

Executive Summary

AP-05 Executive Summary - 91.200(c), 91.220(b)

1. Introduction

The Annual Action Plan (AAP) meets the United States Department of Housing and Urban Development (HUD) requirements for consolidating the application for several grant programs into one submission. The programs include: The Community Development Block Grant (CDBG) and Emergency Solutions Grant (ESG). These programs are intended to accomplish three main goals: secure decent housing, provide a suitable living environment, and expand economic opportunities for low- and moderate-income persons and families.

This AAP represents the second year in the 2020 to 2024 Consolidated Planning period for the City of North Las Vegas (CNLV).

The purpose of the Consolidated Plan is:

- To identify a city's, county's, or state's housing and community development needs, priorities, goals, and strategies; and
- To stipulate how funds will be allocated to housing and community development activities during the five-year planning period.

Since the last AAP, CNLV has shifted its focus into areas such as Economic Development including, assistance and support to small businesses, such as the forgivable small/microbusiness loan program being implemented through the recent COVID CDBG-CV1 funding and possibly expanding that model to non-COVID efforts in the future; demolition of blighted structures to spur private sector reinvestment in its community, assistance and expanding that model to non-COVID efforts in the future, as well as supporting future development and technical assistance to microenterprise for post-COVID emergency response activities. CNLV has also focused more attention and resources on emerging technologies and economic development strategies for job training, placement, creation and business development which integrate Science, Technology, Engineering and Mathematics (STEM) curriculum and training including solar, advanced manufacturing and computing, drones, 3D printing. This will also be coupled with urban, indoor, and other emerging agricultural production methods which can include urban farms, indoor production facilities, community gardens, rooftop farms, high-tech vertical technology, greenhouses, and hydroponic, aeroponic, and aquaponic technologies.

Another growing and important need that deserves attention is the creation and development of sustainable affordable housing for CNLV residents using various funding resources including, but not limited to, Neighborhood Stabilization Funds (NSP), Home Investment Partnerships Funds (HOME), State Affordable Housing Trust Fund dollars (AHTF) and Community Development Block Grant funds (CDBG). This will be accomplished through new construction, acquisition, rehabilitation rental and resale efforts, housing rehabilitation, and down payment assistance. Neighborhood beautification and revitalization efforts will also be taking place. Additionally, abolishing blight and improving the living conditions of CNLV residents through a minor/major rehabilitation program is a city-wide priority. Development or acquisition of various types of residential units will be required to help accomplish these goals. CNLV will also continue its implementation of the Neighborhood Revitalization Strategy Area (NRSA) to revitalize and provide housing and economic opportunities through the continued implementation of its 5-year NRSA Plan.

CNLV implemented a 2-year public service application cycle for FYs 2020-2022. By FY 2022, CNLV will also look to reduce its public service allocation below the 15 percent public service cap threshold to spend more time and resources on the new strategies and areas of focus outlined above.

2. Summarize the objectives and outcomes identified in the Plan

This could be a restatement of items or a table listed elsewhere in the plan or a reference to another location. It may also contain any essential items from the housing and homeless needs assessment, the housing market analysis or the strategic plan

The following high priority needs were identified in the Consolidated Plan research:

- Address and Mitigate Homelessness
- Create community education and gathering spaces
- Address at-risk youth
- Support health and nutrition of low-income residents
- Access to job training and placement programs
- Social services to address changing economic situations
- Economic Development and Business Support
- Neighborhood Revitalization and Beautification
- Public Improvements and Infrastructure
- Affordable Housing

3. Evaluation of past performance

This is an evaluation of past performance that helped lead the grantee to choose its goals or projects.

This AAP represents the second year in the 2020 to 2024 Consolidated Planning period for the City of North Las Vegas (CNLV). In the past, the CNLV has focused on:

- Supporting social service provider operations (The Salvation Army, Shade Tree, Consumer Credit Counseling)
- Providing food and nutrition (Catholic Charities of Southern Nevada Meals on Wheels, Lutheran Social Services)
- Improving community facilities (Downtown library renovation)
- Providing youth education and programs (Southern Nevada Children First, Boys and Girls Club)
- Preventing homelessness with emergency assistance (Catholic Charities of Southern Nevada Project Hope, Shade Tree)
- Revitalization (Choice Neighborhood Revitalization Strategy Area).

These activities and partners have been essential to helping address the needs of low-income residents and persons experiencing homelessness and met the critical needs in CNLV.

One major change from previous years is the cancellation in the construction/renovation of a new Downtown public library. In early July 2020, the interior of the Canyon Electric site, which was to be renovated into the library, caught fire which made it impossible to continue with the renovation construction of the library site. Realizing this, CNLV immediately set forth on a plan to reallocate current and future library funds to more pressing community needs. As a result of this shift from the library project, NLV has focused its efforts on other community needs around affordable housing and economic development by investing reallocated library project funds towards affordable housing through an acquisition, rehabilitation and rental activities; innovative economic development strategies through the development of the STEM Center of Excellence; and address emergent needs that were spurred by the Covid-19 pandemic through the expansion of its small business forgivable loan program for businesses impacted by Covid-19.

The primary challenges encountered during the last Consolidated Plan period were timing- and contact-related. To address these challenges, the CNLV intends to hold grantees to more stringent timelines.

4. Summary of Citizen Participation Process and consultation process

Summary from citizen participation section of plan.

Annual Action Plan
2021

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Working off this public input and past input from the Choice Neighborhood Transformation Plan, CNLV provided additional citizen participation opportunities during the development of the Five-year Consolidated Plan, which included:

- CAC Meeting—this Citizen’s Advisory Committee (CAC) reviews funding applications and makes recommendations based on their understanding of the community’s needs;
- Community Meeting to discuss Consolidated Plan and receive feedback—Over 20 residents participated;
- Online Resident and Stakeholder Survey—165 individuals—133 residents and 32 stakeholders—participated in an online survey to provide input for the development of the Five-Year Consolidated Plan and Annual Action Plan;
- Stakeholder and CNLV Staff Interviews—conducted during the Consolidated Plan process to understand needs, programs, and services;
- Marketing of community meetings, survey, public comment periods, and public hearings—promoted through over 100 stakeholders, CNLV’s website, and/or emails sent to community;
- Consolidated Plan and Action Plan 30-day public comment period; and
- Public Hearings during the development of the Consolidated Plan and during the public comment period.

Please refer to the Grantee Appendices for a summary of the citizen participation process and public comments.

5. Summary of public comments

This could be a brief narrative summary or reference an attached document from the Citizen Participation section of the Con Plan.

Citizens and stakeholders are invited to comment on the proposed 2021 AAP during the 30-day public comment period beginning on April 1, 2021 and ending on April 30, 2021. Citizens and stakeholders also have the opportunity to comment during a virtual public hearing on April 21, 2021. CNLV City Council will vote to accept the Consolidated Plan and Annual Action Plan on May 5, 2021.

All comments and views were accepted and considered in development of the Consolidated Plan and Action Plan. Please refer to the Grantee Appendices for a summary of the citizen participation process and public comments.

6. Summary of comments or views not accepted and the reasons for not accepting them

The CNLV accepts all public comments.

