



Help Hope Home

Helping the Homeless in Southern Nevada

HELP HOPE HOME Southern Nevada's Plan to End Homelessness Implementation Schedule

The long term solution to the problem of homelessness is to provide affordable and accessible housing for all local residents. The *Help Hope Home* plan defines core strategies and details the following Implementation Schedule that we will use to make this change a reality. These strategies and their objectives, along with the activities that support them, form our local agenda for change over the next ten years. Our core strategies are based on best practices and proven methods that have decreased the incidence of homelessness in communities that are successfully implementing plans across the country.


After two years of initial planning and infrastructure building, Southern Nevada rolled out the first *Help Hope Home* Business Case in September 2007 for the region. This Implementation Schedule and a detailed Work Plan supports the business case and identifies the strategies, action steps and evaluation methodology to be used to ensure that progress is made toward the overarching goal of ending homelessness. We will move forward using the information gained from the community planning sessions, local best practices in use and research data that aligns with the needs of the community. The three key strategies to change are:

1. **HELP- Planning for Outcomes** - Design a roadmap for change, including objectives, activities and evaluation plans for each of the key strategies that will drive community outcomes. Build the infrastructure that will deliver services, increase access to housing opportunities and support through increased collaboration and strategic alliances across the region.
2. **HOPE- Closing the Front Door to Homelessness**- Prevent homelessness whenever possible. Improve the availability of prevention programs, expand the types of prevention strategies, and evaluate their effectiveness in preventing homelessness. Provide people at risk for homelessness with wraparound services. Improve access to wraparound mainstream services that link clients to services and community support to keep the client in safe, affordable housing and address health and wellness issues.
3. **HOME- Opening the Back Door out of Homelessness** - Rapidly re-house people who become homeless. Expand the availability of affordable permanent housing and improve access to sustainable housing options. Implement the transition from the existing tiered shelter system to a system that focuses on providing housing.

The implementation schedule will include specific focus areas and action step attainment with an emphasis on accountability and reporting. Evaluation will be ongoing and will include all aspects of the plan. We will use the Homeless Management Information System (HMIS) across the region and will utilize its reporting capabilities to report outcomes, as well as use the information to guide the provision of technical assistance for countywide programs. As we move forward in partnership with community partners, a method will be employed to match programs and services across region based on client need in a detailed Work Plan. The Work Plan will drive the activities being addressed in each one of the focus areas, as well as be the home to the evaluation tools, methods and reporting schedules that will keep us accountable to the benchmarks we have set. The Work Plan will be the third companion piece that will support the Business Case and the Implementation Schedule.

The Southern Nevada Regional Planning Coalition and its Committee on Homelessness are responsible for implementation and evaluation of the Help Hope Home plan to end homelessness. Coordination will be provided by the Office of the Regional Homeless Coordinator. Every two years the Office of the Regional Homeless Coordinator will publish a report for the community on the progress toward achieving the outcomes identified in the plan. Interim reports will be provided during alternate years to update changes to the plan, report on accomplishments to date and identify new priorities.

The following Implementation Schedule actualizes the 10 Year Plan for Southern Nevada. Each key strategy is identified along with the necessary action steps, time frame, proposed partners, community impact and funding requirements. Help Hope Home is broken into four focus areas, under which key actions steps will be taken to address homelessness in Southern Nevada.



HELP- Planning for Outcomes and Implementing the Roadmap

By designing a roadmap for change, including strategies, objectives and an evaluation plan that ensures accountability, we will build an improved infrastructure that will support progress toward our goal of ending homelessness.

As part of the planning process, we have worked collaboratively over the last two years to build a base of cooperation and communication and obtain locally relevant sources of data. As a result of this community based process, we have forged new relationships and garnered support as we move toward the common goal of ending homelessness in Southern Nevada.

We will continue to work with local service providers at all levels to encourage alliances, referrals, communication and coordination of services to benefit the client and improve outcomes. The implementation of this type of approach will mean that agencies and organizations will need to work together to develop plans for clients, with each agency contributing it its own way. The Committee on Homelessness will continue this focus on collaborative problem solving and strategic alliances as we move into the implementation phase of the plan. The implementation schedule that we create and follow will guide us as we work together to end homelessness.

A key component of this coordination is the Homeless Management Information System (HMIS). HMIS is a software program that stores data on the characteristics and service needs of homeless persons. Homeless assistance providers in Southern Nevada will use this web-based application to coordinate care, manage their operations, reduce duplication of service, and improve client services. An HMIS knits together homeless service providers within a community and creates a more coordinated and effective housing and service delivery system, allowing for the improved evaluation of program effectiveness which is critical to ending homelessness. ¹

Planning for Outcomes action steps include:

- Holding focus groups, work sessions
- Conducting the Point-In-Time Homeless Count every two years
- Conducting a Gaps Analysis
- Collaborating to drive regional policy
- Working to streamline funding programs to support plan initiatives
- Crafting a business case for ending homelessness
- Developing an implementation schedule with goals, objectives and benchmarks delineated
- Producing an evaluation and reporting plan
- Continuously evaluate the service delivery system through the Homeless Management Information System
- Collaborating with local organizations and institutions to maximize our impact on homeless issues
- Raising community social and financial capital to support progress toward ending homelessness in our community
- Raising awareness in the community about homeless issues, and how this impacts each and every one of us

Managing for Results

Help Hope Home is the roadmap Southern Nevada will use to implement its plan to end homelessness over the next ten years. Over the past two years we have engaged stakeholders and the community in focus group meetings and input sessions to gain community perspective, direction, feedback and data to be used to develop this strategic action plan to end homelessness. This plan has been designed to produce results as well as to report those results back to the community.

The backbone of this plan is based on local data, obtained through the point in time homeless count, a Gaps Analysis, conversations with homeless persons, stakeholders, and local as well as national leaders in the fight to end homelessness. By focusing on managing for results, we can ensure Help Hope Home will be accountable for completing the action steps and meeting the benchmarks it has set.

	Action Step	Time Frame	Proposed Partners	Outcome	Funding Status
1.1	Hold focus groups and work sessions with key stakeholders, including homeless and formerly homeless persons, to ensure effective community participation	1-10 years	Office of the Regional Homeless Coordinator	Stronger plan to end homelessness based on provider and stakeholder participation	Sources of funding/revenue not identified \$-low cost
1.2	Conduct a point in time homeless count every two years	2 years	Applied Survey Research, Office of the Regional Homeless Coordinator, Las Vegas Metropolitan Police Department, Las Vegas Animal Control, Henderson, Boulder City, North Las Vegas, Clark County	Improved ability to target programs and services to end homelessness	Funded-Clark County, Henderson, Boulder City, North Las Vegas, Las Vegas
1.3	Conduct Gaps Analysis	1 year	Community Focus groups: Las Vegas Rescue Mission, Shade Tree, Friends of the Desert, Catholic Charities, Salvation Army, Center for Independent Living, Poverella House, Unstructured Homeless Outreach, General Community, Banks and Developers, Service Providers, Law Enforcement, Municipalities	Streamlined goals and objectives of business case and plan based on data	Funded-Clark County, Henderson, Boulder City, North Las Vegas, Las Vegas

HELP HOPE HOME Implementation Schedule
HELP: Managing for Results

	Action Step	Time Frame	Proposed Partners	Outcome	Funding Status
1.4	Develop a work plan, with detailed benchmarks, reporting schedules and outcome measurement for each program	1-10 years	Office of the Regional Homeless Coordinator, Committee on Homelessness, Clark County Social Service	Increased effectiveness of programs in ending homelessness and increased accountability for dollars invested in programs	Sources of funding/revenue not identified \$\$-moderate cost
1.5	Develop and write a business case for ending homelessness	1 year	Office of the Regional Homeless Coordinator, Non-Profits, Businesses and Government, Strategic Progress, LLC	Increased ability to end homelessness in Southern Nevada	Funded-Clark County, Henderson, Boulder City, North Las Vegas, Las Vegas
1.6	Develop an implementation schedule with goals, partners, and timelines identified.	1 year	Office of the Regional Homeless Coordinator, Non-Profits, Businesses, Municipalities/Government, Strategic Progress, LLC, Clark County Social Service	Improved ability of community to solve problems associated with homelessness	Funded-Clark County, Henderson, Boulder City, North Las Vegas, Las Vegas
1.7	Create evaluation system to identify effective programs, project, interventions and outcomes	1-10 years	Government, Office of the Regional Homeless Coordinator, Non-Profits, Businesses, Trust Fund, Clark County Social Service	Improved ability of community programs to end homelessness	Partial funding available \$\$-moderate cost
1.8	Fully utilize HMIS(including information sharing) and evaluate service outputs and outcomes	1-10 years	Office of the Regional Homeless Coordinator, Committee on Homelessness	Increased program effectiveness and accountability for program investments	Sources of funding/revenue not identified \$\$-moderate cost
1.9	Establish reporting schedule for Office of the Regional Homeless Coordinator	1-10 years	Committee on Homelessness, Southern Nevada Regional Planning Coalition, Committee on Homelessness	Increased accountability to the community for progress made on the plan	Sources of funding/revenue not identified

Coordinated Response and Community Awareness

Help Hope Home has set an ambitious goal for the next ten years- to end homelessness in Southern Nevada. This goal will only be accomplished through the support of the community, and is directly tied to our ability to increase public awareness about who becomes homeless and how the community can respond to the financial demands that support successful implementation of the plan.

