The Las Vegas/Clark County Continuum of Care (NV-500), locally referred to as the Southern Nevada Homelessness Continuum of Care (SNH CoC), serves the geographic region of Clark County which encompasses the urban areas of Boulder City, Henderson, Las Vegas, Mesquite, North Las Vegas and fourteen unincorporated towns collectively known as Southern Nevada. While the Southern Nevada region supports unincorporated communities, the SNH CoC is not applying as a rural community. This application covers the full geographic area of the SNH CoC. Clark County is the most populous county in Nevada with an estimated population of 2.2 million people, of which 1.2 million are between ages 20 and 64 and 197,252 are between ages 10 and 24 (Suburbanstats.org, 2017). With over 70 percent of the state's total residents living in Clark County, Southern Nevada is also home to the majority of the state's youth experiencing homelessness with approximately 95 percent of Nevada's unaccompanied youth living in this geographic area (HUD AHAR, 2017).

Leadership Capacity: 1. Over the past 5 years, the SNH CoC has worked with community partners to address systematic challenges of homelessness. The Southern Nevada Regional Plan to End Homelessness, 2005 and 2013 gaps analyses and Annual Homeless Census Surveys have informed processes and allowed for data driven decisions to be made regionally. In 2014, the SNH CoC contracted with the Corporation for Supportive Housing (CSH) for a Charrette process to develop a coordinated entry (CE) model for households without children. Through this process, a pilot program was developed, implemented and overseen by a multi-disciplinary leadership team. This team evaluated data gathered from different entry points resulting in implementation of core corrections and adjustments to the CE process and supported the management of the community queue and development of a by-name-list.

In 2015, the SNH CoC contracted with HomeBase to evaluate the CE process and ensure it was effectively addressing the needs of individuals experiencing homelessness in Southern Nevada. Their assessment identified issues with the original scoring tool, the Vulnerability Index-Service Prioritization Decision Assistance Tool (VI-SPDAT). This led to the creation of the Southern Nevada Community Housing Assessment Tool (SN-CHAT) which takes into consideration specific characteristics of homelessness that are unique to the community.

In 2016, the SNH CoC contracted with CSH for planning associated with extending CE for the subpopulations of youth, families and victims of domestic violence. Throughout 2017, service providers, government agencies and stakeholders serving these populations met regularly to design specialized CE processes to best serve each unique subpopulation. These processes were aligned into one comprehensive CE program. On October 2, 2017, CE for youth, families and victims of domestic violence was launched, bringing all homeless populations into the Southern Nevada Coordinated Entry System.

Along with the establishment of the CE process, the SNH CoC and the Veterans Affairs (VA) have worked together to reach Functional Zero for Veterans as of October 2015. All Veterans experiencing homelessness have been identified on a "by name list" (BNL) and are re-housed quickly and effectively, if they are willing. As of March 2018, there are 161 unsheltered Veterans remaining on Southern Nevada's BNL. All persons presenting as a Veteran are assessed for housing through the VA Community Resource and Referral Center (CRRC) using the VA's eligibility criteria. Veterans that do not meet the VA's definition, but meet the SNH CoC Veteran definition are referred to the community queue and receive two preference points added to their SN-CHAT score which enhances their vulnerability.

In 2017, community leaders embarked on the Built for Zero initiative to sustain Functional Zero for Veterans and reach functional zero for individuals experiencing chronic homelessness. Using data, they defined a four-part strategy to reach and sustain functional zero for these populations. The strategy included: Moving On Initiatives; utilizing private funds to support permanent supportive housing (PSH); diversion projects; and aftercare to prevent individuals, especially Veterans, from returning to homelessness.

The SNH CoC is now focusing on sustaining functional zero by increasing affordable housing, developing an integrated landlord strategy and convening/coordinating Veteran employment groups. The Moving On sub-working group has been tasked with helping transition clients from PSH to suitable affordable housing options in hopes of addressing the spectrum of the system of care, by freeing up currently occupied PSH options for more vulnerable community members in need of immediate housing and a higher level of supportive services.

2a. Clark County Social Service (CCSS) has been identified as the YHDP lead agency. **2b.** CCSS serves as the SNH CoC collaborative applicant and is a local government agency. **2c.** Michele Fuller-Hallauer will lead the YHDP. As Social Service Manager and SNH CoC Coordinator, her responsibilities include continual collaboration and coordination of services for individuals experiencing homelessness and leadership for resource and development efforts to spearhead systemic change. Ms. Fuller-Hallauer's affiliations include Governor's Nevada Interagency Council on Homelessness, National Alliance to End Homelessness Leadership Council, National Social Security Income Taskforce, National Human Services Data Consortium and Victims of Domestic Violence Advisory Council. Ms. Fuller-Hallauer's experience includes 30 years of program development, 13 years of capacity building and convening diverse groups and she has assisted in bringing over $90 million in CoC funding for homeless services into

Southern Nevada. With the support of the SNH CoC Steering Committee, Ms. Fuller-Hallauer has enough authority to make critical decisions.

2d. In addition to the work done by Ms. Fuller-Hallauer, the lead agency will dedicate the equivalent of 1.5 full time employees to lead the YHDP activities through collaborative efforts of the CCSS Resource and Development (RAD) team. Catherine Huang-Hara, CoC Senior Management Analyst, will lead efforts related to the development of the YHDP gaps analysis and needs assessment, facilitation of the integration of projects into the broader CoC including housing inventory, coordinated entry and the homeless management information system (HMIS). Efforts related to the YHDP local application process will be led by the CoC Grants Coordinator who is currently being on-boarded. Brenda Herbstman, Grants Coordinator, will lead efforts related to the development of the YHDP coordinated community plan. Karen Schneider, Senior Management Analyst, will lead efforts related to monitoring of YHDP projects and development of all HMIS requirements. Heather Shoop and Tara Ulmer, Quality Assurance Management Analysts, will lead efforts related to coordination of training and technical assistance for all organizational staff engaged in YHDP projects. The budgeting for these positions have been memorialized in the letter of commitment from CCSS found in attachment "Funding Letter of Commitment – Clark County Social Service."

