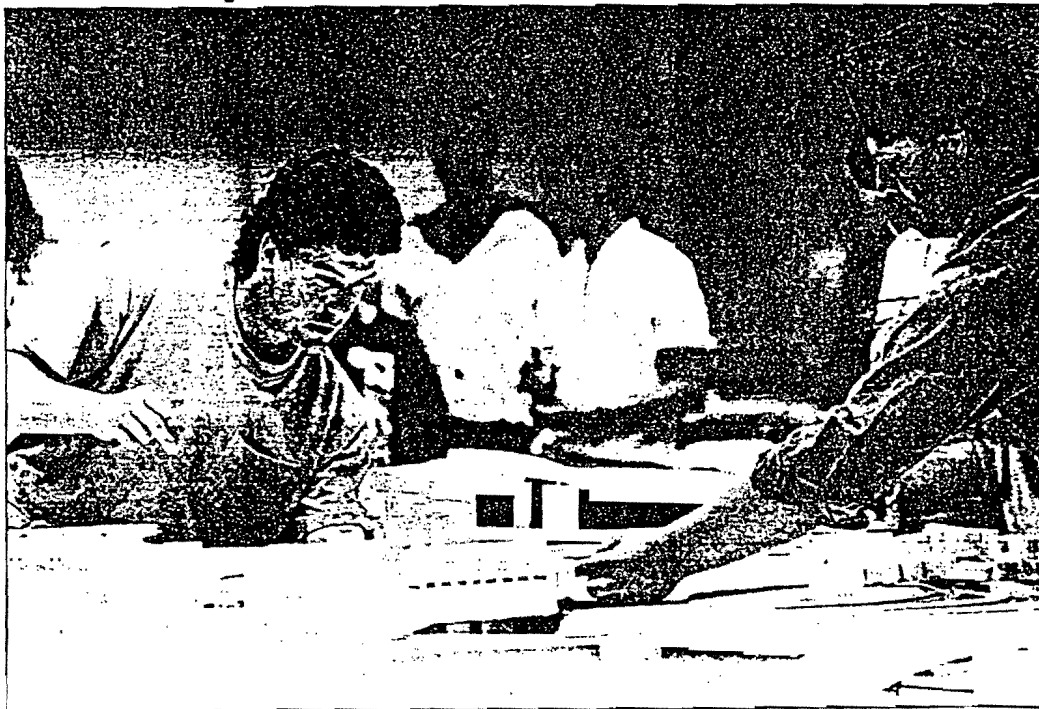
"Our goal was to not make this look and feel like an institution," said Steve Swisher of Swisher and Hall Inc., contracted to design the dining hall. "There will be no bench seating. Dining rooms will have round tables to encourage interaction."

The dining hall also will double as a meeting space or lecture hall, and provisions have been made for a stage area. Dining areas are separated into three sections to accommodate families, single women and single men. Seating is available for 500 inside and another 500 in an outside covered area.

Craig Hodgetts for Hodgetts and Fung Design Associates, responsible for the MASH offices - which include an intake area, barber shop, legal service center and a clothing bank - said he worked to create a village-style complex.

Instead of housing the services down a corridor in an office building, his firm decided to design a two-story mini-mall with separate entrances, storefronts and picture windows. Other buildings are connected with an overhead trellis.

He said that although the charette was exhausting, it was a



BY LEE ZAICHICK /

STUDENT DORON DREKSLER helps put final touches on a model for the MASH project for Southern Nevada's homeless.

perfect opportunity to complete a dramatic project in a brief period of time.

"Normally, we design in our own office at our own pace. ... When you work with four other firms, everyone is changing at the same time, and that can get difficult," said John Enright of Morphosis Architects.

Arnold Stalk, chief of the housing division of the Las Vegas Department of Economic and Urban Development, commented on how amazing it is that such innovations can occur when talented people are under pressure.

Stalk, who spearheaded the project, also credited architecture students from UNLV and the Southern California Institute of Architecture for their tireless contributions.

Now that the firms have what Enright called a rough draft, they will refine the concepts for about three weeks and then turn the finished projects over to Lucchesi, Galati Architects Inc., which is serving as the project's executive architectural firm.



## Kovic: They're homeless, not hopeless

By Debra D. Bass

LAS VEGAS SUN

The MASH facility is an inspiration for the entire country, said veterans activist Ron Kovic.

"These people could very easily be our brother or our sister, our father or our mother or even our grandparent. We have an obligation to give them the opportunity to participate," Kovic said Thursday in a speech at the Sands Expo and Convention Center, the final day of a four-day session to design a center for area homeless.

Kovic said that until the nation rallies for the homeless instead of ignoring them, the problem will continue to grow and eventually become uncontrollable. In order to save communities, he said, people have to stop treating the homeless as if they were hopeless.

"No matter how tragic our circumstance, everyone must have an opportunity to turn themselves around," Kovic said.

Kovic served as a U.S. Marine Corps sergeant and was wounded in battle during the Vietnam War, for which he received the Bronze Star. He is paralyzed from the chest down.



BY LEE ZAICHICK / STAFF

**RON KOVIC** delivers address at conclusion of MASH marathon.

After he was honorably discharged, Kovic returned home to a hostile environment in which veterans of the controversial war were rejected. Kovic now struggles for the rights of all veterans.

His life story is chronicled

in the autobiography, "Born on the Fourth of July," which he later made into a screenplay. The Oliver Stone film that resulted won, among other awards, the Academy Award for Best Picture. Kovic received a Golden Globe Award for best screenplay on the

22nd anniversary of the day he was wounded in the service.

He said he just tells veterans his story and hopes it inspires them.

"It's important for them to know that they can regain control over their lives," Kovic said. "Sometimes I don't know how I forced myself out of bed and into my wheelchair. All I can say is that I knew there had to be something else."

Arnold Stalk, who spearheaded the MASH - Mobilized Assistance and Shelter for the Homeless - project, said one-third of the country's homeless population has served in the U.S. armed forces.

He said the center wouldn't be complete without a veterans outreach program. The program will include personal empowerment and support programs, as well as psychological counseling and treatment of post-traumatic stress disorders.