The Help Hope Home website serves as the central point of communication to the community about what the plan entails, and the progress we are making toward achieving the benchmarks for success we have set. We will also work to impact public policy affecting homeless individuals and families, by engaging the legislature as well around issues that impact our ability to address homeless issues, including the development of the homeless trust fund, social policy regarding homeless persons, and funding to provide key services.

	Action Step	Time Frame	Proposed Partners	Outcome	Funding Status
2.1	Develop a certification program for case management	1-6 years	University of Nevada Las Vegas, Office of the Regional Homeless Coordinator, Non-Profits, Businesses, Caminar, Inc	Improved quality of case management service provision	Source of funding/revenue not identified \$\$-moderate cost
2.2	Engage in partnership w/ UNLV, School of Social Work/Public Policy to promote development of a Non Profit Center of Excellence/Non Profit "University"	1-10 years	Office of the Regional Homeless Coordinator, Non-Profits, Public/Private schools, Faith-based organizations, Businesses, University of Nevada, Las Vegas, College of Southern Nevada, United Way, Southern Nevada/Regis University	Improved social services and practical applications of academic knowledge and models	Sources of funding/revenue not identified \$\$-moderate cost
2.3	Create a universal application in concert with HMIS system	1 year	Government, Non-Profit, University of Nevada, Las Vegas, Foundations	Streamlined data gathering ability and reduction in service duplication	Source of funding/revenue not identified \$\$-moderate cost
2.4	Create a consortium/technical/work group that focuses on homeless issues that is led by the Nevada Homeless Alliance	1-5 years	Government, Non-Profits, Organizations, Businesses	Improved ability of the community to address homeless issues	Partial Funding available \$-low cost
2.5	Establish a prevention provider network that specifically address homeless/issues	1-5 years	Office of the Regional Homeless Coordinator, Non-Profits, Public/Private schools, Faith-based organizations, Family Resource Center	Increased access to mainstream programs to persons who are homeless	Sources of funding/revenue not identified \$\$\$-high cost

HELP HOPE HOME Implementation Schedule
HELP: Coordinated Response and Community Awareness

	Action Step	Time Frame	Proposed Partners	Outcome	Funding Status
2.6	Create an access awareness campaign about homelessness and services available in the community	1-10 years	Government, Office of the Regional Homeless Coordinator, Non-Profits, Businesses, Organizations, Stakeholders, Community, Nevada 211/HELP of Southern Nevada, Family Resource Center	Improved community awareness of homeless issues and ability to address them	Source of funding/revenue not identified \$\$-moderate cost
2.7	Coordinate with State government on the development of a statewide homeless initiative and work to include statewide and regional statements of need in the plan	1-5 years	Government, Office of the Regional Homeless Coordinators for Northern and Southern Nevada	Improved coordination of government and public efforts and resources to end homelessness across the State of Nevada	Sources of funding/revenue not identified \$\$-moderate cost
2.9	Advocate for ordinances, other legal options, outreach and shelter placement promoting public safety	1-5 years	Nevada Highway Patrol, Legal, Las Vegas Metro Police Department, City Council, County Commission, Businesses, Non-Profits, Office of the Regional Homeless Coordinator	Improved public safety and ability to reduce harm	Source of funding/revenue not identified \$\$-moderate cost
2.10	Develop, and advocate for, legislative bills, social policy, funding and programs that address homelessness	1-10 years	Government, State of Nevada, Non-Profits, Community Organizations, Homeless, Advocates, Legislature	Improved public policy response to issues that affect the homeless	Source of funding/revenue not identified \$\$-moderate cost
2.11	Develop a community appeal to solicit financial support for implementation of the plan, and ensure long term sustainability through growth of the Homeless Trust Fund	1-10 years	Government, Community Organizations, Philanthropists, Legislature, Advocates, United Way of Southern Nevada	Improved ability to end homelessness through adequate funding of programs	Sources of funding revenue not identified \$\$\$-high cost
2.12	Educate the community regarding progress of the Help Hope Home plan, and the issues homeless persons face	1-10 years	Government, Community Organizations, Media Partners, Advocates, Legislature	Improved public response to issues concerning homeless persons	Source of funding/revenue not identified \$\$-moderate cost



HOPE- Closing the Front Door to Homelessness through Prevention and Support

For all involved in the fight to end homelessness, a focus on prevention as one of the key strategies to achieve our goal is critical. We will work to prevent homelessness through access to support services when homelessness is threatened and through the provision of wraparound services once a person has found permanent housing again after homelessness, improving stability.

For an individual or family to remain stable in a home, access to fundamental resources and supportive services are necessary, so that when the family experiences difficult times, their housing is not jeopardized. It is critical that we focus on meeting the needs of homeless youth in order to prevent adult homelessness as our own Homeless Management Information System (HMIS) data tells us that 35% of homeless adults claim to have been homeless teens.

On any given day there are 11,417 people who are homeless in our community according to a census count conducted in January 2007. For the first time, we have access to locally relevant data about who is homeless in Southern Nevada and why. A snapshot of the data concludes that:

- 34% were identified in shelter facilities and 66% were unsheltered, and a surprisingly high 73% of survey respondents had been homeless less than one year, indicating higher than typical rates for temporary homeless in Southern Nevada than in other communities across the country.
- Approximately 7% of all survey respondents (sheltered and unsheltered) had children under the age of 18 living with them. 72% were male and 28% female with African Americans representing 33% of the homeless population, even though they make up only 9% of the general population.
- 43% of all survey respondents had received their high school diploma or equivalent, and nearly 28% had attended college or held a college degree.
- 50% of respondents indicated they had some disabling condition, with 24% experiencing some form of physical disability.
- 35.1% of respondents reported becoming homeless after losing their job, and 17.1% reported drug or alcohol abuse as the reason they lost their home.

Prevention action steps include:

- Preventing eviction and displacement
- Increasing access to transitional and supportive housing
- Providing one time and short term rent assistance
- Improving placement services for housing for individuals coming out of hospitals, mental health institutions, jails, prisons and the child care system
- Providing wraparound social services to clients who have been housed after a period of homelessness
- Increase access to mainstream supportive services for homeless youth, individuals and families
- Coordinating mainstream service provision to youth and young adults, as well as children who are experiencing homelessness
- Increasing the income of the poor through education and training
- Increasing access to community treatment programs and supported institutional release programs
- Increasing the number of outreach teams reaching out to youth and young adults

Prevention

Help Hope Home will direct resources and attention to issues of prevention in the community, by coordinating with other agencies to prevent people from becoming homeless in the first place, and helping them access the resources they need to maintain their current housing. We will work to improve discharge planning/placement planning, by collaborating with hospitals, mental health facilities, jails and the child welfare system to ensure that people are not discharged from these institutions into homelessness.

We will also increase access to medical, dental and vision care services, as well as provide supportive services sensitive to the needs of the medically frail homeless population. Partnerships will be formed among police, hospitals, and homeless service providers to leverage funding to support programs that support self sufficiency among the homeless population.

	Action Steps	Time Frame	Proposed Partners	Outcome	Funding Status
3.1	Coordinate with other agencies to improve the discharge policies and procedures/ placements plans of the Correctional, Mental Health, Child Welfare and Public Health Systems to include housing resources	1-4 years	Office of the Regional Homeless Coordinator, Non-Profits, Public/Private schools, Faith-based organizations	Increased number of persons transitioning to permanent housing after discharge from an institution or care facility	Partial Funding available \$\$-moderate cost
3.2	Expand community service provider availability to serve clients 24 hours per day, 7days per work including evenings and weekends	1-3 years	Office of the Regional Homeless Coordinator, Non-Profits, Public/Private schools, Faith-based organizations, Businesses, University of Nevada, Las Vegas, College of Southern Nevada, law enforcement	Decreased hospitalization and institutionalization of homeless persons due to improved access to services during non business hours	Sources of funding/revenue not identified \$\$-moderate cost
3.3	Identify the most frequent users of emergency systems and direct permanent housing and mainstream services resources to that population	1-10 years	Shelters, Hospitals, Clark County, Non-Profits	Increased number of persons connecting to services that move them into permanent housing upon discharge from institutions and systems	Sources of funding/revenue not identified \$-low cost
3.4	Formalize discharge/placement planning committee and an ongoing subcommittee of the coordinating committee to conduct ongoing tasks and system improvements	1-10 years	Clark County, Local Municipalities, Institutions, Jails, Shelters, Hospitals, Office of the Regional Homeless Coordinator	Increased number of persons connecting to services that move them into permanent housing upon discharge from institutions and systems	Partial funding is available \$\$-moderate cost