2e. Since 1972, CCSS has provided a wide variety of services to indigent residents throughout Clark County who are not assisted by other federal, state or local programs. CCSS has served as the collaborative applicant for the SNH CoC for over 12 years. CCSS leadership manages an annual budget of $99.6 million and currently administers approximately $15.5 million in grant funding, of which $1 million is dedicated to supporting initiatives designed to prevent and end youth homelessness. CCSS has led a public-private partnership to support

transitional living programs and maternity group homes since 2012 and has operated Step Up, a program for transition age youth (TAY) who have "aged out" of foster care, since 2010. Step Up supports the transition from foster care to economic self-sufficiency by providing a full continuum of supportive services including case management; financial, housing, transportation, employment and educational assistance; access to a drop-in center; and referrals to other supportive programs. The attachment "YHDP Team" describes the proposed YHDP team.

3. The SNH CoC Board and member agencies are committed to preventing and ending youth homelessness at all levels by 2020. Members of the continuum will support the lead agency by providing technical expertise, in-kind goods and services, meeting and event space and use of supplies and equipment. The SNH CoC Board members represent relevant organizations and projects serving homeless populations and include individuals who are currently or formerly experiencing homelessness. There are six working groups and eleven sub-working groups that meet at least monthly to further community efforts. The SNH CoC governance structure identifies the Youth Working Group (YWG) as a subgroup of the Planning Working Group. The YWG is dedicated to addressing youth homelessness. YWG membership includes homeless youth service providers, representatives from local government, the Clark County School District (CCSD) workforce programs, children's research institutes, the Youth Action Board (YAB) representatives and more. The YWG will provide dedicated support in the YHDP planning and implementation process. The two YWG subgroups, the YAB and the Youth Coordinated Entry Subcommittee will also provide input, feedback and guidance to ensure the YHDP community plan represents all subpopulations of youth.

The working groups are as follows: 1) Planning Working Group - 7 Members – leads efforts related to system coordination, annual Point in Time (PIT) Counts, gaps analysis,

discharge planning, alignment and capacity building. Their objective and youth-relevant tasks include leading the efforts to develop the YHDP plan, providing oversight for youth programs and ensuring relevance of projects to the target population. 2) Evaluation Working Group - 20 Members – leads efforts as it relates to funding priorities, Requests for Qualifications and evaluations associated with homeless efforts and Emergency Shelter Grant (ESG) coordination. They will provide guidance on the development of the scoring and ranking tool for projects submitted to be part of YHDP. 3) HMIS Working Group - 11 Members – leads efforts related to the Homeless Management Information System (HMIS), oversight of operations, and ensuring HMIS compliance and reporting. As all YHDP projects will be tracked in HMIS, this group will help onboard organizations new to HMIS and will provide training and technical assistance for data entry and reporting for all YHDP projects. This group will also be responsible for developing mandatory tracking tools or reporting formats. 4) Monitoring Working Group - 11 Members – leads efforts related to performance measures broken down by type in order to monitor success/performance and impact of outreach efforts. As YHDP projects will ultimately become part of the CoC Annual Renewal Demand, this group will help set appropriate project objectives and goals, ensuring that they score competitively against already established community projects. All SNH CoC projects are monitored consistently, and this working group will ensure the same level of monitoring for YHDP projects. 5)Community Engagement Working Group - 12 Members – leads efforts related to coordinated messaging and media outlets, public service announcements, educational materials, and website content. As the YHDP plan is developed and community partners are invited to participate in the project application process, this team will be responsible for ensuring that all community partners are informed and supported during the local application process. 6) Coordinated Entry Working Group – 20

Members – leads operation and coordination efforts related to coordinated entry to housing services for households experiencing homelessness. The group is comprised of coordinated entry planning and implementation members representing subpopulations, including youth and young adults. Discussions include assessment sites and functions, matching and referrals to housing, policies and procedures for implementation and evaluation for effectiveness.

4. Youth participation is critical to successful implementation of projects designed for youth. The CoC holds semi-annual listening sessions/focus groups with youth to solicit and receive information regarding youth homelessness. Two specific examples of these sessions that impacted the planning of programs include: 1) the development of the Youth CE System; and 2) the targeted outreach, identification of specific locations of youth and the training of volunteers for the annual PIT count. The Youth Action Board (YAB) was created in November 2017 and meets monthly with adult facilitators to discuss local issues and efforts related to youth homelessness, including providing feedback and input into work done by the SNH CoC. The YAB designated representative sits on the SNH CoC Board. The YAB met on March 13, 2018, to provide feedback on the YHDP application and inform sections of the narrative and youth systems map. The YAB will take an active role in the YHDP coordinated community plan and will be included in the scoring and ranking of projects.

At least once per year, as established in the Southern Nevada Coordinated Entry System Policies and Procedures, the CE Working Group or authorized ad-hoc group consults with participating projects and participants to evaluate the intake, assessment and referral processes associated with CE. The evaluation process employs multiple feedback methodologies each year to ensure that participants, including youth, have frequent and meaningful opportunities for feedback including, but not limited to: surveys designed to reach at least a representative sample

of participating providers and households; focus groups of five or more participants that approximate the diversity of the participating providers and households; or individual interviews with enough participating providers and households to approximate the diversity of participating households.

Furthermore, youth are encouraged to provide feedback and guide decisions in all of the SNH CoC funded programs. Examples of this solicitation of information include satisfaction surveys completed online or in person. Resident Council Meetings (St. Jude's Ranch for Children), Youth Advisory Board Meetings (Southern Nevada Children First), Youth Council (Nevada Partnership for Homeless Youth) and FAAYT – Foster and Adoptive Youth Together (Department of Family Services) allow youth to voice their concerns, provide input on updates to policies, offer suggestions on upcoming life skills classes and discuss "hot topics" that range from child care to educational/vocational needs and self-advocacy. In addition to engaging youth in CoC program decision-making tasks, these programs are intended to empower youth and increase their sense of responsibility, contribution and influence that each youth has on our community's system of care.