PR-05 Lead & Responsible Agencies - 91.200(b)

1. Agency/entity responsible for preparing/administering the Consolidated Plan

The following are the agencies/entities responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Agency Role	Name	Department/Agency
CDBG Administrator	NORTH LAS VEGAS	Land Development & Community Services
ESG Administrator	NORTH LAS VEGAS	Land Development & Community Services

Table 1 – Responsible Agencies

Narrative

Consolidated Plan Public Contact Information

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AP-10 Consultation - 91.100, 91.200(b), 91.215(l)

1. Introduction

CNLV participates in various regional committees to stay connected to other agencies in our community addressing the needs of low/moderate income residents. Independently, the City does not have the resources to end homelessness, create affordable housings, and job training opportunities. CNLV acknowledges that we must work in conjunction with other jurisdictions, non-profit partners, and community leaders to make the changes to propel our community.

This section describes the consultation efforts undertaken to:

1. Coordinate the development of the annual plan with the efforts of housing providers, social service providers, health care providers and relevant government agencies;
2. Coordinate the development of the annual plan with Continuum of Care efforts; and
3. Elicit public input.

Provide a concise summary of the jurisdiction's activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(l)).

The CNLV and the Housing and Neighborhood Services Division engage directly with public agencies, private stakeholders, and regional committees to address the changing needs of our community. Regional level coordination takes place through several avenues, including the Southern Nevada Continuum of Care (SNH COC) and the Southern Nevada Consortium Meetings. These collaborative groups bring together all the local governmental jurisdictions along with the Regional Transportation Commission, the Clark County School District, the Metropolitan Police Department, Southern Nevada Adult Mental Health Services, and the Southern Nevada Regional Housing Authority, among others. Currently, the Manager of the Housing and Neighborhood Services Division is co-chair for the Southern Nevada Homelessness Continuum of Care Board. Local jurisdictions also work together with the appropriate agencies on grant applications for funding not related to the Department of Housing and Urban Development, including Choice Neighborhoods, and the Emergency Foods and Shelter Program.

The discussions cover subjects such as joint projects, coordination of grant CDBG, ESG, and HOME applications cycles, and emerging homeless issues. A representative from the SNH CoC attends the consortium meeting to further inform the discussions around regional homeless coordination. A representative of the Nevada State Housing Division also attends the consortium meetings on a regular basis. With regional participation in the Consortium meetings, each jurisdiction can better assess local housing needs, homeless and community development practices, and projects.

Lead-based paint hazards were assessed as part of the County Consolidated Plan, as the County administers public health programs. The risks of lead paint exposure by CNLV residents were evaluated and considered in setting priorities and developing the allocation plan. The County has two trained and certified Lead Based Paint Risk Assessors in the Community Resources Management Division. CNLV also has a Risk Assessor.

A variety of other groups provide opportunities for the various jurisdictions' governments to coordinate with outside entities in the promotion, production and planning of affordable housing and homeless assistance.

These groups include:

- **Housing:** Southern Nevada Regional Housing Authority, Nevada HAND, Community Development Program Center of Nevada, Foresight Development and George Gekakis Inc.
- **Homeless Services:** Southern Nevada Homeless Continuum of Care, Nevada Homeless Alliance, HELP of Southern Nevada, Shannon West Homeless Youth Center
- **Social Services:** Clark County Social Services, United Way Emergency Food and Shelter, Ryan White Planning Council, The Gay and Lesbian Community Center of Southern Nevada, Nevada Partners
- **Health Services:** Southern Nevada Health District, Nevada Health Centers, Southern Nevada Adult Mental Health, Volunteers in Medicine

Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness.

CNLV Staff and the Southern Nevada Homelessness Continuum of Care (CoC) are blended at all levels to address the needs of homeless persons and persons at risk of homelessness. While Clark County takes the lead as the collaborative applicant and manages HMIS, all the other government agencies play a pivotal role along with community stakeholders. CNLV current duties are as champions and chairs the CoC Monitoring Working Group and Co-Chair of the COC Board.

The undertaking of the SNH CoC Board include yearly strategic planning, the annual homeless census (PIT Count), regional coordination, homeless shelter services, HMIS, systems evaluation, HEARTH Act implementation and other activities. Its members are the Housing and Neighborhood Services Manager and staff for the CNLV, Cities of Las Vegas, Henderson, and Boulder City, Clark County Social Services Director and staff, Veterans Administration, United Way staff, the Nevada Homeless Alliance, the Southern Nevada Adult Mental Health Services, Clark County School District Title I HOPE, the Las Vegas Metropolitan Police Department, and MGM Resorts. SNH CoC is subdivided further into two committees and seven working groups, that are led by public agencies staff with members representation from a cross-section of community stakeholders. The diversity of the volunteers who comprise these groups

bring forth a wealth of knowledge, policy makings, and hands-on understanding of the needs of our low- and moderate-income individuals and families and persons experiencing homelessness.

The working groups oversees the planning, operations, and activities of the CoC. They develop the updates to and ensure compliance with the regional 10-year strategic plan through: monitoring of performance measures and outcomes; conducting the services and housing gaps analysis; planning for the Point-In-Time count (PIT) of the homeless population; reviewing and recommending potential CoC projects; submission of the CoC application; HEARTH implementation and any other activities under the CoC. CNLV Staff, City of Las Vegas and Clark County are active participants in the working groups with the ESG programs from all jurisdictions being a standing item on the agenda. All CoC meetings are open to the public; providers or interested parties are encouraged to volunteer for appropriate subgroups representing specific populations. The Southern Nevada Housing and Homeless Plan includes all the jurisdictions that make up Southern Nevada and outlines goals and strategies to guide local governments in funding, developing, and supporting homeless services.

Describe consultation with the Continuum(s) of Care that serves the jurisdiction’s area in determining how to allocate ESG funds, develop performance standards for and evaluate outcomes of projects and activities assisted by ESG funds, and develop funding, policies and procedures for the operation and administration of HMIS

All ESG recipients in the CoC’s geographic area have representation that sits on the SNH CoC working groups. ESG is a standing item on the SNH CoC working groups monthly meeting agenda, where ESG grantees provide information on allocation of ESG funds, discuss ESG application processes-at each stage, work with the SNH CoC working groups to develop performance/written standards and report on subrecipient monitoring. The SNH CoC working groups also reviews and approves the ESG written standards, which are updated through discussions with subrecipients, and provides the funding priorities to the ESG allocations committees which are then approved by their respective boards and councils. All ESG subrecipients are required to participate in HMIS and the data gathered is shared with the SNH CoC working groups. ESG grantees work with the SNH CoC working groups to ensure collaboration, non-duplication of services and maximum use of resources. All HMIS administration policies and procedures are reviewed and approved by the SNH CoC working groups.

For ESG written standards please refer to Full Grantee Appendices.