HELP HOPE HOME Implementation Schedule
HOPE: Prevention

	Action Steps	Time Frame	Proposed Partners	Outcome	Funding Status
3.5	Establish workgroup to operationalize discharge/placement planning with all hospitals	1-10 years	Clark County, Local Municipalities, Institutions, Jails, Shelters, Hospitals, Office of the Regional Homeless Coordinator	Increased number of persons connecting to services that move them into permanent housing upon discharge from hospitals	Sources of funding/revenue not identified \$-low cost
3.6	Work with municipalities, non-profits, businesses, physicians, dentist, etc to address medical/dental care services within the 10 year plan	1-10 years	Hospitals, physicians, dentists, non-profits, clinics, Office of the Regional Homeless Coordinator, Public/Private schools, Faith-based organizations, Businesses, University of Nevada, Las Vegas, College of Southern Nevada, law enforcement	Improved, coordinated method for delivering medical/dental services to homeless who are not eligible for mainstream programs	Sources of funding/revenue not identified \$\$-moderate cost
3.7	Coordinate with organizations to fund and prevent one-time evictions, foreclosures and loss of utilities	1-10 years	Trust Fund, Department of Housing and Urban Development, Housing Authorities, Federal Emergency Management Administration, United Way, Municipalities, Committee on Homelessness/Southern Nevada Regional Planning Coalition, Landlords, Office of the Regional Homeless Coordinator, Municipal Judges, Nevada Power	Increased numbers of clients maintain permanent housing without loss of utilities	Increase available funding in budget submitted by the RHC and approved by the COH. Plus, seek additional grants, etc \$\$-moderate cost
3.8	Coordinate with organizations, government, landlords and legislature to create funding opportunities to support payment of application fees, deposits, move-in cost and relocation fees	1-10 years	Trust Fund, Department of Housing and Urban Development, Housing Authority, FEMA, United Way, Municipalities, Committee on Homelessness/ Southern Nevada Regional Planning Council, Foundations, Non-Profit Providers, Faith Organizations, Office of the Regional Homeless Coordinator	Increased numbers of clients maintain permanent housing	Source of funding/revenue not identified \$\$-moderate cost

HELP HOPE HOME Implementation Schedule
HOPE: Prevention

	Action Steps	Time Frame	Proposed Partners	Outcome	Funding Status
3.9	Reduce frequency of shelter moves for families, individuals, youths	1-10 years	Shelters, Non-Profits, Government, Department of Housing and Urban Development, Federal Emergency Management Administration, Office of the Regional Homeless Coordinator	Improved stability of homeless individuals and increased access to permanent housing	Partial funding available \$\$-moderate cost
3.10	Develop programs to assist people who have poor work, credit and/or criminal histories	1-3 years	Landlords, HUD, Housing Authority, Trust Fund, Foundations, United Way, Non-Profits, Faith Organizations, Office of the Regional Homeless Coordinator	Increased stability of program participants	Sources of funding/revenue not identified \$-low cost
3.11	Develop partnerships with government, non-profits, court, law enforcement to target homeless for referrals to immediately address any warrants, non-violent offenses, etc.	1-10 years	City/County Attorney Offices, Judges, Public Defenders, Non-Profits, Government, Service Providers, Office of the Regional Homeless Coordinator	Increased ability of homeless persons to address and resolve minor legal issues	Source of revenue/funding not identified \$\$-moderate cost

Services

Help Hope Home will work with the community to design and deliver services to people who are transitioning out of homelessness, or who are at risk for becoming homeless to give them the tools and support they need to live life off the streets. Part of the overall plan to provide supportive services includes ensuring that homeless and formerly homeless persons have access to public assistance, as well as substance abuse and mental health treatment services.

In order to address basic living needs, we will partner with Three Square, a comprehensive food distribution and culinary education center that will meet the nutritional needs of the homeless. We will also collaborate with providers to make access available to homeless persons to voice mail and message centers, as well as to work programs that are targeted to at risk populations.

The plan also includes a focus on youth and young adults, prioritizing the access of youth to medical, dental and mental health care, birth certificates and training programs. We will also work to support family unification efforts when appropriate, and work with the school district to support children who are homeless and are attending Clark County Schools.

	Action Steps	Time Frame	Proposed Partners	Outcome	Funding Status
4.1	Develop niche programs that address homeless families, youth/young adults and individual needs re: child care, pet care, support services etc	1 year	Office of the Regional Homeless Coordinator, Non-Profits, Public/Private schools, Faith-based organizations, Businesses	Increased access to supportive services for homeless persons	Sources of funding/revenue not identified \$\$-moderate cost
4.2	Partner with a communications provider to maintain at least 2,000 voicemail lines for homeless in Southern Nevada	1-3 years	Government, Office of the Regional Homeless Coordinator, Committee on Homelessness/Southern Nevada Regional Planning Coalition, Non-Profit, Businesses	Increased opportunity for homeless to stay in contact with significant others and employers	Sources of revenue/funding not identified \$-low cost
4.3	Coordinate food distribution to the homeless using community resources (Three Square)	1-3 years	Office of the Regional Homeless Coordinator, Non-Profits, Public/Private schools, Faith-based organizations, Businesses	Improved access to nutritious meals for homeless persons	Partial Funding available \$\$-moderate cost
4.4	Improve delivery of services to HIV/AIDS homeless population	1-5 years	Office of the Regional Homeless Coordinator, Non-Profits, Public/Private schools, Faith-based organizations, Businesses, HIV/AIDS community	Improved stability and wellness of homeless persons with HIV/AIDS	Partial Funding available \$\$-moderate cost

	Action Steps	Time Frame	Proposed Partners	Outcome	Funding Status
4.5	Engage HMO's, Pharmacies, Companies regarding non/prescription drugs assistance/access	1-5 years	Drug Companies, Government, Pharmacies, Health Management Organizations (HMO)	Increased access to non prescription/prescription drugs and assistance to homeless persons	Source of funding/revenue not identified \$\$-moderate cost
4.6	Increase access to Drop-In Centers and Work Program Centers	2-3 years	Government, Non-Profits, Businesses, Clark County Social Service	Increased access for homeless persons to mainstream supportive services	Partial funding available \$-low cost
4.7	Annually increase awareness of, and service offerings at Project Homeless Connect for youth/young adults, families, individuals	1-10 years	Government, Businesses, Non-Profits, Organizations, Volunteers, Community, Stakeholders, Office of the Regional Homeless Coordinator	Increased awareness of individuals and community of programs and services that address homeless issues	Partial funding available \$-low cost
4.8	Annually, make available medical/substance abuse/mental health assistance for homeless youth/young adults ineligible for traditional programs	1-10 years	NPHY, Center for Independent Living, West Care, Hospitals, Southern Nevada Adult Mental Health Services (SNAMHS), Nevada Partners, Nevada Health Centers, State of Nevada, Dept. Health and Human Services, Clark County School District	Increased access to low/no cost medical, substance abuse/mental health assistance for youth/young adults	Source of revenue/funding not identified \$\$-moderate cost
4.9	Coordinate with other organizations to fund ID, birth certificates for homeless youth/young adults, families, individuals	1-7 years	State of Nevada, Government, Office of the Regional Homeless Coordinator, Non-Profits, Clark County Social Service, Southern Nevada Health District	Improved access to government and mainstream social service programs	Partial funding available \$\$-moderate cost
4.10	Identify funding to support the reunification of homeless individuals, families, youth/young adults with relatives when desired, with a focus on children in the welfare system	1-10 years	Family Services, State of Nevada, Non-Profits, Government	Increased stability of persons at risk for, or dealing with homelessness	Source of revenue/funding not identified \$\$-moderate cost
4.11	Collaborate with homeless liaisons in public school system to provide resources to homeless children/families in transition	1-10 years	Clark County School District, Family Services, Ready for Life, Communities in Schools, Shelters, Non-Profit, Businesses	Increased access to support services for homeless children	Partial Funding available \$\$-moderate cost

HELP HOPE HOME Implementation Schedule
HOPE: Services

	Action Steps	Time Frame	Proposed Partners	Outcome	Funding Status
4.12	Annually assist 500 persons who are homeless and eligible for public benefits, such as SSI and SSDI, to apply for and receive such benefits.	1-10 years	Clark County Social Service	Increased stability of persons in terms of health, wellness and housing	Source of revenue not identified \$\$-moderate cost
4.13	Collect data to track the number of deaths among people who are homeless in the community	1-10 years	Office of the Regional Homeless Coordinator, Clark County, Metro, Coroner's Office, Local Municipalities	Improved ability of County to assess risk of death to homeless people and frequency of death related to homelessness	Partial funding available \$-low cost

Education, Training and Employment

In order to live independent, self sufficient lives, individuals must have opportunities to obtain the skills and knowledge they need to participate in the workforce. The Office of the Regional Homeless Coordinator, along with workforce development partners will provide training and education, and will connect job ready persons with employment opportunities. We will also work to create one stop shops that structure employment and education opportunities and training for youth, including providing access to GED courses, ESL, college preparation and financial literacy. We will also develop and increase rehabilitation opportunities for employment for persons with disabilities so that they may re-enter the workforce and maintain their self sufficiency.

