

Please note there are questions related to the Scoring and Ranking process that are not captured here. This document only identifies the narrative questions.

All narratives are limited to 2,500 characters unless otherwise noted.

2A-1. Reduction in the Number of First Time Homeless–Risk Factors. Describe in the field below 1. how your CoC determined which risk factors your CoC uses to identify persons becoming homeless for the first time; 2. how your CoC addresses individuals and families at risk of becoming homeless; and 3. provide the name of the organization or position title that is responsible for overseeing your CoC's strategy to reduce the number of individuals and families experiencing homelessness for the first time or to end homelessness for individuals and families. Limit 2,500 Characters	1) The Data and Systems Improvement Work Group analyzes homeless and community data and its trends to understand homelessness and implement systemwide improvement strategies. A lead driver of homelessness is the lack of affordable housing. The National Low Income Housing Coalition cited Nevada as only having 18 out of 100 units available for every very low-income renter and a person working at minimum wage must work 74 hours weekly to afford a 1-bedroom unit at Fair Market Rent. These local conditions contribute to the number of first-time homeless increasing; thankfully, NV-500 expanded non-congregate shelters and rapid rehousing projects that unsheltered homelessness increased at a much slower rate. NV-500 recognizes certain populations are at increased risk for homelessness due to racial/LGBTQ+ inequities. In alignment with public health models, NV-500 understands zip codes of the biggest predictors of outcomes. In looking at juvenile justice, health outcome and homeless data, there are 10 zip codes that have been prioritized as high-need in the County. 2) NV-500 is expanding Housing Problem Solving to prevent first time homeless, identify personal resources to reduce length of time homeless and increase successful exits to permanent destinations and use non-system solutions. To reduce first time homeless, NV-500 engages in community-building efforts to partner with organizations who serve populations with shared risk/protective factors and provide services within high-need zip codes; homelessness will not be solved by CoCs alone but rather through collective impact. NV-500 works to coordinate local, state, federal and private funds to provide rental assistance and increase permanent and affordable housing development. 3) The NV-500 Board is informed by the Data and Systems Work Group and local experts. The work groups are assigned strategies to address risk factors. The Housing Problem Solving Collab. focuses on expanding housing problem solving conversation. The Steering Committee leads new partnerships. The 4 jurisdictional partners work to expand housing capacity by leveraging dollars and overseeing projects with affordable housing developers, like Foresight Companies. The NV Housing Coalition and NV Homeless Alliance focus on advocacy/education. The Shared Housing Collab. focuses on house mate matching to help alleviate high rental costs. The Youth Work Group (includes McKinney Vento liaison) focuses on youth specific determinants.
2A-2. Length of Time Homeless–Strategy to Reduce. (All Applicants) Describe in the field below: 1. your CoC's strategy to reduce the length of time individuals and persons in families remain homeless; 2. how your CoC identifies and houses individuals and persons in families with the longest lengths of time homeless; and 3. provide the name of the organization or position title that is responsible for overseeing your CoC's strategy to reduce the length of time individuals and families remain homeless. Limit 2,500 Characters	1) While the average length of time homeless (LOTH) has increased, there are 2 primary barriers: data quality and length of time on the community queue. One of the data quality concerns is around exits. While automatic exits are established these pull the average LOTH up. NV-500 is always looking to additional resources to increase capacity around street outreach efforts. Street outreach has been prioritized with this proposal. LOTH is also extended each time a client has a note entered their HMIS file. The Data and Systems Improvement Work Group is currently in the process of developing a Data Quality Monitoring Plan that will supplement and expand the statewide Data Quality Plan implemented by HMIS system administrator, Bitfocus, Inc. NV-500 has multiple strategies to address contributing factors of long wait times on the queue. Bridge housing provides low-barrier shelter for people as they wait for a permanent housing unit and staff can prepare client for housing quickly locate the client and streamline connection to permanent housing, significantly increases the likelihood of completing the coordinated entry referral and reducing LOTH. Second, long wait times on the queue can be attributed to the current housing market and lack of available, affordable units. County general funds incentivize landlord to prioritize units for the homeless population. A team of landlord specialist conducts outreach and educates landlords to increase the number of units and improve system flow. NV-500 provides right-size assistance and the most intensive programs (PSH) are reserved for the most vulnerable clients. 2) The coordinated entry system's assessment tools identify individuals and families with the longest LOTH, the most vulnerable, and those who have recently re-entered homelessness to offer the most appropriate level of intervention to end homelessness as quickly as possible. NV-500 targets long stayers of shelters to support exits to housing by reducing barriers to exit and ultimately LOTH. 3) The Coordinated Entry Services Work Group and Data and Systems Work group are the two primary agencies who monitor LOTH and provide recommendations for system improvements. County staff monitor implementation of bridge housing, the 4 jurisdictions work to expand affordable housing, and the County's Resource and Development Unit oversee landlord incentives and landlord specialist. The Emergency Shelter Learning Collab. provides oversight of long-term stayers of shelters.
2A-3. Successful Permanent Housing Placement or Retention. (All Applicants) Describe in the field below how your CoC will increase the rate that individuals and persons in families residing in: 1. emergency shelter, safe havens, transitional housing, and rapid rehousing exit to permanent housing destinations; and	1) NV-500's strategy to increase rates of exits to permanent destinations includes a focus on case managers at all levels providing housing navigation services to clients, especially those in congregate and non-congregate shelters. A recent shift to fully embrace housing first allowed transformation within service delivery and increased capacity for comprehensive supportive services to promote participant self-sufficiency. This focus also served as a retention strategy as case managers worked with clients to help break down barriers and become document ready to enter their permanent housing unit. This effort was valued by landlords who saw the agency level of support and committed to accepting clients who would not pass traditional background or financial checks but were backed by an agency providing 24/7 assistance. This year, NV-500 launched the housing problem solving initiative that includes prevention, diversion, and rapid exit furthering helping individuals quickly exit shelters to permanent housing destinations. The housing problem solving strategy encourages accessing unique resources and addressing specific needs of a household to secure permanent housing solutions. 2) To increase the rate permanent housing clients obtain and retain permanent housing, NV-500 uses the following strategies: a) State and County dedicated funds increase affordable housing units through capital development and supportive policies for builders. b) County funding for the Landlord Engagement and Property Services team who educates landlords and

<p>2. permanent housing projects retain their permanent housing or exit to permanent housing destinations. Limit 2,500 Characters</p>	<p>provide ongoing support to increase inventory, prevent client evictions, host a 24/7 landlord hotline, implement a risk mitigation fund to support repairs and home modifications, and develop a marketing strategy to increase shared housing options. c) Case managers work with clients to find housing units that fit client budgets so that clients can visualize self-sufficiency and exit from programs while remaining stably housed and independent. d) Case managers are able to connect eligible people to SSI/SSDI Outreach, Access and Recovery (SOAR) benefits as a sustainable source of income. e) The Moving On Working Group includes members of housing providers, the local public housing authority, private funders, and people with lived experience to support exits to permanent destinations through housing vouchers, affordable housing programs, subsidized housing options and connections to community-based services.</p>
<p>2A-4. Returns to Homelessness—CoC's Strategy to Reduce Rate. (All Applicants) Describe in the field below: 1. how your CoC identifies individuals and families who return to homelessness; 2. your CoC's strategy to reduce the rate of additional returns to homelessness; and 3. provide the name of the organization or position title that is responsible for overseeing your CoC's strategy to reduce the rate individuals and persons in families return to homelessness. Limit 2,500 Characters</p>	<p>1) CoC Street outreach and coordinated entry assessment tools collect information around returns to homelessness from the client at engagement. The coordinated entry call-line allows past clients familiar with the system and who may have limited transportation to call for a housing assessment. This information is also posted to the NV-500 website. HMIS allows NV-500 to analyze demographic, trends and rates of persons and families who return to homelessness. In addition to evaluating system-wide return rates , individual agencies can monitor their own programs' rates of return. By running a Program Recidivism Report from HMIS, programs can determine the number of clients who exited during a specific date range, the number of clients that exited to permanent destinations, and the number of clients returning to homelessness. Programs can also review the average number of days from program exit to re-entry. These agency-level reports encourage agencies to evaluate their approach to housing people, including considering permanency of exit destination and post follow-up supports. 2) The local jurisdictions work to leverage additional funds to support robust supportive services that empower clients to become self-sufficient. Case managers work to connect clients to supportive services including counseling, treatment and other services that support client stability. To reduce returns to homelessness, clients receive assistance in accessing mainstream benefits and other community resources they can rely on after program exit. Providers offer tenancy training that teaches clients landlord interaction and how to be a successful tenant. Program graduates are encouraged to remain in touch with case managers. CoC providers continue to check-in and provide supportive services for 6 months post discharge. Several providers plan social events, like going to a baseball game, to normalize a client's transition from homelessness to housing. 3) The Data and System Work Group tracks return rates at the system-level. The Monitoring Work Group evaluates project performance, including returns to homelessness, through annual external monitoring. Each provider has a Partner Agency Data Lead who regularly meets with the system administrator, Bitfocus, receives technical assistance and training. This person can pull the necessary HMIS report. At least annually, the Board reviews system performance/returns to homelessness.</p>
<p>2A-5. Increasing Employment Cash Income—Strategy. (All Applicants) Describe in the field below: 1. the strategy your CoC has implemented to increase employment cash sources; 2. how your CoC works with mainstream employment organizations to help individuals and families increase their cash income; and 3. provide the organization name or position title that is responsible for overseeing your CoC's strategy to increase income from employment. Limit 2,500 Characters</p>	<p>1) The NV-500 is constantly working with stakeholders to provide workforce development and training to clients. Recently, Clark County Social Service launched two workforce development projects to aid in quality-of-life improvements for clients: The Culinary Academy of Las Vegas and the BETterment Program. NV-500 also continues working with Board member, Workforce Connections, to strengthen partnerships and implement strategies to provide broader access to employment/training services to individuals experiencing homelessness, including new access points for training and employment. Libraries currently serve as access points and providers refer to the nearest location. Youth providers have established a hiring preference for their clients at area Terrible Herbst gas stations. The largest emergency shelter provider has set aside 65 beds for clients who are employed to allow them a consistent place to stay while they work towards self-sufficiency through the Renewing Hope project. 2) The City of Las Vegas partners with a staffing agency to employ individuals accessing services at the Courtyard Homeless Resource Center in positions such as operations worker or peer navigator. Providers ResCare and HELP receive WIOA funds for workforce training and skills development, like resume building and how to have a successful interview. Vegas PBS also provides vocational assistance and adult education to increase access to employment. To help individuals and families increase their cash income, agency advocates work with clients to address barriers to employment such as lack of job training and criminal history. Intensive case managers address employment at the start of, during and after exiting the program. Clients are referred to Nevada Partners, Workforce Connections, and others job skill training and employment assistance agencies. More long-term, the youth providers have worked with the University of Las Vegas, Nevada to establish a scholarship program for students who have experienced housing insecurity. This program serves as a pathway to education and professional careers. 3) Oversight of the NV-500's strategy to increase job and income growth from employment is provided by the Monitoring Work Group. The Monitoring Work Group evaluates project performance, including cash income/employment, through annual external monitoring. This measure is also used by the Evaluation Work Group in the scoring of project applications in the local competition.</p>
<p>2A-5a. Increasing Non-employment Cash Income—Strategy. (All Applicants) Special NOFO Section VII.B.2.f. Describe in the field below: 1. the strategy your CoC has implemented to increase non-employment cash income;</p>	<p>1) To increase non-employment cash income, SSI/SSDI Outreach, Access and Recovery (SOAR) trained case managers work with clients to identify potential retirement benefits, SSI/SSDI, alimony & child support. When needed, providers can refer to nonprofit legal services to help obtain child support, alimony, other spousal support, and unemployment benefits. Former foster youth in the Step-Up program receive a monthly stipend of \$773. 2) To increase non-employment cash benefits, case managers encourage all clients to apply for and assist clients with applications for mainstream benefits such as Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP), Women Infant Children (WIC), and Urban League for early childhood education. Mainstream Programs Basic Training teaches providers on the application process and many providers offer on-site application support to clients. Homeless service providers refer Veterans to specific Veterans Affairs resources.</p>