"People don't understand how awful war is," Kovic said. "After the actual war is over, a war still rages inside these people, and the ones living in shelters are still trying to come home."



# LAS VEGAS / CLARK COUNTY M\*A\*S\*H NEWS RELEASE

City of Las Vegas Housing Preservation and Production Division, City Hall, 8th floor  
400 E. Stewart, Las Vegas, NV 89101 - ph: 702-229-2555, fax: 702-385-3128

**Mayor**  
Jan Laverty Jones

**City Council**  
Arnie Adamsen  
Scott Higginson  
Frank Hawkins, Jr.  
Ken Brass

**FOR IMMEDIATE RELEASE**

**November 16, 1993**

**CITY AND COUNTY OFFICIALS TO LAUNCH  
"AN AMERICAN SOLUTION TO HOMELESSNESS"  
AT M\*A\*S\*H GROUNDBREAKING  
WEDNESDAY, NOVEMBER 17 AT 12:00 NOON**

**Ceremonial Kickoff For Southern Nevada's Comprehensive  
Homeless Crisis/Intervention Center To Be Held  
On Future Site At Owens & N. Main Streets**

The City of Las Vegas and Clark County will officially launch "An American Solution to Homelessness" at groundbreaking ceremonies for the M\*A\*S\*H (*Mobilized Assistance and Shelter for the Homeless*) center this Wednesday, November 17, 1993 at 12:00 noon. The groundbreaking will be held at the future M\*A\*S\*H site at Owens & N. Main Streets, adjacent to the Smart & Final/Thrift Store building.

Mayor Jan Laverty Jones calls the project "a tremendous opportunity for Southern Nevada to take the lead in addressing the nation's devastating homeless problem. M\*A\*S\*H will establish our city as a model in providing a continuum of care for its citizens."

Las Vegas/Clark County M\*A\*S\*H will be a one-stop crisis/intervention center, which will offer comprehensive assistance to homeless and at-risk individuals and families. Social services to be offered on site include medical, dental and mental health care, substance abuse treatment, day care, veterans outreach, a one-room schoolhouse, job training & placement and housing relocation services. The campus-style facility will also offer 1,000 beds of shelter for single men, single women and families. Construction on the site is scheduled to begin in March, 1994.

# # # #



## Nation briefs

not provide evidence that proves the existence of a systematic and widespread effort to prevent African-Americans from voting," Lesniak and Democratic National Chairman David Wilhelm said in a statement.

### Homeless woman found dead at HUD

WASHINGTON — A homeless woman was found dead on a bench outside HUD headquarters Monday, while Housing Secretary Henry Cisneros and his aides were inside struggling to get more money to shelter the homeless.

The dead woman, Yetta M. Adams, 43, who HUD employees frequently saw in the neighborhood, appears to have died of natural causes, District of Columbia police reported.

Other homeless people knelt in prayer around her body after they found out she was dead, said Sharon Maeda, a spokeswoman for the Department of Housing and Urban Development.

Adams was slumped on a bench, leaning over onto a Plexiglas wall at a bus stop.

"A society this wealthy, we just shouldn't have to accept people dying on our city streets and sidewalks," Cisneros said in an interview.



ELIZABETHE HOLLAND

NEW SHELTER

# MASH plan needs that magic gift

## Lack of funding could wreck the best hope to rescue the homeless

**T**AKE a look at Arnie Stalk's resume, and you'd think he has nothing to worry about. He began his career as a volunteer with the domestic Peace Corps VISTA program, working on community design projects in South-Central and East Los Angeles. Since then, he's spent 20 or so years creating shelters for homeless families and teens, AIDS victims, young adults in need of alcohol and drug rehabilitation and the elderly. He's done well.

But ask him how his passion of late is coming along and he'll tell you different. He's got at least \$3 million in worries, that and thousands in the Las Vegas area looking to him for eventual food, shelter and hope.

His fancy title is chief of the housing division of the city of Las Vegas. If MASH — the Mobilized Assistance and Shelter for the Homeless center — makes it off the blueprints, he'll likely be known as Clark County's patron saint of the homeless. And he'll deserve that title.

A couple of weeks ago, Arnie led a troop of architects, social workers, advocates for the homeless and homeless people themselves in a four-day marathon session to design the MASH center.

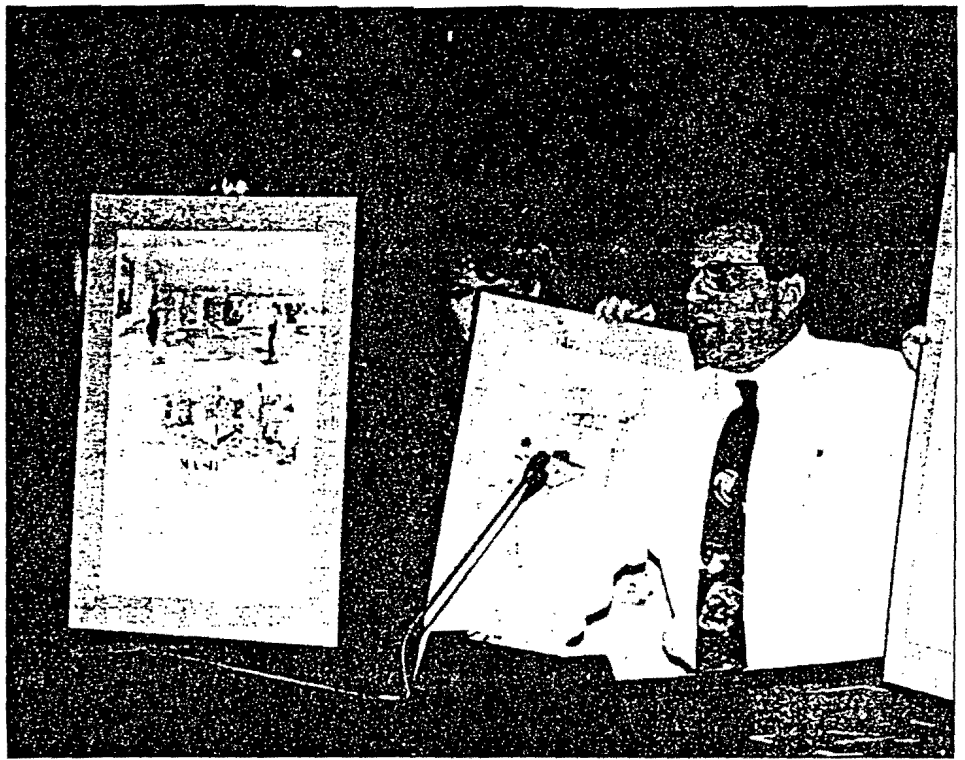
They spent hours grueling over how to design shelters, a crisis and intervention center, a dining room and a one-room schoolhouse, among other things.

