

Southern Nevada Community Health Improvement Program (CHIPs; Applicant, social service provider & healthcare provider), the Community Development Program Center of Nevada (CDPCN; Applicant, housing provider), together with NV-500 Las Vegas/Clark County CoC (CoC) and Clark County Social Service (CCSS, Collaborative Applicant) seek funding for *Thrive Together*, a project of new constructions of units of permanent supportive housing (PSH) in a facility that will include space for onsite support services. The facility will include up to 40 units, with a mix of 4-bedroom, 3-bedroom, 2-bedroom and 1-bedroom units to provide flexibility based on family and shared housing needs. The facility will include 30 units that are ADA compliant. The facility will be built on land already owned by CDPCN. The property will be managed by Global Property Management Group, Inc. (GPMG), a partner organization of CDPCN. CHIPs will manage and provide support services, including processing applications for housing, social and health care services.

Health care and social support services will include:

1. Employment support: resume services, mock interviews, connection to partner organizations for interview and business clothing, job search support.
2. Education: connection to partner organizations for GED review, connection to trade schools, connection to other education providers to increase earning potential.

Employment and Education will be supported by an onsite computer lab with a minimum of four computers and a printer for residents to use for classes, applications, and resumes as well as applying for other services online.

3. Life Skills. CHIPs has a well-established Life Skills curriculum, including:
 - a. Food prep & nutrition, working with local chefs from the community or food service providers to offer cooking classes and meal prep support

- b. Hygiene, working with barber colleges, cosmetology schools, and barbers and stylists in the community to provide haircuts and services to residents including education on hair care.
 - c. Financial literacy, working with local banks and financial institutions to provide instruction on money management, budgeting, and financial products.
4. Mental and Behavioral Health services will include on site group and individual therapy, as well as support for telehealth via facility owned tablets and technology.
 5. Health Services will include an onsite primary care provider who will provide general care and coordination with off-site referrals for services like blood draws and imaging.
 6. Transportation services will be provided with bus passes, medical transportation services and Lyft rides to clients in need of assistance to individual appointments. Shuttles to shopping and other errand destinations will be provided on a regular basis with a set schedule for residents to go to the grocery, drug store and community resources.

Additional space will be set aside for other community partners to have offices to facilitate coordination of services and reduction of barriers to access support, like transportation and mobility issues.,adancsin

By integrating new permanent housing units with support services in one location, those experiencing homelessness have improved access and increased benefit of services. A facility that physically combines housing with services provides support for Southern Nevada Coordinated Entry adherence to the Housing First philosophy by ensuring that clients experiencing homelessness will be housed, regardless of any presenting mental health, substance use or other barriers. It also ensures that clients with the highest level of acuity are provided the most appropriate housing and service interventions available.

Partner overview and missions

Southern Nevada Community Health Improvement Program (CHIPs; Applicant, social service provider & healthcare provider) works to improve the health and happiness of the Southern Nevada community, providing the right service to the right person, at the right time. Through a number of programs, CHIPs helps clients navigate from oversaturated service access points to intakes that better fit their needs, while remaining cognizant of the barriers vulnerable communities face and how they can hinder their access to vital services. As a 501(c)3 nonprofit agency, CHIPs has taken the lead in providing resource referral and navigation to existing health and social services for high utilizers of Emergency Medical Services and those experiencing psychiatric crises and emergencies in Southern Nevada.

For the most vulnerable members of the community, access to and navigation of social and health services can be complicated, challenging, and often overwhelming. CHIPs meets people where they are, helps them determine their needs, assesses the resources available, and assists them in navigating those resources. CHIPs currently offers case management services including referrals to existing community programs, advocacy, and navigation services. Case management plans are individualized, solutions-oriented, and intensive, requiring clients to be active participants.

Community Development Programs Center of Nevada (CDPCN; Applicant, housing provider), located in Las Vegas, NV, is a non-profit 501(c)(4) corporation founded by Frank Hawkins, Jr. in 1997. Frank Hawkins (World Champions 1984 Super Bowl) is a Las Vegas native and retired professional football running back. Frank established CDPCN with the express purpose of helping low to moderate income families achieve independence and economic empowerment. Frank's life purpose since retiring from his football career, is to "build affordable housing to make the world a better place" one day at a time. CDPCN takes great pride in creating beautifully planned neighborhoods that are affordably priced. The organization builds

developments for single-person households and families. Selecting sites that are close to schools and have easy access to freeways, shopping centers and entertainment is a key to success by reducing barriers for those who do not have a personal vehicle to access services and participate in the community.

