Department of Veterans Affairs (VA)
Veterans and Community Oversight and Engagement Board
Federal Advisory Committee Meeting
September 12 – 13, 2018

Committee Members Present:
Lieutenant General (R) John D. Hopper Jr. (Chair)
Anthony Allman
Carolina Winston Barrie (Non-Voting)
Leticia Colchado (Non-Voting)
Art Delacruz
Ray Delgado
Howard Hernandez
Philip Mangano
Jeffrey Scheire
David Tenenbaum
Benjamin Winter (Non-Voting)

Committee Members Absent:
Kate Hoit
Sarah Mahin (Non-Voting)
Julian Manalo (Non-Voting)
Daisy Mo

Committee Members who resigned prior to the meeting
Phillip Tagami (Vice Chair)
Roger McErlane
Stephen Rutledge
Lisa Mahoney
Debra Thomas

Department of Veterans Affairs Staff Present:
Dr. Lynda Davis, Chief Veterans Experience Officer
Eugene W. Skinner Jr., Designated Federal Officer
Betty Moseley Brown, Chief, VEO Federal Advisory Committee Division
Chihung Szeto, Alternate Designated Federal Officer
Nikki Baker
Ed Bradley
Eric Faulkner
Meghan Serwin Flanz, Executive Director, Master Plan, VHA, Office of the Director
Erik Gutierrez
Heidi Marston
Christina Robinson
Shana Spangler

Sam Tsembeiss
I.C. White

Wednesday, September 12, 2018

Call to Order **Lieutenant General (R) John D. Hopper Jr., Committee Chair** **Mr. Eugene W. Skinner Jr. Designated Federal Officer (DFO)**	• Lieutenant General (Lt. Gen.) John Hopper called the meeting to order at 9:10 AM PDT and noted that there was not a quorum of the full Federal Advisory Committee (FAC). • Mr. Anthony Allman made a motion to convene as an ad-hoc subcommittee of the full FAC. • Mr. Jeffrey Scheire seconded the motion and the motion passed.
Opening Remarks **Lt. Gen. (R) John D. Hopper Jr., Committee Chair**	• Lt. Gen. Hopper noted the FAC is working to fill vacancies on the Board. Four nomination packages were hand carried to the Executive Secretary by the Advisory Committee Management Office on September 6, 2018 and are moving through the process. • The recommendation package that this FAC sent forward to the VA Secretary is moving through the process after coming back to the Greater Los Angeles Healthcare System (GLAHS) for some coordination. It was uploaded, and a hard copy was delivered to the Advisory Committee Management Office on September 6, 2018. • Lt. Gen. Hopper stated the group would not be able to approve the minutes from the last meeting until quorum has been established.
Veterans Experience Office (VEO) Update **Dr. Lynda Davis, Chief Veterans Experience Officer**	• Dr. Lynda Davis welcomed the group and noted that VA has a new Secretary, Robert Wilkie, and a new Acting Deputy Secretary, James Byrne. Both are committed to support the FAC and both are committed to customer service, which is essential to FAC efforts. • She stated that the FAC will be mindful first and foremost of the needs of Veterans, who are the customers, and their families, caregivers, and survivors. This charge is in support of and consistent with that of the entire department. • She reminded the group of the heartfelt comments made by members of the Dual Diagnosis Program and the Program for Post-Traumatic Stress Disorder (PTSD) at the last meeting. She stated, per an Executive Order, VA and the Department of Defense conducted a review of mental health and suicide prevention programs and have identified parameters surrounding the types of treatment that are successful. There is a pledge to support all Veterans with comprehensive options. For those who find peer support helpful, they will be able to continue receiving services. Dr. Davis stated this issue is very, very important to Veterans, the campus, and the medical center. • Mr. Philip Mangano stated the Services Subcommittee asked for a meeting with the West Los Angeles (WLA) GLAHS leadership following the last FAC meeting. That meeting resulted in a recommendation the subcommittee believes will mitigate that kind of misunderstanding and misdirection in the future.

	• Ms. Shana Spangler, Section Chief for the Trauma Recovery Services, clarified that the Dual Diagnosis Treatment Program (DDTP) falls under the Substance Abuse and Recovery Program and has groups that are led by peer support specialists. Trauma Recovery Services is a combat PTSD treatment program; however, she noted the goal is to expand to those who have experienced other kinds of trauma, such as military sexual trauma. • Ms. Spangler noted that both programs are housed in Building 256, but will be moving with other mental health programs to buildings 401 and 402 to help consolidate the services to create a better opportunity for collaboration between the different programs and improve the care that is being provided to Veterans. • Ms. Christina Robinson stated she has been leading an evening group that had been led for a long time by a social worker who recently retired; her presence will help them through that transition. • Dr. Davis requested that FAC members provide her with any additional questions and stated she would obtain responses from the WLA GLAHS leadership.
West Los Angeles Integrated Project Team (IPT) Update **Meghan Flanz Executive Director, VA West L.A. Campus Master Plan**	• Lt. Gen. Hopper indicated that Mr. Dan Rosenfeld, a subject matter expert retained to advise the Board on program planning and master planning issues is in attendance. • Ms. Meghan Flanz stated an environmental assessment related to Buildings 205, 208, and 207 will soon be issued. She stated the developer for Buildings 205 and 208 is working on obtaining financing to include tax credits and some help from the city in the form of HHH bond funding and that construction can continue as soon as the environmental assessment is complete. She indicated that Buildings 205 and 208 will provide another 120 units of permanent supportive housing and that the principle developer will be responsible for building 207. • Ms. Flanz met with the MacArthur Field developer, who is very excited about the project. The developer indicated that as a result of the Programmatic Environmental Impact Statement (PEIS) studies and recommendations from the principle developer, more than the proposed 150 units could go onto MacArthur Field. She noted that it is delightful to see people outside of VA understanding our vision and wanting to help us achieve it. • Ms. Flanz informed the group that sprung structures for bridge housing will begin to be put in place on the north campus behind New Directions and CalVet Home in October or November of 2018; they are expected to be available for occupancy in February of 2019. She stated there will be separate structures for men and women along with supportive structures for hygiene and dining. She also mentioned that the project will be a joint venture among the City, County, and VA and that within three years, permanent supportive housing should be in place. She noted that temporary bridge housing that accommodates families is being built elsewhere, so this housing would be for individual Veterans only, with separate accommodations for men and women. She also said VA's environmental expert believes a categorical exception applies because the project only involves mildly grading a field that is open and putting a temporary structure on top of it, so there is no impact on the PEIS. • Ms. Flanz provided the following updates on the Safe Parking initiative: ○ Safe Parking is another success story.