<p>2. your CoC's strategy to increase access to non-employment cash sources; and</p> <p>3. provide the organization name or position title that is responsible for overseeing your CoC's strategy to increase non-employment cash income.</p>	<p>3) The Nevada Department of Health and Human Services process all of the SSI/SSDI Outreach, Access and Recovery (SOAR) applications. All SOAR-related activities at the program-level are tracked through HMIS. The state Division of Welfare and Supportive Services provides oversight for the TANF benefit. The state Division of Child and Family Services oversees the former foster care stipend. Nevada Homeless Alliance provides oversight of the Mainstream Programs Basic Training. Homeless service providers are responsible through case management to provide legal referrals to clients as appropriate. The Monitoring Work Group evaluates project performance, including non-employment cash income, through annual external monitoring. This measure is also used by the Evaluation Work Group in the scoring of project applications in the local competition. Since 2021, the collaborative applicant works alongside the State Dept. of Public and Behavioral Health's Medicaid Office on the 1915i waiver, including standards of care, that once approved will allow SOAR activities to be reimbursed by Medicaid.</p>																																																																																																																
<p>2B-1. Inclusive Structure and Participation– Participation in Coordinated Entry. (All Applicants)</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;"></th><th style="text-align: center;">Participated in CoC Meetings 5/1/2021- 4/30/2022</th><th style="text-align: center;">Voted, Including Electing CoC Board Members 5/1/2021- 4/30/2022</th><th style="text-align: center;">Participated in CES 5/1/2021-4/30/2022</th></tr> </thead> <tbody> <tr> <td>Affordable Housing Developers</td><td style="text-align: center;">Yes</td><td style="text-align: center;">Yes</td><td style="text-align: center;">No</td></tr> <tr> <td>Agencies serving survivors of human trafficking</td><td style="text-align: center;">Yes</td><td style="text-align: center;">Yes</td><td style="text-align: center;">Yes</td></tr> <tr> <td>CBDG/HOME/ESG Entitlement Jurisdiction</td><td style="text-align: center;">Yes</td><td style="text-align: center;">Yes</td><td style="text-align: center;">Yes</td></tr> <tr> <td>Disability Advocates</td><td style="text-align: center;">Yes</td><td style="text-align: center;">Yes</td><td style="text-align: center;">No</td></tr> <tr> <td>Disability Service Organizations</td><td style="text-align: center;">Yes</td><td style="text-align: center;">Yes</td><td style="text-align: center;">Yes</td></tr> <tr> <td>EMS/Crisis Response Teams</td><td style="text-align: center;">Yes</td><td style="text-align: center;">Yes</td><td style="text-align: center;">Yes</td></tr> <tr> <td>Homeless or Formerly Homeless Persons</td><td style="text-align: center;">Yes</td><td style="text-align: center;">Yes</td><td style="text-align: center;">No</td></tr> <tr> <td>Hospital(s)</td><td style="text-align: center;">No</td><td style="text-align: center;">No</td><td style="text-align: center;">Yes To refer to the RITA NCS</td></tr> <tr> <td>Indian Tribes and Tribally Designated Housing Entities (TDHEs) (Tribal Organizations)</td><td style="text-align: center;">Yes</td><td style="text-align: center;">Yes</td><td style="text-align: center;">No</td></tr> <tr> <td>Law Enforcement</td><td style="text-align: center;">Yes</td><td style="text-align: center;">Yes</td><td style="text-align: center;">No</td></tr> <tr> <td>Lesbian, Gay, Bisexual, Transgender (LGBTQ+) Advocates</td><td style="text-align: center;">Yes</td><td style="text-align: center;">Yes</td><td style="text-align: center;">No</td></tr> <tr> <td>LGBTA+ Service Organizations</td><td style="text-align: center;">Yes</td><td style="text-align: center;">Yes</td><td style="text-align: center;">Yes See survey</td></tr> <tr> <td>Local Government Staff/Officials</td><td style="text-align: center;">Yes</td><td style="text-align: center;">Yes</td><td style="text-align: center;">Yes</td></tr> <tr> <td>Local Jail(s)</td><td style="text-align: center;">No</td><td style="text-align: center;">No</td><td style="text-align: center;">Yes</td></tr> <tr> <td>Mental Health Service Organizations</td><td style="text-align: center;">Yes</td><td style="text-align: center;">Yes</td><td style="text-align: center;">Yes CrossRoads receives referrals from the matchers.</td></tr> <tr> <td>Mental Illness Advocates</td><td style="text-align: center;">Yes</td><td style="text-align: center;">Yes</td><td style="text-align: center;">No</td></tr> <tr> <td>Organizations led by and serving Black, Brown, Indigenous, and other People of Color</td><td style="text-align: center;">Yes</td><td style="text-align: center;">Yes</td><td style="text-align: center;">Yes</td></tr> <tr> <td>Organizations led by and serving LGBTQ+ persons</td><td style="text-align: center;">Yes</td><td style="text-align: center;">Yes</td><td style="text-align: center;">Yes See survey</td></tr> <tr> <td>Organizations led by and serving people with disabilities</td><td style="text-align: center;">Yes</td><td style="text-align: center;">Yes</td><td style="text-align: center;">Yes CPLC</td></tr> <tr> <td>Other homeless subpopulation advocates</td><td style="text-align: center;">Yes</td><td style="text-align: center;">Yes</td><td style="text-align: center;">No</td></tr> <tr> <td>Public Housing Authority</td><td style="text-align: center;">Yes</td><td style="text-align: center;">Yes</td><td style="text-align: center;">Yes</td></tr> <tr> <td>School Administrators/Homeless Liaisons</td><td style="text-align: center;">Yes</td><td style="text-align: center;">Yes</td><td style="text-align: center;">No</td></tr> <tr> <td>State Domestic Violence Coalition</td><td style="text-align: center;">Nonexistent</td><td style="text-align: center;">No</td><td style="text-align: center;">No</td></tr> <tr> <td>State Sexual Assault Coalition</td><td style="text-align: center;">Nonexistent</td><td style="text-align: center;">No</td><td style="text-align: center;">No</td></tr> <tr> <td>Street Outreach Teams</td><td style="text-align: center;">Yes</td><td style="text-align: center;">No</td><td style="text-align: center;">Yes</td></tr> <tr> <td>Substance Abuse Advocates</td><td style="text-align: center;">Yes</td><td style="text-align: center;">No</td><td style="text-align: center;">No</td></tr> <tr> <td>Substance Abuse Service Organizations</td><td style="text-align: center;">Yes</td><td style="text-align: center;">No</td><td style="text-align: center;">Yes CrossRoads</td></tr> </tbody> </table>		Participated in CoC Meetings 5/1/2021- 4/30/2022	Voted, Including Electing CoC Board Members 5/1/2021- 4/30/2022	Participated in CES 5/1/2021-4/30/2022	Affordable Housing Developers	Yes	Yes	No	Agencies serving survivors of human trafficking	Yes	Yes	Yes	CBDG/HOME/ESG Entitlement Jurisdiction	Yes	Yes	Yes	Disability Advocates	Yes	Yes	No	Disability Service Organizations	Yes	Yes	Yes	EMS/Crisis Response Teams	Yes	Yes	Yes	Homeless or Formerly Homeless Persons	Yes	Yes	No	Hospital(s)	No	No	Yes To refer to the RITA NCS	Indian Tribes and Tribally Designated Housing Entities (TDHEs) (Tribal Organizations)	Yes	Yes	No	Law Enforcement	Yes	Yes	No	Lesbian, Gay, Bisexual, Transgender (LGBTQ+) Advocates	Yes	Yes	No	LGBTA+ Service Organizations	Yes	Yes	Yes See survey	Local Government Staff/Officials	Yes	Yes	Yes	Local Jail(s)	No	No	Yes	Mental Health Service Organizations	Yes	Yes	Yes CrossRoads receives referrals from the matchers.	Mental Illness Advocates	Yes	Yes	No	Organizations led by and serving Black, Brown, Indigenous, and other People of Color	Yes	Yes	Yes	Organizations led by and serving LGBTQ+ persons	Yes	Yes	Yes See survey	Organizations led by and serving people with disabilities	Yes	Yes	Yes CPLC	Other homeless subpopulation advocates	Yes	Yes	No	Public Housing Authority	Yes	Yes	Yes	School Administrators/Homeless Liaisons	Yes	Yes	No	State Domestic Violence Coalition	Nonexistent	No	No	State Sexual Assault Coalition	Nonexistent	No	No	Street Outreach Teams	Yes	No	Yes	Substance Abuse Advocates	Yes	No	No	Substance Abuse Service Organizations	Yes	No	Yes CrossRoads
	Participated in CoC Meetings 5/1/2021- 4/30/2022	Voted, Including Electing CoC Board Members 5/1/2021- 4/30/2022	Participated in CES 5/1/2021-4/30/2022																																																																																																														
Affordable Housing Developers	Yes	Yes	No																																																																																																														
Agencies serving survivors of human trafficking	Yes	Yes	Yes																																																																																																														
CBDG/HOME/ESG Entitlement Jurisdiction	Yes	Yes	Yes																																																																																																														
Disability Advocates	Yes	Yes	No																																																																																																														
Disability Service Organizations	Yes	Yes	Yes																																																																																																														
EMS/Crisis Response Teams	Yes	Yes	Yes																																																																																																														
Homeless or Formerly Homeless Persons	Yes	Yes	No																																																																																																														
Hospital(s)	No	No	Yes To refer to the RITA NCS																																																																																																														
Indian Tribes and Tribally Designated Housing Entities (TDHEs) (Tribal Organizations)	Yes	Yes	No																																																																																																														
Law Enforcement	Yes	Yes	No																																																																																																														
Lesbian, Gay, Bisexual, Transgender (LGBTQ+) Advocates	Yes	Yes	No																																																																																																														
LGBTA+ Service Organizations	Yes	Yes	Yes See survey																																																																																																														
Local Government Staff/Officials	Yes	Yes	Yes																																																																																																														
Local Jail(s)	No	No	Yes																																																																																																														
Mental Health Service Organizations	Yes	Yes	Yes CrossRoads receives referrals from the matchers.																																																																																																														
Mental Illness Advocates	Yes	Yes	No																																																																																																														
Organizations led by and serving Black, Brown, Indigenous, and other People of Color	Yes	Yes	Yes																																																																																																														
Organizations led by and serving LGBTQ+ persons	Yes	Yes	Yes See survey																																																																																																														
Organizations led by and serving people with disabilities	Yes	Yes	Yes CPLC																																																																																																														
Other homeless subpopulation advocates	Yes	Yes	No																																																																																																														
Public Housing Authority	Yes	Yes	Yes																																																																																																														
School Administrators/Homeless Liaisons	Yes	Yes	No																																																																																																														
State Domestic Violence Coalition	Nonexistent	No	No																																																																																																														
State Sexual Assault Coalition	Nonexistent	No	No																																																																																																														
Street Outreach Teams	Yes	No	Yes																																																																																																														
Substance Abuse Advocates	Yes	No	No																																																																																																														
Substance Abuse Service Organizations	Yes	No	Yes CrossRoads																																																																																																														