V. 1. a. Development Experience and Leveraging

Community Development Programs Center of Nevada (CDPCN) has developed and built more than seventeen major housing developments exceeding a total of \$140 million, building more than 1800 affordable housing units, provided counseling to more than 400 small business owners, reviewed 250 business plans, and packaged business and consumer loans exceeding \$40 million. Types of housing developed include tax credits rental apartments, single family rehabbed for sale HUD homes, hundreds of Neighborhood Stabilization Program rehabbed single family homes, and new construction of single-family homes.

CDPCN has leveraged more than \$100 million in public-private partnerships with local, county, state and federal government grant and tax credit funds including private lenders and investors. Standard leverage is about 10% public grants, 90% private bank loans and private investment funds.

CDPCN currently operates 13 housing facilities with 3 additional projects underway. The largest four projects are:

1. Louise Shell Senior Apartments on North Martin Luther King Blvd in Las Vegas, a \$10 million, multi-family, Low-Income Housing Tax Credit property. It was built in 2003, with over 74,000 square feet and 100 multi-family units.
2. David J. Hoggard Family Community on West Monroe Ave in Las Vegas, a \$8.5 million, multi-family, Low-Income Housing Tax Credit property. It was built in 2005, with over 100,000 square feet and 100 multi-family units.

3. Senator Harry Reid Senior Apartments on North 11th Street in Las Vegas, a \$7.5 million, multi-family, Low-Income Housing Tax Credit property. It was built in 2003, with over 64,000 square feet and 82 multi-family units.
4. Saraan Knight Apartments on H Street in Las Vegas, a \$13.28 million, multi-family, Low-Income Housing Tax Credit property. It was built in 2009, with over 82,000 square feet and 80 multi-family units.

The 13 currently operating projects have ranged from a \$1.67 million investment to a \$13.28 million investment. Average cost of all thirteen existing and two under construction is \$7.33 million. The existing properties have a total of 874 units available, with an average occupancy rate of 92.39%. The oldest acquisition still in the portfolio dates back to January of 2002, with the most recently acquired in 2017, and the two newest properties under development since then. Total investment across these projects to date is \$99.625 million. Funds for these projects have been leveraged from Low-Income Housing Tax Credits (LIHTC, government), Ocean Villa 27, LLC., Affordable Housing Partners, Inc (nonprofit), April Housing (portfolio company), and RBC (wealth management).

Thrive Together will leverage funding from acceptable funding sources including HOME, Community Development Block Grant (CDBG), Section 108, Section 202, and Section 811.

V. 1. b. Managing Homeless Projects

CHIPs utilizes the Housing First model. In this project, that translates to housing clients, supporting them for 30 days to acclimate to their new home, with follow ups to ensure their needs are being met. After 30 days, case managers begin to offer other services available to residents. No resident is required to utilize these supports to maintain housing.

Examples of previous Homeless Projects

CHIPs began providing several dozen units of rapid rehousing during the start of the COVID-19 pandemic with the inception of the *Operation Home! Program*. The initial goal of this project was to provide immediate housing utilizing a housing first approach to those who were at increased risk of experiencing severe illness from COVID-19. While the initial model focused on rapid rehousing services, the current Operation Home! Model also offers permanent supportive housing for clients who need additional support. Working with households referred by the CoC Coordinated Entry team, the program provides short-, medium-, and long-term rental assistance. Both the rapid rehousing and permanent supportive housing options in this program provide housing rental assistance with the addition of a full range of supportive services, including education and employment support, medical and mental health care services, credit repair and legal services, landlord mediation, and case management services. This program has been active since 2021, serving over 400 clients since the program's inception. Last year the program served 168 individuals with 89% of clients exiting to positive housing destinations.

Through the *Rise and Thrive/Crisis Stabilization Program*, CHIPs operates and manage Scattered Short Term Transitional and Long Term Permanent Supportive Housing Sites for individuals experiencing homelessness, specifically for those who have recently experienced a mental, medical or substance abuse crisis. Housing was secured through our partnerships with local landlords, under Master Lease of several properties near the downtown Las Vegas area.