	○ The pilot demonstrated sufficient demand and provided an understanding of all needs related to hygiene, supportive services, and security. ○ The current parking lot accommodates 10 vehicles, though more are needed. ○ VA is finalizing negotiations for an expanded revocable license that expands to other parking lot areas on the VA campus. • Ms. Flanz provided the following updates regarding the PEIS: ○ The draft PEIS is expected in the latter part of calendar year 2018. ○ The PEIS release will trigger a public notice and comment period. ○ The Board is encouraged to conduct public outreach and solicit public comment on the PEIS to ensure the feedback includes as much input from Veterans as possible to help us make the right decisions for them. Dr. Davis noted that the Community Veteran Engagement Boards (CVEBs), Voice of the Veteran surveys, and targeted VA focus groups or surveys could be employed. Ms. Flanz indicated that she can be the point of contact regarding efforts to collect this input. ○ A final record of decision is expected around the middle of calendar year 2019. ○ The PEIS will be used by the principle developer and VA to understand the feasibility of various development options that will likely involve a combination of renovating existing buildings and developing new construction. Some of the existing buildings on the campus, particularly those that do not have historic significance, may need to be demolished to make way for new construction. • Ms. Flanz noted that the plan to redevelop the South Campus includes a central kitchen. She stated that the current kitchen serves the hospital, but is on the North Campus and was built in the 1930s or 1940s; the kitchen is falling apart and it is over a mile from the hospital. She explained that the new kitchen would be adjacent to the hospital and would allow patients to order what they want within prescribed Nutrition Service guidelines. This is key to improving the Veteran customer experience. • Ms. Flanz stated the redesigned South Campus will have a more rational, pedestrian-friendly footprint. • Ms. Flanz indicated that all the projects she had discussed have been put into the Strategic Capital Investment Plan and presented to Congress as part of GLAHS's prospectus. She stated that some of them are partially authorized and partially funded, but only building 300, which is the replacement kitchen, is fully funded at this time because the others are multi-year projects. She indicated that a combination of in-house and contract support is employed to conduct the development and that the U.S. Army Corps of Engineers does a lot of VA's major construction. Ms. Flanz provided the following updates on the Purple Line extension: ○ VA is in continued negotiations with LA Metro, but has not signed an agreement with them. ○ According to the LA Times, LA Metro is at a critical point in terms of getting financing from the Federal government to complete phase three, and the proposed station for the WLA campus would be the last station in phase three. ○ If funded, the station would be located directly in front of the current hospital, where there is currently single-level parking with solar panels on top and LA Metro would be required to build a new patient parking garage.

	○ This Board can help make sure that GLAHS understands the preference of all Veterans that use this campus related to options to mitigate the impact on their access to this hospital during construction and after completion of the station. ○ GLAHS has been unequivocal with LA Metro that they will not accommodate a public parking lot on this campus. It is inconsistent with the West LA Leasing Act and inconsistent with the original deed of this property. That would be a public facing benefit not principally benefitting Veterans. ○ GLAHS can ask LA Metro to mitigate the impact on Veterans who receive care on the South campus, live on the North campus, or receive services on the campus. Particularly during construction, the needs of Veterans who have PTSD or mobility challenges must be addressed. GLAHS needs the Board's help to make sure that all Veteran voices are heard and to identify the mitigation strategies that are the most desirable and helpful. • Ms. Flanz noted that the current hospital is seismically deficient in that there is a likelihood that the towers that house the elevators may get out of alignment with the structure in the event of an earthquake, making it difficult to evacuate. The proposed plan is to reduce the current hospital building to two stories for housing outpatient services. • Ms. Flanz spoke with Secretary Wilkie and suggested the GLAHS campus become a pilot site under the "Communities Helping Invest through Property and Improvements Needed for Veterans Act of 2016" (CHIP IN Act), which allows VA to accept all kinds of donations, including donated construction of a building on a VA campus. The CHIP IN Act allows the Secretary to designate five pilot sites to participate. She believes that would enable VA to partner with wonderful folks beyond outpatient clinics or research buildings. She reported that the Secretary seemed receptive to the concept and promised to make a trip to the GLAHS campus as quickly as he could. She stated VA has always had the authority by statute to accept donations that increase access to health care. The CHIP IN Act, however, does not restrict the purpose of the construction. Since it is much more open, she believes it is a good idea for the Secretary to designate this campus as a pilot under the CHIP IN Act to give GLAHS greater flexibility related to accepting donations. The statute requires that any project that the Secretary accepts donations toward be in the VA Strategic Capital Investment Plan (SCIP). The CHIP IN Act is not necessarily a perfect fit for a situation in which the entire construction or renovation budget comes from private donations. For instance, if VA were planning to accept private donations to renovate the Wadsworth Chapel or to build a town center, VA might not have put the projects into the SCIP because the project would not involve appropriated funds. Should GLAHS be able to accept donations under the CHIP IN Act, those projects will be added to the SCIP. • Ms. Flanz provided the following details about the third-party land use audit: ○ The West LA Leasing Act requires the Inspector General (IG) to review all third-party land uses on the campus. ○ As it relates to implementing the Draft Master Plan, a report must be provided to Congress at two years and five years after the West LA Leasing Act was enacted. The first report is due to Congress on 29 September 2018. ○ The IG report to Congress will be published on the IG's public website.

	○ VA will be given an opportunity to respond to the IG's draft findings and recommendations and the agency response will be part of the report to Congress. ○ The GLAHS team had very robust conversations with the IG and developed a congenial, collaborative working relationship with the audit team. The audit looked at land uses all the way back to the original deed. As the IG report is not final, VA is not able to discuss their findings. • Ms. Flanz noted that GLAHS is behind on the timeline that was in the Draft Master Plan for delivery of housing; this is largely due to the time required to complete the PEIS. She noted the timelines are likely to change repeatedly, depending on the development based on the PEIS, what the principle developer suggests, and the availability of private funding. Many variables are outside VA's control, but she is working to instill in everyone, whether they work for VA or not, a sense of urgency to get this done. • Ms. Flanz does not believe there is a single model for some of the items included on the Draft Master Plan, such as the town center and the enterprise district, and there are no appropriated funds for them, so VA is going to have to figure out how to get private funding. Ms. Flanz will give the Board a list of building types VA would like to have donated, based on the activities the Draft Master Plan says should happen on this campus in order to provide a vibrant community for Veterans visiting and living on the campus. She stated that the PEIS will provide an inventory of existing items and will consider whether renovating or replacing is appropriate. She noted that Los Angeles is a very affluent town with a lot of people who are committed to improving the lives of Veterans. We need to figure out how to get people excited about the project; this might include giving donors naming rights, which may require an act of Congress. She will research other methods that have been used across VA and the offices that should be involved, such as the Office of Strategic Planning. Dr. Davis suggested the subcommittees consider developing options for funding opportunities into a recommendation to the Secretary. Mr. Mangano noted that in Omaha, half of the funds for an outpatient VA clinic will be from private sources. Mr. Scheire pointed out that there are unique occurrences on the GLAHS campus, such as Shakespeare in the Park starring Tom Hanks, that can be used to draw attention to the need. There is also a Lieutenant Dan Memorial Town Center at the West LA VA.
Office of Asset Enterprise Management (OAEM) Request for Qualifications/Request for Proposal (RFQ/RFP) Process **Mr. Ed Bradley Deputy Director, OAEM, Office of Asset Enterprise Management**	• Mr. Ed Bradley provided the following information to the FAC regarding Enhanced Use Leases (EULs) and the Principal Developer process: ○ The EUL is a VA mechanism used to provide permanent supportive housing for homeless Veterans and their families. ○ The EUL is a public/private venture for supportive housing. ○ VA itself, with appropriated dollars, does not have the authority to provide housing. ○ VA can enter into a long-term agreement (i.e., a ground lease) with a developer who develops, builds, finances, operates, and maintains the housing. ○ Since 1991, VA has executed approximately 99 EULs; 46 are now operational housing EULs with approximately 3000 units of housing.