	Action Steps	Time Frame	Proposed Partners	Outcome	Funding Status
5.1	Utilize Workforce Development partners and organizations to work closely with homeless	1-10 years	Workforce Investment programs, Contractors, Service Providers, Day Labor Agencies, State of Nevada, Department of Employment, Training and Rehabilitation	Increased employment opportunities for homeless persons	Partial funding available \$\$-moderate cost
5.2	Develop a partnership with State of Nevada Vocational Rehabilitation to connect homeless persons to rehab services	1-5 years	State of Nevada, Vocational Rehabilitation, Non-Profits, Public/Private Schools, Businesses, Department of Employment, Training and Rehabilitation	Increased number of homeless persons re-entering the workforce	Sources of funding/revenue not identified \$\$0moderate cost
5.3	Create a pilot employment program with hospitality industry for homeless people to gain employment	1-2 years	Workforce Investment programs, Government, Non-Profits, Businesses, Department of Employment, Training and Rehabilitation, Nevada Partners, Unions	Improved re-entry to employment for homeless	Partial funding available \$\$-moderate cost
5.4	Create Life Skills curriculum for homeless individuals to obtain self sufficiency and improve basic life skills	1 year	University of Nevada, Las Vegas (UNLV), Office of the Regional Homeless Coordinator, Non-Profits, Businesses, government	Improved life skills functioning for program participants	Source of funding/revenue not identified \$\$-moderate cost
5.5	Train social workers and case managers to assist clients with the eligibility process for social security and disability benefits	1-10 years	Clark County, Non-Profits, Government, Clark County Social Service	Increased access to public benefits for clients who qualify	Partial funding available \$-low cost

HELP HOPE HOME Implementation Schedule
 HOPE: Education, Training and Employment

	Action Steps	Time Frame	Proposed Partners	Outcome	Funding Status
5.6	Increase percentage of homeless persons employed at exit from a transitional or permanent supportive housing program to at least 18% after one year and to 50% over ten years	1-10 years	Nevada Partners, Workforce Investment Council, Vocational Rehab, Case managers in each Agency	Improved stability and self sufficiency of person who is homeless	Partial funding available \$-low cost
5.7	Increase access to employment and training opportunities offered through key workforce development partners to provide job ready individuals and linkages to jobs	1-10 years	Nevada Partners, Workforce Investment Council, Vocational Rehab, Dept. of Education Training, Rehab JobConnect Offices	Increase job opportunities for homeless individuals	Partial funding available \$-low cost
5.8	Create one stop shops that structure programs for homeless youth/young adults including GED, Diploma, ESL, college prep, vocational education and financial literacy	1-10 years	Government, Non-Profits, Businesses, WestCare, Nevada Partnership for Homeless Youth, Center for Independent Living	Improved access to educational programs for homeless youth	Sources of funding/revenue not yet identified \$\$-moderate cost

Public Safety and Outreach

We will increase outreach to homeless persons to redirect them from homelessness into service provision and housing attainment. By working with community policing programs to engage more with people who are homeless, and increasing access to 24 hour intervention teams, we hope to reduce the number of incarcerations and increase the number of people who are directed to services after dealing with law enforcement or outreach workers. As we collaborate with local non profits to dismantle encampments, we will improve public health and safety not only for the persons who are living in the encampments but for the community at large.

	Action Steps	Time Frame	Proposed Partners	Outcome	Funding Status
6.1	24 hour Restrooms-Multi-location/units with shower, sink and toilet (supplies)	1-7 years	Office of the Regional Homeless Coordinator, Non-Profits, Public/Private schools, Faith-based organizations, Businesses	Improved sanitation and public health	Sources of funding/revenue not identified \$\$-moderate cost
6.2	Advocate for use of pre-arrest diversion programs to reduce incarcerations	1-5 years	Courts, Legal, Non-Profits, Government, Hospitals, Detention, Community Organizations Nevada Highway Patrol (NHP), Las Vegas Metropolitan Police Department (LVMPD)	Reduced arrests and incarceration of homeless persons	Source of funding/revenue not identified \$\$-moderate cost
6.3	Create specialized units (outreach workers & law enforcement) for high traffic/volume areas of homeless	1-7 years	Non-Profits, Government, Office of the Regional Homeless Coordinator, Businesses, organizations, Las Vegas Metropolitan Police Department, Nevada Highway Patrol, Hospitals	Improved ability of community to prevent the establishment of encampments in high traffic areas	Source of funding/revenue not identified \$\$-moderate cost
6.4	Increase the number of outreach/case managers for homeless youth/young adults	1-10 years	Nevada Highway Patrol, West Care, Center for Independent Living, Government, Office of the Regional Homeless Coordinator, Businesses, Non-Profits	Increased number of homeless youth accessing services and permanent housing.	Partial funding available \$-low cost
6.5	Coordinate with organizations, non-profits, government, law enforcement to establish a 24 hour outreach/mobile team to address problems within an hour of the incidents	1-10 years	Law Enforcement, Government, Non-Profits	Reduction of incarceration of homeless persons for minor infractions or citations	Source of revenue/funding not identified \$\$-moderate cost

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HOPE: Public Safety and Outreach

	Action Steps	Time Frame	Proposed Partners	Outcome	Funding Status
6.6	Homeless Outreach Team will assist homeless youth/young adults with mainstream benefit acquisition of food stamps and other services to improve stability and self sufficiency	1-7 years	State of Nevada, Government, Non-Profits, Clark County Social Service	Improved stability and self sufficiency of program participants	Partial funding available \$-low cost
6.7	Increase participation of multiple agencies in the disassembling of encampments throughout the Valley	1-10 years	Office of the Regional Homeless Coordinator, Non-Profits, Faith Based Organizations, Las Vegas Metropolitan Police Department, Local Municipalities	To improve public health and increase number of persons accessing shelter	Partial funding available \$-low cost
6.8	Create access to mobile shower units for homeless persons throughout the Valley	1-10 years	Office of the Regional Homeless Coordinator, Non-Profits, Business, Faith Based Organizations	Improved hygiene of homeless persons and improved public health	Partial funding available \$-low cost
6.9	Implement an expanded training program for police officers in the Downtown Area Command and Bolden areas in particular	1-10 years	Office of the Regional Homeless Coordinator, Las Vegas Metropolitan Police Department	Increased ability of officers to address issues of homeless persons when they encounter them on the streets	Partial funding available \$-low cost
6.10	Work with Las Vegas Metropolitan Police and Nevada Highway Patrol to establish effective procedures for returning identification to individuals held in custody	1-2 years	Office of the Regional Homeless Coordinator, Las Vegas Metropolitan Police Department, Non-Profits, Government	Increased number of homeless persons who retain their personal identification	Sources of funding/revenue not yet identified \$-low cost
6.11	Based on outreach worker assessments, prioritize access to shelter and services to people who are homeless and living in public places	1-10 years	Office of the Regional Homeless Coordinator, Non-Profits, Government, Faith Based Organizations	Decreased number of homeless persons living on the streets.	Partial funding available \$-low cost
6.12	Establish regular meetings of outreach and engagement providers to discuss best practices, peer evaluation, and inclusion of stakeholders	1-10 years	Office of the Regional Homeless Coordinator	Improved ability of outreach programs and projects to reduce the number of persons on the streets	Sources of funding/revenue not yet identified \$-low cost



HOME- Opening the Back Door Out of Homeless to Housing

A Focus on Housing

Over the next ten years, Southern Nevada must dramatically change the way it addresses homelessness in order to reach our goal of ending the crisis in that time. In order to end homelessness, we will transition our system to a *Housing First* model, with all resources and efforts directed to this end. The **Housing First** methodology is premised on the belief that vulnerable and at-risk homeless families are more responsive to interventions and social services support *after they are in their own housing*, rather than while living in temporary/transitional facilities or housing programs.ⁱⁱ

Focus on Housing action steps include:

- Expanding permanent housing subsidies
- Increasing the availability of affordable housing
- Ensuring the availability of supportive transitional housing
- Implementing a *Housing First* strategy
- Developing harm reduction programs for clients
- Maintaining the inclement weather shelter system
- Addressing zoning, urban design and land use issues
- Addressing regulatory barriers and retention of affordable housing

Permanent and Transitional Housing

Help Hope Home has identified a number of new housing opportunities that must be created in order to meet current unmet needs, including creating 1084 permanent affordable housing units for first time homeless persons, and 1059 new permanent supportive housing opportunities for chronic homeless. In addition, the plan identifies the needs to create 40 “gateway” housing opportunities, which are part of the overall housing first system. Gateway units are designed to help individuals gain independent living skills before they move into permanent housing in order to increase their chances of being successful living on their own.

One of the most exciting components of this focus area is the development of housing services programs that will be targeted toward working closely with affordable housing property managers to increase the number of housing opportunities available to persons who were formerly homeless. Being able to increase the affordable housing stock in this way will be critical to our success, in terms of actually being able to move people into housing. Housing specialists will help to find housing for clients, and also to provide training and operational support for housing managers. These types of public and private partnerships will provide solutions to existing affordable housing shortages, as we also work to improve stocks of new construction housing as well as rehab projects and scattered site housing opportunities across the valley.