Transitional Short-Term Supportive Housing provides services to more challenging barriers than others such as untreated psychiatric needs, grappling with addiction or facing challenges with both. Programs are 30, 60, or 90 days depending on client needs.

Long Term Supportive Permanent Housing provides services to clients achieving self-sufficiency, moving out of transitional housing, and onto a permanent housing situation. These clients sign a lease of at least 12 months at scattered site housing.

In all the housing sites, beds, linens, one community television and an onsite washer and dryer unit are provided. Each client is provided with their own washcloth and towels. There will also be soap, deodorant, laundry detergent and cleaning supplies in each transitional unit. In the transitional homes, there will be 2 hot meals, and a bag lunch made available daily. In permanent housing units, tenants are supported to develop a budgeting plan that includes grocery shopping and purchasing household items. The Rise and Thrive/Crisis Stabilization Program provides 16 units with a total of 38 beds and has been functioning for the past 5 years.

For CHIPs' programs, rent to change based on unit size is determined by HUD, and CHIPs properties are managed by CHIPs staff and partners, or in collaboration with landlords through Master Leases.

CHIPS manages participant complaints through a detailed incident reporting system that follows the steps below:

1. When the incident occurs and the situation permits, Staff will contact Supervisor to make them aware of the incident and to ask for assistance if needed. Supervisor will contact Program Manager and discuss incident within four hours of incident occurring.
2. Incident Reports MUST be completed within 24 hours from the time the incident occurs.
3. Preparer of the Incident Report should be very detailed when describing the incident that occurred including, the date and time the incident occurred, the person/s involved, what lead to the incident, note any injuries sustained, note if law enforcement was involved, list any witnesses, and note what the end result of the incident was. Incident Reports must be signed by Supervisor and Manager.

CHIPs has a continuous partnership with local institutions of higher education, such as the University of Nevada Las Vegas (UNLV). CHIPs collaborates with the UNLV School of Medicine on the Mobile Health Collaborative (MHC). The Mobile Health Collaborative is a quarterly health resource fair that tries to address the many health disparities present in the community. Additionally, MHC and CHIPs collaborate with the Nevada Homeless Alliance on their event, Family Connect. Through these partnerships, clients are connected to a vital array of services with over 140 organizations and 160 volunteers.

Southern Nevada CHIPs also has a 2-year contract with the Centers for Disease Control and Prevention (CDC). With this agreement, a Public Health Associate from the CDC has been contracted to support the agency's programs. This support includes co-chairing Continuum of Care initiatives such as Family Connect, writing a report on homelessness, giving oral presentations on health disparities to community partners and assisting case managers in the Second Responders Program.

CDPCN

In conjunction with the CDPCN subsidiary Global Property Management Group, Inc. (GPMG), CDPCN has managed over 13 properties (see details in a. Development Experience and Leveraging.) All rents are set in conjunction with HUD through Pro Forma communications and based on Area Medium Income (AMI) levels. The goal is to provide opportunities at a variety of AMI that are affordable to residents and best address the specific needs of the community. CDPCN participant complaints are managed by the site manager of each property.

V. 1. c. Implementation Schedule (2 pages)

As the property for improvement is currently owned by the applicant (CDPCN), construction will be able to begin quickly.

Pre-award period: Site control is already secured, negotiations with North Las Vegas about neighboring property for additional support service offices underway.

Year 1, Quarter 1: Environmental review completion, execution of grant agreement, application for permits and other pre-requisites for groundbreaking, beginning of construction drawings and plans.

Year 1, Quarter 2-4: Finalization of permits and architectural and engineering drawings.

Year 2, Quarters 1-4: Construction of new building

Year 2, Quarter 3-4: Referrals from CoC and case manager process to identify and approve tenants for occupancy, including case management plans for tenants.

Year 2, Quarter 4: Finalization of construction, certificate of occupancy issued by jurisdiction.

Year 3, Quarter 1: Move in and building open for services. *Occupancy will begin roughly 25 months into the grant period.*

Year 3-Year 18: Facility provides Permanent Supported Housing with 40 units, as well as support services like job training, life skills, mental health, primary health care, and transportation.