	<table border="1"> <tr><td>Victim Service Providers</td><td>Yes</td><td>Yes</td><td>Yes</td></tr> <tr><td>Domestic Violence Advocates</td><td>Yes</td><td>Yes</td><td>No</td></tr> <tr><td>Other Victim Service Organizations</td><td>Yes</td><td>Yes</td><td>Yes</td></tr> <tr><td>Youth Advocates</td><td>Yes</td><td>Yes</td><td>No</td></tr> <tr><td>Youth Homeless Organizations</td><td>Yes</td><td>Yes</td><td>Yes</td></tr> <tr><td>Youth Service Providers</td><td>Yes</td><td>Yes</td><td>Yes</td></tr> <tr><td>Other:</td><td>MCO (Anthem Blue Cross and Blue Shield)</td><td>Yes</td><td>Yes</td></tr> <tr><td>Other:</td><td>Faith Based Organizations (Promise Land Community Church)</td><td>Yes</td><td>No</td></tr> </table>	Victim Service Providers	Yes	Yes	Yes	Domestic Violence Advocates	Yes	Yes	No	Other Victim Service Organizations	Yes	Yes	Yes	Youth Advocates	Yes	Yes	No	Youth Homeless Organizations	Yes	Yes	Yes	Youth Service Providers	Yes	Yes	Yes	Other:	MCO (Anthem Blue Cross and Blue Shield)	Yes	Yes	Other:	Faith Based Organizations (Promise Land Community Church)	Yes	No	
Victim Service Providers	Yes	Yes	Yes																															
Domestic Violence Advocates	Yes	Yes	No																															
Other Victim Service Organizations	Yes	Yes	Yes																															
Youth Advocates	Yes	Yes	No																															
Youth Homeless Organizations	Yes	Yes	Yes																															
Youth Service Providers	Yes	Yes	Yes																															
Other:	MCO (Anthem Blue Cross and Blue Shield)	Yes	Yes																															
Other:	Faith Based Organizations (Promise Land Community Church)	Yes	No																															
2B-2. Open Invitation for New Members. (All Applicants) Special NOFO Section VII.B.3.a.(2), V.B.3.g. Describe in the field below how your CoC: 1. communicated the invitation process annually to solicit new members to join the CoC; 2. ensured effective communication with individuals with disabilities, including the availability of accessible electronic formats; 3. conducted outreach to ensure persons experiencing homelessness or formerly homeless persons are encouraged to join your CoC; and 4. invited organizations serving culturally specific communities experiencing homelessness in the geographic area to address equity (e.g., Black, Latino, Indigenous, other People of Color, persons with disabilities).	<p>1) The solicitation of new CoC members occurs year-round. The membership form is publicly posted to the NV-500 website. The Governance Working Group provides targeted member recruitment throughout the year and each January, the CoC hosts a general membership meeting that serves as a platform to educate interested stakeholders on the role of the CoC and how to get involved. In Jan 2022, 50 people attended the general membership meeting and since October 2021, 21 new individuals completed the NV-500 membership application and joined the CoC. Funding opportunities are a fantastic recruitment strategy and in July and August there were 22 new agencies who attended virtual CoC Introduction trainings in preparation of the Special NOFO local competition.</p> <p>2) NV-500 does not discriminate against people with disabilities from engaging in CoC related activities. All NV-500 Board and working group meetings occur through video-conferencing platforms with auxiliary aids available, including transcripts and subtitles. Requests for reasonable accommodations are made as needed. All materials are available through electronic format either on the website, fax or email. Meeting agendas are sent out two to seven days in advance to allow participants a chance to review and understand the items scheduled for discussion.</p> <p>3) NV-500, in partnership with the Nevada Homeless Alliance, conducts outreach to ensure people with lived experience (PLE) of homelessness are invited to join the CoC. Two seats are dedicated to PLE, one general seat and one specific to a member of the Youth Action Board. Private foundation funding has been committed for stipends for youth PLE to compensate them for their participation in CoC activities over the next two years.</p> <p>4) NV-500 maintains diverse membership, including organizations that serve culturally specific communities experiencing homelessness. Promise Land Community Church serving the Black community, Asian Community Development Council, Indian Voices, Chicanos por La Causa Nevada, Jewish Family Services Agency, The LGBTQ Center of Southern Nevada, Southern Nevada Adult Mental Health Services, True Beginnings, Veterans Administration, and U.S. Vets. The Cupcake Girls, Nevada Coalition to Prevent the Sexual Exploitation of Children and The Embracing Project serve trafficked and exploited individuals.</p>																																	
2B-3. CoC's Strategy to Solicit/Consider Opinions on Preventing and Ending Homelessness. (All Applicants) Describe in the field below how your CoC: 1. solicited and considered opinions from a broad array of organizations and individuals that have knowledge of homelessness or an interest in preventing and ending homelessness; 2. communicated information during public meetings or other forums your CoC uses to solicit public information; and 3. took into consideration information gathered in public meetings or forums to address improvements or new approaches to preventing and ending homelessness.	<p>1) NV-500 solicits feedback from a wide array of stakeholders and people with lived experience through formal and informal pathways. Formal pathways are defined in the governance structure and include the Board and each of the 18 work groups. These formal meetings are a platform for stakeholders to facilitate discussions on how to systematically coordinate local approaches to prevent and end homelessness. Work Groups report to the Steering Committee and Board monthly to ensure progress on action items and initiatives. NV-500 members serving culturally specific communities noted in 1B-2 and persons with lived experience are active in the work groups. Out of a random sample of 38 NV-500 members, 21% had lived experience of homelessness, with the majority also experiencing unsheltered situations. Informal pathways include people with lived experience, community providers and the broader community participating in listening sessions to inform system efforts. At the Board's direction, the Community Engagement Work Group is developing a plan to best engage people with lived experience in the CoC.</p> <p>2) All Board meeting agendas, policies, procedures, and standards are publicly posted in compliance with the Nevada Open Meeting Law and each meeting has 2 opportunities for public comment on these and other topics. Each work group submits a report to the Board and discussion of these reports remains a standing agenda item. All reports are maintained on NV-500's website. Work group meetings are posted publicly on the website as an invitation for public attendance.</p> <p>3) This past year NV-500 facilitated an inclusive and participatory process to gather information from people with lived experience, community providers and the broader community. Information gleaned guided needs assessments, comprehensive community plans, priorities and grant proposals. Client listening sessions often aligned with provider feedback; however, clients emphasized expanding street outreach efforts, which allowed street outreach projects to be prioritized in the unsheltered homelessness NOFO submission. Beyond the working groups NV-500 convened listening sessions, strategy sessions, consortium meetings, quality improvement groups and disseminated</p>																																	

Limit 2,500 Characters	surveys to understand and improve the homeless system of care. Through these collaborations, NV-500 works to equitably implement new approaches to prevent and end homelessness, including performance of the coordinated entry system.																														
<p>2B-4. Public Notification for Proposals from Organizations Not Previously Funded. (All Applicants) Special NOFO Section VII.B.3.a.(4) Describe in the field below how your CoC notified the public:</p> <ol style="list-style-type: none"> 1. that your CoC's local competition was open and accepting project applications; 2. that your CoC will consider project applications from organizations that have not previously received CoC Program funding; 3. about how project applicants must submit their project applications; 4. about how your CoC would determine which project applications it would submit to HUD for funding; and 5. how your CoC effectively communicated with individuals with disabilities, including making information accessible in electronic formats. <p>Limit 2,500 characters</p>	<p>1) NV-500 encouraged new organizations to apply for CoC funding through the local competition. 15 new agencies applied and 9 were selected for the Special NOFO. Public notification included posting to NV-500 website, press releases to media with broad circulation, announcements at community meetings and word-of-mouth. NV-500 and partner agencies, including United Way of Southern Nevada, sent announcements to e-mail distribution lists that are broader than existing CoC membership. NV-500 provided CoC Intro trainings to 22 new agencies on 7/21/22 and 8/8/22. 2) To support and encourage new project applications from organizations that have not previously received CoC funding, NV-500 staff hosted multiple trainings and office hours, provided 1:1 consultations, and provided written feedback to both approved and rejected applicants. Project Application Instructions, Scoring and Ranking Policies and Procedures, and scoring tools were posted to the NV-500 website. Regular emails, website postings, updated FAQs and technical assistance sessions kept applicants informed throughout the process. 3) All press releases and notification of the Special NOFO included information on how applicants were to submit project applications in the zoomgrants portal and included timelines for submission. This information was reiterated during webinars, trainings, and emails. Scoring tools were publicly available to support applicants in their responses and a virtual resource library was provided to support applicants new to federal grants. 4) Scoring and Ranking Policies and Procedures and ranking tools to guide the selection and ranking of projects were developed with guidance from the Evaluation Working Group and people with lived experience of homelessness. The Plan to Address Unsheltered Homelessness served as a guide that prioritized the needs of the unsheltered population. Scoring and Ranking Team selected projects that met the prioritization and ensured that project submissions included a variety of strategies including leveraged housing and healthcare resources. Scoring and Ranking was done publicly and approved by the NV-500 Board. 5) The local application process was conducted virtually this year. All trainings and meetings used video-conferencing platforms with closed captioning capability. All written materials and webinar recordings were posted publicly so that all participants, including those with disabilities, could view the material.</p>																														
<p>2C-1. Coordination with Federal, State, Local, Private, and Other Organizations. (All Applicants)</p>	<table border="1" data-bbox="744 1051 3077 1896"> <thead> <tr> <th data-bbox="753 1058 1723 1136">Entities or Organizations Your CoC Coordinates with for Planning or Operations of Projects</th> <th data-bbox="1723 1058 2833 1136">Coordinates with the Planning or Operations of Projects?</th> </tr> </thead> <tbody> <tr> <td data-bbox="753 1136 1723 1178">Funding Collaboratives</td> <td data-bbox="1723 1136 2833 1178">Yes</td> </tr> <tr> <td data-bbox="753 1178 1723 1220">Head Start Program</td> <td data-bbox="1723 1178 2833 1220">No</td> </tr> <tr> <td data-bbox="753 1220 1723 1262">Housing and services programs funded through local government</td> <td data-bbox="1723 1220 2833 1262">Yes</td> </tr> <tr> <td data-bbox="753 1262 1723 1341">Housing and services programs funded through other federal resources (non-CoC)</td> <td data-bbox="1723 1262 2833 1341">Yes</td> </tr> <tr> <td data-bbox="753 1341 1723 1419">Housing and services programs funded through private entities, including Foundations</td> <td data-bbox="1723 1341 2833 1419">Yes</td> </tr> <tr> <td data-bbox="753 1419 1723 1461">Housing and services programs funded through State Government</td> <td data-bbox="1723 1419 2833 1461">Yes</td> </tr> <tr> <td data-bbox="753 1461 1723 1539">Housing and services programs funded through U.S. Department of Justice (DOJ)</td> <td data-bbox="1723 1461 2833 1539">Yes Christy Shannon receives Victims of Crimes –NV 500 receives for HMIS support</td> </tr> <tr> <td data-bbox="753 1539 1723 1581">Housing Opportunities for Persons with AIDS (HOPWA)</td> <td data-bbox="1723 1539 2833 1581">Yes</td> </tr> <tr> <td data-bbox="753 1581 1723 1660">Indian Tribes and Tribally Designated Housing Entities (TDHEs) (Tribal Organizations)</td> <td data-bbox="1723 1581 2833 1660">Yes</td> </tr> <tr> <td data-bbox="753 1660 1723 1738">Organizations led by and service Black, Brown, Indigenous and other People of Color</td> <td data-bbox="1723 1660 2833 1738">Yes</td> </tr> <tr> <td data-bbox="753 1738 1723 1780">Organizations led by and serving LGBTQ+ persons</td> <td data-bbox="1723 1738 2833 1780">Yes</td> </tr> <tr> <td data-bbox="753 1780 1723 1822">Organizations led by and serving people with disabilities</td> <td data-bbox="1723 1780 2833 1822">Yes</td> </tr> <tr> <td data-bbox="753 1822 1723 1864">Private Foundations</td> <td data-bbox="1723 1822 2833 1864">No</td> </tr> <tr> <td data-bbox="753 1864 1723 1907">Public Housing Authorities</td> <td data-bbox="1723 1864 2833 1907">Yes</td> </tr> </tbody> </table>	Entities or Organizations Your CoC Coordinates with for Planning or Operations of Projects	Coordinates with the Planning or Operations of Projects?	Funding Collaboratives	Yes	Head Start Program	No	Housing and services programs funded through local government	Yes	Housing and services programs funded through other federal resources (non-CoC)	Yes	Housing and services programs funded through private entities, including Foundations	Yes	Housing and services programs funded through State Government	Yes	Housing and services programs funded through U.S. Department of Justice (DOJ)	Yes Christy Shannon receives Victims of Crimes –NV 500 receives for HMIS support	Housing Opportunities for Persons with AIDS (HOPWA)	Yes	Indian Tribes and Tribally Designated Housing Entities (TDHEs) (Tribal Organizations)	Yes	Organizations led by and service Black, Brown, Indigenous and other People of Color	Yes	Organizations led by and serving LGBTQ+ persons	Yes	Organizations led by and serving people with disabilities	Yes	Private Foundations	No	Public Housing Authorities	Yes
Entities or Organizations Your CoC Coordinates with for Planning or Operations of Projects	Coordinates with the Planning or Operations of Projects?																														
Funding Collaboratives	Yes																														
Head Start Program	No																														
Housing and services programs funded through local government	Yes																														
Housing and services programs funded through other federal resources (non-CoC)	Yes																														
Housing and services programs funded through private entities, including Foundations	Yes																														
Housing and services programs funded through State Government	Yes																														
Housing and services programs funded through U.S. Department of Justice (DOJ)	Yes Christy Shannon receives Victims of Crimes –NV 500 receives for HMIS support																														
Housing Opportunities for Persons with AIDS (HOPWA)	Yes																														
Indian Tribes and Tribally Designated Housing Entities (TDHEs) (Tribal Organizations)	Yes																														
Organizations led by and service Black, Brown, Indigenous and other People of Color	Yes																														
Organizations led by and serving LGBTQ+ persons	Yes																														
Organizations led by and serving people with disabilities	Yes																														
Private Foundations	No																														
Public Housing Authorities	Yes																														