2. Agencies, groups, organizations and others who participated in the process and consultations

1	Agency/Group/Organization	City of North Las Vegas, Neighborhood and Leisure Services Department
	Agency/Group/Organization Type	Other government - Local

	<p>What section of the Plan was addressed by Consultation?</p>	<p>Housing Need Assessment Lead-based Paint Strategy Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Non-Homeless Special Needs Economic Development Anti-poverty Strategy</p>
	<p>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</p>	<p>City of North Las Vegas, Neighborhood and Leisure Services Department participated in earlier public outreach activities during the development of the Choice Neighborhood Initiative Transformation Plan and the Regional Analysis of Impediments to Fair Housing Choice (RAI). Stakeholder consultation included community meetings, conference calls, and interviews. Information gathered during these consultation activities helped to inform North Las Vegas' Consolidated Plan. During the development of the consolidated plan, City of North Las Vegas, Neighborhood and Leisure Services Department was also consulted through a Stakeholder Survey and interview, which focused on organizations serving low- and moderate-income persons, housing and service providers, area businesses, and private sector housing professionals. The anticipated outcomes of the survey were to determine the most urgent housing, community development, and economic development needs and evaluate city programs.</p>
2	<p>Agency/Group/Organization</p>	<p>The City of North Las Vegas, Economic Development Division</p>
	<p>Agency/Group/Organization Type</p>	<p>Other government - Local</p>
	<p>What section of the Plan was addressed by Consultation?</p>	<p>Economic Development</p>

	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	During the development of the consolidated plan, the Economic Development Division was consulted through a Stakeholder Survey and interviews, which focused on organizations serving low- and moderate-income persons, housing and service providers, area businesses, and private sector housing professionals. The anticipated outcomes of the survey were to determine the most urgent housing, community development, and economic development needs and evaluate city programs.
3	Agency/Group/Organization	Clark County School District
	Agency/Group/Organization Type	Services - Housing Services-Education Other government - County
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs Education
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	During the development of the consolidated plan, this organization was consulted through an online Survey, which focused on organizations serving low- and moderate-income persons, housing and service providers, area businesses, and private sector housing professionals. The anticipated outcomes of the survey were to determine the most urgent housing, community development, and economic development needs and evaluate city programs.
4	Agency/Group/Organization	Workforce Connections
	Agency/Group/Organization Type	Services-Employment
	What section of the Plan was addressed by Consultation?	Economic Development

	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	During the development of the consolidated plan, this organization was consulted through an online Survey and stakeholder interview, which focused on organizations serving low- and moderate-income persons, housing and service providers, area businesses, and private sector housing professionals. The anticipated outcomes of the survey were to determine the most urgent housing, community development, and economic development needs and evaluate city programs.
5	Agency/Group/Organization	North Las Vegas Library District
	Agency/Group/Organization Type	Services - Broadband Internet Service Providers Services - Narrowing the Digital Divide Other government - Local
	What section of the Plan was addressed by Consultation?	Homelessness Strategy Non-Homeless Special Needs Broadband Needs of Housing occupied by Low- and Moderate-Income
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	During the development of the consolidated plan, this organization was consulted through an online Survey and stakeholder interview, which focused on organizations serving low and moderate income persons, housing and service providers, area businesses, and private sector housing professionals. The anticipated outcomes of the survey were to determine the most urgent housing, community development, and economic development needs and evaluate city programs.
6	Agency/Group/Organization	City of North Las Vegas Public Works
	Agency/Group/Organization Type	Other government - Local
	What section of the Plan was addressed by Consultation?	Economic Development

	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	During the development of the consolidated plan, this organization was consulted through an online Survey and stakeholder interview, which focused on organizations serving low- and moderate-income persons, housing and service providers, area businesses, and private sector housing professionals. The anticipated outcomes of the survey were to determine the most urgent housing, community development, and economic development needs and evaluate city programs.
7	Agency/Group/Organization	NEVADA HAND INC.
	Agency/Group/Organization Type	Housing Services - Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	During the development of the consolidated plan, this organization was consulted through an online Survey, which focused on organizations serving low- and moderate-income persons, housing and service providers, area businesses, and private sector housing professionals. The anticipated outcomes of the survey were to determine the most urgent housing, community development, and economic development needs and evaluate city programs.
8	Agency/Group/Organization	Valentine Communications
	Agency/Group/Organization Type	Services-Health Services-Education Services-Employment Business and Civic Leaders
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Non-Homeless Special Needs Anti-poverty Strategy

	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	During the development of the consolidated plan, this organization was consulted through an online Survey and participating in community meetings, which focused on organizations serving low- and moderate-income persons, housing and service providers, area businesses, and private sector housing professionals. The anticipated outcomes of the survey were to determine the most urgent housing, community development, and economic development needs and evaluate city programs.
9	Agency/Group/Organization	NEVADA PARTNERS, INC.
	Agency/Group/Organization Type	Services - Housing Services-Children Services-Employment
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Economic Development
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	During the development of the consolidated plan, this organization was consulted through an online Survey, which focused on organizations serving low- and moderate-income persons, housing and service providers, area businesses, and private sector housing professionals. The anticipated outcomes of the survey were to determine the most urgent housing, community development, and economic development needs and evaluate city programs.
10	Agency/Group/Organization	City of North Las Vegas Office of Emergency Management
	Agency/Group/Organization Type	Other government - Local
	What section of the Plan was addressed by Consultation?	Hazard Mitigation

	<p>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</p>	<p>During the development of the consolidated plan, this organization was consulted through stakeholder outreach, which focused on organizations serving low- and moderate-income persons, housing and service providers, area businesses, and private sector housing professionals. The anticipated outcomes of the survey were to determine the most urgent housing, community development, and economic development needs and evaluate city programs.</p>
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Table 2 – Agencies, groups, organizations who participated

Identify any Agency Types not consulted and provide rationale for not consulting

All relevant organizations, agencies, and stakeholders were invited to participate in development of the Consolidated Plan and Action Plan. As the CNLV builds local awareness, they anticipate stakeholder participation will grow.

Other local/regional/state/federal planning efforts considered when preparing the Plan

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	Southern Nevada Homelessness Continuum of Care	CNLV's goals contribute to addressing the needs of persons who are experiencing homelessness identified in the CoC.
CNLV Land Use & Zoning Regulations	CNLV Planning & Development Services	Land use and zoning regulations were reviewed to assess barriers to housing choice.
Analysis of Impediments to Fair Housing Choice	CNLV Neighborhood Services Division and Clark County	The fair housing strategies established for CNLV overlaps with the Strategic Plans decent housing, economic development, and neighborhood revitalization goals.
Housing Authority 5-Year Plan	Southern Nevada Regional Housing Authority	The housing authority policies and procedures were reviewed to ensure they support housing choice and address the greatest needs of low-income residents.
Southern Nevada Strong (SNS) Regional Plan	Regional Transportation Commission of Southern Nevada (RTC)	The regional plan has impacted planning and investment efforts in the Urban Core, which overlaps with CNLV public facilities and improvements activities.
Choice Neighborhood Initiative (CNI) Plan	CNLV Neighborhood Services Division	The Choice Neighborhood Initiative (CNI) Transformation Plan helped to create local strategies to address struggling neighborhoods through a comprehensive approach, including a neighborhood, public housing, and people strategy. While the Transformation Plan exceeds the time frame of the Consolidated and Strategic Plan, many of the neighborhood revitalization goals overlap.

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Neighborhood Revitalization Strategy Area (NRSA)	CNLV Neighborhood Services Division	After implementing their Transformation Plan and meeting HUDs criteria, CNLV received a NRSA designation through their comprehensive neighborhood revitalization strategy. Many of the public service and infrastructure projects meet the goals of the Strategic Plan.
2018 Multi-Jurisdictional Hazard Mitigation Plan	Clark County	The plan was reviewed to identify any hazard mitigation needs that could impact housing of low to moderate income individuals
Workforce Blueprint 2.0	Las Vegas Global Economic Alliance, Las Vegas Metro Chamber of Commerce, & Workforce Connections	This blueprint aims to unite the business community around a new, comprehensive workforce strategy, which helps craft economic and business goals in the action plan.
Fiscal 2021-2025 Capital Improvement Plan	CNLV Public Works Department	CIP outlines significant capital improvements over next five years which aligns with community development priorities and goals.