Dozens of ideas meshed, their creators knowing full well they had a budget to follow. Keeping within that budget, they wanted the center to have a feeling of openness and freedom. They were after sitting areas, landscape and access to shade, water and light.

Furthermore, the direction MASH will take is not only to give the homeless a place to sleep and eat and clothes to wear, it will teach them job skills and help them find work; provide counseling and treatment for physical and mental ailments; and lead them toward becoming socially and economically self-sufficient.

Gone are the days, by Arnie's way of thinking, of homeless people forever remaining homeless.

"What bothers me is that people suffer each night here. We allow people to suffer," he says.



ARNIE STALK hopes the MASH plan will become a reality for the homeless in Las Vegas.

"Politically, we're at a point where people want to do something with the homeless problem. I believe there is a climate in the country now to end homelessness."

Of course, that climate can't change by itself.

Las Vegas and Clark County each have pledged \$2.5 million to the MASH project, which currently has an \$8 million price tag. Arnie is waiting on word that about \$5 million has been secured from the U.S. Department of Housing and Urban Development. HUD has a special budget of \$200 million for innovative projects for the homeless.

"It's never sealed with me until we've got it," Arnie says, "but we are advocating very hard with them. They say they really like it."

And if it turns out they don't, he says, MASH backers will pursue funds from charitable foundations. Whatever it takes to raise the roof.

Already, a donation and information hotline has been set up, (800) 664-MASH, and area hotels and casinos have been challenged to help the project.

If the rest of the money isn't in by March, the project will be built in phases, Arnie says. But it will be built.

"The city of Las Vegas will find the rest of the money, or I wouldn't go through with the rest of this project," says Craig Galati of Lucchesi Galati Architects Inc., the chief architectural firm in the MASH project.

"I believe someone will step up to the plate," he says. "Just when you think you're not going to get the money, someone comes forward."

If the money for the project doesn't come from the expected sources, it's got to come from somewhere. It'd be an embarrassing shame if the people and businesses of this city so in love with the idea of spending big money fast didn't throw some cash into this project's pot.

With the MASH center, Las Vegas could be a model for other cities in not only caring for its homeless but helping them to shed that status and become productive members of society for the

good of themselves and the community.

"I believe it so much that I closed my practice (in California), stopped teaching (architecture and city planning) and moved my family here," Arnie says, as yet not regretting those decisions. "I've committed myself to building this center and believe it's time to do it now. It would take a tremendous amount to break my will down."

In a handbook created for the marathon session is a quote by George Bernard Shaw: "You see things and you say, 'Why?' But I dream things

**Las Vegas could be a model for other cities in not only caring for its homeless but helping them to shed that status and become productive members of society.**

that never were and I say, 'Why not?'"

And then, Emily Dickinson: "From lowest place when virtuous things proceed, the place is dignified by the doer's deed."

Arnie, much more than a doer, apologizes for sounding a bit hokey when he says so, but he truly believes we're all here for a purpose and that we need to spend each day working toward that end.

He and the others involved in the MASH project certainly are. But they could use more doers and they need more dollars.

For the sake of the area's homeless — and maybe even for homeless people elsewhere if the MASH project is copied — let's hope that money and money needed down the road to operate the center come through.

There are thousands out there who could use another saint.

ELIZABETHE HOLLAND is assistant city editor of the Las Vegas SUN.



**THE M\*A\*S\*H DESIGN  
CHARENTE**

# THE LAS VEGAS / CLARK COUNTY M\*A\*S\*H DESIGN CHARETTE

November 8, 9, 10 & 11, 1993  
Sands Expo & Convention Center

## The Charette Concept

A Charette is an exercise in which an architect or group of architects and various members of the community are given a specific design problem and a design program, and are asked to produce a concept and generations of ideas within a specific time period. The charette process is a marathon, 24 hour-a-day process in which the architects and other team participants analyze the problem statement, engage in active analytical and constructive debate of the issues, develop ideas specific to the problem, generate conceptual designs and delineate their design concepts through various graphic media, including, but not limited to sketches, drawings, models, photographs and other graphic techniques which the architectural teams deem appropriate methods of communication.

## The M\*A\*S\*H Charette

The M\*A\*S\*H design charette found six architectural firms working closely with City and County staff, members of the homeless community, architectural students from the Southern California Institute of Architecture (SCI-ARC) and the University of Nevada, Las Vegas (UNLV), as well as members of the public at large. The charette teams worked around the clock over four straight days, creating renderings and models which were presented to the press and the public at the close of the charette. Also included in the process was a special "Children's Charette," during which children from Becker Middle School discussed homeless issues and worked out their own ideas for the M\*A\*S\*H center. Their ideas were presented along with the architects at the charette closing ceremony.