	<table border="1"> <tr> <td>Runaway and Homeless Youth (RHY)</td><td>Yes</td></tr> <tr> <td>Temporary Assistance for Needy Families</td><td>Yes</td></tr> <tr> <td>Other:</td><td>Workforce Connect – WIO-A United Way – EFSP</td></tr> </table>	Runaway and Homeless Youth (RHY)	Yes	Temporary Assistance for Needy Families	Yes	Other:	Workforce Connect – WIO-A United Way – EFSP			
Runaway and Homeless Youth (RHY)	Yes									
Temporary Assistance for Needy Families	Yes									
Other:	Workforce Connect – WIO-A United Way – EFSP									
2C-2. CoC Consultation with ESG Program Recipients. (All Applicants) Describe in the field below how your CoC: 1. consulted with ESG Program recipients in planning and allocating ESG funds; 2. participated in evaluating and reporting performance of ESG Program recipients and subrecipients; 3. provided Point-in-Time (PIT) count and Housing Inventory Count (HIC) data to the Consolidated Plan jurisdictions within its geographic area; and 4. provided information to Consolidated Plan Jurisdictions to address homelessness within your CoC's geographic area so it could be addressed in Consolidated Plan update. Limit 2,500 Characters	<p>1) The CoC is an active participant in the bi-monthly Consortium of Participating Jurisdictions where ESG program staff from the funded jurisdictions (Clark County, Las Vegas, North Las Vegas and State) work together to determine the most effective and efficient way to utilize ESG, ESG-CV, CDBG, CDBG-CV and HOME funds. Over the past year, the jurisdictions combined their dollars to ensure robust rapid re-housing throughout the community. Currently, ESG-CV and CDBG-CV jurisdictional funds are pooled to support the local initiative Operation Home! that will permanently house 2,022 people by the end of 2022.</p> <p>2) Strategic Progress, a third-party contractor, monitors all CoC and ESG programs in Southern Nevada with the same criteria. Monitoring reports are shared with all members of the Monitoring and Evaluation Work Groups, which includes ESG staff from the three jurisdictions. These reports and any recommended courses of action are discussed prior to contact with the providers. The Monitoring Work Group works with the local jurisdictions to identify any agencies of concern to ensure that all funds being used to combat homelessness are being used effectively. An Operation Home! Leadership team composed of CoC and ESG stakeholders also monitored progress by receiving updates from work team leads and using this information to adjust implementation.</p> <p>3) Each jurisdiction participates in the planning and coordination of the Point-In-Time (PIT) and Housing Inventory Count (HIC) through the ad hoc Census Sub-Working Group. Participation of ESG jurisdictions helps to ensure the information collected is most useful for the consolidated plan. For this reason, each jurisdiction receives PIT data specific to their areas instead off CoC-wide. One role of the Census Sub-Working Group is to discuss and interpret the PIT data prior to public release. The CoC is responsive to any special data requests by ESG stakeholders throughout the year. In July 2022, the ad hoc group began monthly planning meetings for the January 24, 2023, HIC/PIT.</p> <p>4) Integration of ESG staff and providers into CoC efforts has been very successful in Southern Nevada. Through the CoC Board meetings, ESG jurisdictions stay current on local homeless conditions. The CoC also collaborates on the development of the Consolidated Plans, ensuring that it reflects an agreed upon regional approach to ending homelessness. The HMIS Lead for the CoC is part of the collaboration to ensure a data-driven approach.</p>									
2C-3. Discharge Planning Coordination. (All Applicants)	<table border="1"> <tr> <td>Foster care</td> <td>Yes</td> </tr> <tr> <td>Health care</td> <td>Yes</td> </tr> <tr> <td>Mental health care</td> <td>Yes</td> </tr> <tr> <td>Correctional Facilities</td> <td>Yes</td> </tr> </table>	Foster care	Yes	Health care	Yes	Mental health care	Yes	Correctional Facilities	Yes	
Foster care	Yes									
Health care	Yes									
Mental health care	Yes									
Correctional Facilities	Yes									
2C-4. CoC Collaboration Related to Children and Youth–SEAs, LEAs, School Districts. (All Applicants)	<table border="1"> <tr> <td>Youth Education Provider</td> <td>Yes</td> </tr> <tr> <td>State Education Agency (SEA)</td> <td>Yes, see narrative of 1C-4a</td> </tr> <tr> <td>Local Education Agency (LEA)</td> <td>Yes</td> </tr> <tr> <td>School Districts</td> <td>Yes</td> </tr> </table>	Youth Education Provider	Yes	State Education Agency (SEA)	Yes, see narrative of 1C-4a	Local Education Agency (LEA)	Yes	School Districts	Yes	
Youth Education Provider	Yes									
State Education Agency (SEA)	Yes, see narrative of 1C-4a									
Local Education Agency (LEA)	Yes									
School Districts	Yes									
2C-4a. CoC Collaboration Related to Children and Youth–SEAs, LEAs, School Districts–Formal Partnerships. (All Applicants) Special NOFO Section VII.B.3.d. Describe in the field below: 1. how your CoC collaborates with the entities checked in Question 2C-4; and 2. the formal partnerships your CoC has with the entities checked in Question 2C-4.	<p>1) The McKinney-Vento Community Liaison has established a working relationship with all HUD-funded providers and all public and privately funded emergency shelters in order to identify school-age youth and provide educational advocacy and support as needed. This system-level approach includes enrolling students in school programs, providing school supplies, connections to technology, credit retrieval, and transportation. This team also works to connect the CoC to the other entities identified in 2C-4.</p> <p>2) NV-500 formally partners with the local education agency and local school district, Clark County School District. The Governance Structure specifies a reserved seat for Clark County School District on the Board. Clark County School District is the fifth largest nationally and the only school district serving NV-500's geographic region. The McKinney-Vento Liaison has participated in most Board meetings and is an active member of the Steering Committee and Youth Working Group. Clark County School District and the CoC work in tandem to ensure that students that meet both the HUD and McKinney-Vento definition of homelessness are aware of their rights under federal law and receive the necessary support to exercise those rights. CoC programs that serve youth and families are required to ensure that youth are enrolled in school programs. The CoC works with jurisdictional partners to ensure all local funding also requires youth enrollment in school programs. Title I Hope supports all programs and works to ensure that all youth are enrolled in appropriate educational programs. Through partnership with the Title I HOPE, the CoC establishes points of contact and trains shelter and housing program staff to implement procedures that promote identification and enrollment of students experiencing homelessness. The Title I Hope staff promote the coordinated entry process on behalf of the CoC to further engage families. NV-500 also formally partners with youth education provider and Board member, Workforce Connections. This entity provides oversight of workforce funding, including education and job training programs for 16- to 24-year-old youth. Workforce Connections established One Stop Shops, allowing program staff to refer youth and individuals experiencing homelessness to the nearest library site in each neighborhood to receive educational services.</p>									

2C-4b. CoC Collaboration Related to Children and Youth–Informing Individuals and Families Experiencing Homelessness about Eligibility for Educational Services. (All Applicants)	<p>NV-500 requires all CoC, ESG and locally funded emergency and housing programs to inform individuals and families experiencing homelessness of their eligibility for educational services. Strategic Progress conducts an annual monitor of CoC and ESG funded programs, including a review of the agency's policies and procedures. Strategic Progress ensures each program has an education policy to inform individuals and families who become homeless of their eligibility for education services. Annual monitoring of locally funding programs launched in September 2022. NV-500 has worked with Clark County School District's McKinney Vento's program, Title I Hope, to ensure a CoC-wide process for enrolling students residing in an emergency shelter or housing program. Title I HOPE staff work with community-wide youth programs and ensure school staff and district department staff have access to information regarding procedures to safeguard compliance with the McKinney-Vento Act requiring that all students and staff are aware of current community resources. Title I HOPE Department provides homeless service providers with printed materials regarding their programs. Printed material contains detailed information outlining the services provided by Title I HOPE, qualifications under the McKinney-Vento Act, and contact information for the department should anyone require help accessing their services. In addition, Title I HOPE has made all of their resources and information available electronically by enhancing their public facing website as well as creating an information hub on a Google Site for school district employees. This information will also be promoted on the NV-500 website. The development of relationships through attending CoC Board and working group meetings has improved coordination and collaboration among HOPE liaisons with multiple jurisdictional and community partners. The benefits of these fortified relationships enable Southern Nevada to further develop and strengthen a healthy system of care ensuring that the educational and personal needs of children and families experiencing homelessness are met. The McKinney-Vento Community Liaison sits on the CoC Board, CoC Steering Committee, Youth Working Group and various ad hoc groups as appropriate.</p>												
2C-5. Mainstream Resources–CoC Training of Project Staff. (All Applicants)	<table border="1"> <tr> <td>Food stamps</td><td>No</td></tr> <tr> <td>SSI – Supplemental Security Income</td><td>No</td></tr> <tr> <td>TANF- Temporary Assistance for Needy Families</td><td>No</td></tr> <tr> <td>Substance Abuse Programs</td><td>Yes</td></tr> <tr> <td>Employment Assistance Programs</td><td>No</td></tr> <tr> <td>Other (limit 150 characters)</td><td>Medicaid, LGBTQ+ services, NARCAN, preventative, primary and behavioral healthcare, peer-to-peer</td></tr> </table>	Food stamps	No	SSI – Supplemental Security Income	No	TANF- Temporary Assistance for Needy Families	No	Substance Abuse Programs	Yes	Employment Assistance Programs	No	Other (limit 150 characters)	Medicaid, LGBTQ+ services, NARCAN, preventative, primary and behavioral healthcare, peer-to-peer
Food stamps	No												
SSI – Supplemental Security Income	No												
TANF- Temporary Assistance for Needy Families	No												
Substance Abuse Programs	Yes												
Employment Assistance Programs	No												
Other (limit 150 characters)	Medicaid, LGBTQ+ services, NARCAN, preventative, primary and behavioral healthcare, peer-to-peer												
<p>2C-5a. Mainstream Resources–CoC Collaboration with Project Staff Regarding Healthcare Organizations. (All Applicants) Special NOFO Section VII.B.3.e.</p> <p>Describe in the field below how your CoC:</p> <ol style="list-style-type: none"> 1. systemically provides up-to-date information on mainstream resources available for program participants (e.g., Food Stamps, SSI, TANF, substance abuse programs) within your CoC's geographic area; 2. works with project staff to collaborate with healthcare organizations to assist program participants with enrolling in health insurance; 3. provides assistance to project staff with the effective use of Medicaid and other benefits; and 4. works with projects to promote SOAR certification of program staff. 	<p>1) Since 2009, NV-500 has provided Mainstream Programs Basic Training (MPBT), a free, monthly, training geared toward agencies to increase client access to resources, income, community resources, & mainstream benefits. Trainings are currently available virtually as just-in-time trainings across the continuum. Recorded MPBT sessions focus on client needs such as: Medical and Insurance; Behavioral Health; Income Supports; Veterans; Housing; LGBTQIA+; Domestic Violence/Human Trafficking, and Substance Use. 2) NV-500's Board consists of public and private healthcare organizations to support ongoing collaboration. NV-500 engages managed care organizations (MCOs) and Federally Qualified Health Centers (FQHCs) in discharge planning to prevent clients from being released into homelessness and to wrap clients in a variety of services, including enrollment in health insurance. Last year, a city-funded medical facility dedicated to serving individuals experiencing homelessness who require recuperative medical care and crisis stabilization served 1,563 clients. Nevada Health Centers and Nevada Behavioral Health serve as intake sites and complete coordinated entry housing assessments and complete health insurance enrollments with clients. Collaboration with the Clark Regional Behavioral Health Policy Board focuses on cross-system partnership to build capacity and ensure that all program participants are able to access healthcare services. Several agencies also offer drop-in and mobile healthcare services on-site to provide easier accessibility to healthcare for clients. 3) The CoC and Nevada Dept of Health and Human Services (DHHS which operates Medicaid) have a positive working relationship. DHHS staff attend CoC working group meetings including the Moving On Working Group, and provide regularly scheduled on-site appointments with housing program clients. Cross training between DHHS staff and CoC partners has provided staff with education on the effective use of Medicaid and other benefits. 4) During the past year, NV ranked in the SOAR Top 10 States due to the strong infrastructure of SOAR trained case managers. In FY22, 60 trainees passed the SOAR self-paced online course. In the 2021 legislative session, Nevada obtained approval to develop a 1915i state plan amendment. Once approved by Center for Medicaid and Medicare Services (CMS), NV-500 will leverage Medicaid 1915i for SOAR activities and pre-tenancy support.</p>												
3B-1 and 3B-2 do not apply													

Serving Individuals and Families Experiencing Homelessness with Severe Service Need Southern Nevada Continuum of Care

P-1. Leveraging Housing Resources.