V. 1. d. Property Maintenance (2 pages)

CDPCN founded Global Property Management Group, Inc. (GPMG), in 2002, for both property management and property maintenance needs. As an organization that already oversees 13 properties, procedures for repair and maintenance schedules for similar properties are already created. GPMG will apply previously created repair and maintenance schedules to the property to routinely check the structure, including roof, elevator, and fire suppression systems inspections, as well as upkeep like HVAC and painting. As an organization that has a more than twenty-year history managing similar and larger properties, GPMG are well positioned to

maintain the investment in the facility through regular maintenance, as well as large scale repairs.

CDPCN and GPMG are able to leverage funds from a variety of sources (see section a. Development and Experience Leveraging) to undertake large repairs and upkeep. Rental income from the units, as set by HUD will assist in maintenance costs and mortgage term debt, with any extra dollars being set aside for high-cost repairs.

CDPCN has been awarded 11 grants for affordable housing in the last 3 years, with a total award amount of \$42,478,850.00, with \$9,040,000.00 being subsidy funding and \$33,438,850.00 financing provided of housing.

e. Unmet Housing Need

2024's Point in Time (PIT) Count conducted in the end of January showed a 13-year-high in the number of unhoused individuals counted, a growing number of families with children, an increase among people experiencing homelessness chronically, and Black individuals over-represented among the unhoused population in Clark County. These results showed an overall 20% increase from the 2023 census and revealed alarming trends about who is experiencing homelessness in Southern Nevada. The annual snapshot of homelessness, on one particular night, identified 7,906 unhoused people, significantly higher than the 6,566 people counted in 2023.

The 2024 results showed the largest number of people experiencing homelessness since 2011. Experts have noted observed parallels between annual median household prices, Fair Market Rents, and the Point- in-Time (PIT) Count. The Count showed a steady decrease in people experiencing homelessness from 2018 through 2021, which paralleled Clark County experiencing only modest increases in median household prices (PIT report 2024). The numbers of people experiencing homelessness began to rise in 2022, just as housing prices surged by more than 35 percent. According to County Officials, Clark County has a shortage of nearly

65,000 affordable housing units for extremely low-income households, with additional shortages for those in other low-income categories, more than 1,500x the units included in this project.

Pandemic-era eviction protections expired in the County in early 2023, which might have fed the increase in those experiencing homelessness with additional scaling back of rental assistance protections and dollars during the crisis. Additional demographics from PIT 2024 include:

- Women are almost twice as likely to be unhoused as men.
- Black individuals make up 42% of the unhoused population, even though Black people make up only 12% of Clark County's total population.
- An estimated 19% of the total count in 2024 were families, compared to 12% the year before.

V. 1. f. Management of Rental Housing—full points for 4x number of units in this application. (2 pages)

CHIPs has 5 years of experience managing rental housing including scatter sites, shared living, transitional group housing and a 22-unit multi-family complex. They utilize Tenant ledger a software platform that allows for CHIPs to keep up with tenant payments and utilize maintenance care for maintenance requests. The program complies with privacy needs by partitioning information from viewers based on their role in tenant care.

CDPCN founded Global Property Management Group, Inc. (GPMG) in 2002. CDPCN recognized if it were going to continue building affordable multi-family housing developments, it should ultimately become the property manager to meet property management goals, protect and ensure the daily operational management interest and cash flow. Compliance with income and rent-targeting goals of the low-income housing tax credit programs were very critical considerations. In order to achieve the goals and objectives of Congress, our equity Investors,

and the IRS, Global Property Management Group was created. GPMG has been in operation for more than 22 years and has leased more than 1500 apartment units and continues to manage more than 15 different apartment developments.