## The M\*A\*S\*H Architects

Six architectural firms participated in the M\*A\*S\*H charette, designing individual buildings as follows:

Lucchesi, Galati Architects (Las Vegas, NV) -- Executive architect/master planning firm

Hodgetts & Fung Design Associates (Los Angeles, CA) -- M\*A\*S\*H Crisis/Intervention Center

JMA Architects, Inc. (Las Vegas, NV) -- Weather Shelter

Kappe Architects Planners (Los Angeles/San Francisco, CA) -- Single Men's Shelter, Single Women's and Intact Family Shelter

Morphosis Architects (Los Angeles, CA) -- One Room Schoolhouse

Swisher & Hall, Ltd. (Las Vegas, NV) -- Dining Room

**CONSTRUCTION AND  
OPERATIONS BUDGET**

# LAS VEGAS/CLARK COUNTY M\*A\*S\*H

## Pre-Development and Construction Budget

### PRE-DEVELOPMENT COSTS

Site Acquisition	\$829,000.00	
Escrow/Closing Costs	\$1,000.00	
Level 1 Environmental Assessment	\$2,500.00	
Archeological Survey	\$1,500.00	
Geotechnical Solis and Toxics	\$8,800.00	
Architecture/Engineering	\$596,024.00	
Preliminary Design	\$70,000.00	
Permits & Zoning Application Fees	<u>\$50,000.00</u>	
<b>SUBTOTAL/PRE-DEVELOPMENT:</b>	<b>\$1,558,824.00</b>	<b>\$1,558,824.00</b>

### CONSTRUCTION COSTS

M*A*S*H Crisis/Intervention Center	\$1,500,000.00	
Imagine One-Room Schoolhouse	\$500,000.00	
400 Bed Weather Shelter	\$1,500,000.00	
300 Bed Single Men's Shelter	\$1,500,000.00	
100 Bed Women's Shelter	\$1,000,000.00	
200 Bed Family Shelter	\$1,500,000.00	
Dining Room	<u>\$1,000,000.00</u>	
<b>SUBTOTAL/CONSTRUCTION:</b>	<b>\$8,500,000.00</b>	<b>\$8,500,000.00</b>

**TOTAL DEVELOPMENT COST:** **\$10,058,824.00**



## **In-Kind Contributions and Support**

A-1 Answering Service  
Becker Middle School  
H.N. & Frances Berger Foundation  
The Boyd Group  
M.J. Christensen Elementary School  
Mr. William Christopher, actor  
Mr. Jamie Farr, actor  
Mr. Mike Farrell, actor/producer  
Hammer Design Associates, Inc.  
Mr. Oscar De La Hoya, Olympic Gold Medalist, Boxing  
The Key Foundation  
Mr. Ron Kovic, author/activist  
Laurien & Associates Productions  
Lummis Elementary School  
The Mayor's Committee For a Better Community  
Nevada Power  
Oasis Foundation, Kids For Homeless Kids  
Opportunity Village, Las Vegas  
Pioneer Citizens Bank  
Sands Hotel, Expo & Convention Center  
Shelter Partnership, Los Angeles  
Southern California Institute of Architecture  
T-Shirts of Nevada  
University of Nevada, Las Vegas, School of Architecture  
U.S. Department of Defense Logistics



City of Las Vegas  
Office of the City Attorney  
Civil Division

*C. Val Steed*  
Chief Deputy City Attorney

400 E. Stewart Avenue  
9th Floor, City Hall  
Las Vegas, Nevada 89101

(702) 229-6201

FAX (702) 386-1749

August 16, 1993

TO WHOM IT MAY CONCERN:

Attached for your reference is a copy of Section 170(c)(1) of the United States Internal Revenue Code, which indicates that a contribution or gift to or for the use of a political subdivision of a state is a "charitable contribution" for purposes of the Code if it is made exclusively for public purposes. The City of Las Vegas is a political subdivision of the State of Nevada.

Sincerely,

BRADFORD R. JERBIC  
City Attorney

A handwritten signature in cursive script, appearing to read "Val Steed".

VAL STEED  
Chief Civil Deputy Attorney

VS/jca

Attachment

shall not apply to contributions of capital gain property made during the taxable year, and, in applying subsection (d)(1) for such taxable year with respect to contributions of capital gain property made in any prior contribution year for which an election was not made under this clause, such contributions shall be reduced as if subsection (e)(1) had applied to such contributions in the year in which made.

(iv) For purposes of this paragraph, the term "capital gain property" means, with respect to any contribution, any capital asset the sale of which at its fair market value at the time of the contribution would have resulted in gain which would have been long-term capital gain. For purposes of the preceding sentence, any property which is property used in the trade or business (as defined in section 1231(b)) shall be treated as a capital asset.

(D) Special limitation with respect to contributions of capital gain property to organizations, not described in subparagraph (A).

(i) In general. In the case of charitable contributions (other than charitable contributions to which subparagraph (A) applies) of capital gain property, the total amount of such contributions of such property taken into account under subsection (a) for any taxable year shall not exceed the lesser of—

(I) 20 percent of the taxpayer's contribution base for the taxable year, or

(II) the excess of 30 percent of the taxpayer's contribution base for the taxable year over the amount of the contributions of capital gain property to which subparagraph (C) applies.

For purposes of this subsection, contributions of capital gain property to which this subparagraph applies shall be taken into account after all other charitable contributions.

(ii) Carryover. If the aggregate amount of contributions described in clause (i) exceeds the limitation of clause (i), such excess shall be treated (in a manner consistent with the rules of subsection (d)(1)) as a charitable contribution of capital gain property to which clause (i) applies in each of the 5 succeeding taxable years in order of time.

(E) Certain private foundations. The private foundations referred to in subparagraph (A)(vii) and subsection (e)(1)(B) are—

(i) a private operating foundation (as defined in section 4942(j)(3)),

(ii) any other private foundation (as defined in section 509(a)) which, not later than the 15th day of the third month after the close of the foundation's taxable year in which contributions are received, makes qualifying distributions (as defined in section 4942(g), without regard to paragraph (3) thereof), which are treated, after the application of section 4942(g)(3), as distributions out of corpus (in accordance with section 4942(b)) in an amount equal to 100 percent of such contributions, and with respect to which the taxpayer obtains adequate records or other sufficient evidence from the foundation showing that the foundation made such qualifying distributions, and

(iii) a private foundation all of the contributions to which are pooled in a common fund and which would be described in section 509(a)(3) but for the right of any substantial contributor (hereafter in

this clause called "donor") or his spouse to designate annually the recipients, from among organizations described in paragraph (1) of section 509(a), of the income attributable to the donor's contribution to the fund and to direct (by deed or by will) the payment, to an organization described in such paragraph (1), of the corpus in the common fund attributable to the donor's contribution; but this clause shall apply only if all of the income of the common fund is required to be (and is) distributed to one or more organizations described in such paragraph (1) not later than the 15th day of the third month after the close of the taxable year in which the income is realized by the fund and only if all of the corpus attributable to any donor's contribution to the fund is required to be (and is) distributed to one or more of such organizations not later than one year after his death or after the death of his surviving spouse if she has the right to designate the recipients of such corpus.