P-1a. Development of New Units for Creation of Housing Opportunities-Leveraging Housing. – Please see the Leveraging Housing Commitment attachment.

P-1b. Development of New Units and Creation of Housing Opportunities- PHA Commitment. - Please see the PHA Commitment attachment.

P-1c. Landlord Recruitment. **1. Current Landlord Recruitment** - The Landlord Engagement and Property Services (LEAPS) team is committed to recruiting landlords, increasing housing inventory, and retaining landlords that actively support tenant-based rental assistance housing programs, subsidized housing programs, and housing vouchers. Through the strategies described below, this team has been instrumental in increasing the housing inventory of NV-500 and quickly matching clients with available units. In order to further expand affordable housing options, the LEAPS team along with community partners have participated in a shared housing learning collaborative and developed a shared housing strategy that is currently being piloted. Full implementation is expected to launch the first quarter of 2023. **1a. Units Across Geography** - According to the national gaps report, the State of Nevada continues to be one of the fastest growing states in the nation and from a housing perspective, there is a significant shortage of affordable housing. NV-500 recruits landlords across the entire geographic area of Southern Nevada which encompasses both urban and rural areas. This process has been effective for implementation of scattered-site housing across all areas. In a recent analysis of Emergency Housing Voucher placements, of the 73 zip codes in Clark County, more than half of them include households that have leased up vouchers. **1b. Units in Historically Hard to Place Areas** - Because Southern Nevada has less than 15 affordable homes available per 100 extremely low-income renter households along with a vacancy rate of less than 3%, landlords need education, and expect financial incentives, and ongoing support to commit housing units to persons experiencing homelessness. Concerns related to timely rent payments, unit damage protection and tenant stabilization were identified by landlords by housing navigators. The LEAPS team implemented several best practice measures to address these concerns and expand inventory in zip codes not generally associated with housing programs. Since 2020, LEAPS has identified available housing units in more than 35 of the 73 county zip codes. **2. New Practices and Lessons Learned** – The pervasive stigma attached to those experiencing homelessness creates fear and uncertainty in property partners. Since 2021, monthly landlord webinars and quarterly in-person events take place to engage and recruit partners while humanizing the tenants we serve and demonstrate that they are nearly identical to the landlords' existing tenants. New practices and strategies implemented to recruit landlords in the past 3 years include:

- **Flexibility with Move-In Documents:** The meetings with the Nevada Real Estate Division and participation with the Nevada State Apartment Association (NSAA) trade show have provided 350 realtors, 35 private owners/investors, 46 property management companies, and 51 developers/investors the information and benefits of partnering with NV-500. Through these educational meetings, NV-500 formed partnerships with 8 companies and two local landlords that now accept flexible eligibility documents, like Clarity Cards, as opposed to the previous standard of state issued identification.
- **Protecting Against Unit Damage:** In March 2020, LEAPS and Operation Home! efforts creatively used local and federal funding to create a Landlord Risk Mitigation Fund to reimburse and support landlords partnering with NV-500 and supportive housing programs to reimburse landlords when tenant damages to the units that exceed HUD allowances and/or security deposits. To recruit and retain landlords, the ability to cover damages to units and rehabilitation costs are an essential tool used to stabilize

relationships with landlords who may have had a tenant damage a unit or are concerned that is a possibility. Landlords may be reimbursed up to \$3,000 for damages to restore a unit following tenant exit. Lesson Learned: While not all landlords need this reimbursement, it has been an effective recruitment tool and it is important to provide information on this option early on in recruitment efforts.

- Meeting Housing Quality Standards: Landlords may also be reimbursed up to \$3,000 after an initial deductible of \$500 to rehabilitate units that would not have met HQS standards if the unit is committed and used for permanently rehousing people experiencing homelessness.
- Signing Bonuses: Southern Nevada elected to use \$300,000 of its Emergency Solutions Grant-Coronavirus (ESG-CV) funds for landlord incentives. In August 2021, the community instituted a signing bonus of \$500 for any unit leased to an Operation Home! Rapid Rehousing participant. The incentive was a reasonable amount for landlords in a tight housing market, as it is less than one month's Fair Market Rent for all bedroom sizes in the community. Operation Home! case managers, housing navigators, the LEAPS team, or any person in the community trying to secure available units for Operation Home! clients may offer the landlord incentive bonus to a landlord or property manager. The bonus is paid after the Operation Home! client signs a lease on the unit. In March 2022, the signing bonus increased to \$1000, and the incentive expanded to be available to every homeless services client that signed a new lease on a unit. Lesson Learned: It was important to identify additional funding to ensure that this incentive was available for all housing across the board as some landlords began choosing which programs they wanted to work with. We quickly learned that we were losing landlords for public housing vouchers because they wanted the incentives. Our community leaders found funding that could be used to incentivize all landlords regardless of the program they leased-up with.
- Ongoing Support to Resolve Tenancy Issues: LEAPS provides landlords with education, advocacy, and support to resolve payment and tenant concerns, and coordinate resolutions with the agencies and case managers serving the tenants on a 24/7 basis. The support has been well received and provides landlords with additional security that they can get assistance they need when they need it. Lesson Learned: Our public housing authority has also implemented a 24/7 landlord hotline.
- Free Listings with Padmission: The other benefit of partnering with Clark County is being able to access and utilize a software program called Padmission. Padmission went active in June 2021, and it allows landlords to list and market their properties and available units for free. The Landlord Engagement Project (LEP) follows nationwide best practices to secure landlords to increase community's scattered site housing inventory available to homeless service programs. Padmission is also available for clients and case managers to search for available units. Twenty-seven agencies have access to Padmission and landlord posts have increased from 47 properties in June 2021 to 239 properties in August 2022 (a 400% increase in just over a year) spanning across the City of Las Vegas, City of North Las Vegas and in the City of Henderson with various unit sizes to accommodate all clients/families. Padmission currently has 198 case managers and 119 property management companies registered in the system with an average of 105 users logged in each day. Utilizing this system lowers the amount of time a unit remains vacant and creates a universal program for all providers and clients to access the same information.

3. Data-Driven Landlord Recruitment Strategy - Through the Operation Home! Initiative and other landlord recruitment efforts, Clark County has been able to increase its partnership from 50 landlords that rent to homeless services clients to now 104 landlords. Costar provides updates on going rates for vacancies and which part of town is more affordable. These rates are compiled with FMR along with reviewing where needed services are located at and access to those services to bridge gaps and to house clients. In order to expand housing inventory, the community is marketing shared housing options to landlords who are willing to support clients in multi-room housing units which allows more economic stability. NV-500's landlord recruitment

strategy will continue to be analyzed and modified to align with best practices to attain and retain landlords across all areas of Southern Nevada. We discovered the necessity to have consistent messaging across agencies, increased access to fact sheets, educational resources, training programs and workshops for landlords and agencies. This results in continued growth in our landlord partnerships in both rural and urban areas across Southern Nevada.

P-2. Leveraging Healthcare Resources- New PSH/RRH Projects – Please see the Healthcare Leveraging Commitment attachment.

P-3. Current Strategy to Identify, Shelter and House Individuals and Families Experiencing Unsheltered Homelessness – In strategy sessions for this plan, current clients advised that current street outreach is not sufficient to meet the needs of the homeless community. For this reason, the local competition for the Special Notice of Funding Opportunity (SNOFO) prioritized street outreach projects and four projects have been selected for inclusion in the priority listing. Of these projects, one project is an expansion of an existing jurisdictional team and three are new proposals.

P.3a.- Current Street Outreach Strategy - In the first five months of 2022, 7,027 individuals experiencing unsheltered homelessness received outreach, 62% reported struggling with mental health, 24% substance use disorder and 29% a developmental disability. In strategy sessions to develop this plan, outreach workers requested licensed behavioral health professionals to be integrated into teams to support the subpopulation that struggles with serious mental illness and/or substance use disorder. Partnerships with health care providers to increase the available mental health resources for unsheltered individuals are needed and have been prioritized for the SNOFO. The Nevada Homeless Alliance's outreach project partners with Southern Nevada Health District and their Federally Qualified Health Center, Southern Nevada Community Health Center, to receive same-day referrals and any behavioral health assessments appropriate. There will also be two Community Health Workers dedicated to this project. Next Step and Nevada Health Centers are two healthcare providers whose project proposals have been included with the consolidated application, both will leverage licensed clinicians to these outreach projects. **1. Coordinated** - NV-500 hosts a monthly Coordinated Outreach Working Group to ensure a coordinated approach at the system-level, including development of "Homeless Encampment Response Strategy" written standards. Based on reports from the public entities, county commissioners and concerned public, the Regional Outreach Coordinator assess daily reports and dispatches outreach assignments across 15 highly specialized teams. These teams coordinate to cover different zones within the Las Vegas Valley including two teams dispatched to the outlying rural communities and teams that specifically cover the tunnels and washes under Las Vegas Blvd (the world-famous Las Vegas Strip). Of the 500 miles of tunnels and washes in Southern Nevada, 100 miles are occupied by unsheltered homeless seeking refuge from the elements of Southern Nevada's climate. . The outreach teams that have been trained specific to the safety needs of the tunnels and general outreach strategies consist of three Las Vegas Metropolitan Police Department's Homeless Outreach Teams (HOT), five Multi-Organizational Response Efforts, six Mobile-Crisis Intervention Teams, and one North Las Vegas team. Additionally, there is a specialized team, Homeless Arrestees Recidivism and Transition, to prevent incarceration through the provision of services. . **2. Frequency** - Currently, outreach occurs 7 days a week from 7:00 AM to 5:00 PM with HELP of Southern Nevada (HELP) providing after-hour support to law enforcement for emergency situations. For after hour dispatch, there were 307 responses to callouts in the last 12 months. Two youth providers operate youth-specific drop-in centers (one is open 24/7 and accepts young people all hours of the day and night) where young people are linked to services and can access coordinated entry. Positive Youth Development strategies (evidence-based practice) are intentionally part of the design of the drop-in centers and focus on client choice and empowerment of young people to explore housing options and encourage young people to seek safe shelter. Specialized youth outreach occurs through "Feel Good Friday" from 4 – 7 pm on Fridays where youth providers and youth with lived experience targets low-income