5. The SNH CoC actively solicits feedback on how to address homelessness from a wide variety of stakeholders through various public meetings and activities. All meetings, including youth focused meetings, are advertised on a community calendar on HelpHopeHome.org, the SNH CoC website; United Way community emails; and the Nevada Homeless Alliance newsletter that is shared with over 1,400 service providers. Other strategies to engage participants include newspaper and web advertisements; print, radio and television news stories; and directed invitations to community stakeholders and youth providers. The SNH CoC Community Engagement Working group has developed fact sheets, informational videos, and a

Speaker's Bureau to encourage entities to join the SNH CoC and working groups. SNH CoC working groups and several ad-hoc working groups hold open monthly meetings to engage providers that are both active and inactive SNH CoC participants.

6. SNH CoC and partner agencies are dedicated to engaging a wide cross-sector of entities to develop a truly comprehensive community plan to prevent and end youth homelessness in Southern Nevada. The SNH CoC has been pleased with the positive responses from entities not currently working on youth homelessness who were invited to participate in the YHDP process. Agencies engaged in child welfare, juvenile justice, LGBTQ, legal assistance, workforce assistance and others have extended their support and staff participation in the YHDP and YWG efforts. These efforts have been formalized through memorandum of understanding and funding commitments. The Nevada Homeless Alliance, whose executive director is the vice co-chair of the SNH CoC Board, is actively engaging a wide cross-sector of community stakeholders in the development of the Policy Action Council on Youth Homelessness. This council will engage business leaders, state legislators, the University of Nevada, Las Vegas Schools of Public Policy and Social Work and others who are not currently working on issues regarding youth homelessness, and invite them to participate in the coordinated community approach to preventing and ending youth homelessness.

Current Resource Capacity: 1. The attachment "Current Resource Capacity" describes the crisis response system at the community level.

Community Need: 1. Southern Nevada's most recent youth specific homelessness needs assessment was conducted in 2017 as part of *Intersections:* the 2017 Southern Nevada Youth Homelessness Summit (Summit). In late 2017, the University of Nevada, Las Vegas (UNLV) Greenspun College of Urban Affairs produced a research brief in collaboration with the Nevada

Partnership for Homeless Youth (NPHY) on "The State of Youth Homelessness in Southern Nevada." This document provided a literature review and analysis of existing community-level data with recommendations for systems-level improvements, and was presented at the Summit. During the Summit, Dr. Justin Gardner of Innovative Research and Analysis, LLC led focus groups of community stakeholders on the intersections between youth homelessness and key focus areas. During these focus groups, participants identified our community's needs and gaps regarding youth homelessness services. Dr. Gardner's findings were then analyzed and compiled into a Summit outcomes report to be released soon for community planning.

2a. An interdisciplinary research team at the UNLV Greenspun College of Urban Affairs and NPHY worked together on the research brief, using data from the SNH CoC, HUD, Clark County School District, the Nevada Division of Child and Family Services, Department of Juvenile Justice Services, local youth service providers and other national sources. Utilizing a secondary analysis of existing publicly available data from multiple sources methodology, this assessment explored the extent of youth homelessness in Southern Nevada, existing resources available for this population in the region and national research on causes of youth homelessness, consequences of youth homelessness, the need for system intersectionality and best practice solutions.

At the Summit, Dr. Gardner of Innovative Research and Analysis, LLC coordinated focus groups of community stakeholders on the intersections between youth homelessness and four substantive topic areas: LGBTQ, Immigration, Human Trafficking and Education. Facilitators gave presentations on the current community landscape and participants then provided feedback on data collection boards regarding each intersecting topic area via participant identification of strengths and opportunities; barriers, gaps, weakness and threats; and assets, partners and

intersections. Data collected from the focus groups was then analyzed via the methodology of formal qualitative content analysis for the Summit outcomes report.

2b. The "State of Youth Homelessness in Southern Nevada" research brief was originated by the sponsors of the Summit and included Sands Cares, NPHY, the UNLV Greenspun College of Urban Affairs and the Las Vegas Review-Journal. Dr. Patricia Cook-Craig of UNLV served as the paper's lead author. The Summit focus groups were led by Dr. Justin Gardner of Innovative Research and Analysis LLC. **2c.** Both assessments examined the intersections of Clark County service delivery systems such as the homeless services system, child welfare system, juvenile justice system, education system and providers who help children who are trafficked for sex work. Data was also utilized from the Nevada Victims of Crime program for the focus group facilitator boards. Shelter and transitional housing units along with supportive services for homeless youth were examined. Data points to a severe shortage of available housing units and services, forcing youth to look for alternative options for housing and basic needs.

2d. The assessments focused on the most vulnerable subpopulations of unaccompanied homeless youth age 24 and younger across federal definitions. Among youth experiencing homelessness, there are several subpopulations that are overrepresented and can be at heightened risk of victimization and vulnerability. These subpopulations include racial and ethnic minorities, LGBTQ youth, commercially sexually exploited youth, systems-involved youth, youth disconnected from education and undocumented unaccompanied youth.

2e. The assessments identified a great need for more shelter/housing and supportive services for youth experiencing homelessness in Southern Nevada, as available bed space and services for youth in our community "lag far behind the need." In particular, the brief noted that, when put side-by-side, Southern Nevada's HIC and PIT counts illustrate a major gap in necessary services.