	○ The Menlo Park facility, which opened 12-18 months ago, has 60 units on the Menlo Park campus. ○ Several years ago, 149 units were created on the Sepulveda campus. ○ The old EUL authority, which lapsed in 2011, was very broad and allowed for mixed-use developments. The current EUL authority only allows VA to provide supportive housing. VA has been working with Congress, Congressional Budget Office (CBO), and others to get back to the pre-2011 authority. ○ EULs may go up to 75 years and there is no consideration for in-kind services. ○ Funds received from EULs go into a VA medical collections account for the EUL host facility and the funds can be used according to the policy for that account. ○ The CBO changed the EUL policy to ensure they would have oversight of EUL fund usage. VA has worked to change the policy since 2008. The current policy was agreed upon because VA continued to push for Veteran housing. ○ VA continues to push for changes in the EUL policy. One change would allow items to be completed separately instead of in combination. If implemented, it would be closer to the former policy, but would still not allow for in-kind considerations. ○ The EUL statute identifies what can and cannot be done, but a separate lease is negotiated for each lessee with clauses that set up guidelines of what they can do, what they cannot do, and what the benefits are to VA. All of the responsibility to perform is on the lessee. ○ The OAEM has a post-transaction section that monitors all VA EULs. There is continuous monitoring for issues or problems and compliance checks are performed annually. VA also establishes a Local Site Monitor that provides onsite monitoring. ○ The goal for the West LA campus is to get at least 1200 supportive housing units. VA will work with the Principal Developer to determine the density that will work. ○ VA is in negotiations with the developer lessee for Buildings 205 and 208. Building 209 has been successfully operating since June 2016. ○ The vision was for the Principal Developer to be more than just a general contractor; instead, it would be a team of architects, engineers, support providers, financing, and anyone else needed to establish an EUL and operate it instead of doing one-off EULs throughout the campus. The Principal Developer would work with the community, surrounding community, and campus community to create a holistic neighborhood for Veterans. The Principal Developer would be similar to a managing partner that would identify assets for redevelopment, meet with the community, address infrastructure and utility issues, and create phasing plans. It will take 10 to 12 years from the initiation of the Master Development Plan to fruition of all anticipated homeless housing. ○ Housing is only one component of the Master Plan. The Principal Developer team will not only develop housing, but will also identify entities needed to service the housing and its occupants to ensure it is a vibrant community and neighborhood and not just a collection of buildings. The Principal Developer will figure out how to do that within the boundaries of the statute we have right now using the 50–year lease concept under the WLA Leasing Act of 2016.

	○ Ms. Flanz noted that it seems essential to get the current VA Secretary and the current administration to sign off on the Master Plan. ○ She also stated that the West LA Leasing Act first authorizes the Secretary to engage in EULs to provide permanent supportive housing for Veterans and their families, to enter into leases of real property for a period up to 50 years, and to provide certain integrated services, which include amenities that will make a neighborhood. VA has experience managing EULs, but has never managed service leases. VA is now working to effectively exercise this new authority and align it with the existing EUL program. The Principal Developer will provide recommendations about how the Secretary should issue leases to service providers. ○ In preparation for releasing the RFQ/RFP, VA conducted targeted market research. Following the release of the RFQ, VA held an industry forum that was attended by over 100 people. The response was favorable. ○ The RFQ scoring process includes five weighted factors. Three factors were based upon the qualifications and the other two factors evaluated the management plan and concept. ○ Building 207 was included in the solicitation because VA wanted to ensure the Principal Developer understood what is involved in creating permanent supportive housing for Veterans. ○ VA also anticipates the Principal Developer will provide some insight on the PEIS, including identifying gaps regarding future development, determining what can be done, and determining what cannot be done. ○ The RFQ was released on July 2, 2018 and offers were received on August 27, 2018. A technical evaluation team is reviewing the documents and Mr. Bradley will be the final selecting official, after consultation with the Secretary. Once a selection is made, the decision will be made available to this Committee and the public. ○ To date, there have been no protests associated with VA EULs. ○ The Principal Developer will oversee a procurement process within themselves to select development teams and smaller firms. ○ VA has multiple capital funding sources available, including federal and state avenues. • Ms. Flanz noted there may be opportunities for legislative changes specific to this campus that may be a bit easier to achieve. • Dr. Davis stated the FAC can make strong recommendations to the Secretary and, if desired, the recommendations could be specific to this campus.
Brentwood School – West Los Angeles (WLA) Lease Holder **Gennifer Yoshimaru, Assistant Head of School**	• Ms. Gennifer Yoshimaru began by saying Brentwood School (BWS) feels that the lives of Veterans are improved through its involvement that its primary focus is serving those who are chronically homeless, aging, or female and are enrolled in VA Healthcare, rehabilitation, and/or homeless programs. • Ms. Yoshimaru noted that BWS provides Veterans with use of the athletic complex, access to events, and reserved sections at public events. BWS also offers a minimum of 120 full scholarships to Summer at Brentwood for children of Veterans, conducts donation drives, and positively engages its students with Veterans through community service. She stated BWS shows its success through

	materially improving the lives of the Veterans and meeting or exceeding the expectations in our lease.
	• Ms. Yoshimaru provided the following information about the relationship between BWS and VA:
	  ○ BWS commits in excess of $1.76 million annually between rent and in-kind services offered in four categories: operations, maintenance, and upkeep; special programs; capital improvements; and recreational and educational programs.
	  ○ In the first year (November 2016 to October 2017), 350 Veterans registered to use the athletic facility resulting in 1800 visits that year and the annual number has more than doubled to date. Participants have included groups from residential programs on campus, such as the VA Domiciliary and New Directions. The active recreation therapy program at the Domiciliary brings groups on a weekly basis.
	  ○ BWS built a special space to operate a full-body strengthening and conditioning program specifically for Veterans for the Heroes Movement Veterans Services Organization.
	  ○ The BWS process to sign up to use the Center for Recreation and Education includes completion of an online application, VA confirmation of Veteran status, and a BWS screening for Megan's Law and other security concerns. Once enrolled, Veterans are given a tour of the facilities and an orientation of the sign in and sign out procedures. Current Veteran access hours are Monday through Friday from 8:00 A.M. to noon, and Saturday and Sunday 8:00 AM to 6:00 PM with swim hours from 1:00 PM to 5:00 PM on Saturdays and Sundays. The hours vary slightly in the summer. There is currently a plan to extend the hours, which is expected to be implemented in the next 4-6 weeks. Soon, spouses will also be eligible.
	  ○ Every summer, 120 spots in Summer at Brentwood are allocated specifically to children and grandchildren of Veterans. Preference is given as follows:
	  ▪ Tier 1: Families who qualify as homeless and are enrolled in VA programs on campus and who have never been part of Summer at Brentwood.
	  ▪ Tier 2: Families who qualify as homeless and are enrolled in VA programs on campus and who have never been part of Summer at Brentwood, but who have been to Summer at Brentwood previously.
	  ▪ Tier 3: Veterans with discharge in alignment with VA requirements and who are actively enrolled somewhere in the greater LA health care system.
	  ▪ Tier 4: Any other Veterans in the general community.
	  ○ So far, most participants have been part of Tiers 1, 2, and 3.
	  ○ Students in every grade at BWS have a service learning component that engages them with the Veteran community on this campus. Activities have included a mural project, playing games, reading books, playing cards, growing vegetables for the Westside Food Bank, musical performances, support for Stand Down (including volunteer registration, breakfast and lunch), women's clothing boutique, dinner for the residents of Building 209, Bingo, Day of Beauty, Welcome Home lunch for Building 209 residents post-renovation, National Football League meet and greets, improv workshop, guest speakers, movie screenings, and supplies for the residents of Building 209.