zip codes that often have an attraction, like a recreation center, to draw in young people experiencing homelessness and provide gateway services. **3. Exits** - Outreach workers transport clients primarily to address crisis stabilization, medical needs, and solutions to resolve unsheltered homelessness. The ability for outreach workers to transport clients experiencing unsheltered situations helps to address health concerns for which this population is at increased risk. In 2021, Nevada Health Centers provided healthcare services to 814 people experiencing homelessness. To help these clients exit homelessness by obtaining permanent housing, the Nevada Health Centers project increases access to health, housing and employment as their clients who are experiencing homelessness exit from care. Bus passes and plane tickets are available for family reunification what that is a safe and viable option for individuals. All outreach teams are equipped with the necessary technology to enter clients into HMIS and conduct housing assessments for immediate connection to the coordinated entry queue. This past year, NV-500 has trained workers in housing problem solving conversations, to provide linkages and early exits from unsheltered homelessness by engaging the client in solution-focused conversations. **4. Highest Vulnerabilities** - The Regional Outreach Coordinator coordinates across outreach teams and deploys to high-need areas (determined by population density and vulnerability indicators) to engage individuals and families with the highest vulnerabilities through data and trend tracking, including visual mapping. People living in encampments, tunnels and washes tend to have developed a specific culture and outreach teams are specially trained on how to approach these situations and build rapport. Level one outreach for large encampments (20 or more people), known as “pop-ups,” occur the third Thursday of each month and these service fairs are tailored to the unique needs and culture of this community and bring a consortium of providers together to deliver a wide array of services meet the diverse needs. People living underground tend to be some of the highest vulnerable and to meet the needs of this group, outreach teams have partnered with Southern Nevada Health District and other behavioral health providers to form a team of outreach specialist who deploy the last Thursday of each month. Outreach teams are trained in trauma-informed care, motivational interviewing, housing first and client choice. Workers are trained to have pre-engagement conversations to quickly identify people fleeing domestic violence or human trafficking situations so a safety plan can be established. Additionally, the Cupcake Girls provides targeted outreach to current victims of human trafficking in the Las Vegas Metropolitan Area. To address the diverse races and cultures of individuals experiencing unsheltered homelessness, outreach teams are trained on cultural competence and diversity, and teams are comprised of individuals reflecting different races, ethnicities, genders, ages, and include people with lived experience of homelessness. **5. Connect to Permanent Housing** – According to the system performance, successful placement from street outreach to permanent housing went from 24% in 2020 down to 10% in 2021. In speaking with system leaders, the expansion of non-congregate shelters in response to COVID-19 has led to this decrease in successful exits however there has been an increase in the number of individuals who are placed in non-congregate shelters. Due to the current housing market, non-congregate shelters have been critical in the Southern Nevada system to provide immediate shelter to people who would otherwise not have a roof over their head. Outreach teams follow the evidence-based multiple engagement paradigm model and expect an average of eight contacts before a person is open to receiving services. Building rapport with a client is a critical first step to connect them to permanent housing. Outreach workers are equipped with tablets and complete housing assessments in the field, immediately connecting a person to coordinated entry and ultimately permanent housing. The housing problem solving model also connects unsheltered people to permanent housing through non-system solutions and use of personal resources. **6. Hire People with Lived Experience**- Outreach teams are encouraged to hire people who have lived expertise of unsheltered homelessness as a best practice. Hiring people with lived expertise allows teams to remain culturally responsive, establish rapport, identify areas of concern and provides peer support to individuals on the streets. Across the 15 existing outreach teams there are 53 outreach workers, 33% are people of color, 47% are people with lived experiences of homelessness, 32% were in unsheltered situations and 22% experienced homelessness in this community. Nine of the outreach

workers have recent experiences of homelessness, defined as experiencing homelessness within the most recent seven years.

P-3b. Current Strategy to Provide Immediate Access to Low-Barrier Shelter and Temporary Housing for Individuals and Families Experiencing Unsheltered Homelessness – For low-barrier and temporary housing, NV-500 utilizes emergency shelters, non-congregate shelter and bridge housing. All projects funded by the local jurisdictions are required to adhere to housing first principles. **1. Current Strategy** – Southern Nevada is in a high cost-low vacancy housing market and the National Low-Income Housing Coalition identified Nevada as having the most severe shortage of affordable housing units nation-wide. This shortage is specific to the 30% area median income population; there are only 18 units available for every 100 extremely low-income renters. This housing shortage has created a flow issue in the continuum of care. People are spending longer times in temporary shelters, waiting for their housing referral from coordinated entry. NV-500 employed many strategies to address blockages in system flow, including the expansion of emergency shelter beds and non-congregate shelters to bring people into sheltered situations while homeless service providers and landlord engagement specialists work to connect clients to permanent housing. In 2018, NV-500 began the Emergency Shelter Learning Collaborative to convene shelter providers and improve upon the effective implementation strategies of low-barrier, culturally appropriate accommodations. Providers focused on successes, best practices, access and equity. Breathalyzers became obsolete as providers adopted housing first/harm reduction strategies. One shelter created space for mobility aids and charging stations for electric wheelchairs. In 2020, the largest emergency shelter extended case management from 4:00 PM to 11:00 PM by adding a swing shift of coordinators replacing security staff that was historically used for this time period. Youth shelter providers established gender neutral services and provided placement based on gender identity. Across NV-500, providers embrace low-barrier, housing first practices and have shifted the culture to value client-centered services. Emergency shelter staff conduct housing assessments to connect clients to the community queue for permanent housing. Case managers focus on connecting clients to mainstream services, many inviting mainstream providers on-site to provide one-on-one support to clients. Leveraging lessons learned from the Emergency Shelter Learning Collaborative, NV-500 expanded low-barrier non-congregate shelters in March 2020 to provide immediate access to shelter for medically fragile individuals and families at-risk for complications due to exposure to COVID-19. During COVID-19 pandemic, congregate shelters were deconcentrated to allow for social distancing and safer conditions related to public health concerns. Non-congregate shelters were added during this time to support housing needs of individuals and families. Regardless of congregate or non-congregate placement, exits to permanent housing has become a focus of case management of those in emergency placement. The County is committed to the housing first strategy and has identified funds to develop temporary solutions while the state continues to develop long-term affordable housing units. This helps to get individuals off the streets quickly and prevents others from entering unsheltered situations. **2. Performance** – The 2022 Housing Inventory Count once again demonstrates high utilization of emergency shelters as 91% of beds were occupied. Emergency shelter beds, including non-congregate shelters, continue to be expanded due to the number of people living in unsheltered homelessness. Despite 91% of beds being occupied the night of the Point-in-Time Count there were more people in unsheltered situations than the previous year.. While NV-500 continually strives to reduce the overall number of people experiencing homelessness in Southern Nevada, it is important the local resources continued be leveraged so that shelter can be provided for as many people as possible while continuing to seek permanent housing options. **ES/TH Exits to PH 3. New Practices and Lessons Learned** – In the past three years, shelter environments have shifted as low-barrier accommodations are offered. As providers work alongside clients to develop policies the buy-in and client commitment is clear. The most medically vulnerable within the sheltered population are being provided a better level of care that continues to improve. System flow concerns are corrected as emergency and temporary projects are expanded. Temporary housing providers report that implementing low-barrier, culturally responsive practices that

incorporate client feedback has transformed relationships between provider staff and their clients and allowed for client-centered service and increases in successful exits to permanent housing.

P-3c. Current Strategy to Provide Immediate Access to Low Barrier Permanent Housing for Individuals and Families Experiencing Unsheltered Homelessness – 1. Current Strategy – To remove barriers to

housing, NV-500 requires all jurisdictional-funded housing projects to adhere to housing first principles and provides monitoring, training, and technical assistance related to this performance measure. **1a. Housing First -** As part of a rapid exit strategy for individuals and families, 19 agencies have received Housing Problem Solving (HPS) training and a HPS Flexible Funds program has been implemented by Catholic Charities of Southern Nevada as a pilot program and is anticipated to be expanded community-wide in spring of 2023. In this program, case managers are equipped with strategies to help households identify basic needs that will help them quickly exit homelessness and maintain stable permanent housing situations. For example, one individual needed a specific tool to meet employment requirements for the work he was trained to do. By providing the minimal funding for this tool, the client was able to obtain employment, pay their housing, and needed no other housing assistance. The Rapid Rehousing Learning Collaborative strives to create a client-centered environment across housing programs to align appropriate and low-barrier services to client need and choice. Through this cultural shift, case managers have more capacity to focus on exits to permanent destinations that are appropriate for each individual or family. **1b. How Strategy Connects to Housing Resources** - Beginning in 2020 case managers, even at the emergency shelter level, have been trained to support housing navigation and assist all clients, regardless of their current sheltered status, to obtain housing. This includes helping clients get document ready to submit applications to landlords, removing barriers such as evictions and discussing criminal history with landlords in a productive manner. Landlord specialists build positive relationships with potential landlords through outreach and education. These ongoing supports increase likelihood of quickly obtaining and moving into permanent housing units. Clark County, financially supported by a partner Managed Care Organization (Anthem Blue Cross Blue Shield) expanded the Landlord Engagement and Property Services Team that focuses on building relationships and recruiting landlords. The financial support from Anthem also supported a contract with a private vendor to further increase housing inventory and record it in Padmission, an online tool available to all case managers to identify potential and available housing units for their clients. Relationships with healthcare providers, including Managed Care Organizations and Federally Qualified Health Centers, along with the Public Housing Authority continue to be expanded to meet the needs of this highly vulnerable group and leverage both healthcare and housing resources already available in our community. Since 2017, bridge housing has been leveraged to support permanent supportive housing placement. The eligibility criteria for permanent supportive housing, including obtaining documentation of chronicity, created long wait times to secure a permanent housing unit. Bridge housing allows a person to be sheltered while case management supports the client in accessing documents needed to secure housing units. This strategy has resulted in shorter wait times to securing permanent housing. **2. Performance** – As Housing Problem Solving continues to be rolled out in the NV-500 region, there are several expected outcomes. The HMIS system administrator, Bitfocus Inc., is currently working to build out the database to collect housing problem solving data. Expected outcomes include rapid exits to permanent destinations, shorter length of time homeless and reduction in the number of first time homeless .**Exist for ES – ES/SH/TH- measure 2 years prior - - high utilization and expansion.**

Catherine is putting a data request Recently, HELP began to review non-congregate shelter discharges with staff, focusing on unsuccessful exits. This retrospective review allowed insights that if people were better connected to mental and behavioral health services they may have possessed the coping skills and support necessary to stay in sheltered situations and quickly enter permanent housing. In a process change, messaging around referrals was changed to promote overall well-being and clients are more open to receiving these services. In July 2022, there were 38 families with a history of unsheltered homelessness who were successfully exited to permanent housing situations. **3. Evidence to Data-Driven Approach** -Bridge housing: NV-500

experiences a bottleneck in coordinated entry when a client is referred to permanent housing but cannot be located due to their unsheltered status. Since 2017, bridge housing helps to improve system flow and circumvent the difficulties inherent in street case management by placing individuals and families experiencing unsheltered homelessness into temporary hotel/motel units thereby reducing the time it takes for case managers to locate clients for daily appointments and check-ins. This increase to efficiency saves valuable time that the case manager can use to further support housing navigation efforts to quickly transition the client from homelessness to permanent housing. **4. New Practices and Lessons Learned** - In the past three years, shelter environments have shifted as low-barrier accommodations are offered. As providers work alongside clients to develop policies the buy-in and client commitment is clear. The most medically vulnerable within the sheltered population are being provided a better level of care that continues to improve as additional healthcare partners are identified. System flow concerns from street case management is corrected through the expansion of bridge housing. Since 2021, housing navigators focus on eliminating disparities across underserved communities and encourage landlords to waive burdensome eligibility requirements, including state-issued identification. Like many landlords, the Public Housing Authority now accepts HMIS Clarity cards as an approved form of identification. We learned from temporary housing providers that implementing low-barrier, culturally responsive practices that incorporates client feedback has transformed relationships between provider staff and their clients and allowed for client-centered service and increases in successful exits to permanent housing and therefore we increased that message amongst the rest of our providers which resulted in better relationships between more provider staff and their clients.