For example, according to the 2016 PIT count, (the latest data available at the time of the report), there were enough youth-dedicated beds of any type (285) to serve less than 19% of the 1,531 unaccompanied children and youth experiencing homelessness in Southern Nevada. On a systemic level, the UNLV brief recommended, "the creation of a coordinated plan to end youth homelessness, to include: 1) building a policy response that directly addresses needed supports to address youth homelessness; 2) addressing the need for system intersectionality that promotes optional integration of services; and 3) building more robust data systems that support the work of policymakers, service providers and community change agents."

Data analysis of participants' responses in the focus groups revealed gaps across sectors. The LGBTQ focus group data revealed a need for more LGBTQ-appropriate training and services for homeless youth, including LGTBQ-specific support groups, healthcare, school-based programs, legal services and safe shelters. The trafficking focus group data illustrated a clear need for greater awareness, improved working relationships with law enforcement and targeted therapy, hotlines and increased collaboration across providers. The education focus group data showcased a need for stronger collaboration with CCSD in preventing and serving homeless students, including wraparound services to address homeless students' and their families' mental, physical and emotional well-being. Lastly, the immigration focus group data identified many barriers for undocumented homeless youth and pointed to a need for increased culturally appropriate and community-, family- and youth-centered solutions.

3. The SNH CoC has been performing youth-specific counts since 2011. **3a.** There were 286 unaccompanied youth (24 or younger) in the 2017 sheltered PIT count. **3b.** There were 19 parenting youth where 1 was under age 18 and 17 were between the ages of 18 and 24. There were 20 children collectively with these sheltered parenting and pregnant youth. **3c.** In 2017,

there were 1,900 unsheltered unaccompanied youth comprised of 238 under age 18 and 1,662 ages 18-24. **3d.** There were 4 parenting youth identified in the 2017 unsheltered PIT count.

3e1. Youth specific activities were included within the implementation of the CoC 2017 PIT count. While the night count occurs from 10pm–4am, the youth count is conducted the following morning, beginning at 7:30am and is targeted specifically on finding and accurately identifying and engaging youth into the CoC's PIT count activities. **3e2.** To avoid duplication, at the same time PIT teams are counting youth not in school, CCSD uses the Title 1 HOPE/McKinney-Vento Program enrollment list to ask each youth in school where they slept the previous evening. Students responding they were without family and in places not meant for habitation were reported as unaccompanied youth. **3e3.** Yes, the unsheltered Youth PIT is conducted separate from the nighttime unsheltered PIT canvassing.

3e4. The SNH CoC uses a combination of census, sampling and extrapolation to conduct both the adult and youth-specific portions of the PIT counts that expand on the requirements of the HUD's HIC and PIT Count Notice. These methodologies include a known location approach, a service-based count at locations across the CoC geography and random sampling of interviews to determine characteristics of the population. As done each year since 2011, the SNH CoC holds planning sessions and focus groups with stakeholders and current/former unaccompanied youth to identify specific locations where youth were more likely to be found such as parks, areas adjacent to schools, shopping malls, fast food restaurants and locations with free Wi-Fi. These youth stakeholders also identified the physical characteristics of unaccompanied youth compared to youth on their way to/from school. Youth stakeholders then served as deployment captains and provided support for the youth-specific street count. Youth currently engaged in provider programs serve as count navigators to direct volunteers to locations where youth may be found.

Counters, deployed during daytime hours versus nighttime hours when many youth are hidden, included volunteers, youth providers, current/formerly unaccompanied youth experiencing homelessness and other stakeholders. CCSD Title I HOPE/McKinney-Vento Liaisons provide verification of youth included in school counts versus youth counted as part of "households" in the nighttime count. This blitz methodology ensures that youth counts are not duplicated.

3e5. Youth-specific survey questions, not required by HUD, include: age when first experienced homelessness; who they resided with prior to homelessness; types of abuse experienced; criminal justice history; typical nighttime accommodations such as doubling up or couch surfing; history of: exchanging sex or drugs for a place to stay, committing a crime for food or shelter, victimization, suicidal ideation, drug use and CPS contact; educational background and current educational connection; emotional and social support systems; counseling sought; and if age prevented their ability to access services. This data was used to identify specific determinants that lead to homelessness, such as history of engagement in other systems, and how that data can be utilized to create partnerships with these specific systems of care and collaborative prevention focused programs.

3f. There were 10,866 youth experiencing homelessness reported to the Department of Education's EdFacts system by CCSD for the school year 2016-2017. There have already been 14,124 youth experiencing homelessness reported by CCSD for the current school year which began August 2017.

3g. According to the 2017 Youth PIT Survey, which was based on stratified random sampling, the factors contributing to youth homelessness in Southern Nevada include being kicked out of the house (34.9%), escaping emotional abuse (27.9%), running away from family home, group home or foster home (25.6%) and escaping violence at home between family

members or self (23.3%). This data is consistent with UNLV research that identified common factors that contribute to youth vulnerability leading to homelessness. UNLV identified family breakdown as one of the most common contributing factors to youth homelessness. Family breakdown includes being kicked out of the house, escaping emotional or physical abuse and parental rejection which can be a particular issue for LGBTQ youth. In the 2017 Youth PIT Survey, 22.9% of surveyed youth identified as lesbian/gay or bisexual. UNLV also identified economic, housing and residential instability along with poor educational outcomes as factors that are currently contributing to youth homelessness in the community.

Capacity for Innovation: 1. The SNH CoC actively pursued system-wide change in order to become one of the first communities to achieve Functional Zero for Veterans. Through collaborative community efforts, Southern Nevada was able to leverage valuable resources, share information and manage funding opportunities and activities at a regional level in order to implement the CE process and other systems that supported the USICH benchmark of preventing and ending homelessness for Veterans.

Building off this success, a wide cross-sector of Southern Nevada stakeholders, including our business community, are leading major system-wide change to reach Functional Zero for Individuals Experiencing Chronic Homelessness and are participating actively in the Built for Zero campaign led by Community Solutions. Broad-reaching changes in methodology include the development of a Moving-On protocol with the Southern Nevada Housing Authority, full corporate sponsorship of new PSH beds through a newly established housing fund, a re-tooling of our emergency shelters and the development of a multi-agency diversion pilot. Community Solutions has stated they believe our strategies will lead to Southern Nevada being the first large community to reach Functional Zero for Individuals Experiencing Chronic Homelessness.