(F) Contribution base defined. For purposes of this section, the term "contribution base" means adjusted gross income (computed without regard to any net operating loss carryback to the taxable year under section 172).

(2) Corporations. In the case of a corporation, the total deductions under subsection (a) for any taxable year shall not exceed 10 percent of the taxpayer's taxable income computed without regard to—

(A) this section,

(B) part VIII (except section 248),

(C) any net operating loss carryback to the taxable year under section 172, and

(D) any capital loss carryback to the taxable year under section 1212(a)(1).

(c) Charitable contribution defined.

For purposes of this section, the term "charitable contribution" means a contribution or gift to or for the use of—

(1) A State, a possession of the United States, or any political subdivision of any of the foregoing, or the United States or the District of Columbia, but only if the contribution or gift is made for exclusively public purposes.

(2) A corporation, trust, or community chest, fund, or foundation—

(A) created or organized in the United States or in any possession thereof, or under the law of the United States, any State, the District of Columbia, or any possession of the United States;

(B) organized and operated exclusively for religious, charitable, scientific, literary, or educational purposes, or to foster national or international amateur sports competition (but only if no part of its activities involve the provision of athletic facilities or equipment), or for the prevention of cruelty to children or animals;

(C) no part of the net earnings of which inures to the benefit of any private shareholder or individual; and

(D) which is not disqualified for tax exemption under section 501(c)(3) by reason of attempting to influence legislation, and which does not participate in, or intervene in (including the publishing or distributing of statements), any political campaign on behalf of (or in opposition to) any candidate for public office.

A contribution or gift by a corporation to a trust, chest, fund, or foundation shall be deductible by reason

**STAFF INFORMATION**





## **ARNOLD ROSS STALK HOUSING DIVISION CHIEF/ M\*A\*S\*H PROJECT DEVELOPER**

Arnold Ross Stalk has over twenty years experience with the development, architectural design, management and operations of emergency shelters, transitional housing, rental housing and home ownership programs for homeless and low income individuals and families.

Mr. Stalk began his career as a volunteer with the domestic *Peace Corps VISTA* program, working on community design projects in South Central and East Los Angeles. He continued to work on affordable housing and community projects in Los Angeles' skid-row with The *L.A. Community Redevelopment Agency*. He soon became the Director of the ARCH (Architectural Response to Community Housing) program, and 1983, co-founded *L.A. Family Housing Corp.*, an award-winning non-profit developer of emergency shelters, transitional housing, rental housing and first-time home buyer programs. At this time, he also began work as a partner in the architecture, planning and development firm of *STALK + STALK*, while sharing his experience as Professor of Architecture and Urban Design at his alma mater, the Southern California Institute of Architecture (SCI-ARC). He has also taught Environmental Design and Land Use Planning at California State University, Northridge, and served as Executive Director of the *Affordable Neighborhood Housing Corp.* His numerous community architecture projects and dedicated work with the homeless in the Los Angeles area have resulted in numerous awards and commendations, including Great Western Bank's *Leslie Shaw Sr. Award for Innovative Housing*, and the *L.A. Conservancy Award of Merit*, as well as commendations from Los Angeles Mayor Tom Bradley and President George Bush.

Mr. Stalk has recently broadened the focus of his work to a national scale researching and developing *CASA Las Vegas* (Comprehensive Affordable Strategy Analysis), a strategic plan for housing the homeless and low income community, as well as providing technical assistance to other cities across the United States. The *CASA Las Vegas* included Mr. Stalk's master plan for the *M\*A\*S\*H* (Mobilized Assistance and Shelter for the Homeless) crisis and intervention center and 1,000 bed emergency shelter.

Stalk is currently the Chief of the Housing Division of the City of Las Vegas, Nevada. He has dedicated his career to the elimination of the vicious cycle of poverty and homelessness.

THE WHITE HOUSE

WASHINGTON

April 4, 1991

Dear Mr. Stalk:

Word has reached me of your outstanding record of community service. I congratulate you on your achievements.

Many of America's most pressing social problems can best be solved through a renewal of the values on which our Nation was founded: duty, acceptance of personal responsibility, commitment, and a respect for every individual that expresses itself in direct or consequential action in behalf of others. Efforts such as yours are evidence that these values remain firmly embedded in the American character. I commend you for making a difference in the life of your community.

Barbara joins me in wishing you every success as you continue to set a fine example for your friends and neighbors. May God bless you.

Sincerely,



Mr. Arnold Stalk  
L. A. Family Housing Corporation  
14417 Chase Street  
Panorama City, California 91402



DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
WASHINGTON, D. C. 20410

THE SECRETARY

May 7, 1991

Arnold Ross Stalk  
Executive Director  
L.A. Family Housing Corp.  
7843 Lankershim Blvd.  
North Hollywood, CA 91605

Dear Mr. Stalk:

Just a note to tell you what a pleasure it was for me to meet with you during your visit to Washington, D.C.

I enjoyed our time together and was pleased to have the opportunity to discuss ways in which the public and private sectors can work together to help solve some of the problems facing our nation.

I thought the enclosed material might be of interest. Again it was a pleasure to see you.

Sincerely,

A handwritten signature in black ink, which appears to read "Jack Kemp". The signature is written in a cursive style and ends with a long horizontal stroke that extends to the right.



CITY HALL  
LOS ANGELES, CALIFORNIA 90012  
(213) 485-3311

OFFICE OF THE MAYOR

TOM BRADLEY  
MAYOR

April 3, 1992.