P-4. Updating the CoC's Strategy to Identify, Shelter and House Individuals Experiencing Unsheltered Homelessness with Data and Performance - NV-500's Data and System Improvement Working Group builds a data culture to promote data-driven decision-making for planning and development. At the system-level, and across working groups, regular data analysis allows for informed strategies throughout the homeless system of care. Specific to this plan, NV-500 engaged in a participatory and inclusive process and strategy sessions included people with lived expertise, providers and the broader community. System modeling, HMIS and coordinated entry data also informed the development of the community plan to address unsheltered homelessness. **1. Street Outreach: 1a. Data, Performance and Best Practice** – The Regional Outreach Coordinator implements a data-driven approach and follows best practice to coordinate outreach efforts across teams. From July 2021 to June 2022, the Regional Outreach Coordinator geo-mapped 1,016 encampments' location and size to prioritize outreach and facilitate resources unique to the specific needs of the prioritized encampments. NV-500's *Homeless Encampment Response Strategy Written Standards* were established to ensure a consistent quality of care and effective strategies were confirmed as best practice interventions through guidance from the U.S. Interagency Council on Homelessness. In 2021, outreach workers began implementing strategies specific to tunnel/washes to increase access to underserved populations and reduce barriers and inequities. Six-month findings indicate 44% of people served through these targeted outreach activities remain in permanent housing. While this outcome is encouraging, further data analysis will identify additional steps that can be implemented to improve equity and improve outcomes for this population. **1b. Connect to Coordinated Entry/HMIS** - Street outreach will continue to use real-time data entry in HMIS to support connecting unsheltered people with the coordinated entry system and housing resources as quickly as possible. Outreach workers are equipped with the appropriate technology and training to complete housing assessments in the field as "mobile entry points" to coordinated entry. **1 c. New Partners** - To best serve unsheltered populations experiencing homelessness cross-sector coordination is paramount. This plan prioritizes outreach projects that bring new partnerships, with an emphasis on healthcare providers. For the local application process, the Scoring and Ranking Team identified four outreach projects that used collective impact and brought together new partnerships. Next Step, Nevada Health Centers and Southern Nevada Community Health Center are three healthcare providers who have dedicated themselves to conducting/supporting homeless

outreach and have put forward project applications. In addition, Nevada Homeless Alliance proposes increasing their community outreach events from once each month to twice weekly to better meet the needs of the unsheltered homeless community, including encampments. These service fairs bring together partners who offer housing assessments (connecting clients to coordinated entry), application support to federal assistance programs like SNAP and health insurance, employment resources, vaccinations, medical services, legal aid, barrier-busting support, showers, hygiene kits, needle exchange, pet grooming/supplies, cell phones, food, and clothes. All outreach teams recognize the importance of connecting to mainstream services and have plans in place to connect clients to services. Fifteen outreach teams work together to reduce recidivism rates and prevent individuals experiencing homelessness from being arrested or going to jail. Examples of these newly established outreach partners include the Las Vegas Metropolitan Police Department's Homeless Outreach Team; Clark County 8th Judicial Court which leads LIMA a pre-booking diversion opportunity for clients better served by services rather than jail time; and the Clark County Social Service CARE Team that works with the Las Vegas Metropolitan Police Department's Behavioral Health Unit to support diversion and referrals to housing programs for clients traditionally arrested for behaviors associated with mental health challenges. All local jurisdictional officers receive a 40-hour crisis intervention training to better support the needs of this population. City of North Las Vegas' proposed outreach project will engage with North Las Vegas Police Department for coordination of outreach efforts furthering the efforts and meeting the increased community need for this type of partnership.

2. Low-Barrier and Temporary Accommodations: 2a. Data, Performance and Best Practice – The jurisdictional partners mandate that all shelter beds follow a housing first strategy.

Shelters, including non-congregate and bridge beds, are utilized at 91%, as determined by the 2022 Housing Inventory Count. These providers report seeing high rates of severe service needs, including people with serious mental illness and developmental disabilities. Homeless service providers work to wrap clients in appropriate services to help improve client's willingness to utilize and access to low-barrier shelter and temporary accommodations which leads to a greater chance of long-term self-sufficiency.

2b. Data-Driven Expansions

These past years, local funds and resources have been leveraged to expand the number of emergency shelter beds, including non-congregate shelters, to help provide shelter to the large unsheltered homeless population in Southern Nevada. This decision to dedicate funds for the expansion of shelters was based on consistently high utilization rates. Even with expansion, utilization rates remain high and additional resources are needed.

Emerging best practices related to the mitigation of the spread of COVID-19 shifted local funds from congregate to non-congregate shelters. Data from the local public health authority and technical advisors provided just-in-time program modifications that allowed our system to meet the changing needs of our community throughout 2020 and 2021. Continuing with these models of care throughout 2022 has allowed our community to remain responsive to the environmental needs of our most vulnerable individuals experiencing homelessness.

2c. Funded New Practices – The Cupcake Girls, a non-profit organization, provides outreach and shelter to victims of human trafficking and anyone fleeing their situation. The Cupcake Girls provide safe, low-barrier non-congregate shelter to this marginalized population who frequently have a history of victimization and are often transgender and/or disabled. The project being put forward expands outreach efforts to common tourist destinations where trafficking is prevalent, Las Vegas Boulevard, Downtown and Freemont, provides additional case management support and connects this population to the coordinated entry DV queue and housing program vacancies. NV-500 looks forward to collaborating with this new partner. The City of Las Vegas included a project proposal to expand the recuperative care center that provides medical support to individuals experiencing homelessness who are recovering from injury, surgery or hospital care and are not yet ready to live independent. Another project proposal involves leveraging a 10,000 square foot low-barrier family navigation center for 10 bridge units, workforce/employment training and education rooms, kitchens laundry and recreation rooms. Stay at this navigation center is not time restricted but will average 3-4 months and this project requests the case management to help connect clients with severe service needs to self-sufficiency and

permanent housing. **3. Permanent Housing** – While the housing market is returning to more rental units being available the high-cost barrier remains. Southern Nevada needs more affordable options. Landlord specialists are diligently working to secure more affordable units while the state and local jurisdictions work to increase the number of affordable housing units being developed. **3a. Data, Performance and Best Practice** - NV-500 rapidly houses people experiencing unsheltered homelessness into permanent housing through a variety of supportive services based on client need. Case managers work to meet landlord eligibility requirements through barrier-busting activities like, government issued identification, income supports, mainstream programs, supplemental security income, SOAR and disability benefits, and other basic needs, including medical/behavioral health. Housing problem solving conversations help to engage clients solution-focused discussions. A specialized team, LINK, locates people in unsheltered situations and begins helping them with document retrieval necessary for access to permanent supportive housing including obtaining identification and sealing records related to past criminal history or evictions. This team was formed in response to a system-wide challenge of long wait times for permanent supportive units due to staff locating the unsheltered client, proving chronicity, document-readiness, and securing the unit. LINK locates and places the client in a non-congregate/bridge unit for case management so when a permanent supportive housing unit opens the vacancy can be rapidly filled.**3b. Data-Driven Expansions** - In looking at the system modeling and projected pathways for individuals and families experiencing homelessness it is expected the 65% of adults without children, 55% of families, and 51% of youth experiencing homelessness will require permanent housing at one point. This consolidated application includes two rapid rehousing projects as this housing type has been prioritized by NV-500 based on the needs of those individuals currently on the community queue. In addition, the consolidated application includes a project that will leverage stability vouchers as a strategy to move on from permanent supportive housing and open more units within the system for people who require this high-level intervention.

P-5. Identify and Prioritize Households Experiencing or with Histories of Unsheltered Homelessness – The resources provided under this local application process will reduce unsheltered homelessness in Southern Nevada. It is important for both local funders and service providers to have a coordinated, multi-faceted approach as NV-500 strives to reduce and prevent homelessness. In development of this plan and its strategies to address unsheltered homelessness in Southern Nevada, NV-500 worked alongside key stakeholders in an inclusive approach.

- August 1 and 2, 2022: Five virtual strategy sessions were attended primarily by homeless service and mainstream providers
- August 8, 2022: Draft of the plan was posted to NV-500's website for public comment
- August 18, 2022: Second draft of the plan was posted to NV-500's website
- August 23 and 24, 2022: Three in-person strategy sessions were hosted for current clients of homeless service providers at partner sites
- August 30, 2022: Third draft of the plan was posted to the NV-500's website
- October 11, 2022: NV-500 solicited direct feedback from the people with lived experience at three provider sites
- October 17, 2022: Final version of the plan posted to the NV-500 website

To ensure the homeless response system is healthy and has the capacity to place all individuals and families who have histories of unsheltered homelessness into permanent housing, NV-500 engaged in a system modeling exercise. These projections, along with HMIS and coordinated entry reports, were used to inform the plan and its strategies. System modeling maps the pathways people will move through to resolve their experience of unsheltered homelessness, NV-500 understands the resources and projects needed for an optimal continuum of care. Information gleaned from this process guided the SNOFO process and the projects selected to be included with the consolidated application. Additional funds will be leveraged to fully support implementation of this

plan and projects that were submitted and not selected to move forward will be kept on file for 12 months for possible funding.

1. Strategy Reduce Unsheltered – NV-500 will ensure all resources provided under the SNOFO will reduce unsheltered homelessness through a data-informed decision-making, system-level planning and monitoring. As described above, NV-500 collected and analyzed a broad range of data, including insights from people with lived experience, to guide the development of the community plan, its strategies and projects. People with lived experience reviewed each selected project and provided recommendations to ensure strong and effective programs. Unsheltered homelessness will be addressed at the system-level through a variety of CoC working groups including Data and Systems Improvement, Coordinated Entry, Planning, Evaluation and Monitoring. Specifically, the Monitoring Working Group will be responsible to conduct an annual program monitor of all funded projects under this SNOFO. Currently the Monitoring Working Group is responsible to monitor all CoC and ESG funded project and the same structure can be leveraged to this SNOFO. Annual monitoring is conducted by a contracted, third-party facilitator, Strategic Progress. The Annual Performance Reports will be monitored for project-specific performance. The Data and System Working Group will continue to focus on system performance measures and its data quality to learn how new projects and strategies impact unsheltered homelessness in Southern Nevada.

2. Adoption of:

2a. Program Eligibility – All projects packaged in the consolidated application will reduce unsheltered homelessness per system modeling projections. In alignment with provider and client/people with lived experience strategy sessions, street outreach projects have been prioritized. These four projects will provide outreach and services to all individuals experiencing unsheltered homelessness and have additional healthcare capacity to provide wrap around support to people with severe service needs. To be eligible for the City of Las Vegas' Recuperative Care Center a person must be recovering from acute illness/injury that does not necessitate hospitalization but does require a higher level of care than shelters can provide. The Cupcake Girl's project serves individuals fleeing human and sex trafficking situations, even including a street outreach component. Family Promise's Navigation Center will serve unsheltered families; a sub-population who has been experiencing higher rates of unsheltered situations since the COVID-19 pandemic. St. Jude's Ranch for Children's rapid rehousing project will serve transitional age youth and families, targeting those who have aged out of the foster care system or are survivors of human trafficking. The Jewish Family Service Agency will provide rapid rehousing to all populations experiencing homelessness. The stability vouchers will be leveraged as a Moving On strategy for individuals ready to leave permanent supportive housing. These three permanent housing projects will improve system flow, increase exits to permanent destinations and create more opportunities for people living in unsheltered situations to secure housing more quickly. According to the Stella P data, the average days homeless is 174 and these permanent housing projects will increase capacity to provide more housing, which will be needed considering the additional street outreach efforts. For the rejected projects, the County is keeping all applications on file for the next 12-months. Many of these projects are also from new providers and would focus on permanent housing. NV-500 realizes that with the expansion of street outreach these projects may become more necessary to increase system capacity. As of today, the average days homeless are 174.

2b. Coordinated Entry Process - Coordinated entry was first launched in 2014, onboarding the family and youth components in October 2, 2017. NV-500 *Coordinated Entry System Policies and Procedures* promotes a “No Wrong Door” philosophy. While there are specialized access sites for subpopulations, all points of entry, including 19 brick and mortar locations and mobile access points through street outreach teams, can complete housing assessments for all populations experiencing homelessness no matter their specialty. The system is low barrier and allows for mobile entry points through outreach efforts and remote access through an e-mail line maintained by the coordinated entry coordinator, HELP. Housing assessments prioritize the most vulnerable individuals and families as indicated by history of homelessness (number of sheltered/unsheltered episodes of homelessness), risks (domestic violence, human trafficking/exploitation, trauma-related emergency services), wellness (physical, mental, substance use). A team of community matchers refer people from the coordinated entry queue to appropriate housing programs.

The coordinated entry system connects mainstream service providers and other unique partnerships to the clients. The coordinated entry process supports quick discharge planning into permanent housing situations, coordinating across multiple systems. The Coordinated Entry System Working Group meets monthly to monitor the performance of coordinated entry. Considering the current queue has a waitlist of 3,798 a priority of this funding is to conduct a complete analysis of the coordinated entry system to identify disparities and recommend steps to build equity. The Coordinated Entry System Working Group is committed to supporting this project to measure the outcomes and provide long-term oversight.