2. Students experiencing homelessness during high school face unique challenges in accessing and successfully transitioning to institutions of higher learning. Prior to 2015, there were no coordinated efforts within Clark County to address the needs of unaccompanied students identified as experiencing homelessness and preparing to transition from high school to UNLV. In response to requests the UNLV Housing office was receiving on behalf of students, the university began planning for the UNLV HOPE Scholars Program, linking it to the CCSD's Title I HOPE/McKinney Vento Program and partnering with NPHY. Launched in 2016, the UNLV HOPE Scholars Program leverages the resources and expertise of the McKinney-Vento Program and is designed to assist CCSD graduating seniors experiencing homelessness secure housing and academic and financial support while attending UNLV (United States Interagency Council on Homelessness, February 2017). Challenges partners have faced in implementing this innovative program have included building trust with homeless students who must self-identify for program enrollment, coordinating between differing laws governing vulnerable populations in K-12 and higher education and finding ways to offer this important program to unaccompanied homeless youth currently disconnected from the education system. For the past three years, the successful collaboration between Title I HOPE and UNLV has assisted up to six UNLV HOPE Scholars per year attend UNLV and receive on-campus housing, academic and financial support and resources and guidance from community partners.

Clark County Department of Juvenile Justice Services (DJJS) identified the lack of coordinated service delivery across private- and public-funded organizations for at-risk youth not only clog our juvenile justice systems, but also encourage youth and families to escalate within systems to gain access to resources. In response to this community need, DJJS proposed the creation of a 24-hour juvenile assessment center known as The Harbor, a triage center for low-

level misdemeanor delinquency or status offense matters staffed by government entities in partnership with community-based family and youth service providers. This private-public partnership provides screening and assessment, face-to-face intervention and referrals to providers such as tutoring, mentoring, drug education, conflict resolution, anger control, social skills training, job skills development, counseling, cognitive behavioral therapy and placement services for runaway and homeless youth and youth at risk of homelessness. Upon opening, The Harbor encountered challenges educating the public about the services offered. To overcome this, Harbor staff aggressively promoted The Harbor at community events, CCSD meetings and law enforcement briefings. Since the opening of The Harbor in October 2016, over 2,800 youth and families have received services through the center. Less than four percent of these engaged youth have escalated to juvenile justice services and more than 30 percent of families have received public assistance benefits that they would not otherwise have been qualified for.

3. Since FY13, the SNH CoC has operated rapid rehousing (RRH) for youth that use a Housing First model. One such program, A Place Called Home, operated by Southern Nevada Children First (SNCF) is for pregnant and parenting youth. St. Jude's Ranch for Children (SJRC) operates RRH for youth and has worked with local landlords and apartment managers to have a queue of available housing units that are provided at or below Fair Market Rent (FMR). Relationships between providers and landlords have allowed certain fees and prerequisite information to be waived in lieu of a commitment for case management and supportive services reducing barriers to entry for youth. Case management, mediation and supportive services are provided to youth through each of the programs to support their stability and ensure they are able to sustain long-term housing and independence.

4. Interventions not currently operating in Southern Nevada that the community wishes to pursue include: *Crisis Stabilization:* 24-hour transportation to shelters or programs that specialize in youth programming for transition age youth through age 24. Safe Place programming offers emergency transportation only for youth age 18 and under. Public transportation is not easily accessible in Southern Nevada for many youth and local programs provide daily/monthly bus passes rather than having options for car sharing programs or other alternate means of transportation. *Safe and Stable Housing:* Shared housing options for youth to offset the high cost of housing. This may include flexible housing options or host homes with faith-based institutions. A lack of affordable housing is a large barrier in Southern Nevada as the housing costs continue to rise faster than wage increases. With only 10 affordable and available housing units per 100 extremely low income households in Las Vegas, Southern Nevadans, especially youth, have a difficult time identifying appropriate housing options (National Low Income Housing Coalition, 2018). *Safe and Stable Housing:* RRH programs for youth aging out of the foster care system, including youth age 16-17, who are expected to age out and may benefit from an alternative to foster care home placement. Child Welfare policy barriers related to youth in foster care along with HUD's definition of literal homelessness prevents youth in foster care from accessing HUD funded RRH programs. *Permanent Connections:* Peer Support Programs for youth that are designed by youth. While youth providers have peer support systems in place within their agency, youth would benefit from community-wide peer mentorship and support. The YAB members identified differing funding sources as barriers to youth programs fully collaborating and sharing resources. Their vision includes larger collaboration regardless of funding limitations. *Education/Employment:* Full partner collaboration educational organizations to provide a comprehensive system of educational and pre-employment services for youth.

Currently, the Family Educational Rights and Privacy Act of 1974 (FERPA) acts as a barrier limiting the ability to share specific student information between CCSD and outside agencies. *Social and Emotional Well-Being:* Services that include large-scale therapy to keep families together. This includes education and mediation for families with LGBTQ youth and special programs for commercial sexually exploited children (CSEC) partnered with public media campaigns so that families can easily access services. A lack of funding, provider capacity and community awareness are barriers that currently prevent Southern Nevada from implementing these interventions.

5. The SNH CoC is willing to question existing models and test new methodologies. As demonstrated by the large community collaboration in projects such as Built for Zero, Moving On and The Harbor, community partners and stakeholders are willing to engage in new project models and methodologies and use data to support and challenge assumptions. During the CoC program competition, interested applicants worked together to understand the new Joint TH-RRH program and determine the benefits for youth with this type of program model and how to best implement this project type. The attachment "Youth System Map" describes the community's response to youth homelessness.