	○ The Summer at Brentwood scholarships are in one-week increments and, depending on what a child is approved to take, it might be a one-week camp (e.g., football or art), or it might be up to a six-week class (e.g., geometry). ○ Three separate appraisals were conducted to determine the fair market value of the BWS rent. ○ There is one fulltime student receiving a full scholarship out of the three possible scholarships. BWS is an independent school that generally receives 10 or more applications for every one space, which enables them to make the best matches between students who will be successful in the program and having the most well rounded and diverse class possible, balancing gender, age, talents, interests, and background. ○ Other students who are children of Veterans receive regular financial aid from the school. ○ BWS employs in excess of 10 Veterans and has a preference for hiring Veterans. • Ms. Yoshimaru noted that BWS would like to increase utilization of the athletic facilities and is developing an improved outreach strategy. • Mr. Scheire stated that BWS has public/private partners that could be useful in helping VA accomplish its goals. • Mr. Hernandez recommended identifying additional candidates for full scholarships so that all available scholarships are utilized.
University of California at Los Angeles (UCLA) –WLA Lease Holder **Jonathan D. Varat, Chief Liaison for UCLA/VA Partnerships, Veterans Affairs Relations, UCLA Dean and Professor of Law Emeritus, UCLA School of Law**	• Mr. Jonathan D. Varat noted that the program and relationship between UCLA and VA is complex and provided the following details of that relationship: ○ The UCLA medical school has been affiliated with the West LA VA since 1948 and the VA hospital was the UCLA medical school hospital before the UCLA hospital was built. ○ There are 319 VA staff members with UCLA academic appointments. ○ In fiscal year 2018, UCLA provided health care services to 2,361 military personnel and families, including 389 inpatient stays. ○ There have been 20,000 eye doctor visits by Veterans. ○ Annually, 250 medical students rotate through VA's medical, surgical, psychiatry, and imaging services. ○ The relationship includes the leasing of Jackie Robinson baseball stadium for $300,000 per year, plus a 1 percent inflation charge. ○ Operation Mend began in 2007 and is a high-level program that provides reconstructive surgery for Veterans who have run out of options and who often require multiple surgeries. ○ The UCLA business school has provided an entrepreneurial boot camp for Veterans with disabilities since 2008. ○ The West LA Leasing Act authorizes an ease of real property to UCLA as long as it is consistent with the Master Plan. The provision of services to Veterans is the predominant focus of the activities in the lease. It specifies the provision of services that "principally benefit Veterans and their families, including Veterans that are severely disabled, women, aging, or homeless. And may consist of activities relating to the medical, clinical, therapeutic, dietary,

	rehabilitative, legal, mental, spiritual, physical, recreational, research, and counseling needs of Veterans and their families." ○ The lease was signed on December 23, 2016 and it requires $16.5 million in program commitments over 10 years. This includes the baseball stadium lease ($3M), a Veteran's legal clinic ($4M), a Veterans' mental health and addiction center ($7.5M), and in-kind services ($2M). It is likely that additional services will be provided over the course of the lease. ○ UCLA provides: ▪ UCLA-VA Veteran Family Wellness Center ▪ The UCLA School of Law Veteran's Legal Clinic ▪ The VA-UCLA Center of Excellence for Training and Research in Veteran Homelessness, Substance Abuse, Mental Illness and Recovery ▪ Veteran-centric athletics programs ▪ Various in-kind contributions including Recreation Department classes and Veterans' Garden work ○ The Veteran Family Wellness Center (VFWC) is a program operates on 30 military installations around the world and was pioneered largely by UCLA's psychiatrist, Director of the Nathanson Family Resilience Center, Patricia Lester. It provides comprehensive Veteran and family-centered behavioral health and resilience-based wellness services including services for the reduction of stress and enhancement of wellbeing of Veterans and their families, including children, couples, spouses, and caregivers with special attention to women Veterans. It is open to Veterans, National Guard or Reserve members of all eras, regardless of discharge status. It coordinates outreach to many community assets and organizations. It is a beautiful space and it employs seven staff members. In the past year, the VFWC has provided: ▪ Consultations: 122 sessions including 189 participants ▪ Trainings: 582 sessions including 200 participants ▪ Workshops: 6 workshops including 56 participants ▪ Skill Building Groups: 90 groups including 484 participants ▪ 1,136 individual service sessions ▪ 7,121 total attendees across all categories including events that involve an educational and resource component ○ 92 percent of VFWC participants said they were satisfied or very satisfied with the resources they received and would highly recommend VFWC services. ○ The VFWC has a focus model for posttraumatic stress groups for combat Veterans, but does not have a peer support group. The Center hopes to extend its hours beyond 8:30 AM – 4:30 PM in the near future. ○ The Veterans Legal Clinic is educational for UCLA law students and it addresses the legal needs of Veterans. Most of the activities involve disability benefits, appearing in court, advice and referrals, or citations for minor offenses. If minor infractions are not addressed right away, they can snowball and become barriers to housing and employment. ○ From August 2017 to June 2018, The Veterans Legal Clinic has provided services to 237 Veterans on 316 legal issues and has had 27 official days of intake. The value of legal services provided by two lawyers, 16 students, and paralegals was $1.3 million, resulting in $10,869.71 in achieved financial benefits.