Table 3 – Other local / regional / federal planning efforts

Narrative

The plans are consistent and outline similar goals for the five-year period. There are currently two housing and community development consortia in Clark County:

- 1) The Urban County CDBG Consortium (consists of Clark County and the Cities of Boulder City and Mesquite); and
- 2) The Clark County HOME Consortium (Clark County and CNLV).

The City of Las Vegas and the City of Henderson are separate CDBG and HOME entitlement recipients and submit their own Consolidated Plans. The Cities of Boulder City and Mesquite are part of the HOME Consortium by virtue of their participation in the CDBG Consortium.

AP-12 Participation - 91.401, 91.105, 91.200(c)

1. Summary of citizen participation process/Efforts made to broaden citizen participation Summarize citizen participation process and how it impacted goal-setting

The Citizen Participation Plan (CPP) was updated and approved by City Council in 2017, bringing it into compliance with the provisions of 24 CFR 91.105. In March 2020, the CNLV updated their CPP to adjust for evolving needs during COVID-19, in alignment with guidance from HUD and waivers granted by the CARES Act. In addition to the emergency CPP amendment for CARES Act funds, the CNLV updated their CPP for its annual review in June 2020. The CNLV notified the public (two weeks in advance) of the plan's 30-day public comment period, which occurred from June 10 to July 10, 2020, through the CNLV's website and local newspapers. All public comments were accepted. Please refer to the Grantee Appendices for the updated Citizen Participation Plan.

The citizen participation process for the Five-year Consolidated Plan built upon the initial community engagement activities that occurred during the Choice Neighborhood Initiative's Transformation Plan and 2020 Regional Analysis of Impediments to Fair Housing Choice (RAI). These activities combined with the Consolidated Plan's citizen participation efforts resulted in meaningful engagement of residents and stakeholders representing local organizations and coalitions. The citizen participation process included outreach activities, media outlets, and efforts to reach underrepresented populations (e.g., those in poverty concentrated areas, with limited English proficiency, persons with disabilities). Outreach activities consisted of interviews, resident and stakeholder surveys, and public hearings.

Please refer to Full Grantee Appendices for full details of all citizen participation efforts and public comments.

Citizen Participation Outreach

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (if applicable)
1	Citizen Advisory Committee (CAC) Public Hearing	Non-targeted/broad community	CAC voted on CDBG and ESG allocations for public service activities	See Grantee Unique Appendices for the full Citizen Participation section.	All comments were accepted	
2	Newspaper Ad	Non-targeted/broad community	N/A	See Grantee Unique Appendices for the full Citizen Participation section.	All comments were accepted	
3	Public Hearings	Non-targeted/broad community	The City Council held a public hearing on April 21, 2021 to discuss the AAP and hear public comments and another hearing was held on May 5, 2021 to approve the AAP.	See Grantee Unique Appendices for the full Citizen Participation section.	All comments were accepted	
4	Public comment period	Non-targeted/broad community	30-day Public comment period for substantial amendment held from April 1 to 30, 2021, promoted through online promotion and public notice in local newspaper.	See Grantee Unique Appendices in the consolidated plan for the full Citizen Participation section.	All comments were accepted.	

Table 4 – Citizen Participation Outreach

Expected Resources

AP-15 Expected Resources - 91.420(b), 91.220(c)(1,2)

Introduction

The primary resource used to fulfill the goals and strategies of the Five-year Consolidated Plan is CDBG. As available, the CNLV will provide direct, general fund contributions to assist with the Plan. These funds will be leveraged with complementary activities and in kind and monetary donations from the organizations funded with other federal and state programs. In the past, these have included Lutheran Social Services of Nevada (LSSN) and Nevada Partners.

In the past, private financial institutions have provided donations to support mortgages for first time homebuyers, and nonprofits have leveraged funds from other federal and state sources to support housing and public service activities. Clark County has also provided assistance to support activities funded with CDBG. These sources are anticipated for the Five-year Consolidated Plan; the amount and timing of these additional supports is unknown.

Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		

CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	\$1,871,762	0	0	\$1,871,762	\$1,871,762	Grants awarded on a formula basis for housing and community development activities, a portion of which will be awarded for NRSA activities.
ESG	public - federal	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing	\$161,241	0	0	\$161,241	\$644,964	Grants are awarded to non-profit providers to provide essential services and shelter to homeless families and individuals.

Table 5 - Expected Resources – Priority Table

Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied

Additional federal funds will be leveraged with CDBG including:

- **Low Income Housing Tax Credit (LIHTC)**
- **Nevada Housing Division (NHD) tax-exempt bonds**
- **NHD Growing Affordable Housing Program**

Non-profit organizations utilize other federal, state, and private grant funds. Public Housing programs including Family Self-Sufficiency, Section 8, and Public Housing Comprehensive Grants provide additional funding.

Matching requirements for ESG Program funds will be met by the non-profit community partners receiving ESG Program funds. These non-profit community partners match requirements come from private donations and fundraisers, other federal and state funding, and in-kind donations and volunteer time.

If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan

In 2008, the CNLV purchased a 1-acre site along the southern border of the city in the now designated NRSA with CDBG funds. The CNLV donated the site for a community health clinic, which will be developed by SARGEM LLC with private funds. The health clinic will be connected to the Buena Vista Springs campus, an 18-acre development of a multi-modal senior complex.

These developments will create over 250 well paying, career-oriented jobs (in addition to a number of short-term construction jobs) over the next few years that can directly benefit the community and NRSA. The CNLV is working with SARGEM to offer local residents first access to job and training opportunities.

Annual Goals and Objectives

AP-20 Annual Goals and Objectives - 91.420, 91.220(c)(3)&(e)

Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Expand safe living environments in the NRSA	2021	2022	Non-Housing Community Development Public Services	Choice Neighborhood Revitalization Strategy Area (NRSA)	Create community education and gathering spaces Address at-risk youth Support health & nutrition of low income residents Access to job training and placement programs Social services to address changing situations Economic Development and Business Support Neighborhood Revitalization and Beautification Affordable Housing	CDBG: \$328,163	Public service activities other than Low/Moderate Income Housing Benefit: 2000 Persons Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
2	Expand and support public services	2021	2022	Homeless Non-Homeless Special Needs Non-Housing Community Development Public Services	City of North Las Vegas: Citywide	Address and Mitigate Homelessness Address at-risk youth Support health & nutrition of low income residents Access to job training and placement programs Social services to address changing situations Economic Development and Business Support Neighborhood Revitalization and Beautification	CDBG: \$280,864 ESG: \$149,148	Public service activities other than Low/Moderate Income Housing Benefit: 7,986 Persons Assisted
3	Improve & construct facilities & infrastructure	2021	2022	Non-Housing Community Development	City of North Las Vegas: Citywide	Create community education and gathering spaces Public Improvements and Infrastructure	CDBG: \$0	Other: 1 Other
4	Expand economic and business opportunities	2021	2022	Non-Housing Community Development	City of North Las Vegas: Citywide	Economic Development and Business Support Access to job training and placement programs Social services to address changing situations	CDBG: \$888,383	Other: 1 Other