	Action Steps	Time Frame	Proposed Partners	Outcome	Funding Status
7.1	Create 208 permanent affordable housing units for homeless population, excluding youth/young adults (13-US Vets, 78-Salvation Army, 5-Caminar, 41-New Genesis, 71- Regional Office Homeless Coordinator/Housing Committee)	Year 1	US Veterans, Government, Salvation Army, Caminar, New Genesis, Housing Committee, Office of the Regional Homeless Coordinator	Fewer first time homeless because of available affordable housing	Source of funding/revenue not identified \$\$-moderate cost
7.2	Create 1084 permanent affordable housing opportunities for Transitional (First Time) Homeless. Opportunities should include new construction, expansion of rental subsidies or acquisition and rehabilitation of existing units. Acquisition of permanent homes for purchase	Years 1-10	Government, Local Municipalities, Non-Profits, Housing Providers	Increased affordable housing opportunities for the homeless population.	Partial funding identified Housing and Urban Development, American Dream Down Payment, Community Development Block Grant, Emergency Shelter Grant, The Home Investment Partnership, Housing Opportunities for Persons with Aids

HELP HOPE HOME Implementation Schedule
HOME: Permanent and Transitional Housing

	Action Steps	Time Frame	Proposed Partners	Outcome	Funding Status
7.3	Create 1,059 new permanent supportive housing opportunities for chronic homeless.	Years 2-10	Government, Local Municipalities, Non-Profits, Housing Providers, Shelters, Caminar, Inc	Increased permanent affordable housing opportunities for the homeless population.	Partial funding available \$\$-moderate cost
7.4	Create 726 transitional housing opportunities for homeless persons to reside in for up to 24 months.	2-10 years	Government, Local Municipalities, Non-Profits, Housing Providers, Shelters	Increased transitional housing opportunities for the homeless population.	Partial funding available \$\$-moderate cost
7.5	Create 40 “Gateway” transitional housing units for chronically homeless persons to reside in while they gain the skills necessary to be successful in permanent housing.	1-5 years	Government, Local Municipalities, Non-Profits, Housing Providers, Shelters, Housing and Urban Development, Housing Authorities	Improved self sufficiency and success for clients moving into permanent housing.	Partial funding available \$\$-moderate cost
7.6	Work with Public Housing Authorities, HUD and other housing authorities to identify and make available rental units	1-10 years	U.S. Department of Housing and Urban Development, Housing Authorities, Non-Profits, Builders, Businesses, Government, etc	Increased affordable housing opportunities for homeless and at risk clients.	Source of funding/revenue not identified \$\$-moderate cost
7.7	Increase housing for youth/young adults that is low demand, site-based, short term, protective housing designed to remove youth from imminent danger of being on the street	1-5 years	U.S. Department of Housing /Urban Development, Housing Authorities, Non-Profits, US Dept. of Health/Human Services	Increased number of youth/young adults who have access to safe housing.	Source of funding/revenue not identified \$\$-moderate cost
7.8	Create interim, project-based, permanent housing w/ supportive services for youth/young adults	1-10 years	Nevada Partnership for Homeless Youth, WestCare, Center for Independent Living, Government	Increased housing opportunities of youth/young adults	Source of funding/revenue not identified \$\$-moderate cost
7.9	Develop and collaborate with housing harvesters, who will work with affordable housing property managers to offer management and operations support to staff to accommodate an increasing number of formerly homeless tenants.	Years 1-10	Office of the Regional Homeless Coordinator, Local Municipalities, Non-Profits, Business, Local Developers, Clark County Social Service, Dept. of Health and Human Services	Increased affordable housing stock.	Sources of funding/revenue not yet identified \$\$-moderate cost

HELP HOPE HOME Implementation Schedule
HOME: Permanent and Transitional Housing

	Action Steps	Time Frame	Proposed Partners	Outcome	Funding Status
7.10	Create, develop scattered housing sites, long/short term HOPWA, harm reduction and abstinence based housing for families, individuals and youth/young adults	1-10 years	US Veterans, Government, Salvation Army, Caminar, New Genesis, Housing Committee, Office of the Regional Homeless Coordinator, Nevada Partnership for Homeless Youth, WestCare, Center for Independent Living, Government	Increased supportive housing opportunities throughout the valley.	Source of funding/revenue not identified \$\$-moderate cost
7.11	Create 25 permanent and transitional housing units for homeless youth/young adults	Year 1	Nevada Partnership for Homeless Youth, WestCare, Center for Independent Living, Government, Office of the Regional Homeless Coordinator, Clark County Social Service	Fewer first time homeless youth on streets	Source of funding/revenue not identified \$\$-moderate cost
7.12	Create 859 permanent affordable housing for families, youth/young adults, individuals Another 1059 affordable housing units	1-5 years 1-10 years	US Veterans, Government, Salvation Army, Caminar, New Genesis, Housing Committee, Office of the Regional Homeless Coordinator, Nevada Partnership for Homeless Youth, WestCare, Center for Independent Living, Government, Caminar, Inc.	Increased successful attainment of permanent housing for homeless families, individuals, youth/young adults	Source of funding/revenue not identified \$\$-moderate cost
7.13	Establish a sponsorship/mentoring program for congregations to assist homeless families	1-10 years	Office of the Regional Homeless Coordinator, Interfaith Council, Faith Based Organizations, Non-Profits	Increase support for homeless families by faith based organizations.	Partial funding available \$-low cost

Shelter System

As we work to increase the numbers of homeless persons who are moved into housing, we will continue to support the shelter system that exists today, and to ensure that extreme weather shelter is available to homeless people not only in the urban areas but also in the outlying rural areas. We will also work to create niche beds, or reserved beds in shelters for youth, so that they are able to stay off the streets until we have secured housing for them, reducing their risk of being harmed.

	Action Steps	Time Frame	Proposed Partners	Outcome	Funding Status
8.1	Create respite beds in the community for 20/25 beds for people discharged from hospital facilities that require additional bed rest and follow-up care	1-10 years	U.S. Department of Housing and Urban Development, Housing Authorities, Non-Profits, Builders, Businesses, Government, Clark County Social Service, Dept. of Health and Human Services	Decreased incidence of persons being discharged from institutions into homelessness	Source of funding/revenue not identified \$\$-moderate cost
8.2	In extreme weather conditions when shelters and housing are at capacity, open recreation centers, churches, non-profit facilities or public buildings for homeless persons.	1-5 years	U.S. Department of Housing and Urban Development, Housing Authorities, Non-Profits, Builders, Businesses, Government, Faith communities, shelters, etc	Decreased harm and death in homeless population due to improved access to shelter	Source of funding/revenue not identified \$\$-moderate cost
8.3	Maintain Shelter programs throughout the region.	1-10 years	Office of the Regional Homeless Coordinator, Non-Profits, Public/Private schools, Faith-based organizations, Businesses,	Improved access to social services for homeless persons across the valley	Sources of funding/revenue not identified \$\$-moderate cost
8.4	Create niche shelter housing and reserved shelter beds for youth/young adults within the current sheltering system	1-10 years	Shelters, Office of the Regional Homeless Coordinator, Non-Profits, Government, Local Municipalities, Faith Based Organizations	Increased access to safe shelter for homeless youth and young adults	Source of funding/revenue not identified \$
8.5	Provide emergency shelter for youth/young adults in traditional and nontraditional settings	1-10 years	Shelters, Office of the Regional Homeless Coordinator, Non-Profits, Municipalities, Faith Based Organizations	Increased access to safe shelter for homeless youth/young adults	Source of funding/revenue not identified \$-low cost
8.6	Refine existing inclement weather shelter system for youth/young adults, individuals and families	1-10 years	Office of the Regional Homeless Coordinator, Non-profit shelters, Local Municipalities, Faith Based Organizations, Government	Improved access to shelter for homeless persons	Source of funding/revenue not identified \$-low cost

HELP HOPE HOME Implementation Schedule
HOME: Shelter System

	Action Steps	Time Frame	Proposed Partners	Outcome	Funding Status
8.7	Provide inclement weather shelter in outlying areas of the region, in addition to urban areas	1-10 years	Office of the Regional Homeless Coordinator, Non-profit Shelters, Local Municipalities	Increased access to shelter for homeless persons throughout region	Partial funding available \$-low cost
8.8	Develop interim housing programs for Clark County Social Service eligible clients	1-10 years	Office of the Regional Homeless Coordinator, Non-Profits, Government, Clark County Social Service	Increased access to transitional housing	Partial funding available \$-low cost
8.9	Create facility based transitional housing programs that offer supportive services for victims of domestic violence	1-10 years	Office of the Regional Homeless Coordinator, Non-Profits, Local Municipalities, Business, Housing Authority	Increased number of transitional housing opportunities available to victims of domestic violence	Source of funding/revenue not identified \$-low cost

Zoning, Urban Design and Land Use


Clark County, Nevada’s current Consolidated Plan acknowledges that there is an increase in the number of homeless individuals who in Southern Nevada. Factors contributing to this increase include economic changes, job stability, and limited access to housing. It has been proposed that over the next ten years, comprehensive zoning, urban design and land use planning will include strategies that focus on people most at risk for homelessness, including those who are considered extreme low income, and moderate income families.

As Southern Nevada’s Plan to End Homelessness has evolved, there has been a strong commitment to collaboration with agencies, faith based communities, government and individuals. As we look to address zoning, urban design and land use issues, we will continue to work strategically with other agencies to ensure that we are taking a comprehensive and collaborative approach to key areas in local government.

	Action Steps	Time Frame	Proposed Partners	Outcome	Funding Status
9.1	Conduct research using census data to identify sites for permanent affordable housing affordable to those at 0-30 percent AMI	1-5years	Office of the Regional Homeless Coordinator, Southern Nevada Regional Planning Coalition, Housing committee, U.S. Department of Housing and Urban Development, etc.	Increased affordable housing options available to homeless population	Office of the Regional Homeless Coordinator , SNRPC and other funding sources
9.2	Request zoning changes for various mix-use locations, development of new projects sites along public transportation.	1-10 years	U.S. Department of Housing and Urban Development, Housing Authorities, Non-Profits, Builders, Businesses, Government, Faith communities, shelters, etc	Increased affordable housing stock in the community.	Source of funding/revenue not identified \$\$-moderate cost
9.3	Create and fund capital improvement projects for housing related programs	1-10 years	U.S. Department of Housing and Urban Development, Housing Authorities, Non-Profits, Builders, Businesses, Government	Increased affordable housing stock in the community.	Source of funding/revenue not identified \$\$-moderate cost
9.4	Advocate for improved access to public input process for affordable housing groups	1-10 years	Office of the Regional Homeless Coordinator, U.S. Department of Housing and Urban Development, Housing Authorities, Non-Profits, Builders, Businesses, Government, Southern Nevada Regional Planning Coalition’s Housing Workgroup	Improved access to and input in public decision making for affordable housing advocates.	Source of funding/revenue not yet identified \$-low cost

HELP HOPE HOME Implementation Schedule
 HOME: Zoning, Urban Design and Land Use

	Action Steps	Time Frame	Proposed Partners	Outcome	Funding Status
9.5	Increase training opportunities for town board and planning commissions around homeless issues	1-5 years	Office of the Regional Homeless Coordinator, Local Municipalities	Improved ability of local planning commissions to implement effective urban planning and plans to end homelessness.	Sources of funding/revenue not yet identified \$-low cost
9.6	Develop and implement a comprehensive Southern Nevada Housing Plan	1-10 years	Committee on Housing of the Southern Nevada Regional Planning Coalition	Improved ability of region to meet affordable housing needs of residents.	Sources of funding/revenue not yet identified \$-low cost



Glossary of Terms

AFFORDABLE HOUSING: housing costs (including utility costs) that make up no more than 30%-50% of a household's income which reduce incidences of homelessness among the working poor.