Tax credit laws and administrative guidelines constantly change; therefore, property managers must always stay apprised of the most up-to-date information. There is much to be considered: annual state filings, federal income tax filings, as well as local and state compliance audits, just to name a few. Global Property Management Group, Inc., through its founder, CDPCN, has a strong history in development which has translated into a strong property management company. The benefits of having GPMG, Inc., as the property manager are as follows:

- Local ownership
- Strong, positive ties and understanding of the residents and neighborhood
- Strong, positive local, business, and governmental ties and understanding
- Commitment to continue to build internal expertise and skills
- Commitment to hire and train neighborhood people
- Create additional revenue to the non-profit
- The State of Nevada Housing Division suggests that more non-profits manage their properties
- A strong mission and desire to develop and manage Section 42 properties
- Qualifications and experience in-house
- Section 42 experience, by staff and through additional resources, which are used on a regular basis
- GPMG's high standards and experience help to minimize property neglect

- Hiring of local, small or minority businesses to fuel the neighborhood and promote local economy
- Close contact with the residents and management with a great degree of compassion and sensitivity
- Management fee earned can be reinvested or used to develop other affordable housing properties

GPMG oversees all of CDPCN's current 13 properties. This includes nearly 900 units across Las Vegas and surrounding areas. GPMG has been overseeing these properties since its founding in 2002, bringing more than 20 years of experience in affordable housing management to the project.

Between CHIPs and CDPCN/GPMG, the partners manage more than 1,550 units throughout their organizational history, nearly 39 times the number of proposed units (40) in *Thrive Together*.

V. 1. g. Coordinated Entry (2 pages)

Southern Nevada CHIPs is a Coordinated Entry Access point.

1. NV-500 Coordinated Entry System (CES) covers 100% of the CoC's geographic area, including the urban, suburban, and rural areas. Outreach staff provide assessments to unhoused individuals residing in uninhabitable locations allowing people to be served regardless of their geographic area.
2. CE Assessors are trained to use community developed standardized assessments including Southern Nevada CE Assessment Tool for adults without children, families with minor children, youth assessments, and any population with the experience of domestic violence. The tools gather enough client information to determine the severity of need and eligibility for housing and services and incorporate a person-centered approach, by being partly based on clients' strengths,

risks, and protective factors. They are easily understood by clients and are sensitive to clients' experiences. Community navigators monitor the community queue and provide referrals to temporary and permanent housing destinations based on level of need.

3. CE Assessors collect information using trauma-informed methods. This avoids invasive questions by only gathering enough client information to determine severity of need and eligibility. Integration of assessments into HMIS allows for provider-to-provider communication so clients don't repeat their information, thereby reducing the number of times a client is asked to retell their story.

4. The Coordinated Services Committee (CSC) with the Long-Term Project Team are continuously improving the assessment process and adjusting to meet the goals outlined by the CSC for equity. The Lived Experience team conducted secret shopper experiences at 11 CE sites and provided a comprehensive report which led to a re-vamp of CE including a focus on housing problem solving, providing immediate services, and educating staff on community services being offered. The CE system prioritizes victims of domestic violence, mental health and physically impaired, substance use disorder, active Family Services cases, elderly, justice impacted, cognitively impaired, and family with children. This new assessment is being piloted to ensure equitable placement of marginalized communities. It is on a quarterly evaluation schedule reviewing qualitative and quantitative data, inclusive of feedback from clients who have accessed CE services. NV-500 prioritizes receiving feedback from those participating households to ensure equity and that all voices are heard.

V. 1. h. Coordination with Housing Providers, Healthcare Organizations, and Social Service Providers

Thrive Together, is leveraging non-CoC funded housing resources through coordination with housing providers, healthcare organizations, and social service providers for new

construction, acquisition, and rehabilitation to provide at least 50 percent (\$3.75 mil) of the amount being requested in the application (\$7.5 mil). Other organizations are providing services for tenants, discounts for transportation, or furniture for units. Community groups and individuals will donate professional services and education through the life skills classes. The facility will include access to housing resources including supportive services, home-based and long-term services and supports, primary and medical care, behavioral health, substance use disorder treatment and recovery, and other services, such as education and job supports to residents.

V. 1. i. Experience Promoting Racial Equity

Nevada, including NV500, is demographically a minority majority state meaning that there are more minorities than White/Caucasian people residing in the state. NV-500 is even more diverse with White individuals making up less than 40% of the population with BIPOC individuals making up more than 60% of the population. NV-500 has built its workforce to be racially representative of the community, making them especially effective at addressing the needs of their unhoused neighbors. Shared cultural identity creates more empowered advocating.