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
5	Create, develop, and preserve affordable housing	2021	2022	Affordable Housing	City of North Las Vegas: Citywide	Address and Mitigate Homelessness Social services to address changing situations Neighborhood Revitalization and Beautification Affordable Housing	CDBG: \$0	Other: 1 Other

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
6	Support activities through planning & admin	2021	2022	Planning and Administration	City of North Las Vegas: Citywide Choice Neighborhood Revitalization Strategy Area (NRSA)	Address and Mitigate Homelessness Create community education and gathering spaces Address at-risk youth Support health & nutrition of low income residents Access to job training and placement programs Social services to address changing situations Economic Development and Business Support Neighborhood Revitalization and Beautification Affordable Housing Public Improvements and Infrastructure	CDBG: \$374,352 ESG: \$12,093	Other: 1 Other

Table 6 – Goals Summary

Goal Descriptions

1	Goal Name	Expand safe living environments in the NRSA
	Goal Description	CDBG funds will be allocated towards roughly 54 percent public services, 46 percent for capital and neighborhood improvements. Projects to meet the goal include: community planning and engagement strategies; job training, placement, creation, and retention; community Wi-Fi; community garden; youth empowerment and educational activities; increasing housing opportunities for target area residents; community and public arts projects and community improvements; and an intergenerational program. These strategies for neighborhood revitalization were identified in the Choice Neighborhood Initiative Transformation Plan, which formed the basis of the Choice Neighborhood Revitalization Strategy Area. See attached NRSA Plan that details the rationale and authority that designates the Choice Neighborhood as a NRSA, NRSA objectives, plans, activities, and structure-including the designated CBDO, CPLC, which will implement the NRSA once approved.
2	Goal Name	Expand and support public services
	Goal Description	City of North Las Vegas will use CDBG and ESG funds for public services that serve all areas in the community where low to moderate income residents live and focuses on homeless service programs, social service programs (for seniors and medically fragile), and youth development and education programs.
3	Goal Name	Improve & construct facilities & infrastructure
	Goal Description	CNLV funds capital projects and infrastructure improvements annually for projects identified for each program year based on an internal review of projects. The Public Works Department, in support of the CNLV 's Redevelopment Agency and Library District, plans to use CDBG funds for renovating a redevelopment asset, the Canyon Electric Building, located in the heart of the city's Redevelopment area to house the new North Las Vegas Downtown library. This project will provide the Downtown Library branch with a larger space to ensure greater educational and workforce development resources to the surrounding neighborhood.

4	Goal Name	Expand economic and business opportunities
	Goal Description	<p>Provide forgivable loans up to \$25,000 to eligible For-Profit small businesses to help avoid job loss caused by business closures related to social distancing by providing short-term working capital assistance to small businesses to enable retention of jobs held by low- and moderate-income persons.</p> <p>Provide small business support and microenterprise/entrepreneurship support and development</p> <p>Pursue and develop avenues for indoor/outdoor urban agriculture to address access to healthy fresh foods and to develop economic opportunities and jobs for the community</p>
5	Goal Name	Create, develop, and preserve affordable housing
	Goal Description	Acquisition, Rehabilitation, and Rental of single family and multi-family units for the purposes of building affordable housing capacity within the City of North Las Vegas.
6	Goal Name	Support activities through planning & admin
	Goal Description	CDBG funds allocated for planning and administration of funds and projects.

AP-35 Projects - 91.420, 91.220(d)

Introduction

#	Project Name
1	Southern Nevada Health Safety Net
2	Emergency Shelter for Homeless and Abused Women and Children
3	Hope & Opportunity
4	Meals on Wheels
5	Shannon West Homeless Youth Center
6	Care Coordination Program
7	Early Childhood Education
8	Pantry Assistance Program
9	Career Corner
10	Youth Development Program
11	Kinship Navigator Program
12	Choice NRSA Neighborhood Improvement/Rehabilitation
13	Choice NRSA Community/Public Arts
14	Choice NRSA Rose Garden Tablet program
15	Choice NRSA Community Engagement
16	Choice NRSA Community Garden Project
17	Choice NRSA Leaders In Training
18	Choice NRSA Employment Training/Placement & Micro Enterprise Assistance
19	Small Business Loan Program
20	HESG21 North Las Vegas Homeless Projects
21	CDBG Administration

Table 7 – Project Information

Describe the reasons for allocation priorities and any obstacles to addressing underserved needs

The allocation priorities were based on citizen and stakeholder participation during the Consolidated and Action Plan process, as well as the Choice Transformation Plan and RAI. The following needs were identified during the process and informed the allocation priorities:

Public facilities needs:

- Youth Centers/Facilities
- Community Garden

Public improvements needs:

- Public Transit
- Landscaping/Façade Improvements/Demolition
- Street lighting
- Infrastructure for internet access
- Accessibility (ADA) improvements to community amenities (e.g., parks, trails)
- Health Facilities
- Urban Agriculture and Hydroponics

Public services and economic development needs:

- Employment training, placement, and retention
- Senior and youth services
- Community Wi-Fi
- Technical assistance with identifying loan and grant opportunities
- Health/mental health services

The largest obstacles to addressing underserved residents in CNLV are funding and lack of private investment.

AP-38 Project Summary

Project Summary Information

1	Project Name	Southern Nevada Health Safety Net - Volunteers in Medicine
	Target Area	City of North Las Vegas: Citywide
	Goals Supported	Expand and support public services
	Needs Addressed	Support health & nutrition of low income residents Social services to address changing situations
	Funding	CDBG: \$44,100
	Description	Volunteers in Medicine of Southern Nevada, Inc., will use funding to provide a safety net of services for the most vulnerable citizens. The overall goal of the program is to close the service gap in health care throughout Southern Nevada, including residents of North Las Vegas, by providing both immediate and preventative health care and related education to our most vulnerable and health-compromised populations. Services to be implemented include medical, dental, social services, and behavioral healthcare services.
	Target Date	6/30/2022
	Estimate the number and type of families that will benefit from the proposed activities	334 low-income residents and families
	Location Description	1240 N. Martin Luther King Blvd., Las Vegas, NV 89106
	Planned Activities	Health Services - 05M Social Services - 05
2	Project Name	Emergency Shelter for Homeless and Abused Women and Children – The Shade Tree

	Target Area	City of North Las Vegas: Citywide
	Goals Supported	Expand and support public services
	Needs Addressed	Address and Mitigate Homelessness
	Funding	CDBG: \$33,500
	Description	Funds will be used to support the partial salary/benefits of 9 Security Guards, who provide a safe environment and other direct services for low-income homeless women and children at The Shade Tree. The Shade Tree has secured the entire facility from potential outside risk factors and hired staff Security Guards to monitor the facility and provide safe environment for the women and children who live on site.
	Target Date	6/30/2022
	Estimate the number and type of families that will benefit from the proposed activities	340 Homeless individuals
	Location Description	1 West Owens Avenue, Las Vegas, NV 89030
	Planned Activities	Services for Battered and Abused Spouses and Children - 05G
3	Project Name	Hope & Opportunity - Boys and Girls Club
	Target Area	City of North Las Vegas: Citywide
	Goals Supported	Expand and support public services
	Needs Addressed	Address at-risk youth
	Funding	CDBG: \$29,000
	Description	The Boys and Girls Clubs of Southern Nevada will use funding to help support the Hope & Opportunity program. This program offers educational, prevention and money management life skills programs to North Las Vegas at-risk school age youth.
	Target Date	6/30/2022