APPLICANT: an entity that applies for funds. If selected the applicant becomes the grantee and is responsible for the overall management of the grant, including drawing grant funds and distributing them to project sponsors. The applicant is also responsible for supervision of project sponsor compliance with grant requirements. The applicant may also be the project sponsor.

APPLICANT CERTIFICATION: the form required by law, in which an applicant certifies that it will adhere to certain statutory requirements, such as the Civil Rights Act of 1964 (which requires certain documentation in hiring practices), the Fair Housing Act (which governs certain protocols concerning access to housing), the Lead-Based Paint Poisoning Prevention Act (which requires certain testing and mitigation plans), Executive Order 13166 (improving the accessibility of services to eligible persons with Limited English Proficiency), Section 24 of the Code of Federal Regulations, which require certain protocols in procuring goods and services, drug-free workplace guidelines, etc. and 2 CFR 215.51 governing the determination of cost allowability, among others.

BASIC NEEDS: physiological needs such as hunger, thirst, bodily comforts, etc. associated with the lowest level of human need on Maslow's Hierarchy of Needs.

CHRONICALLY HOMELESS PERSON: (as defined by HUD) an unaccompanied homeless individual with a disabling condition who has either been continuously homeless for a year or more OR has had at least four (4) episodes of homelessness in the past three (3) years.

CHRONICALLY HOMELESS FAMILY: a family unit that has either been continuously homeless for a year or more OR has had at least four (4) episodes of homelessness in the past three (3) years.

CO-OCCURRING DISORDERS: (or "co-morbidity") the presence of any two or more illnesses in the same person. These illnesses can be medical or psychiatric conditions, as well as drug use disorders, including alcoholism. Co-morbid illnesses may occur simultaneously or sequentially. The fact that two illnesses are co-morbid, however, does not necessarily mean that one is the cause of the other, even if one occurs first.

COMMITTEE ON HOMELESSNESS (COH): the Committee which oversees regional homeless activities, under the auspices of the Southern Nevada Regional Planning Coalition (SNRPC). The Committee coordinates housing and service programs, assess current needs and gaps in service to the homeless, works with the United Way to fund projects and services, coordinates case management services with Southern Nevada Adult Mental Health, Clark County and non-profit groups, and, identifies and applies for competitive homeless-related federal, state and local grants.

CONSOLIDATED PLAN: the long-term housing and community development plan developed by state and local governments and approved by HUD. The Consolidated Plan contains information on homeless populations and should coordinate with the CoC Plan. It can be a source of information for the Unmet Needs sections of the Housing Activities Chart. The plan contains narratives and maps, the latter developed by localities using software provided by HUD.

CONSOLIDATED PLAN CERTIFICATION: the form required by law in which a state or local official certifies that the proposed activities or projects are consistent with the jurisdiction's Consolidated Plan. If the applicant is a state or unit of local government, the certification notes that the jurisdiction is following its Consolidated Plan. The CoC Coordinator secures the appropriate Consolidated Plan Certification before submitting the consolidated CoC application.

CONTINUUM OF CARE (CoC): a HUD collaborative funding approach that helps communities plan for and provide a full range of emergency, transitional, and permanent housing and service resources to address the various needs of homeless persons. On the local level, the SNRPC Committee on Homelessness designs and implements the continuum of care for Southern Nevada.

CONTINUUM OF CARE PLAN: part of our regional plan to organize and deliver housing and services to meet the specific needs of people who are homeless as they move to stable housing and self-sufficiency. The plan includes components to prevent homelessness, end homelessness and prevent the return to homelessness. This CoC Plan is endorsed by the SNRPC Committee on Homelessness, and implemented but the Office of the Regional Homeless Coordinator.

CURRENT INVENTORY: a complete listing of the community's existing beds and supportive services, reflecting a certain point in time.

DISABLING CONDITION: a diagnosable substance use disorder, serious mental illness, developmental disability, or chronic physical illness or disability, including the co-occurrence of two or more of these conditions.

DISCHARGE PLANNING / PLACEMENT PLANNING: the case plan which identifies client needs when transitioning from one type of setting or service to another and connects the client to appropriate community resources to ensure stability once discharged or placed.

DOMESTIC VIOLENCE (DV): a pattern of abusive behavior in any relationship that is used by one partner to gain or maintain power and control over another intimate partner. Domestic violence can be physical, sexual, emotional, economic, or psychological actions or threats of actions that influence another person. This includes any behaviors that intimidate, manipulate, humiliate, isolate, frighten, terrorize, coerce, threaten, blame, hurt, injure, or wound someone.

EMERGENCY SHELTER: sheltering programs that have minimal entry criteria, include time limits (varies by agency) where the duration is typically less than 90-120 days; are located in a structure offering protection from the elements, provide restroom facilities and drinking water, are supervised and offer appropriate heating/cooling and proper ventilation. Generally, one hot meal is provided, and no fee is required. Can include beds, units, temporary spaces, vouchers available to meet the emergency housing needs of persons and families who would otherwise be living on the streets. Does not include the programs and services that meet the definition of prevention, transitional housing or permanent housing.

- Overflow: # of mats, beds or spaces that are temporarily made available in an existing program.
- Off-Site Lodging: hotel or motel arrangements (apartment if used in place of a motel or hotel)
- Shelter: structure that contains units or beds to meet needs of emergency housing.
- Seasonal: structure that opens during high demand periods and closes during low demand periods.
- Low Demand: shelters (usually short-term Emergency Shelter) that have few, if any, behavior or conduct requirements. These shelters focus on providing a safe, secure, violence-free place for homeless individuals to escape the outdoor elements and the uncertainties of life on the streets or in the desert encampments.

ENHANCED PROPERTY MANAGEMENT: base operating expenses (typical property management related activities such as repairs, maintenance, rent payment collection, lease issues), plus the costs of “enhanced” or “enriched” management that may include, for example, 24 hour front desk coverage, security, and/or resident services coordination.

FORMER FOSTER CARE YOUTH: youth and young adults who exited the foster care system. Some of these young adults are unprepared to live independently and to retain housing stability. These former foster care youth are eligible for expanded financial assistance and case management funded by the 2003 Nevada State Legislature (AB94) as administered by the Child Focus, 1771 E. Flamingo Rd, Suite D-241; 893-1627. Services offered to former foster care youth with Clark County Federal Funds for Homeless Programs must be complementary to –and not replace– any service available through the AB94 funding.

GATEWAY TRANSITIONAL HOUSING: transitional housing for persons who need 2-6 month’s of transitional assistance in preparation for living in permanent housing.

GOALS OF THE MCKINNEY VENTO ACT: three primary goals of all HUD-funded homeless projects; namely, to support programs and service that help homeless persons (1) achieve residential stability, (2) increase their skill levels and/or income and (3) obtain greater self-determination.

GRASSROOTS ORGANIZATION: an organization that is headquartered in the local community in which it provides services; and

- has social service budget of \$300,000 or less, not including salaries and expenses not directly expended in the provision of social services, or
- has six or fewer full-time equivalent employees.

Local affiliates of national organizations are **not** considered “grassroots.”

GREATER SELF-DETERMINATION: increases in a participant’s ability to make decisions that affect their lives. Those increases may result from such actions as involvement in the development of his/her individual housing and supportive services plan (including developing personal goals), participating in resident advisory council meetings or other involvement in the development of program rules and procedures, involvement in program implementation through such activities as employment and volunteer services, and choice in selecting services providers.

HMIS DATA QUALITY STANDARD: the number (or %) of client records created in HMIS that are complete and accurate. The Data Quality Standard for Fiscal Year 2008/2009 is set at 75% accuracy or better. All HUD-supported projects and all projects receiving Clark County Outside Agency Grant (OAG) funds are expected to correctly and completely input data on 75% of its client records. This means that no more than 25% of the client files created by an agency in the HMIS system can have inadequate, inaccurate, or incomplete data entered for the client. To achieve a higher data quality rating, agencies must complete all data fields on all clients entered into the HMIS system. All data fields for each data record must be accurate and complete, which is tested each month by the HMIS Coordinator and reported to the Regional Homeless Coordinator and participating agencies.