Likewise, the NV-500 Board is reflective of the local population and includes representation of BIPOC, LGBTQ+, youth, and people with lived experiences of homelessness. Black and brown youth with lived experience participate in shaping content and presenting at annual Summits. They also design, plan, and implement programs and activities surrounding advocacy. Community and jurisdictional partners successfully work with underserved community residents, particularly BIPOC, when designing and implementing new programs. Community leaders often host listening sessions to receive input and guidance from the people who programs are designed for. Equity data is analyzed on an ongoing basis to ensure programs advance racial equity beginning at implementation and continuing throughout the life of a

program. Course correction is made quickly when issues are identified to continue providing services in an equitable manner.

CHIPS:

Like NV-500, CHIPS has a staff that is racially representative of the community. The organization is committed to delivering culturally competent services. It tailors its prevention programs to meet the unique needs of diverse populations, ensuring that interventions are relevant and effective across different cultural contexts. See additional details in V. 1. k. Section 3 Requirement.

CDPCN

To promote racial equality, CDPCN companies focus on initiatives like building single-family homes and multi-family apartments in minority neighborhoods, diversifying its workforce at all levels, hiring from the communities the organization builds in, actively supporting minority-owned businesses, contractors and subcontractors, and advocating for policy changes that address systemic racism.

Diverse hiring: Actively seeking out and hiring minority candidates from diverse backgrounds across all levels of the community.

Leadership development: Provide opportunities for underrepresented employees to develop leadership skills training in maintenance and property management.

Partnerships with minority organizations: Collaborating with non-profits, for-profits, and community groups focused on racial justice issues.

Advocacy for policy change: Publicly supporting legislation aimed at addressing systemic racism.

See additional details in V. 1. k. Section 3 Requirement.

V. 1. j. Community Integration for Persons with Disabilities-2 pages

The PSH units in this project will be part of mixed-use development, meaning individuals and families that will reside in the units are not all disabled. Units will not be segregated based on ability but mixed within the building. This project will include tenant-based rental assistance that enables individuals with disabilities to lease housing in integrated developments, and apartments for individuals with various disabilities scattered throughout public and multi-family housing developments.

In addition to units designed and constructed in accordance with the 2010 ADA Standards for Accessible Design, services provided on site will reduce tenants need to travel to meet with case workers, social services, job placement assistance, and many other needs. If they do need to travel, CHIPs will assist them in arranging medical transport (if needed) Lyft rides, bus passes, or even direct transport by case workers.

Case workers and other supportive service providers will work with those who have assistance animals to ensure that they can be accommodated on site.

As a new construction, the project will adhere to Section 504, a minimum of 2 units accessible for persons with mobility impairments. An additional unit will be made accessible for persons with hearing or vision impairments. Partners with lived experience and expertise in the needs of these populations will be consulted to ensure units are best built to accommodate residents' needs.

V. 1. k. Section 3 Requirement-1 page

The project will comply with Section 3 of the Housing and Urban Development Act of 1968 (12 U.S.C. 1701u) (Section 3) and HUD's implementing rules at 24 CFR part 75 to provide employment and training opportunities for low- and very low-income persons, as well as contracting and other economic opportunities for business that provide economic opportunities to low- and very low-income persons.

CDPCN has extensive policies and procedures to ensure this compliance, including subcontractor requirements, forms for:

- Section 3 Worker Hour Tracking,
- Business Concern,
- Qualitative Efforts Taken by Subgrantee in the absence of meeting HUD's Section 3 benchmarks,
- Section 3 Worker (Self-Certification),
- Qualitative Efforts Undertaken at End of Project,
- Section 3 Hours at Project Close, and
- Acknowledgement of Section 3 Clause & Certification of Compliance.

CHIPs aligns with Section 3 in the following ways:

- Approximately 80% of CHIPs current staff, including its Executive Director meet the criteria for a Section 3 worker marked by their current income or income in the year before they were hired.
- Based on its current employment they qualify as a Section 3 business.
- Has hired the equivalent of 50% of current staff as a part of the Workforce Connections, Southern Nevada's Local Workforce Development Board, On the Job Training program over the last 10 years.
- Has facilitated Work Experience for youth a part of the Department of Labor's Workforce Innovation Opportunity Act Youthbuild for the equivalent of 10% of its current staff.
- Continues to work with Nevada Department of Welfare and Supportive Services on opportunities for volunteering or employment for their clients.