	Estimate the number and type of families that will benefit from the proposed activities	70 at-risk youth
	Location Description	2627 Donna St. North Las Vegas, NV 89030
	Planned Activities	Youth Services - 05D
4	Project Name	Meals on Wheels - Catholic Charities
	Target Area	City of North Las Vegas: Citywide
	Goals Supported	Expand and support public services
	Needs Addressed	Support health & nutrition of low income residents Social services to address changing situations
	Funding	CDBG: \$28,000
	Description	Catholic Charities of Southern Nevada, Meals on Wheels (MOW) program will provide no cost home-delivered meals to clients. Using a case management model which identifies the eligibility and needs of clients as well as creating a nutrition care plan. MOW staff will prepare healthy, balanced meals for clients: seven nutritious meals are delivered weekly in easy to store and heat containers to encourage clients to eat their meals.
	Target Date	6/30/2022
	Estimate the number and type of families that will benefit from the proposed activities	50 Seniors
	Location Description	1501 Las Vegas Blvd., N, Las Vegas, NV 89101
	Planned Activities	Senior Services - 05A

5	Project Name	Shannon West Homeless Youth Center - HELP
	Target Area	City of North Las Vegas: Citywide
	Goals Supported	Expand and support public services
	Needs Addressed	Address and Mitigate Homelessness
	Funding	CDBG: \$12,600
	Description	<p>Shannon West offers the following services to homeless youth:</p> <p>Safe and stable housing – SWHYC provides emergency shelter, transitional housing, and studio apartments to homeless youth. Youth are provided with a bed, dresser, closet space, and bed and bath linens. Features, such as controlled entrance, security cameras, and 24- hour staffing provide additional security for the youth.</p> <p>Basic Need/Food - Youth receive balanced, healthy meals and snacks, which are planned out by the Kitchen Supervisor and a licensed Nutritionist. In addition to food, youth are provided with hygiene items, bath towels, clothing, and have access to onsite laundry facilities.</p> <p>Intensive Case Management (ICM) – The ICM is a mentor and assists the youth in creating goals for their future. The ICM meets regularly with the youth to get updates on progress, discuss barriers and how to overcome them, and how they can utilize their strengths to move towards their goals.</p> <p>Supportive Services –The most frequent support services needed are identification, birth certificates, transportation, educational supplies, work cards, and clothes.</p>
	Target Date	6/30/2022
	Estimate the number and type of families that will benefit from the proposed activities	25 Youths
	Location Description	1640 E Flamingo Road #100, Las Vegas, NV 89119

	Planned Activities	Youth Services-05D
6	Project Name	Care Coordination Program - Foundation for Positively Kids
	Target Area	City of North Las Vegas: Citywide
	Goals Supported	Expand and support public services
	Needs Addressed	Address at-risk youth Support health & nutrition of low income residents Social services to address changing situations
	Funding	CDBG: \$24,000
	Description	Foundation for Positively Kids, Inc. project will provide a health coach to provide medical assistant to children who reside in foster care. Funding will enable Positively Kids to assess health and health-related social service needs for school-aged foster children and their families in North Las Vegas.
	Target Date	6/30/2022
	Estimate the number and type of families that will benefit from the proposed activities	75 youth and their families
	Location Description	50 Judson Ave, North Las Vegas, NV 89030
	Planned Activities	Health Services - 05M Youth Services - 05L
7	Project Name	Early Childhood Education - YMCA
	Target Area	City of North Las Vegas: Citywide
	Goals Supported	Expand and support public services

	Needs Addressed	Address at-risk youth Support health & nutrition of low income residents Social services to address changing situations
	Funding	CDBG: \$12,800
	Description	YMCA SkyView Recreation Center select group of 7 preschool aged youth will be enrolled in an education evidence-based preschool program. The program will use the High Scope Preschool Curriculum as outlined in the application. Interval assessments will be made of the participated to ensure they are kindergarten ready.
	Target Date	6/30/2022
	Estimate the number and type of families that will benefit from the proposed activities	7 preschool aged youth from the SkyView YMCA Recreation Center
	Location Description	SkyView, YMCA located at 3050 E. Centennial Parkway, North Las Vegas, NV 89081
	Planned Activities	Child Care Services – 05L
8	Project Name	Pantry Assistance Program – Just One Project
	Target Area	City of North Las Vegas: Citywide
	Goals Supported	Expand and support public services
	Needs Addressed	Support health & nutrition of low income residents Social services to address changing situations
	Funding	CDBG: \$18,900
	Description	The Pantry Assistance Program will prevent exposure of the coronavirus by reducing interaction in high risk situation by supporting local community food pantries and reduce food insecurity and help to prevent increased homelessness.

	Target Date	6/30/2022
	Estimate the number and type of families that will benefit from the proposed activities	7,000 residents
	Location Description	4190 N. Pecos Road, Las Vegas, NV 89115
	Planned Activities	Food Banks– 05W
9	Project Name	Career Center – Salvation Army
	Target Area	City of North Las Vegas: Citywide
	Goals Supported	Expand and support public services
	Needs Addressed	Access to job training and placement programs
	Funding	CDBG: \$52,064
	Description	The Salvation Army's Vocational Training Program to serve low-income and homeless adults. The clients served in the Vocational Training Program are low income (30% median income or below) or homeless with little or no income (50% median income or below). The program provides essential employment skills, job readiness, life skills and financial management training, on-the-job training, occupational training, job search and job placement to 23 low-income or homeless adults
	Target Date	6/30/2022
	Estimate the number and type of families that will benefit from the proposed activities	23 low income and homeless residents changed description above to match number of clients served.
	Location Description	2900 Palomino Lane, Las Vegas, NV 89107

	Planned Activities	05H - Employment Training
10	Project Name	Youth Development Program – Nevada Partners
	Target Area	City of North Las Vegas: Citywide
	Goals Supported	Expand and support public services
	Needs Addressed	Address at-risk youth Social services to address changing situations
	Funding	CDBG: \$18,900
	Description	Nevada Partners Youth Development Program will support youth by having them participate in an array of programming and services designed to aid youth in increasing their school academics, attaining a high school diploma and connecting to additional training, employment, and/or college after graduation Youth development programming, including mentoring, service-learning and community service learning projects, extracurricular and recreational activities, and cultural events.
	Target Date	6/30/2022
	Estimate the number and type of families that will benefit from the proposed activities	25 youth
	Location Description	690 W. Lake Mead Blvd. North Las Vegas, NV 89030
	Planned Activities	Youth Services 05D
11	Project Name	Kinship Navigator Program – Foster Kinship
	Target Area	City of North Las Vegas: Citywide
	Goals Supported	Expand and support public services

	Needs Addressed	Address at-risk youth Social services to address changing situations
	Funding	CDBG: \$7,000
	Description	Kinship Navigator Services that provide targeted support, information, resources, and case management help vulnerable kinship families stabilize and to improve the quality of life for children in kinship care. The Kinship Navigator Program model has been evaluated and shown to connect families with relevant financial resources, provide caregivers with information and referrals relevant to their specific caregiving situation, provide emotional support for caregivers, and prevent children from entering the public child welfare system
	Target Date	6/30/2022
	Estimate the number and type of families that will benefit from the proposed activities	37 at risk youth
	Location Description	3925 W Cheyenne Ave, Suite 401. North Las Vegas, NV 89032
	Planned Activities	Services for Abused and Neglected Children 05N
12	Project Name	Choice NRSA Neighborhood Improvement/Rehabilitation
	Target Area	Choice Neighborhood Revitalization Strategy Area (NRSA)
	Goals Supported	Expand safe living environments in the NRSA
	Needs Addressed	Neighborhood Revitalization and Beautification Affordable Housing
	Funding	CDBG: \$74,478
	Description	Single-Family Owner-Occupied rehabilitation of properties in the NRSA
	Target Date	6/30/2022