HOMELESS MANAGEMENT INFORMATION SYSTEMS (HMIS): a computerized data collection application designed to capture client-level information over time on the characteristics and service needs of men, women and children experiencing homelessness, while also protecting client confidentiality. It is designed to aggregate client-level data to generate an unduplicated count of clients served within a community’s system of homeless services. Participation in the HMIS system in Southern Nevada is fully funded through the Southern Nevada Regional Planning Coalition’s Committee on Homelessness.

HOMELESS: a person sleeping in a place not meant for human habitation (e.g. living on the streets) or in an emergency shelter; or a person in transitional housing for homeless persons who originally came from the street or an emergency shelter. Also, a person may be considered homeless if, without assistance from a service-provider, they would be living on the streets. This includes persons being evicted within a week from a private dwelling with no subsequent residence identified and lacks the resources and support networks needed to obtain housing; or being evicted within a week from an institution in which the person has been a resident for more than 30 consecutive days with no subsequent residence identified and he/she lacks the resources and support networks needed to obtain housing.

HOMELESS YOUNG ADULT: a person between the ages of 18 to 24 years old sleeping in a place not meant for human habitation (e.g. living on the streets) or in an emergency shelter; or a person in transitional housing for homeless persons who originally came from the street or an emergency shelter.

HOMELESS YOUTH: an unaccompanied minor under the age of 18 years—absent from his legal residence without the consent of his parent, guardian or custodian, without a place of shelter where supervision and care are provided. Services for a homeless youth may continue for eighteen months after her/his 18th birthday, to ensure continuity of care.

HOUSING FIRST: best practices model approach to housing and services for the homeless which rests on two premises: 1) The central goal is direct placement into permanent housing for those who are currently homeless, and 2) provision of appropriate individualized services (may include mental health and/or substance abuse treatment) are offered via follow-along services after housing placement to ensure long-term housing stability.

HOUSING SERVICES: agency or organization providing housing relating services which may include: recruitment of housing units for homeless clients and site monitoring, mediation between landlord and tenant, tenant rights and responsibility education, and inform case worker of any major issues i.e. eviction notices, criminal activity, etc. This may include positions such as: Housing Recruiter, Housing Harvester, Housing Specialist, etc....where individual persons are responsible for part or all of the functions mentioned above.

INDICATORS: the measurable elements of the service that tell whether an outcome is occurring. An indicator can be a direct or indirect measure (proxy) and often a set of indicators is used to measure an outcome. A key characteristic of an Indicator is that it is measurable, or countable, and can be compared to indicators measured or counted earlier or later in a process.

INTENSIVE CASE MANAGEMENT: a more comprehensive application of the activities and skills of case management, which include:

- Outreach and client identification: to attempt to enroll clients not using *normal* regular or mainstream services
- Assessment: to determine a person's current and potential strengths, weaknesses and needs
- Planning: to develop a specific, comprehensive, individualized treatment and service plan
- Linkage: to transfer clients to necessary services and treatments provided in the community
- Monitoring: to conduct ongoing evaluation of client progress and needs
- Client Advocacy: to intercede on behalf of a specific client or a class of clients to ensure equity and appropriate services
- Direct Service: provision of clinical services or financial assistance to overcome barriers
- Crisis Intervention: assisting clients in crisis to stabilize through direct interventions and mobilizing needed supports and services
- System Advocacy: intervening with organizations or larger systems of care in order to promote more effective, equitable, and accountable services to a target client or group
- Resource Development: attempting to create additional services or resources to address the needs of clients
- Discharge Planning: implementing many of the above functions again to help client plan to transition from one type of setting or service program to another.

Intensive case management requires a higher level of commitment of an agency's and case worker's resources and time, and the majority of activities typically occur with the client in the field.

LEVERAGING: a written commitment documented on letterhead stationary, signed and dated by an authorized representative, which must contain the following elements:

- the type of contribution (e.g. cash, child care, case management, etc.)
- the value of the contribution
- the name of the project and its sponsor organization to which the contribution will be given
- the date the contribution will be available

MATCH (Cost Sharing): for HUD Homeless Assistance Funds (CoC), matching funds are required from local, state, federal or private resources. Documentation of the match requirement must be maintained in the grantee's financial records on a grant-specific basis. The amount of match required varies depending on the program type.

MAINSTREAM SERVICES: government funded programs that provide services, housing and income supports to poor persons, whether homeless or not. They include programs providing welfare, health care, mental health care, substance abuse treatment, veteran' assistance, housing subsidies and employment services.

MOBILE CRISIS INTERVENTION: work done in the field, providing needed intervention, assessment, treatment referrals and other related services to address the immediate crisis facing those in need. Mobile outreach teams will respond quickly to emergency actions by local municipalities and provide coordinated outreach efforts to homeless individuals in response to interventions and clean up efforts. These teams may also respond to requests for assessment and make recommendations regarding interventions at homeless encampments.

OPERATING COSTS: the costs associated with the day-to-day operation of the shelter or supportive housing facility and includes payment for shelter management (including salaries), maintenance, operation, supplies, rent, repairs, security, fuel, equipment, insurance, utilities, food and furnishings.

OUTCOMES: showing how a project benefits the community or people it serves; or, stated another way, *how is the person or community changed as a result of the activity of the project?* One chooses an outcome based on the purpose for the activity; it may help to answer the question “*Why would the CoH fund this activity?*” The outcome is designed to capture the nature of the change or expected result of the objective that the project seeks to achieve. It is possible that a particular project activity could be categorized in different ways, depending upon the intent.

NOFA: the Notice of Funding Availability, published in the Federal Register to announce available funds and application requirements.

PERMANENT SUPPORTIVE HOUSING: permanent (indefinite) low-income housing with supportive services. Consumers participate indefinitely as long as they continue to meet income and other eligibility criterion.

PREVENTION: financial assistance and other services that directly results in the maintenance of housing and/or prevention of eviction. Consumers are not homeless prior to coming into the program. This includes housing provided to those discharged from an institution (i.e. hospital, jail, mental health facility).

- One time financial assistance: utilities, rent, mortgage assistance
- Short term housing subsidy: up to 6 months of mortgage, rental or utility assistance
- Payee services: program that manages a consumer’s entitlement benefits (i.e. SSI, SSA, VA, TANF) to ensure their needs for housing are met consistently
- Legal services: non-financial legal advisement or representation that assists consumers with eviction prevention or fair housing advocacy
- Crisis intervention: non-financial mediation and negotiation between landlords and/or client which facilitates the maintenance of housing

PRIVATE NONPROFIT STATUS: status that is documented by a copy of the Internal Revenue Service (IRS) ruling proving tax-exempt status under Section 501(c)(3) of the IRS Code; and

1. no part of the net earnings of which may inure to the benefit of any member, founder, contributor, or individual;
2. that has a voluntary board of not less than five (5) unrelated persons;
3. that has a functioning accounting system that is operated in accordance with generally accepted accounting principles, or has designated an entity that will maintain a functioning accounting system for the organization in accordance with generally accepted accounting principles;
4. that practices nondiscrimination in the provision of assistance; AND
5. has all required licenses and certifications to do business in the State of Nevada.

PROJECT SPONSOR: the organization that is responsible for carrying out the proposed project activities. In relation to HUD funding, a project sponsor does not submit a SF-424, unless it is also the applicant. To be eligible to be a project sponsor, you must meet the same program eligibility standards as applicants except in the Sponsor-based rental assistance (SRA) component of the S+C Program. Eligible sponsors for the SRA component are statutorily precluded from applying for S+C funding.

PRO RATA NEED: the amount HUD has designated that a particular area or county may be eligible to receive in the CoC competitive process based on population size, homeless count info and other criteria.

PUBLIC NONPROFIT STATUS: a letter or other document from an authorized official stating that the organization is a public nonprofit organization.

QUALITY: a degree of excellence or superiority in kind. The degree to which services and supports for individuals and populations increase the likelihood for desired housing and quality of life outcomes and are consistent with current professional knowledge.

REGIONAL HOMELESS COORDINATOR: is responsible for implementing the decisions of the Southern Nevada Regional Planning Coalition's Committee on Homelessness. Shannon West, the Regional Homeless Coordinator, is housed at the Pinto Lane office of the Clark County Social Services and can be reached at 455-5722.

RENOVATION/REHABILITATION/CONVERSION OF BUILDING:

Conversion: a change in the use of a building to a shelter for the homeless, where the cost of conversion and any rehabilitation costs exceed 75 % of the value of the building before conversion. If such costs do not exceed 75 % of the value of the building before conversion, they are to be considered rehabilitation. The conversion of any building to shelter the homeless must meet local government safety and sanitation standards. For projects of 15 or more units where rehabilitation costs are 75 % or more of the replacement cost of the building, that project must meet the requirements of 24 CFR 8.23(a) concerning accessibility requirements of Section 504 of the Rehabilitation Act of 1973, as amended.

Major Rehabilitation: rehabilitation that involves costs in excess of 75% of the value of the building before rehabilitation. Major rehabilitation must meet local government safety and sanitation standards. In addition, for projects of 15 or more units where rehabilitation costs are 75% or more of the replacement cost of the building, that project must meet the requirements of 24 CFR 8.23(a) concerning accessibility requirements of Section 504 of the Rehabilitation Act of 1973, as amended.