	○ The Veterans Legal Clinic provides four hours of intake per week; however, paralegals are there at all times and additional student hours were funded to allow for operation in the summer beyond the agreed upon obligation. ○ The mission of the VA/UCLA Center of Excellence on Veteran Homelessness, Mental Health, & Substance Abuse is to "improve the health and social outcomes of Veterans who are homeless and have complex health needs, including histories of behavioral health disorders, acute and chronic health problems, and substance use disorders." The Training Division "is designed to better prepare VA and contract agency staff to implement evidence-based clinical practices that effectively address patient engagement and motivation, mental illness, substance use disorders, employment, and family and community integration." The Research Division "will employ a community-based participatory research approach to develop and promote innovations in services that effectively engage Veterans who are homeless or who are at risk of becoming homeless, and to support their improved health, social outcomes, and person-centered recovery. ○ Athletic services to Veterans include free access to baseball practices and games, Veteran barbecue meals, movie nights at the stadium, military appreciation days throughout the year, sports summer camps for children and grandchildren of Veterans, free and reduced tickets for Veterans to all sporting events at UCLA, and donations of athletic apparel. 876 Veterans participated in the following UCLA athletic activities: ▪ 32 baseball games ▪ 15 Veteran appreciation days ▪ 1 golf clinic ▪ 301 other sporting event tickets including football, women's basketball, men's volleyball, women's gymnastics, and women's softball ▪ 12 sports camps for children and grandchildren of Veterans ○ In-kind contributions will be much larger than the promised $2 million. ○ UCLA is undertaking a "Grand Depression Challenge" to reduce depression by 50 percent by 2050 and to end it by 2100. At some point, UCLA hopes to customize solutions identified through this effort for Veterans. • Several Committee members expressed concerns that, although the quality of the services provided through the Veterans Legal Clinic is excellent, the quantity of services provided and limited time available for intake does not seem sufficient for the need.
City of Los Angeles – WLA Revocable License Holder **Cathie M. Santo Domingo, P.E. Superintendent Planning, Construction, & Maintenance**	• Ms. Cathie M. Santo Domingo provided the Committee with the following description of the obligations for the city of Los Angeles within the revocable permit: ○ The lease requires that the City: ▪ Promote Veterans hiring of $200,000 annually (Section D.1a) ▪ Provide maintenance and staffing (Section D.1b) ▪ Implement recreational opportunities (Section D.1c-d) ▪ Dedicate a memorial up to a maximum of $100,000 (Section D.1f) ▪ Provide a park beautification of $50,000 (Section D.1g) ○ All the signage and references have been updated to read "Veterans Barrington Park."

Department of Recreation & Parks	○ There has been a reduction in the size of the dog park at Barrington Park to allow for an increased focus on the ball park. An additional dog park was constructed at Westwood Recreation Center. There is currently no policy restricting use of the park by professional dog walkers. ○ Beautification and construction components were completed last fall. ○ A Veterans Memorial was constructed along with landscaping and irrigation. ○ The $405 registration fee was waived for softball teams that had at least five Veterans on the team. In each of the first two seasons, three Veteran teams played in the softball league. ○ Nine candidates began and five completed a 33-hour softball umpire training program for Veterans. Three of the Veterans who completed the program have umpired games for the city of Los Angeles adult softball leagues. A second round of umpire training will be provided in the San Fernando Valley. ○ In the first year of the agreement, eleven Veterans were hired at a value of $125,000. There are currently 25 Veterans on staff and the City of Los Angeles is projected to exceed the required value of $200,000 per year. ○ Maintenance staff follows a route that allows them to visit all three parks, however, if additional funding were available, the City would like to have staff at each park to better maintain them. ○ The plan is to implement paid parking and the revenue will go to VA. VA is working to identify a construction company to make the conversion.
Board Discussion on Recommendations	• Mr. Mangano stated that the compelling testimonies made in the public comment session regarding the closure of the PTSD and Dual Diagnosis programs touched the Committee and prompted the Services and Outcomes Subcommittee to meet with the GLAHS leadership. He reported it became apparent that the crux of the problem was a lack of the right communication to appropriately mitigate the fears of the Veterans affected by the changes. To prevent similar issues going forward, the Services and Outcomes Subcommittee made a recommendation: The VA Greater Los Angeles Healthcare System shall issue a press release and timely notice to individual Veterans who may experience service interruptions as a result of Master Plan implementation or other considerations at VA West Los Angeles. The notice should include a description and justification for the interruption, remedies to enhance the Veteran experience while visiting, receiving treatment or residing on campus, and the interruption's contribution to building a thriving Veteran community. • Dr. Davis suggested it may be helpful to include language related to enhancing customer service. • Mr. Scheire noted the Committee and GLAHS should keep in mind the perspective of the impacted Veteran or other stakeholder. Even things that are not directly related might be attributed to Master Plan implementation if they are not properly explained. • Heidi Marston described current communications channels, which include: ○ **Internal:** Weekly report to all staff from the Director, weekly bulletin, SharePoint site, quarterly town hall meetings with leadership. ○ **External:** Town halls, community meetings, press releases.

	• There was discussion surrounding the need to be more creative with communications channels and the need for additional resources to enhance communications. • Mr. Allman made a motion that the Committee accept the principle of this recommendation and to work it into an acceptable format. • David Tenenbaum seconded the motion. • The motion passed with no objections or abstentions. • Mr. Mangano stated the genesis of the second recommendation was a legal case in which there was a restitution of resources that the Subcommittee believes were intended to benefit this campus, but were instead directed to the Department of Justice. The recommendation would be that the VA Secretary request that the United States Attorney General reorient that restitution to this campus and that the funding be allocated for the special purpose for infrastructure improvements to support the development of housing for homeless Veterans. Mr. Mangano recognized Mr. Hernandez for bringing this issue to the attention of the Subcommittee. • Ray Delgado made a motion that the Committee accept the principle of this recommendation and work it into an acceptable format. • Mr. Hernandez seconded the motion. • The motion passed with no objections or abstentions.

Public Comment Session	Five people spoke during the public comment session. This section contains comments made by each speaker. The statements represent solely the opinions of the speakers.
	• Dr. Kamansky
	  ○ Dr. Kamansky informed the Committee that he went to the House Veterans Affairs Committee with Major Collins when the settlement issue first arose and he was very discouraged. He stated he was very happy to be at this meeting and commended the actions of the Committee.
	• Simone Best
	  ○ Ms. Best stated she was representing the *Everyone In* campaign, powered by United Way Los Angeles and that they support Veterans and the anticipated 1,200 units of supportive housing on the VA campus.
	  ○ She noted that data shows homeless people in the surrounding area have a long-term commitment to this area. Although there are some recent arrivals, most have lived here, attended school here, were stationed here, or have friends buried here.
	  ○ Ms. Best said she was proud to see the WLAHS when she moved to LA, knowing it was taking care of our Veterans.
	  ○ She stated over the next 10 years, the goal is to house homeless Veterans as part of building 10,000 total (Veteran and non-Veteran) units of supportive housing.
	  ○ Ms. Best worked at a Westside social service agency in the 1990s that had several Veterans as clients and she remembered a Veteran in particular who was known as “The Colonel.” She hoped that he did not die on the street and she hopes that other Veterans do not die on the street either.
	  ○ Ms. Best reiterated her strong support of the Committee and building supportive housing on the VA campus.