3. Connect to Housing Resources – Many of the people living in unsheltered situations have severe service needs and require a higher level of intervention than NV-500's current capacity. The outreach projects have already started to weave together partnerships to help meet client needs. Additionally, these teams would work in conjunction with the Regional Outreach Coordinator for a coordinated approach. In speaking with current clients of the homeless system, it has been recommended that outreach teams cover a small geographic area, or zone. This focus allows for relationship and rapport building with people staying in these zoned areas. These outreach teams will have the necessary technology for real-time HMIS entry and housing assessments. Housing Problem Solving continues to be expanded in the NV-500 region and these teams would be encouraged to participate.

4. Access to Housing and Other Resources in the Community: Permanent housing programs have been able to utilize bridge units to streamline housing placement and reduce length of time homeless. Not only does bridge housing allow access to more services earlier in the coordinated entry process but it allows people with higher vulnerabilities to adjust back into sheltered situations. In July 2022, 24% of people waiting on the coordinated entry queue are presumed to meet the definition of chronic homelessness. Expansion of bridge housing allows for people experiencing unsheltered homelessness earlier access to a fixed, indoor living, more robust case management, and provides better flow through the homeless system of care. Ultimately, bridge housing can be used as a strategy to build equity across subpopulations.

4a. Increase Access to Identification - NV-500 recognizes the need for barrier-busting services to increase access to identification, insurances healthcare, and other supportive services. Many priorities look to integrate robust case management across programs to expand agency capacity. Through these capacity building efforts case managers can have smaller caseloads, fewer clients and provide more frequent one-on-one support. Housing Navigators have been recently integrated into the NV-500 continuum; however, listening sessions prove time is diverted from navigation duties to building landlord relationships. One priority looks to centralize landlord engagement and help to remove this burden from direct service providers so more time can be dedicated to service navigation. This community plan strategically approaches the placement of people from unsheltered to sheltered situations. As all components of the plan work together NV-500 expects to reduce unsheltered homelessness.

4b. Provide Housing Navigation Services - A specialized team, LINK, locates people in unsheltered situations and prepares them for permanent supportive housing. This team was formed in response to a system-wide challenge of long wait times for permanent supportive units due to staff locating the unsheltered client, proving chronicity, document-readiness, and securing the unit. LINK locates and places the client in a non-congregate/bridge unit for case management so when a permanent supportive housing unit opens the vacancy can be rapidly filled

4c. Provide Access to Health Care and other Supportive Services - NV-500 rapidly houses people experiencing unsheltered homelessness into permanent housing through a variety of supportive services based on client need. Case managers work to meet landlord eligibility requirements through barrier-busting activities like, government issued identification, income supports, mainstream programs, supplemental security income, SOAR and disability benefits, and other basic needs, including medical/behavioral health, as needed. Housing problem solving conversations help to client to inform the case manager the best approach.

P-6. Involving Individuals with Lived Experience of Homelessness in Decision Making – Meaningful Outreach –**1. Outreach Efforts** –NV-500 works to partner with people with lived experience (PLE) at the system-planning level. There are two lived experience seats on the NV-500 Board, a sub-working group

specific to those with lived experience and ad hoc projects. This past spring, NV-500 members participated in a multi-session workshop series, *Partnering with People with Lived Experience*, promoted through HUD and provided by Abt Associates. In alignment with best practice learned from this workshop, NV-500's Community Engagement Working Group is in the process of developing an implementation plan to integrate PLE into the existing working groups to ensure their involvement at all levels of planning and decision-making. To recruit PLE into these positions, NV-500 targets homeless service providers for referrals or posting on job boards, mainstream service providers, including organizations that serve shared populations, like LGBTQ+ agencies, behavioral health and recovery communities, minority-serving organizations, immigration-focused agencies, school district, workforce partners and child welfare. Announcements of specific positions are also made through email listserv communication, social media and community-based meetings. One successful channel is recruitment through already engaged PLE to their social networks. Position descriptions are now reviewed to ensure it is a true reflection of the required skills, knowledge and education required for the position. If the position does not require a college degree, then it is removed from the preference and lived experience highlighted instead. NV-500 has leveraged planning and foundation funds to contract with two lead agencies who focus recruitment, retention and overall support of PLE to meaningfully engage in the CoC. **2.**

Meaningfully and Intentionally Integrated into Decision-Making - The NV-500 Board is composed in accordance with the HEARTH Act. There are two seats earmarked for PLE. There are 17 groups to support the system planning needs of NV-500. A NV-500 membership form is available on the NV-500's website. All NV-500 members have voting privileges and while decisions are based on a majority vote it is common practice to have consensus building conversations first to allow all voices heard and solution-focused conversations. The public and membership is invited to participate in all working groups. In accordance with Youth Homelessness Demonstration Program, NV-500 has supported a Youth Action Board since 2017. NV-500 will continue to expand PLE partnership through integration into existing working groups. Integration into the existing structure follows best practice and allows for meaningful and intentional collaboration, partnership and PLE involvement in decision-making. Since 2020, NV-500 has compensated PLE for their involvement in CoC-related activities. When it comes to reducing and preventing homelessness, PLE are the subject matter experts, and their insights allow for innovative solutions. PLE have supported policy development, annual Point-In-Time planning and enumeration efforts, local needs assessments, strategic planning, determining the local priorities, CoC selection of projects recommended for funding and learning cohorts. To better understand and improve partnering with PLE NV-500 members, including one PLE, completed *Partnering with Persons with Lived Experience Community Workshop* with Abt Associates in June 2022. Lessons learned were presented to NV-500 Board in July 2022 and an implementation plan is being developed. For this SNOFO, four PLE with recent/current unsheltered experiences of unsheltered homelessness have been hired to support the development and design of the local application process and consolidated application, including this plan. With weekly check-ins, these individuals served on the Scoring and Ranking team and selected the projects to be included with the SNOFO, reviewed each project proposal for recommendations and supported the plan. NV-500 prioritizes meaningful and intentional engagement of PLE. **3. Delivery of Services** NV-500 encourages projects to involve PLE in the delivery of services promoting the peer-to-peer model and encouraging PLE to attend training, workshops, and learning collaboratives alongside project staff. One example, spring 2022 the collaborative applicant facilitated a shared housing learning collaborative and targeted outreach efforts for agencies to engage PLE in the training and systems development. One agency was able to establish their shared housing project alongside PLE. Service providers report convening weekly or monthly advisory groups of current clients to help inform the operations of the housing program. One example, HopeLink works alongside clients to update policies and procedures and through this collaboration clients led the development of a safety plan for visitors, ultimately opening the campus to visitors. HopeLink, and other providers, report that by integrating PLE in policy development there is more compliance. Providers report hiring PLE either while in the housing program or

upon exit with high levels of success. Catholic Charities, the largest emergency shelter serving NV-500 reports posting open positions on their campus billboards. NV-500 encourages the four local government jurisdictions to help support integration of PLE through local dollars and contract requirements. **P-6a.** Please see the Lived Experience Support Letter attachment.

P-7. Supporting and Serving Underserved Communities in its Geographic Area and offering Equitable Housing Interventions - In system planning, implementation, and evaluation NV-500 continuously works to reduce disparities and build equity. In an equity analysis of the coordinated queue areas to improve outcomes were identified. **1. Current Strategy to Identify** – The Data and Systems Improvement Working Group looks at population and performance data to better understand disparities within Southern Nevada. NV-500 works disaggregates the data to better understand the role of race, ethnicity, sexual identity, age and other factors, like parenthood. HUD technical assistance providers conducted an equity analysis on coordinated entry and population outcomes across project types. Understanding the lasting impact on former policies and structural racism allows NV-500 to pinpoint the root causes to homelessness guides strategies to build equity.

Intentionally listening to people with lived experience and understanding their barriers allows NV-500 to implement pro-equity strategies. NV-500 works to provide homeless assistance to populations at the same rate these populations are entering into homelessness. System performance indicators like returns to homelessness also demonstrates existing disparities. The HUD Stella Performance database and NV-500 Looker dashboards have been hugely helpful to understand population flow through the system. Clark County School District is the fifth largest school district in the country with 387 schools. This past year, Title I Hope identified 12,214 students as experiencing homelessness under McKinney-Vento definition. 11,647 were unstably housed in doubled up situations, 1,727 lived in hotel/motel, 619 lived in shelter/transitional housing, and 194 in unsheltered homelessness. The McKinney-Vento Liaison is a member of the CoC Board and Youth Working Group. The school district has established a referral system for homeless service providers. A current needs assessment is underway and scheduled to be completed Fall 2022. This will determine if this population is being fully served and any gaps that need to be addressed. **2. Underserved Communities** – The 2021 equity analysis of coordinated entry noted that for those enrolled in permanent supportive housing 59% were White, 35% were Black and 10% were Hispanic/Latinx. In comparison the 2021 Point-In-Time Count, shows that of the homeless population 53% were White, 32% Black and 17% Hispanic/Latinx. In looking at the youth data separately, there are higher rates of Black and Hispanic/Latinx meaning more youth of color are experiencing homelessness. NV-500 works to develop diverse partnerships with minority-serving organizations and recruit CoC members who represent underserved communities for decision-making positions. **3. Current Strategy to Serve** – The over-representation of people of color represents structural racism across multiple systems. NV-500 works to improve engagement of underserved communities through discharge planning across child welfare, the justice system, and institutions of mental and physical health.

- Child Welfare- The Independent Living Program is designed to prepare and assist youth in foster care to transition successfully into adulthood. Youth who need additional supports are discharged to the Step Up program for former foster care youth, ages 18 to 21. Both programs actively participate in NV-500 through the Youth Working Group and serve as a coordinated entry site. Since Step Up started in 2015, 96.8% of participating youth have remained stably housed, a huge success.
- Justice System- Juvenile justice involved youth receive discharge planning from Field Probation Officers who connect youth to stable housing in their family of origin, foster care system or other supportive programs. In 2016, The Harbor Juvenile Assessment Center (The Harbor) was created to divert justice-involved youth and prevent incarceration, a known disparate population in homeless populations. In 2021, The Harbor served 6,406 youth and families who were referred to or voluntarily accessed services. NV-500 receives quarterly jail-level data reports. One pilot project has

been developed to address the high rates of overdose deaths for persons interacting with both the homeless system and detention center. Through this project, licensed professionals wrap a continuum of services to support clients in recovery as they exit into housing. In spring 2022, 14 specialty court staff were trained in the housing problem solving model to divert individuals being released from jail into safe, permanent housing situation.

- Institutions of mental and physical health- Southern Nevada Health District, Southern Nevada Adult Mental Health Services and Anthem Blue Cross and Blue Shield Healthcare are engaged members of NV-500. Desert Willow Treatment Center, a youth psychiatric hospital, develops discharge plans through a multi-disciplinary team of child welfare and juvenile justice experts to ensure youth are not released into homelessness. Typical discharges involve youth being released to family or foster home with stabilization supports. The Healthy Living program, a collaboration between local government, a service provider and three managed care organizations, ensures that frequent users of emergency health care services who are experiencing homelessness are connected to permanent housing upon discharge to improve quality of life and reduce public costs. Program outcomes show that in the first six months of participation clients experienced a 60% reduction in emergency room visits, 55% reduction in hospital admissions and 64% reduction in days of hospitalization. City of Las Vegas maintains the Recuperative Care Center provides hospitals a place to release persons experiencing unsheltered homelessness into safe supportive services for the duration of recovery; unfortunately, beds are often at capacity. In June 2022, NV-500 formed a working group with the Clark Regional Behavioral Health Policy Board focused on system-level planning to best support individuals and families experiencing unsheltered homelessness who have behavioral health needs.

Right now, there are outreach workers who can speak English, Spanish, Cantonese and 5 dialects of Arabic. Outreach teams also have access to Google translate, language call lines and hearing-impaired touch toned lines. As recognized by people with lived experience, outreach capacity needs to be built to increase the frequency teams can interact with individuals. With this consolidated application, outreach projects have strong plans in place to serve people with severe service needs, including the ability to meet physical, mental and behavioral health needs. The team of landlord engagement specialists continues to provide landlord education, recruitment and barrier-removal activities to provide equitable housing interventions to underserved communities who have systematically been denied opportunities. At the NV-500 county jurisdictional level, there are 1,622 units 50% -30% AMI under development/construction. NV-500 and its Board continues to support equitable policies that expand affordable housing options across all neighborhoods in the region.