Collaboration: 1. The first annual Southern Nevada Youth Homelessness Summit, held in November 2017, marked the beginning of a year-long planning process to convene service providers, civic leaders, government officials and members of the business community to build the Southern Nevada Plan to End Youth Homelessness, an integrated, community-wide response to youth homelessness in Southern Nevada. The plan, scheduled to be unveiled at the 2018 Summit, is dedicated to developing youth-specific strategies and objectives to prevent and end youth homelessness by 2020. As champion of the SNH CoC Youth Working Group, NPHY is

leading this effort in collaboration with community youth providers, the Las Vegas Sands Corp. and the UNLV Greenspun College of Urban Affairs. This umbrella/macro-level youth homelessness plan will feed into, jumpstart and inform the YHDP coordinated community plan, strengthening what our community will be able to accomplish in the 4-month planning period.

2. The Attachment "Stakeholder Chart" lists and describes how the SNH CoC is working with each of the engaged stakeholders to prevent and end youth homelessness in Southern Nevada.

3. October 2017 marked the launch of the Youth Coordinated Entry System (YCES) for unaccompanied youth experiencing homelessness ages 12-24. This system was designed to be strength-based, trauma-informed and culturally-competent in order to build rapport and trust with youth throughout their interactions within the system of care. **3a.** The SNH CoC promotes a "no wrong door" philosophy and all CE access point staff have been cross-trained on the assessment tools for each of the CE Process subpopulations. Youth, families and adults without children (AWOC) are encouraged to visit the access point that is specialized for their population. NPHY, HELP of Southern Nevada (HELP), SNCF, SJRC, and WestCare serve as the five designated Youth Access Sites (YAS) where youth experiencing homelessness can receive a youth-specific housing assessment and access basic needs services and emergency shelter while awaiting placement into housing. These five YAS conduct daily care coordination meetings to match youth referred through the YCES with a housing placement based on best fit and availability.

3b. As outlined in the Southern Nevada Coordinated Entry System Policies and Procedures Manual, youth are prioritized according to their level of vulnerability as indicated by the outcome of their homeless assessment (TAY VI-SPDAT or Next Step Tool). For youth with the same level of vulnerability, then the factors of victimization (including trafficking and domestic

violence), length of time homeless and/or whether the youth head of household is pregnant or has children under the age of 6 are used to determine which youth are prioritized.

3c. All CoC and ESG funded resources are available to youth through the YCES. In fact, all adult housing resources available in the AWOC system are available to youth based on score, availability, fit and client choice. Youth matchers work closely with AWOC matchers to ensure youth can access the full breadth of Southern Nevada's community housing resources.

3d. During YCES daily care coordination meetings, program matchers discuss the needs of youth assessed at a YAS and any special needs or concerns associated with the youth. This may include, but is not limited to, gender identity or orientation, pregnant or parenting status, chemical dependency, physical or mental disability or chronic health issues. Referrals to housing programs and stakeholders are made to support youth in addressing special needs or concerns.

4. Working at a systems-level, child welfare, juvenile and adult justice and institutions of mental and physical health, ensure every effort is made to prevent youth, up to age 21, from being discharged into homelessness. This includes engaging all community resources, family members, friends, wrap-around services, rehabilitation services and alternatives to parole and probation that are available not only within Clark County, but within the State of Nevada. Judicial oversight of child welfare and justice involved youth ensures permanency is established as quickly as possible for youth under age 18. Specific discharge plans for each system are as follows:

- Child Welfare – Beginning at age 14, youth engaged in child welfare services are referred to the Independent Living (IL) Program where they may choose to engage in services. An IL transition plan supports a positive discharge from child welfare. Youth may choose to leave foster care at any time after age 18. Prior to exiting foster care, Clark County Department of

Family Services (DFS) helps youth identify suitable housing and after wardship is terminated youth may enter the CCSS Step Up program for extended case management, supportive services and access to mainstream benefits such as Medicaid and food programs. Youth engaged in education or employment may access IL/Voluntary Jurisdiction agreements in the amount of $773 per month to support housing needs through age 21. Step Up is instrumental in assisting youth access community and independent housing programs that fall within youth budgets, ensuring youth involved in the child welfare system are not discharged to homelessness.

- Juvenile Justice – Prior to youth discharging from juvenile justice services, placement options are explored to ensure youth are not discharged to homelessness. Spring Mountain Residential Center (SMRC) is a re-entry program that provides a residential structured setting in the community to youth in a transitional stage. At SMRC, youth are taught independent living skills, attend school and are provided counseling and supportive services to support their transition back to families and the community. Youth unable to reunify with families are connected to the child welfare system. Youth placed in state juvenile institutions for correctional care receive similar programming and services. They also receive community-based case management and supervision from the Youth Parole Bureau to include wrap-around services, alternative placement, medication management and educational and employment opportunities. The state also works with DFS to establish permanency and transitional services into adulthood.

- Adult Justice – Save Our Sons and faith-based providers offer referral services to reconnect juveniles to support systems after discharge. The Las Vegas Metropolitan Police Department Detention Services Division is developing a partnership with an agency that tailors programming and discharge planning resources specifically for youth.

- Institutions of Mental and Physical Health – Working under the jurisdiction of the state, Desert Willow Treatment Center (DWTC) is a licensed psychiatric hospital serving youth ages 12-18. All youth must be accompanied by an adult who remains engaged throughout the course of treatment. Upon admittance to DWTC, a multidisciplinary team begins weekly meetings to discuss progress and discharge planning. The typical discharge is to return the youth back to the family home, foster home or specialized foster home setting with support and outpatient treatment services. If the youth was admitted by a case manager from DFS, the case manager assists with identifying appropriate placement, ensuring youth are not exiting to homelessness.