Mr. Arnold Ross Stalk  
Executive Director  
Affordable Housing Corporation  
P.O. Box 198  
Woodland Hills, California 91365

Dear Mr. Stalk:

I am writing in support of the Affordable Housing Corporation. Your past experience with the development, design, construction and management of emergency shelters and affordable housing will be utilized well with the creation of the Affordable Housing Corporation.

There is a critical need for the development of affordable housing in this city. Providing permanent housing for the previously homeless will help alleviate the problem of the lack of affordable housing which is the root cause of homelessness for families, the fastest growing segment of the homeless population.

I want to express my wholehearted support for the Affordable Housing Corporation and for your active role in developing long-term solutions to the problem of homelessness.

Sincerely,

*Tom Bradley*  
TOM BRADLEY  
Mayor

TB:krp



**HUD Secretary Jack Kemp talks with Arnold Ross Stalk and Michelle Stalk at the 1991 groundbreaking for Cochoran Villa.**



**Pictured, left to right: Lucinda Starrett of the Valley Industry and Commerce Association (VICA), Arnold Ross Stalk, HUD Secretary Jack Kemp, VICA's David Fleming and Larry Jacobson. (1991).**

## **CITY OF LAS VEGAS HOUSING DIVISION STAFF**



### **Ramon Del Rio Sr. Development Officer**

A construction and housing rehab expert and fifteen year City veteran, Sr. Development Officer Ramon Del Rio designed, developed and implemented the City of Las Vegas' present Housing Rehabilitation Program. Mr. Del Rio signed on with the City in March 1978, and within two months was promoted to Coordinator, the #2 position in the Developmental Program Division, where he was directly responsible for the supervision of 21 staff members, and acted as Division Chief in his absence.

Under Del Rio's guidance, the Developmental Program Division implemented and managed numerous major programs, which included the Rehabilitation Financing Program, Rehabilitation Mutuals Program, Clearance and Demolition Program, Senior Citizens Program, Housing Inspection and Counseling Program, Model Display Homes, Summer Youth Training Program and Tool Rental Program. Mr. Del Rio's title changed to Assistant Division Chief in 1979, at which time he became directly responsible for the Division Budget.

A technical expert in governmental funding programs relative to all housing issues, Del Rio is responsible for application to HUD for all grant monies, preparation of reports to HUD relative to accomplishment of the programs administered by the Division, preparation of the City's Housing Assistance Plan (HAP), and preparation of the City's Comprehensive Housing Affordability Strategy (CHAS). Del Rio is currently actively involved in the creation of the first City of Las Vegas/Clark County joint CHAS.

An innovator in the field of housing rehabilitation and community development, Mr. Del Rio is constantly developing new programs to provide affordable housing, including first-time home buyers programs and programs to acquire and rehabilitate existing affordable housing units.

**Terrie Stanfill**  
**Sr. Development Officer/M\*A\*S\*H Management and Operations Coordinator**

Sr. Development Officer Terrie Stanfill brings an extensive background on all matters relative to emergency shelter, housing and social service issues to her position as M\*A\*S\*H Management and Operations Coordinator. A sixteen year resident of Southern Nevada, she has dedicated her career to improving the quality of life for all in the community.

As Community Relations Coordinator for the Las Vegas Valley Water District from 1983-85, Ms. Stanfill established cooperative and working relationships with local agencies, volunteer groups, schools and civic organizations, while developing community awareness programs on Water District activities and conservation programs. She continued to hone her management skills as the Executive Director of the non-profit organization Southern Nevada Clean Communities, a certified Keep America Beautiful system, from 1985-88. At SNCC, Stanfill served as the key contact to the public and press, developed the organization's annual budget, supervised the recruitment and training of volunteers, and directed ten committees. In May of 1987, she was appointed as a National Representative to Keep America Beautiful, and was later named the local contact person for the U.S. Secretary of Interior's Take Pride in America Program.

In 1988, Ms. Stanfill joined the City of Las Vegas as Chief of Project Administration & Recreation for the Department of Parks & Leisure Activities, where she was responsible for the administration and management of all Capital Improvement Programs. She also planned and coordinated many city-wide recreation and outreach activities, including Safe Key and teen drug prevention programs. In 1989, she joined the Department of Economic and Urban Development (DEUD) as a Development Analyst for the Urban Division. She was responsible for all HUD Residential Rehabilitation Loans, along with many other government grant programs. Her duties also included coordination of the City's Emergency Shelter Program and Homeless Prevention activities.

Stanfill was next named Resident Initiatives Coordinator for the City of Las Vegas Housing Authority, where she planned and implemented management and residential programs for Authority owned and HUD assisted public housing. She was responsible for the coordination of a myriad of social services, including drug prevention, home ownership programs, child care and youth programs. A two year past president of the Nevada State Homeless Coalition, she continues to serve on the organization's steering committee, and is an active board member for many other community groups.

Ms. Stanfill has rejoined the City's DEUD, where she is involved in all aspects of the Housing Division's comprehensive homeless center, M\*A\*S\*H (Mobilized Assistance and Shelter for the Homeless), including the coordination of social service providers, civic organizations and schools, and the recruitment and training of volunteers, a vital component of the project.



**Erik King**  
**Development Officer**

Drawing upon extensive experience in urban planning, economics, education and construction, **Erik King** takes a hands-on approach to all aspects of his work in the Housing Division's rehab program.

A Nevada native, King has always taken a strong interest in developing a future for his community, a feeling he expressed early in his career as a teacher of Business Education in the Carson City, Douglas and Elko County school districts, where he also served as JV Basketball Coach. In 1980, King took his business experience to IBM in Reno as an Administrative Specialist, before signing on with the City of Las Vegas Community Planning & Development/GIS Section. At this time, he also served on the Desert Tortoise Committee, and the Las Vegas Wash Committee.

In 1988, King received his State of Nevada Contractor's License, and in 1989 began work with the City's Department of Economic and Urban Development, where his talents found a natural synthesis in the rehab program. Among other duties, King has been responsible for performing site inspections, preparing HUD Environmental Review Reports, monitoring Davis-Bacon compliance on appropriate rehab projects, completing bid specifications and drawing up contracts and agreements for all projects.