	• Alfred Areyan
	  ○ Mr. Areyan stated he is an advocate, as well as an activist for all people. He noted his concern for Veterans and thanked the Committee and GLAHS leadership for the opportunity to speak and for being accountable in hiring and spending. He thanked the Committee for addressing the issues raised at the town hall meeting.
	  ○ He noted that between January and August there were eight Veteran suicides, but that those stories did not make the news. Mr. Areyan said it is important to find solutions to help build communication with our Veterans and to make a difference with emergency and other services for our Veterans.
	  ○ He stated that VA Secretary Robert McDonald made it mandatory that all facilities have town hall meetings so that their voices can be heard. He stated that those who participate in these meetings are there to find solutions and work together in the best interest of our Veterans.
	  ○ He noted that mayors and community leaders often do not know about the Veteran population in their communities. Mr. Areyan stated that the key right now is to consistently hold people accountable for their actions.
	  ○ Mr. Areyan said he feels some who have behaved badly were only given a slap on the wrist.
	  ○ He thanked the Committee for the opportunity to speak. He also noted his appreciation for living in a democracy and being among those who will never forget the cost of freedom
	  ○ Mr. Areyan stated Veterans need more participation, more help, enhanced communications, and solutions to longstanding issues.
	• Francisco Juarez
	  ○ Mr. Juarez stated he was a PTSD survivor and appreciated that at least one Committee member is a PTSD survivor as well.
	  ○ Mr. Juarez stated that an 1887 Act of Congress set up the receivership of the VA campus and a beachfront property in Santa Monica in 1888. There are two separate deeds and he believes it is incumbent upon Committee to track this information down.
	  ○ Mr. Juarez stated this is a land grab and that the Master Plan is really a settlement plan from a lawsuit. He stated it has to be addressed by the deed.
	  ○ He noted he represents part of the larger demographic that was excluded from the community planning sessions. He felt those sessions were a rush job that basically excluded the larger LA Veteran demographic and allowed the Brentwood people and the Westwood people were able to mold this plan.
	  ○ Mr. Juarez recommended that anything that is done should be framed according to the intent of the original deeds, which included having beachfront property where Veterans can go heal. The land was set aside in the 1960s, yet nothing has been built there.
	  ○ He recommended introducing an exit strategy and stated he does not believe Brentwood School and UCLA baseball belong on this land. He stated the land was a non-negotiable donation to disabled Veterans.
	  ○ Mr. Juarez appreciated the emphasis in the recommendation on making mental health a priority. He mentioned an email from Congressman Lew who got it right in stating PTSD treatment should not be solely evidence-based therapy.

	○ He stated the nicest and most calming part of this land is where Brentwood School is, but Veterans cannot go there anymore. ○ Mr. Juarez recommended that the Committee not let the bureaucrats influence its decisions, nor should they let the money from Brentwood School or UCLA influence its decisions. ○ Mr. Juarez reiterated that the original deed is non-negotiable. • Tess Banko ○ Ms. Banko is the Executive Director of the UCLA-VA Veteran Family Wellness Center. ○ She thanked the Committee for including change management and communications in the recommendation. She noted that, as a lessee, she has experienced a fair amount of implementation challenges because the processes were not clearly laid out and that has affected co-programming activities. She gave the example of liability insurance, which should not be an issue because UCLA is already a VA partner. ○ Ms. Banko noted that there are at least three audiences to consider: Veterans and their families, the VA staff, and external stakeholders. ○ Ms. Banko recommended creating a lessee manual and a tenant manual, to orient Veterans as they come onto the campus. Key to include in the manual would be processes for communications, the system for submitting fliers for events, etc. ○ Ms. Banko noted that the website is academically focused and recommended more of a focus on things of interest to Veterans, families, and the community and making the materials accessible. She stated the target audience is not clear and there is mostly general information about the Draft Master Plan. She said it may be beneficial to create a Facebook group.
Public Comment Session Wrap Up **DFO/Chair/FAC Staff**	• Lt. Gen. Hopper thanks the speakers for their valuable input. • Dr. Davis pledged that VEO will review that portion of the website for potential improvement and will be available to the subcommittees to develop SMART recommendations. She is also obtaining additional information on the survey and customer experience data collected for all VA medical centers as it relates to metrics and service recovery.
Adjourn **VCOEB Chair**	• The meeting was adjourned by Lt. Gen. Hopper at 4:30 PM PDT.

Thursday, September 13, 2018

Call to Order **Lt. Gen.(R) John D. Hopper Jr., Committee Chair**	• The meeting was called to order by Lt. Gen. Hopper at 8:50 AM PDT • Lt. Gen. Hopper noted the group was convened as an ad hoc subcommittee whose actions can be validated at the next Committee meeting when quorum is obtained. • Mr. Hernandez read a letter from Congressman Ted W. Lieu to VA Secretary Wilkie opposing "recent decisions by the Department of Veterans Affairs to end the use of support groups at various facilities for the treatment of Post-Traumatic Stress

	Disorder (PTSD), known to Veterans locally as the POST program." Mr. Hernandez supported Congressman Lieu's comments. • Dr. Davis shared some of the Veteran Signals (Medallia) quantitative and qualitative feedback regarding how they feel about their experience at VA. She stated the trust score for GLA is very positive; it is 85% overall, but, like all of the VAMCs, mental health trust scores are lower, and that is standard across VA. She said that is why there is now an executive order from the President to the VA and why Head of Mental Health, Abe Carroll, and Head of Suicide Prevention, Peter Franklin, are working very aggressively across the VA to ensure there is support to address some of the key challenges, such as too few personnel, especially in some locations. This includes the use of, and possible expanded use of, people like trained peer support specialists. Also underway is an examination of how VA addresses the sometimes long wait times for mental health concerns, particularly at some facilities. She noted that emergency care is always provided and that the Veterans Crisis Line is an additional resource 24/7/365. She stated this is a significant challenge being assessed and addressed VA-wide. She noted there is particular concern at GLAHS because there is a specific group here that feels especially disenfranchised because there is a change and she applauded the recommendation to address communications and provide advance notification to ensure members of these and other groups feel part of the decision-making on everything, including services provided by our partners on the North Campus through the Family Wellness or the Law Center. She said VA must come together with a designated common goal of providing certain services, identifying the gaps in services, then identifying what will best serve those Veterans on the campus, prioritizing the order of need, establishing metrics to ensure VA does the next right thing. VEO has pledged to work very closely with GLAHS, including the North campus partners on ways to identify appropriate metrics as a pilot. She stated VEO will also work on the surveys and enhancing communications, such as the notifications on the web site, etc. • Mr. Hernandez noted that the good work done by Ms. Banko with the Behavioral Clinic could fill part of the gap in this sense of urgency because they are vacating the other program.