Rehabilitation: labor, materials, tools, and other costs of improving buildings, including repair directed toward an accumulation of deferred maintenance; replacement of principal fixtures and components of existing buildings; installation of security devices; and improvement through alterations or incidental additions to, or enhancement of, existing buildings, including improvements to increase the efficient use of energy in buildings, and structural changes necessary to make the structure accessible for persons with physical handicaps. Rehabilitation also includes the conversion of a building to shelter for the homeless, where the cost of conversion and any rehabilitation costs does not exceed 75% of the value of the building before conversion. Rehabilitation must meet local government safety and sanitation standards. In addition, for projects of 15 or more units where rehabilitation costs are 75 % or more of the replacement cost of the building, that project must meet the accessibility requirements of the Americans With Disabilities Act of 1991, or where rehabilitation costs are less than 75% of the replacement cost of the building, that project must meet the requirements of 24 CFR 8.23(b) concerning accessibility requirements of the Americans With Disabilities Act of 1991.

Renovation: rehabilitation that involves costs of 75% or less of the value of the building before rehabilitation. Renovations must meet local government safety and sanitary standards. In addition, for projects of 15 or more units where rehabilitation costs are less than 75% of the replacement cost of the building, that project must meet the requirements of 24 CFR 8.23(b) concerning accessibility requirements of Section 504 of the Rehabilitation Act of 1973, as amended.

Value of the Building: the monetary value assigned to a building by an independent real estate appraiser, or as otherwise reasonably established by the grantee.

RESIDENT SERVICES COORDINATION: refers to apartment complexes or property owners who arrange for provision of basic services to help connect residents to needed assistance to support stable tenancy. Staff can be an employee of the landlord/property owner or the employee of a non-profit agency through a partnership agreement.

RESIDENTIAL STABILITY: access to, and length of stay in, stable affordable housing. Achieving residential stability involves not only the availability of affordable, permanent housing, but also the success of the program in addressing the problems that led to the person or household becoming homeless. Those problems may involve mental illness, substance abuse, physical disabilities, unemployment, or other factors.

SF 424: the applicant cover sheet required to be submitted by applicants requesting HUD Federal Assistance.

SAFE HAVEN: a form of supportive housing funded and administered under the Supportive Housing Program serving hard-to-reach homeless persons with severe mental illness and other debilitating behavioral conditions who are on the streets and have been unwilling or unable to participate in supportive services. Safe Havens may be transitional supportive housing or permanent supportive housing if it has the characteristics of permanent housing and requires the participant to sign a lease.

SAMARITAN BONUS: (formerly known as the Permanent Housing Bonus) bonus funding from HUD for projects serving exclusively chronically homeless persons and ranked by the local CoC as the number one priority project. It provides an extra 15% of the preliminary pro-rata need amount in addition to the CoC's preliminary pro-rata need amount. Applicants may use no more than 20% of this bonus for case management to enable program participants to remain successfully housed.

SELF-SUFFICIENCY: a self-sufficient individual or family that ultimately lives with minimal, if any, public or private assistance.

SHELTER: any type of agency-sponsored housing activity whereby the agency provides temporary housing accommodations for clients. Shelter activities may include:

- Emergency Shelter where placement is based on the client's emergent need and duration is typically less than 90-120 days
- Program Shelter where placement is based on a client's emergent need and duration is contingent upon participation in a program (sobriety, work or other)
- Transitional Shelter where placement is based on client's eligibility and appropriateness for the program and duration does not exceed 24 months.

The term shelter encompasses buildings, facilities and accommodations paid for by the agency, thus including any apartment living arrangements paid by the tenant-based rental assistance vouchers provided by an agency or participation in an agency's program.

SHELTER PLUS CARE (S+C): a federal HUD rental subsidy provided through the CoC Homeless Funding, intended for homeless persons with chronic disabilities. S+C rental assistance is modeled after the federal Section 8 program, with tenants paying 30% of their adjusted income for rent and the rental subsidy paying the difference between the tenant's share and the base rent. The S+C programs differs from Section 8, as the subsidy is provided with a requirement that social or medical services are provided (at a dollar per dollar matched value) via a partnering health or social service agency.

SINGLE ROOM OCCUPANCY (SRO): the SRO Program provides rental assistance for homeless persons in connection with the moderate rehabilitation of SRO dwellings. SRO housing contains units for occupancy by one person. These units may contain food preparation or sanitary facilities, or both. For SRO projects funded from the federal HUD CoC Homeless Funding, rental assistance for SRO units is provided for a period of 10 years. Owners are compensated for the cost of some of the rehabilitation (as well as the other costs of owning and maintaining the property) through the rental assistance payments. To be eligible for assistance, a unit must receive a minimum of \$3,000 of rehabilitation, including its prorated share of work to be accomplished on common areas or systems, to meet housing quality standards (HQS).

SOUTHERN NEVADA REGIONAL PLANNING COALITION (SNRPC): created by an Interlocal Agreement in 1998 and is charged with undertaking regional collaboration efforts in Southern Nevada.

SUPPORTIVE HOUSING PROGRAM (SHP): a federal HUD grant designed to support the development of supportive housing and services to assist homeless persons in the transition from homelessness and to enable them to live as independently as possible. Funds can be used to buy, construct, rehabilitate or lease permanent or transitional housing, operating costs and/or to provide some supportive services, such as job training, child care vouchers, health, mental health and addictive illness treatment.

SUPPORTIVE SERVICES: (also know as essential services) address the service needs of homeless persons, such as employment, health, drug abuse treatment, or education, to help homeless persons meet three overall goals: (1) achieve residential stability; (2) increase their skill levels and/or incomes and (3) obtain greater self-determination. Staff costs associated with case management or provision of supportive services is considered a supportive service. Supportive Services may include, but are not limited to:

- Assistance in obtaining permanent housing
- Assistance in obtaining other Federal, State or local assistance, including but no limited to;
 - Public assistance such as food stamps, TANF, medical cards, child support enforcement, child care subsidies, home energy assistance, etc.
 - Employment training and placement programs provided through the Nevada Department of Employment, Training and Rehabilitation or the Workforce Investment Act.
- Medical counseling and supervision
- Mental Health and psychological counseling and supervision
- Employment counseling
- Substance abuse treatment and counseling
- Other services such as child care payments, transportation assistance, job placement or job training.

HUD funds cannot be used to supplant mainstream or other funding for these essential services. HUD is significantly reducing the supportive services they will be funding this year and in future years.

Supportive Services Definitions

Outreach: services and information about the availability of community resources delivered to people wherever they may reside. Common examples include: Street Outreach, Mobile Unit or Law Enforcement responses.

Employment Services: education related to job skill development, on-the-job-training, referral, job placement, sheltered workshop, job coaching/shadowing, employment testing, and employment evaluation, as well as support and coaching provided after employment placement, to assist client in adjusting and maintaining a job

Case Management: assessment, crisis intervention, linkage to services, monitoring client progress, system advocacy and discharge/placement planning. Case plan in chart required

Substance Abuse Care: assessment, diagnosis, evaluation, treatment, aftercare. Requires licensed personnel CADAC, LADC, LCSW, Psychologist, MFT, MD

Mental Health Care: assessment, crisis intervention, therapy, medication, diagnosis. Requires licensed personnel LCSW, Psychologist, MFT, MD.

Medical Care: assessment, diagnosis, treatment, referral, medication. Requires licensed personnel APN, MD, RN

Housing Search/Placement: determining eligibility for specific housing programs and providing the means to access housing, assistance in completing housing applications.

Life Skills: education and training on: hygiene, time management, parenting, financial literacy, health and wellness, job readiness, transportation, communication, cooking, and nutrition.

Childcare: subsidy or program that cares for minor children or children with a disability.

Education: formal education that leads towards a high school diploma, GED, college diploma, or professional/continuing education. Also include stipends and scholarships.

Transportation: bus/van services, taxi vouchers, gas vouchers, bus tickets/passes, financial assistance to repair a vehicle, car registration fees

Deposit Assistance: financial assistance to pay for an apartment/home deposit.

TECHNICAL ASSISTANCE (TA): the facilitating of skills and knowledge in planning, developing, and administering activities under a grant program for entities that may need, but do not possess, such skills and knowledge.

TRANSITIONAL HOUSING: housing coupled with supportive services that are provided for a maximum of 2 years. The primary purpose is to provide temporary housing (lasting at least three months, but not to exceed 24 months) with supportive services used to facilitate the movement of homeless individuals and/or families to permanent housing. The supportive services may be provided by the organization managing the housing, or coordinated by them and provided by other public or private agencies. The program rules, in turn, are designed to enhance the residents' self-sufficiency. Case management services are provided, as are other direct services designed to remove the obstacles individuals or families face when attempting to return to self-sufficiency.

TRANSPORTATION: the method of arriving at a desired destination. For the most part, homeless individuals and families rely on the Citizens Area Transit public transportation system, but many still own cars. Homeless clients need a variety of assistance with transportation, including financial assistance (with bus passes or gas vouchers), repairs, or sometimes accompaniment.

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD): HUD's mission is to increase homeownership, support community development and increase access to affordable housing free from discrimination. To fulfill this mission, HUD will embrace high standards of ethics, management and accountability and forge new partnerships--particularly with faith-based and community organizations--that leverage resources and improve HUD's ability to be effective on the community level.

VICTIM SERVICE PROVIDER: a nonprofit, nongovernmental organization including rape crisis centers, battered women's shelters, domestic violence transitional housing programs, and other programs whose *primary mission* is to provide services to victims of domestic violence, dating violence, sexual assault, or stalking.

ⁱ www.HMIS.info, a HUD sponsored website.

ⁱⁱ www.beyondshelter.org