**Eyline Saltz**  
**Sr. Financial Analyst**

Recently honored by the City of Las Vegas with the Twenty Year Service Award for her distinguished work, **Eyline Saltz** brings a wealth of experience with the City as a financial analyst and accounting specialist to the busy Housing Division.

Ms. Saltz began her career in the private sector as an accounting clerk and accounting department supervisor in the law firm currently known as Beckley, Singleton, DeLanoy, Jemison & List, before signing on with the City of Las Vegas in 1972. A pioneer in the design and implementation of complex revenue tracking systems, Saltz became General Accounting Supervisor in 1978, and quickly moved up through the ranks of the Finance Department. As Senior Financial Analyst, Saltz was responsible for the creation and implementation of the City's new accounting system, as well as numerous financial statement preparations and special projects involving financial analysis, accounting, auditing and budgeting.

One of the foremost financial experts at City Hall, Saltz is often called upon to train and assist employees in analysis and research projects. A nature and environmental enthusiast, Ms. Saltz's personal commitment to people and the community, combined with her technical expertise, make her an invaluable member of the Housing Division team.

**Elizabeth Quillin  
Development Officer**

Utilizing an extensive background in economic development, real estate and finance, **Elizabeth Quillin** brings both a personal and professional dedication to community development to the Housing Division.

Ms. Quillin, a UNLV graduate in Business Administration emphasizing Real Estate Finance, began her career in commercial banking. She later worked in commercial property management and leasing for a local real estate office, before signing on with the City of Las Vegas/Economic Development Division in 1986, and moving to the Redevelopment Division the following year. Quillin's focus with the City has been on all facets of real estate development. Her numerous duties include legislative monitoring for the Redevelopment Agency, and serving as a representative on the United Way Planning Council. She also currently serves on the Dangerous Building Abatement Committee, and as a staff member for the Southern Nevada Regional Housing Board.

Ms. Quillin has been certified in Economic Development Finance by the National Development Council, and holds a State of Nevada Real Estate Sales License. In 1990, she was named Historic Preservation Coordinator, and currently serves as an ex officio member of the City of Las Vegas Historic Preservation Commission.

**Hilarie Grey  
Development Officer**

**Hilarie Grey** comes to the Housing Division with an extensive background in public relations, journalism and fundraising. A graduate of the University of California, San Diego's Literature/Writing program, Ms. Grey started her career as a public relations Account Executive for the entertainment publicity firm Public Image, Inc., and later as Senior Account Executive and Director of Editorial for Hands On Public Relations, where she was responsible for all biographical materials and press releases, organized and orchestrated press conferences for music, television, film and home entertainment industry clients, including The Family Channel cable television network, Shelly Duvall's Think Entertainment and a number of independent record labels, artists and producers.

In the fall of 1992, Grey was named Director of Public Relations for the West Valley Democratic Campaign '92, securing press coverage of all campaign events in the San Fernando Valley area of Los Angeles, coordinating celebrity participation and donation of fundraising items, and organizing the all-Los Angeles election night gala for the Democratic Party.

As an entertainment journalist, Ms. Grey has had articles published in several national and regional magazines. She is currently involved in all promotional writing, grant writing and fundraising efforts, as well as development plans for Housing Division projects.

DRAFT

11X: 11/11/88 MKIVIE JHLL  
TO: NICK BRADEN 703-739-7995



# CITY OF LAS VEGAS NEWS RELEASE

Office of the City Manager, City of Las Vegas, City Hall, 10th floor  
400 E. Stewart, Las Vegas, NV 89101 - ph: 702-229-6501, fax: 702-388-1807

*Mayor*  
Jan Laverty Jones

*City Council*  
Arnie Adamsen  
Scott Higginson  
Frank Hawkins, Jr.  
Ken Brass

*City Manager*  
Larry K. Barton

**FOR IMMEDIATE RELEASE**

**January 27, 1994**

## **CITY OF LAS VEGAS RESPONDS TO SOUTHERN CALIFORNIA EARTHQUAKE**

### **City Teams With Red Cross, FEMA To Provide Emergency Shelter For Disaster Victims At Dula Center**

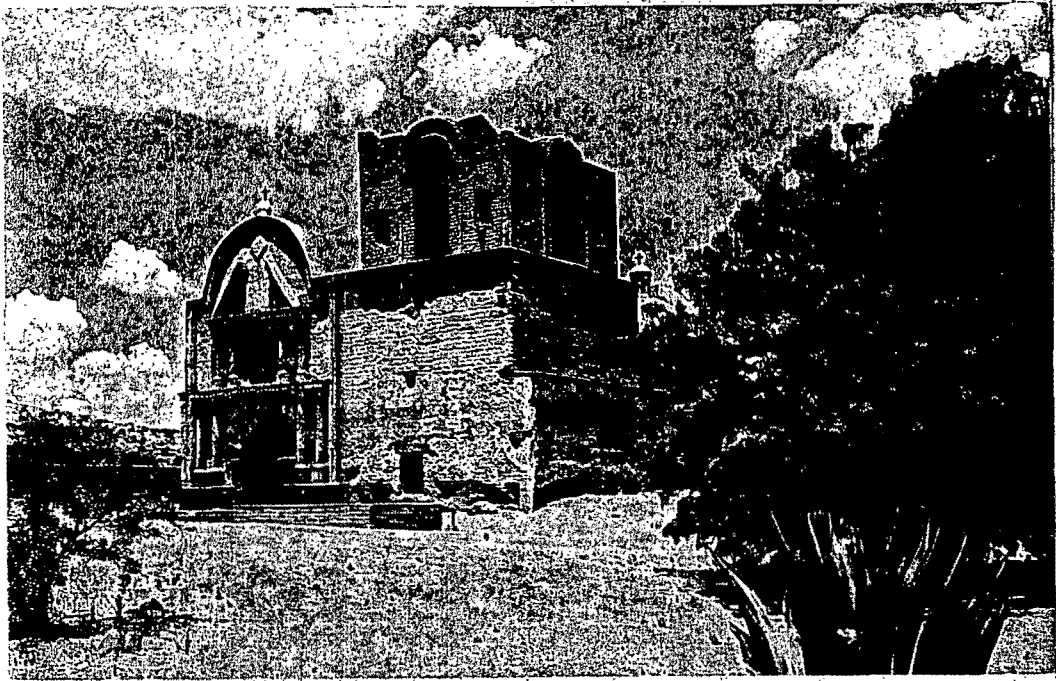
The City of Las Vegas is gratified to assist in humanitarian relief efforts following the devastating January 17 Southern California Earthquake by designating the Dula Center as a temporary shelter for disaster victims who have fled the Los Angeles area. The facility, which will offer shelter for sixty to eighty displaced Southern California residents, was requested by and will be coordinated by the local chapter of the American Red Cross on behalf of the Federal Emergency Management Agency (FEMA). The Dula Center is located at 450 E. Bonanza Road.