	Estimate the number and type of families that will benefit from the proposed activities	3-5 Housing Units
	Location Description	4070 N Martin L King Blvd, North Las Vegas, NV 89032
	Planned Activities	14A - Rehab; Single-Unit Residential
13	Project Name	Choice NRSA Community/Public Arts
	Target Area	Choice Neighborhood Revitalization Strategy Area (NRSA)
	Goals Supported	Expand safe living environments in the NRSA
	Needs Addressed	Create community education and gathering spaces Neighborhood Revitalization and Beautification
	Funding	CDBG: \$35,755
	Description	Funds will be used to develop community art and/or public art activities to improve the community
	Target Date	6/30/2022
	Estimate the number and type of families that will benefit from the proposed activities	1 Neighborhood Mural
	Location Description	4070 N Martin L King Blvd, North Las Vegas, NV 89032
	Planned Activities	03Z - Other Public Improvements Not Listed in 03A-03S
14	Project Name	Choice NRSA Rose Garden Tablet program
	Target Area	Choice Neighborhood Revitalization Strategy Area (NRSA)
	Goals Supported	Expand safe living environments in the NRSA

	Needs Addressed	Create community education and gathering spaces Access to job training and placement programs Social services to address changing situations Economic Development and Business Support
	Funding	CDBG: \$22,539
	Description	Provide broadband access Rose Garden Senior apartment residents through TMobile Tablet program
	Target Date	6/30/2022
	Estimate the number and type of families that will benefit from the proposed activities	120 People
	Location Description	1731 Yale St, North Las Vegas, NV 89030
	Planned Activities	05A - Senior Services
15	Project Name	Choice NRSA Community Engagement
	Target Area	Choice Neighborhood Revitalization Strategy Area (NRSA)
	Goals Supported	Expand safe living environments in the NRSA
	Needs Addressed	Create community education and gathering spaces Social services to address changing situations
	Funding	CDBG: \$12,093
	Description	Community Engagement activities for the Choice NRSA target area
	Target Date	6/30/2022

	Estimate the number and type of families that will benefit from the proposed activities	50 people
	Location Description	4070 N Martin L King Blvd, North Las Vegas, NV 89032
	Planned Activities	05Z - Other Public Services Not Listed in 05A-05Y, 03T
16	Project Name	Choice NRSA Community Garden Project
	Target Area	Choice Neighborhood Revitalization Strategy Area (NRSA)
	Goals Supported	Expand safe living environments in the NRSA
	Needs Addressed	Create community education and gathering spaces Support health & nutrition of low income residents Neighborhood Revitalization and Beautification
	Funding	CDBG: \$40,278
	Description	CDBG funds will be used to improve/expand the Choice Community Garden with the goal of turning it into a facility that will be utilized by the community for gardening, educational economic activities and other community based recreational activities.
	Target Date	6/30/2022
	Estimate the number and type of families that will benefit from the proposed activities	40 Low Income households
	Location Description	2108 Revere St, North Las Vegas, NV 89030
	Planned Activities	O3E - Neighborhood Facilities
17	Project Name	Choice NRSA Leaders In Training

	Target Area	Choice Neighborhood Revitalization Strategy Area (NRSA)
	Goals Supported	Expand safe living environments in the NRSA
	Needs Addressed	Address at-risk youth Access to job training and placement programs
	Funding	CDBG: \$35,755
	Description	CDBG funds will be used to collaborate with surrounding target area high schools to initiate a Leaders in Training program. Identify a cohort of 10-15 9th graders in year one to follow them through to the 12th grade in order to ensure maximum opportunities for leadership training and community engagement with the goal of having youth apply and get accepted to college.
	Target Date	6/30/2022
	Estimate the number and type of families that will benefit from the proposed activities	12 students
	Location Description	4070 N Martin L King Blvd, North Las Vegas, NV 89032
	Planned Activities	05D - Youth Services
18	Project Name	Choice NRSA Employment Training and Placement and Micro Enterprise Assistance
	Target Area	Choice Neighborhood Revitalization Strategy Area (NRSA)
	Goals Supported	Expand safe living environments in the NRSA
	Needs Addressed	Access to job training and placement programs Economic Development and Business Support
	Funding	CDBG: \$107,265
	Description	CDBG funds will be used to provide job training, placement, retention and entrepreneurship services to area residents

	Target Date	6/30/2022
	Estimate the number and type of families that will benefit from the proposed activities	10 job training/placement/3 micro businesses
	Location Description	4070 N Martin L King Blvd, North Las Vegas, NV 89032
	Planned Activities	05H - Employment Training 18C – Micro Enterprise Assistance
19	Project Name	Small Business Loan Program
	Target Area	City of North Las Vegas: Citywide
	Goals Supported	Economic Development
	Needs Addressed	Support small businesses that have been impacted by the COVID-19 outbreak
	Funding	CDBG-CV: \$888,383
	Description	Microbusiness loan program to assist 29 Small Businesses manage the economic impact from the statewide shutdown due to the coronavirus through a forgivable loan program
	Target Date	6/30/2022
	Estimate the number and type of families that will benefit from the proposed activities	29 Small Businesses
	Location Description	Citywide
	Planned Activities	18A
20	Project Name	HESG21 North Las Vegas Homeless Projects

	Target Area	City of North Las Vegas: Citywide
	Goals Supported	Expand and support public services Support activities through planning & admin
	Needs Addressed	Address and Mitigate Homelessness Social services to address changing situations
	Funding	ESG: \$161,241
	Description	HELP of Southern NV – Youth Shelter Services (Emergency Shelter) - \$17,748; Lutheran Social Services – Home Prevention - \$23,000; The Shade Tree (Emergency Shelter) - \$33,400; Salvation Army (Rapid Rehousing) - \$50,000; Nevada Partners Emergency Services (Homeless Prevention) - \$25,000; ESG Administration - \$12,093
	Target Date	6/30/2022
	Estimate the number and type of families that will benefit from the proposed activities	350 Homeless Households
	Location Description	1501 Las Vegas Blvd., Las Vegas, NV 89101; 1 West Owens Ave., Las Vegas, NV 89030; various locations
	Planned Activities	Four different ESG program components will be funded through the ESG projects: Shelter (31.7%) Rapid Rehousing (31%) Homeless Prevention (29.8%) Administration (7.5%)
21	Project Name	CDBG Administration
	Target Area	City of North Las Vegas: Citywide

Goals Supported	Expand safe living environments in the NRSA Expand and support public services Improve & construct facilities & infrastructure Expand economic and business opportunities Create, develop, and preserve affordable housing Support activities through planning & admin
Needs Addressed	Address and Mitigate Homelessness Create community education and gathering spaces Address at-risk youth Support health & nutrition of low income residents Access to job training and placement programs Social services to address changing situations Economic Development and Business Support Neighborhood Revitalization and Beautification Affordable Housing Public Improvements and Infrastructure
Funding	CDBG: \$374,352
Description	Administration of CDBG funds
Target Date	6/30/2022
Estimate the number and type of families that will benefit from the proposed activities	1 Other
Location Description	2250 Las Vegas Boulevard North.
Planned Activities	General Program Administration-21A

AP-50 Geographic Distribution - 91.420, 91.220(f)

Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed

North Las Vegas will prioritize CDBG investments to assist individual households, many of which reside in the NRSA's "Urban Core".