Also working under the jurisdiction of the state, Oasis on Campus Treatment Homes (Oasis) provides intensive, highly structured treatment for children and adolescents ages 6-17 with severe emotional disturbance. Oasis conducts monthly meetings with the referring party which is generally the DFS case manager, parent or legal guardian. This team identifies when higher or lower level of care is needed, as well as when discharge is appropriate for the youth. Oasis provides referrals and coordination of services during transition to ensure there is no lapse in treatment. Once a youth turns 18, Oasis coordinates transition to adult mental health services and works with parents or case managers to ensure youth are not discharged to homelessness or emergency shelters.

The SNH CoC recognizes the role that coordinated entry plays in discharge planning and has participated in statewide discharge and re-entry planning summits to develop statewide policies for youth being discharged from institutions and systems. The purpose of the 2017 Enhancing Discharge Planning from Healthcare Settings was to engage key stakeholders across the state to: enhance discharge planning statewide; promote opportunities to connect discharge planners to resources; and reduce persons discharged inappropriately or into homelessness. The objective of

the upcoming summits are to review national best practices, and Medicaid standards, with an emphasis on practices that focus on strengthening the community continuum of care from the hospital to the community involving supported housing, treatment providers and others. The SNH CoC recognizes that a lack of formal discharge planning for youth through age 24 is a gap in our system and have put into play mechanisms, such as the Southern Nevada Discharge Planning Work Group, which meets monthly to develop community-wide strategies to improve local discharge planning, including a focus on youth discharge planning.

5. The mission of DFS is to protect children from abuse and neglect by partnering with the community to build safe, nurturing and stable families; to support family preservation when possible; to provide permanent families for those children who cannot safely return home; and to ensure the well-being of children in care. To ensure the safety of unaccompanied youth under 18, DFS conducts family finding and engagement efforts to locate family members or family friends who are able and willing to care for the youth. By engaging family and friends, the risk of homelessness and traumatization is minimized. When this is not a viable option, DFS uses trauma-informed care practices to identify the most appropriate out-of-home placement for the youth. For youth ages 18-24, DFS has partnered with CCSS to provide the Step Up program which supports housing efforts and allows youth to exit foster care into safe and suitable housing. DFS also partners with private agencies, such as Eagle Quest, Olive Crest and HELP of Southern Nevada, which provide reunification services for homeless youth of all ages.

Financial Resources: 1. The SNH CoC is financially supported through Clark County local government funding. Two full-time dedicated positions (Senior Management Analyst and CoC Grants Coordinator) have been established to lead the work done by the SNH CoC. These positions are supported by Resource and Development Team (RAD) members that include a

grants coordinator, quality assurance management analysts, administrative assistants and management. This team will support the YHDP lead, which will be fully funded by county funding streams. The following YHDP stakeholders have agreed to provide the following planning funds from August 16, 2018 – August 15, 2019. All commitments have been memorialized in the attachments titled "Letters of Commitment." As these are all in-kind commitments, there are no expenditure restrictions.

As the lead agency, Clark County Social Service (CCSS) is committed to funding the equivalent of 1.5 full time employees or 3,120 hours with a value of $166,000. Additional staffing of the YHDP Teams includes funding commitments of over 2,976 hours with a combined value of over $119,986. These commitments have been made by: FirstMed Health and Wellness Center, Olive Crest, Nevada Partnership for Homeless Youth, Clark County Department of Family Services, Clark County School District Title I HOPE/McKinney-Vento Program, St. Jude's Ranch for Children, Bitfocus, Inc., Clark County Department of Juvenile Justice Services, Youth Advocate Programs, Inc., Seeds2Succeed, Southern Nevada Children First; Clark County Social Service Community Resources Management, HELP of Southern Nevada, Nevada Homeless Alliance, United Way and Silver State Health Services.

Training valued at over $135,000 has been committed for YHDP Team Members and YHDP Projects by the following agencies: Nevada Partnership for Homeless Youth, Square One, The Rape Crisis Center and The Center.

2. The SNH CoC has prepared an eight-month budget for developing a coordinated community plan to prevent and end youth homelessness. This budget includes cash and in-kind goods and services from organizations whose missions' align with the YHDP. All funding commitments have been memorialized in the attachments titled "Letters of Commitment."

Staffing of the YHDP Lead and Team from the Lead Agency – 3,120 hours in the amount of $166,000 from Clark County General Fund; Staffing of the YHDP Teams – 2,868 hours in the amount of $119,986 from Community Partners; YAB Incentives including food served at youth meetings – 16 meetings in the amount of $50 each meeting funded by Community Partners; ZoomGrants – 1 application in the amount of $2,000 funded by the SNH CoC Planning Grant; Miscellaneous Office Supplies – 12 months in the amount of $150 per month funded by CCSS General Fund; Trainings – 5 Sessions in the amount of $130,123 funded by community partners.

Between March and November 2018, Southern Nevada community stakeholders have committed over $70,000, from SNH CoC Planning Grant and private funds from corporate and private donors, to support the contract between the Youth Working Group and Technical Assistance Collaborative (TAC). This partnership will provide facilitation for the planning process of the development of a collaborated community strategy to prevent and end youth homelessness in Southern Nevada.

Data and Evaluation Capacity: 1. Based on the 2017 HIC Total Summary for NV-500, excluding beds provided by victim service providers, there is a 71 percent HMIS bed coverage for households without children; 99.7 percent HMIS bed coverage for households with children; and 100 percent HMIS bed coverage for households with only children. Categorized by program type and population this equates to: ES w/o children 89%; ES w/ children 97%; ES children only 100%; TH w/o children 100%; TH w/ children 100%; TH children only 100%; PH w/o children 53%; PH w/ children 100%; and PH children only 100%.