"Many of these people have lost everything," says Mayor Jan Laverty Jones. "With the assistance of FEMA and the Red Cross, we hope to be able to help the victims to pick up the pieces and recover their normal lives."

It is anticipated that the Dula Center will be home to the quake victims for approximately three weeks. The shelter activity will not disrupt any previously scheduled senior activities at the Center. All families utilizing the Dula Center have been specifically referred to the site by the Red Cross. Complete medical screenings will be a priority for all receiving this temporary aid.

"As Los Angeles continues to feel the effects of this monumental tragedy, we need to make every effort to reach out to the victims," says City Manager Larry K. Barton.

# # # #



**TUMACACORI NATIONAL MONUMENT**  
The mission church of San Jose De Tumacacori, located on U. S. Highway 89, in Santa Cruz County, was built by Spanish Franciscan missionaries and Indian natives about 1800. The church was abandoned by 1848 and the National Park Service administers and protects it as a historical site.

*Petley*

Published by Petley Studios, 4051 E. Van Buren, Phoenix, Arizona



*Pat Peterson*

P6/b(6)

S-1017-11

# Withdrawal/Redaction Marker

## Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. list	Meeting participants (partial) (1 page)	01/26/94	P6/b(6)

**This marker identifies the original location of the withdrawn item listed above.  
For a complete list of items withdrawn from this folder, see the  
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**COLLECTION:**

Clinton Presidential Records  
Domestic Policy Council  
Carol Rasco (Meetings, Trips, Events)  
OA/Box Number: 7262

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**FOLDER TITLE:**

Shackelford, Lottie Mayor 3:30 p.m. 1-27-94 (Suzan Johnson-Cook Will Also Attend)

rw161

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**RESTRICTION CODES**

Presidential Records Act - [44 U.S.C. 2204(a)]

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3 Release would violate a Federal statute [(a)(3) of the PRA]
- P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P5 Release would disclose confidential advise between the President and his advisors, or between such advisors [a)(5) of the PRA]
- P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

Freedom of Information Act - [5 U.S.C. 552(b)]

- C. Closed in accordance with restrictions contained in donor's deed of gift.
- PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).
- RR. Document will be reviewed upon request.

- b(1) National security classified information [(b)(1) of the FOIA]
- b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
- b(3) Release would violate a Federal statute [(h)(3) of the FOIA]
- b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
- b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
- b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
- b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

*From:*

*ATT: PAT*

MEMO FOR CAROL RASCO

FROM: LOTTIE SHACKELFORD

RE: Participants in 3:30 p.m. meeting on Las Vegas Homeless Thursday, January 27th

DATE: January 26, 1994

*Please clear these guests for mtg. w/ Carol H. Rasco.*

*Thank.*

*Hanson*

*3:30 pm mtg. w/ 12nd fl.*

Lottie Shackelford

DOB: P6/b(6)

SSN: [REDACTED]

Eric Hanson

DOB: P6/b(6)

SSB: [REDACTED]

Jan Laverty Jones

DOB: P6/b(6)

SSN: [REDACTED]

Heidi A. Hanson

DOB: P6/b(6)

SSN: [REDACTED]

*OK'd  
Alkosta  
waves  
Pr  
1/28  
CS*

THE WHITE HOUSE  
WASHINGTON

FAX COVER SHEET

OFFICE OF THE ASSISTANT TO THE PRESIDENT FOR DOMESTIC POLICY  
SECOND FLOOR, WEST WING  
THE WHITE HOUSE  
WASHINGTON, DC 20500  
(202)456-2216 PHONE  
(202)456-2878 FAX

TO: WAVES

FAX #: 395-5399

FROM: CAROL H. RASCO

DATE: 1/26/94

NUMBER OF PAGES (including cover sheet): 2

COMMENTS: \_\_\_\_\_

If you have any problems with the fax transmission, please call  
Hanna at (202)456-2216.

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\*\*\* ACTIVITY REPORT \*\*\*  
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TX/RX NO.	2750	
CONNECTION TEL		55349
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PAGES	2	
RESULT	OK	

EXECUTIVE OFFICE OF THE PRESIDENT

26-Jan-1994 03:56pm

TO: Patricia E. Romani  
FROM: Carol H. Rasco  
Economic and Domestic Policy  
SUBJECT: Lottie Shackelford and the mayor of Las Vegas

When I talked with Lottie at the DNC this a.m. she and I agreed that she would have her assistant, Marvin, call or fax you with the clearance info for Lottie and the Mayor of Las Vegas who will be coming to see me Thursday afternoon. If Marvin hasn't contacted you by early Thursday a.m. I would suggest you call him so that Lottie and Mayor won't be left standing at the gate. There may be more than just Lottie and the Mayor, if so that is fine...we just need the info. Thanks.

EXECUTIVE OFFICE OF THE PRESIDENT

26-Jan-1994 03:57pm

TO: Patricia E. Romani  
FROM: Carol H. Rasco  
Economic and Domestic Policy  
SUBJECT: Previous message P.S.

Marvin's number at DNC is 863-8175.