Shangri-La/Step Up on Second – WLA Lease Holder
 	
Tod Lipka, CEO, Step Up on Second
	• Tod Lipka and Andy Meyers provided the following details regarding the services provided by Shangri-La/Step Up on Second:
	  ○ Shangri-La/Step Up on Second (SSUS) provides Veterans:
	  ▪ High-quality, safe, permanent, and supportive affordable housing
	  ▪ Vocational training and connection to employment
	  ▪ Member-drive supportive services
	  ▪ Programs for Transitional Age Youth (TAY)
	  ▪ Veterans Affairs Supportive Housing (VASH)
	  ▪ Education and advocacy
	  ▪ Outreach and engagement
	  ▪ Clinical services
	  ▪ Case management
	  ▪ Life skills

	○ One SSUS goal is that all individuals, families, and communities affected by serious mental health issues, and persons who are experiencing chronic homelessness, will have the opportunity to experience recovery and a sense of belonging, and that permanent supportive housing will be available to everyone. ○ SSUS currently serves Building 209, which has 54 units targeted for Veterans 55 years of age and older, chronically homeless, Veterans with chronic health issues, and those with mental health issues. They furnished the newly renovated units and worked with BWS students to provide welcome kits for the residents. SSUS expects to provide 400 units for homeless Veterans city-wide by the end of 2019. SSUS has found the cost of renovation of historic buildings to be the same as or more than new construction because it often requires building a structure inside of an existing structure without hurting the historical façade. ○ SSUS has won the award for Buildings 205 and 208 on the VA Campus and is working through the complicated process to get the EULs in place so renovation on those buildings can begin. They will eventually contain 108 units. ○ There are five motel conversions planned throughout the city and the first are scheduled to begin by November or December of this year. Mr. Lipka noted that converting motels has really gained a lot of steam and is supported by an LA motel conversion ordinance to expedite this process. Motels make good conversions because they are usually compact, located in commercial areas, have access to services, are inward-facing which creates a sense of community, and they can be easily converted into a studio apartment with the addition of a kitchenette. ○ Three VA buildings will be renovated in 2019, creating 170 units. SSUS has the ability to create 500 units per year. • SSUS has been awarded HHH funds for motel conversions and Buildings 205 and 208. HHH is the $1.2 billion bond that was passed by the city of LA to create 10,000 units of permanent supportive housing for homeless individuals. This set the precedent that HHH funds could be used for projects on federal land and these funds can be used to offset some of the infrastructure costs associated with development on the VA campus. SSUS also utilizes Measure H funds to supplement the VA funds to increase the level of service dollars. • SSUS uses a housing first model is a very low threshold harm reduction model that says residents do not have to be drug or alcohol free to obtain housing. • SSUS considers the following to be their landmarks of success: ○ Provision of high quality permanent supportive and affordable housing ○ Great property management with top-tier supportive services ○ Well-managed long-term projects ○ Housing of chronically homeless and homeless Veterans using housing first ○ Housing retention of Veterans ○ Linkage of Veteran tenants to VA and other community resources and services • SSUS recommends: ○ Accelerated development of permanent supportive housing for homeless Veterans on the VA campus that allows Veterans to flourish in a fully developed community.

	○ Continued spirit of partnership and collaboration between VA and contract entities to ensure Veterans are most effectively served. • Mr. Lipka recommended having as many transportation options as possible, including the purple line, to serve the VA Campus residents. • Ms. Flanz noted that, under current law, VA is required to do one EUL per property and to provide notice to Congress of the terms of each EUL. She would be interested in seeing if Congress would allow VA to handle the balance of the development of permanent supportive housing with one big EUL. Ms. Flanz stated VA has not yet figured out exactly how to get all the requisite upgrades and relocation of various utilities on the North Campus to support all of the planned housing. She said the Principal Developer will be key in helping VA understand the options for addressing this issue. • When Mr. Hernandez asked about staff qualifications and resident suicides in Building 209, Mr. Lipka responded that the two staff members for Building 209 are not Licensed Clinical Social Workers (LCSWs), but they are supervised by a LCSW, and that there was one suicide two months ago.
U.S. Department of Housing and Urban Development (HUD) **Marcie Chavez, Director of Public Housing in Los Angeles**	• Marcie Chavez described her role and that of the HUD LA Field Office noting that the catchment area with GLA VA, has approximately 18 participating Housing Authorities that are administering the VASH program. That represents a little over 8000 VASH vouchers in this catchment area alone. • Ms. Chavez stated that, since 2008, HUD and the VA have awarded HUD-VASH vouchers that enable the housing authorities to assist homeless Veterans to obtain affordable, decent housing in the private market or in the form of the project-based voucher assistance based on geographic need and Public Housing Agency administrative performance. • Ms. Chavez stated key elements of the program include: ○ An amendment in the operating requirements that waives existing federal regulations regarding applicant selection for VA applicants. ○ Housing authorities will not have the authority to screen any potentially eligible family member or deny assistance for any grounds that permitted under existing regulation for causes for denial are also waived, except for the statutory prohibited denials of admissions for registered sex offenders. ○ Income targeting requirements are waived for VASH. ○ When a VASH voucher is issued, the Veteran has 120 days to search for a unit before that voucher expires, instead of the 60-day period for non-VASH vouchers. ○ The usual 12-month required initial lease is waived for VASH vouchers. ○ This existing HUD section 8 regulation that prohibits units on the grounds of medical and mental, or similar public or private institutions, is waived for the purpose of allowing Veterans to live on the grounds of VA facility. ○ Portability restrictions are waived for VASH vouchers. ○ On a case-by-case basis, HUD can grant Housing Authorities the ability to set higher payment standards for VASH vouchers. The City of Los Angeles is currently 140% of the 2017 fair market rents. • Ms. Chavez stated recruitment and the retention of caseworkers is probably the program's number one challenge. She said the funding appropriated for public

	housing has been on the decline and that HUD has enacted a variety of flexibilities to Housing Authorities, so they can have more efficiency in their programs. • Ms. Chavez noted that the HUD Secretary is very interested in hearing from landlords and a HUD headquarters team will be in LA on October 10 to conduct a landlord listening session. She noted that other listening sessions will be taking place across the country. HUD wants to hear from landlords, especially those that do not rent to section 8 voucher holders, to find out what stops them from participating. The Secretary himself wants to hear the landlords tell him to help him determine if there is more flexibility in cutting through paperwork, inspection processes, or other pain points. Housing Authorities are working within existing regulations where they can by using Measure H funds to incentivize landlords with security deposit assistance, loss mitigation, and even a landlord concierge system. Ms. Chavez notes that she hears that the ongoing case work is often more of a concern than the initial intake. • Regarding the potential reallocation of unused vouchers from other parts of the country to Los Angeles, Ms. Chavez stated that, although on paper that looks like a simple solution, it is a very sensitive issue for an elected representative to see their VASH vouchers leave their district. She also said there is a formula for how HUD allocates vouchers and there is no mechanism in place to reassess in two years and recycle a district's vouchers because they are not utilized to the extent HUD had hoped. If HUD now came in and gave a timeline for using all the vouchers or having them rescinded, Ms. Chavez anticipated there would be vocal opposition. Issuing it in the form of a capital grant instead of a voucher would require a statutory change. Ms. Chavez acknowledged that the LA market is very, very expensive, but that does not mean the program is not needed.
Services and Outcomes Subcommittee Report/Discussion **Philip Mangano, Subcommittee Chair**	• Mr. Allman described his visit to Omaha to look at the first project started under the CHIP IN Act. He noted that there was an impressive team and that the community rallied behind the effort to do private fundraising to build an outpatient clinic. • Having reached quorum, Mr. Allman made a motion to approve the minutes from the previous meeting. Mr. Scheire seconded the motion and the motion passed with no objections or abstentions. • Mr. Scheire made a motion that the Committee put the following recommendation into SMART format: The VA Greater Los Angeles Healthcare System shall issue a press release and timely notice to individual Veterans who may experience service interruptions as a result of Master Plan implementation or other considerations at VA West Los Angeles. The notice should include a description and justification for the interruption, remedies to enhance the Veteran experience while visiting, receiving treatment or residing on campus, and the interruption's contribution to building a thriving Veteran community. • The motion passed with no objections or abstentions. • After discussion, Mr. Scheire made a motion that the Committee finalize and put the following recommendation in SMART format:

	That the VA Secretary request that the United States Attorney General reorient resources that the Subcommittee believes were intended to benefit this campus back to GLAHS instead of the Department of Justice where they are currently allocated. • Mr. Delgado seconded the motion. • The motion passed with no objections or abstentions. • Mr. Scheire made a motion that the following recommendation be worked into an acceptable format for presentation to the VA Secretary: That the West LA VA be designated as the second CHIP IN site so that the campus could potentially benefit from private fundraising. • After discussion, it was decided that this would be a topic for the next meeting. • Mr. Allman put forward the following potential topics for the next meeting on behalf of the Subcommittee: o A briefing from BreitBurn Energy and Disabled American Veterans (DAV) regarding their lease program here on the campus o A briefing from Metro o A briefing from the local post office regarding current and potential future mail issues o A briefing on CHIP IN
Outreach and Community Engagement Subcommittee Report/ Discussion **Art Delacruz, Subcommittee Chair**	• Mr. Scheire shared that Mr. Art Delacruz attended a lot of the Master Planning Subcommittee meetings and kept the Outreach and Community Engagement (OCE) Subcommittee abreast of their activities. The OCE Subcommittee has also worked with the Chair and DFOs to prepare for a strategic planning session. Mr. Scheire would like to get clear, concise questions that we want to ask the EUL holders, so they can respond at the next meeting and any actions that resulted from the recommendations previously sent to the VA Secretary. • Lt. Gen. Hopper stated the recommendations sent forward came back to the DFOs for some additional work, then to GLA for comments, and the revised recommendations were entered into the Deliberate Submission Process, a collaborative site where people can make comments and complete the process. A hard copy was delivered to the Advisory Committee Management office on 6 September. The estimated response time is 30 days. • Mr. Eugene Skinner noted that the intent was to send the recommendations through the expedited process; however, when the package got to the executive level, they determined that it needed to go through the deliberate process. • Ms. Flanz noted that, because the recommendations were raised with VA staff at the meeting, the recommendation resulted in real-time changes to the Principal Developer RFQ to specifically call out recommendations around alignment of housing with non-housing activities, which was the meat of the recommendation. She stated additional changes were also made to the RFQ to make it far more of a hybrid RFP/RFQ, per the Committee's other recommendation. The fact that the Committee has not heard back from the Secretary does not mean that the recommendation did not result in change; it did. This Committee is much more closely aligned, at least from a communications loop, than many VA FACs. So, although the formal response is taking a long time, the fact that the VA staff

	communicated quickly allowed the Committee's recommendation to make the work better. • Mr. Winter agreed with Ms. Flanz and pointed to his recommendation to bring the City into their Principal Developer selection process and that resulted in a change. • Mr. Scheire suggested having the Master Planner attend the FAC meetings. Lt. Gen. Hopper stated the Master Planner can only interact at the subcommittee level.
Master Plan Subcommittee Report/Discussion **Subcommittee Chair (To be named)**	• Lt. Gen Hopper stated that many members of the Master Plan (MP) Subcommittee have left. The Board has lost four members, and four potential members with similar backgrounds have been put forward to replace them. Additionally, Vice-Chairman Phil Tagami had some scheduling and professional concerns and decided to step aside. Lt. Gen. Hopper noted the Vice-Chair position has to be designated by the Secretary a nomination must be sent forward. This prompted a review of the committee structure, and a decision to shift to two subcommittees, a Master Plan Subcommittee and Outreach and Community Engagement, with both subcommittees taking on additional oversight and engagement regarding services and outcomes. He stated Dr. Davis will work to expedite the nomination of Philip Mangano as the Vice-Chair. Anthony Allman will become the Master Plan Subcommittee Chair and Art Delacruz will remain the Outreach and Community Engagement Subcommittee Chair. Other members of the MP Subcommittee include Daisy Mo, Ray Delgado, Carolina Winston Barrie (non-voting), and Ben Winter (non-voting) with additional new members expected to join as well. Other members of the Outreach and Community Services Subcommittee include Howard Hernandez, Kate Holt, David Tenenbaum, Jeff Scheire, Leticia Colchado (non-voting), Sarah Mahin (non-voting), and Julian Manalo (non-voting). • Mr. Winter recommended that the new Committee member receive the same type of education on the FAC activities that the current members received separate from the FAC meetings. • Lt. Gen. Hopper agreed and noted that the strategic planning session is also intended to set expectations and confirm understanding of exactly what "oversight and engagement" means. • Ms. Flanz volunteered to compile the material the FAC has reviewed, particularly with regard to the Master Plan, and get the new members up to speed. They can also view the previously recorded presentations. • Mr. Scheire asked how the FAC could prevent additional resignations going forward. Suggestions for retention included clearly setting expectations of the Board's role, getting members up to speed, establishing a mechanism where voices can be heard, move ideas amongst each other quickly with feedback and then move them up the chain, streamline the recommendation process, ensure recommendations are heard, ensure participation sufficient to readily establish quorum, make ourselves broad thinkers, adhere to the task of making recommendations that will make life better for Veterans who will benefit from this redevelopment, give everyone a voice in the process, set the expectation that it is unlikely that all the Board's recommendations will be accepted, consider calling an emergency Board meeting (telephonically) if time-sensitive recommendations need to be made, understand that we are a new FAC that is still gaining

	experience, keep in mind that this will take time, set the bar high, challenge assumptions and norms, get a briefing from the Bill authors on their intent, learn to work effectively within the confines of the Federal Advisory Committee structure, shine a light on the positive things, and start meetings by recapping actions taken since the last meeting,
Way Ahead/Next Steps/Future Actions and date of Next Meeting/FY 2019 Goal Setting **DFO/Chair/FAC Staff**	• Mr. Scheire led a strategic planning exercise for the Committee. The group discussed pain points, things that did not go well or were frustrating, things that went really well, and goals. Goals were then prioritized and mapped out on a timeline.
Adjourn **Lt. Gen. (R) John D. Hopper Jr., Committee Chair**	• Lt. Gen. Hopper adjourned the meeting at 3:57 PM PDT.

John D. Hopper Jr.
Chair,
Veterans and Community Oversight and Engagement Board
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