2. There are currently 100 percent of all types of youth beds, excluding beds provided by victim service providers, covered in HMIS, regardless of funding source. **3.** The SNH CoC HMIS working group, supported by HMIS vendor Bitfocus actively recruits new homeless

projects to HMIS for youth-dedicated projects by providing full support at all stages of implementation. **4.** The SNH CoC supports the transition of new homeless projects with financial resources to assist with any applicable set up fees or licensure. Fees associated with HMIS for homeless projects are generally covered by existing HMIS CoC funding. Complete and robust training and technical assistance are provided to all intake staff with on-site visits readily available upon request for any projects requiring more of a "hands-on" recommendation for incorporating data entry best practices with the existing facility routine – both to minimize any client level changes to their normal intake process and to streamline a more effective transition. The SNH CoC HMIS working group encourages new homeless projects to develop outcomes and outputs that can be tracked in HMIS. Participation in HMIS allows providers to access data in real-time via stock and custom reporting, and includes ongoing training and technical support. Users are also provided access to a fully manned help desk support team via email ticketing system, live chat and phone for easy and fast access to human assistance during the onboarding process and ongoing after participation in HMIS has been established.

   5. The SNH CoC has met all HUD data reporting requirements in the past twelve months, including submission of the PIT and Housing Inventory data into the HDX. **6.** The SNH CoC submitted twelve AHAR table shells that were all accepted and used in the 2016 AHAR. **7.** The SNH CoC gathers youth data from CCSD for the annual PIT count. Students coded as "unaccompanied" in Infinite Campus, the system CCSD uses for enrollment and student information, are surveyed by Title 1 HOPE/McKinney-Vento liaisons at each corresponding school. This data is then disaggregated and sent to the SNH CoC coordinator to include in the youth count data. This information is not stored after it is reported as it does not include identifiable client information.

8. The SNH CoC has implemented the following performance measures throughout all of the homelessness assistance programs. All data is collected, reported and monitored in HMIS. Points are awarded based on success of each measure. 1) Projects that serve 1, 2 or 3 or more of the "harder to serve" homeless populations including: mental illness, alcohol abuse, drug abuse, chronic health conditions, HIV/AIDS, developmental disabilities, physical disabilities, domestic violence, unaccompanied youth under 18 years or unaccompanied TAY 18-24 years. 2) Projects that reduce length of homeless episodes and new and return entries into HMIS. This measure considers percentage of persons in PH over six months, and percentage of leavers who exited to permanent destinations. 3) Projects that increase self-sufficiency as measured by percentage of: individuals with increased or sustained employment; adult with increased or sustained other cash income; and persons with improved education; percentage of adults with increased or sustained mainstream non-cash benefits. The measure associated with improved education was specifically included by the community to take into account youth clients that may be working toward increasing their self-sufficiency by focusing on their education, as youth either may be unable to work due to age restrictions or other barriers. 4) HMIS Participation and Data quality as measured by: percentage of persons who exit to known destinations; percentage of persons with income data updated at least annually; percentage of program data response that is "don't know or refused;" program entry average data entry timeliness; and program exit average data entry timeliness. Each of these category points are totaled and scores below 50 are identified as programs of concern.

9. As modeled by the SNH CoC monitoring process for all homeless providers, the MWG examines fiduciary responsibility, program policies, outcome measures attained, data entry timeliness and quality assurance by conducting desk audits and/or on-site monitoring annually.

Per the CPD Monitoring Handbook, the monitoring ensures that programs take into account the educational needs of homeless children and youth, and includes all referenced items to the Education for Homeless Children and Youth Program. Monitoring reports are provided to agencies within 30 days of the desk audit or on-site monitoring. When issues are identified, the assigned monitors meet with the provider's leadership team, comptroller and program manager to discuss findings, remediation options and development of policies to ensure issues are addressed and corrected.

10. In November 2017, the SNH CoC and community rallied around the first annual Summit to End Youth Homelessness in Southern Nevada, which provided an opportunity for stakeholders to use data to explain the composition of the local homeless youth population and fully understand the needs of youth and gaps in our community that are preventing youth from accessing supportive services that will keep them safely housed. At the Summit, the community used this data to begin developing a strategy to prevent and end youth homelessness. Utilizing public and private funds to facilitate the planning process, Southern Nevada will develop the strategy to prevent and end youth homelessness in our community. The plan will be presented at the second annual Summit in November 2018.

11. The success of projects funded by YHDP in Southern Nevada will be measured by their achievement of the USICH Four Core Outcomes for youth served: safe and stable housing, permanent connections, education/employment and social and emotional well-being. During the YHDP planning process, the community will determine specific target goals for each identified outcome. HMIS and the SNH CoC have already established the mechanisms to track and report on these outcomes which include: % of youth experiencing increased housing stability through transition to safe and stable housing; % of youth experiencing strengthened and ongoing

attachments to families, communities, schools and other positive social networks by developing permanent connections that foster supportive, positive attachments with others; % of youth experiencing an improved transition to independent living and self-sufficiency through access to meaningful education and employment resources that facilitate high performance and completion of educational and training activities and maintenance of adequate and stable employment; and % of youth with an increase in the ability to make informed choices about their health and personal safety, including developing key competencies, attitudes and behaviors that equip them to succeed across multiple domains of daily life, leading to social and emotional well-being.

Southern Nevada will also measure the success of our coordinated community plan and our overall approach to preventing and ending youth homelessness via the following system-level objectives: a decrease in the total number of unaccompanied homeless children and youth in Southern Nevada; a decrease in the rate of unaccompanied homeless children and youth living unsheltered in Southern Nevada; a decrease in the length of time youth remain homeless; for youth who have exited homelessness to permanent housing, a decrease in returns to homelessness; and a decrease in the number of youth who become homeless for the first time.

The ultimate measure of success of the Southern Nevada YHDP will be that the community's coordinated response is working to ensure that homelessness among unaccompanied youth is rare, brief, and non-recurring, and that disparities in access and outcomes among special homeless youth populations are eliminated. Through the YHDP process, Southern Nevada will work toward achieving the USICH February 2018 Criteria and Benchmarks for Achieving the Goal of Ending Youth Homelessness.