The CNLV Choice NRSA is a 1.25 square mile area that was identified in the original CNI grant application to HUD based on criteria established by CNI guidelines. The Urban Core of North Las Vegas is in the southwest corner of CNLV, adjacent to the City of Las Vegas, and is comprised of some of the oldest parts Urban Core of North Las Vegas.

The Urban Core's current population is primarily minorities of African American and Hispanic descent. The historic concentration of low-income housing, limited bank credit, stymied neighborhood and business development, and dearth of public services led to a negative reputation and financially struggling times for the Urban Core. The historic concentration of low-income housing, limited bank credit, stymied neighborhood and business development, and dearth of public services led to a negative reputation and financially struggling times for the Urban Core.

Almost 7,500 residents live in the Urban Core, the residents are generally slightly older than those in other areas of CNLV but are on par with Clark County. The larger average household size is probably due to multigenerational households, which are more common among many new immigrants and minority households. The Urban Core retains a strong African American community even though the percentage of African American residents has decreased over the last two decades. The Hispanic/Latino population has steadily grown during that same period, and now accounts for 43% of the total population.

All NRSA projects will be directed to the Urban Core of CNLV.

Geographic Distribution

Target Area	Percentage of Funds
City of North Las Vegas: Citywide	83
Choice Neighborhood Revitalization Strategy Area (NRSA)	17

Table 8 - Geographic Distribution

Rationale for the priorities for allocating investments geographically

CDBG eligible census tracts are areas where at least 51 percent of the residents are low- to moderate-income persons and reside in a primarily residential area.

There is a total of 11 census tracts that are eligible for CDBG in CNLV. The majority of CDBG eligible

census tracts are located along the southern border of the CNLV.

The Choice Neighborhood Initiative's Urban Core overlaps with multiple CDBG eligible census tracts. The Urban Core is located in the southwest corner of North Las Vegas, adjacent to the City of Las Vegas, and is comprised of some of the oldest parts of the City. This area is bounded by West Cartier Avenue to the north; North 5th Street to the east; Las Vegas to the south; and Clayton Street to the west.

While the rest of the CNLV and surrounding Clark County experienced a large population growth over the last two decades, the Urban Core in North Las Vegas experienced very limited growth due to:

- Lack of new investment
- Aging housing stock
- Distressed assisted housing developments
- Crime

These factors contributed to a decline in the physical and social fabric of the area, which is why these geographic boundaries were selected for the Neighborhood Revitalization Strategy Area (NRSA).

AP-65 Homeless and Other Special Needs Activities - 91.420, 91.220(i)

Introduction

This section discusses how the CNLV will address the needs of persons at risk of and experiencing homelessness in the CNLV during the program year of 2021.

Describe the jurisdictions one-year goals and actions for reducing and ending homelessness including

Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs

Outreach to persons who are experiencing homelessness will be conducted by partner organizations. CNLV works with the CoC to support all regional efforts towards outreach. CNLV also, through their Emergency Solutions Grant opportunity, encourages essential Services related to reaching out to unsheltered homeless individuals and families, connecting them with emergency shelter, housing, or critical services, and providing them with urgent, non-facility-based care.

Through the ESG programs, CNLV will cover eligible costs for engagement, case management, emergency health and mental health services, transportation, and services for special populations.

CNLV will fund four programs with ESG over the next year to assess the needs of persons experiencing homelessness through case management. Case manager will assess the needs of homeless persons and assist them with applying for mainstream programs public benefits including TANF, Food Stamps, Medicaid, SSI, SSD and Veterans benefits.

Addressing the emergency shelter and transitional housing needs of homeless persons

CNLV works on various levels with our neighboring communities, social services partners and housing partners as a coordinated response system to make homelessness, rare, brief, and one-time. CNLV has limited resources to tackle every stage in the system model to prevent homelessness which makes collaboration critical. CNLV most effective role in the system modeling to end homelessness is our resource of land for a range of housing development and economic opportunities.

A large percentage of our current ESG funding focuses on the rapid rehousing model. Our community has the capacity to provide rapid rehousing residence to assist in transitioning people out of homelessness. Any combination of rental assistance which includes short to medium term rental assistance and rental arrears, housing relation and stabilization services financial assistance cost which includes security deposits and last month's rent.

CNLV has been working with housing partners to provide low/moderate rental facilities. Our housing partners have completed several projects including: Rose Garden Senior Apartments, Madison Palms

Apartments, and Donna Louise Apartments. These new affordable housing projects are adding inventory for residents who are exiting out of homelessness into affordable housing. We are continuing to focus our efforts in the area of low/moderate housing on both large- and small-scale projects.

Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again

CNLV works on various levels with our neighboring communities, social services partners and housing partners as a coordinated response system to make homelessness, rare, brief, and one-time. CNLV has limited resources to tackle every stage in the system model to prevent homelessness which makes collaboration critical. CNLV most effective role in the system modeling to end homelessness is our resource of land for a range of housing development and economic opportunities.

A large percentage of our current ESG funding focuses on the rapid rehousing model. Our community has the capacity to provide rapid rehousing residence to assist in transitioning people out of homelessness. Any combination of rental assistance which includes short to medium term rental assistance and rental arrears, housing relation and stabilization services financial assistance cost which includes security deposits and last month's rent.

CNLV has been working with housing partners to provide low/moderate rental facilities. Our housing partners have completed several projects including: Rose Garden Senior Apartments, Madison Palms Apartments, and Donna Louise Apartments. These new affordable housing projects are adding inventory for residents who are exiting out of homelessness into affordable housing. We are continuing to focus our efforts in the area of low/moderate housing on both large- and small-scale projects.

Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions) or, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs.

In addition to the upcoming investment in the Choice Neighborhood Revitalization Strategy Area (which will help low-income individuals and families), the CNLV plans to increase public outreach efforts and partnerships. The CNLV plans to create a campaign for the homeless, the public, businesses, and faith-based community to create a mainstream flow of information and create better accessibility to services. The CNLV will train staff on best practices and add information and resources to the CNLV website.

AP-75 Barriers to affordable housing -91.420, 91.220(j)

Introduction

Actions it planned to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment

The CNLV is working to improve housing stock and increase housing opportunities for residents, particularly in the NRSA. CPLC Nevada, the group that will oversee the overall implementation of Choice Strategies for the CNLV's Choice NRSA, will work with neighborhood residents to identify housing in disrepair needing rehab or façade improvement. CPLC will also utilize and expand their Down Payment Assistance (DPA) Program in order to increase the number low-to-moderate income households that can qualify to purchase homes and will implement this program for within the CNLV NRSA target area. Program funds will allow approved applicants to receive a housing grant usable to cover the cost of down payment and closing cost requirements over the course of 24 months.

Implementing Acquisition Rehab Rental (ARR) program to serve NLV LMI residents by acquiring affordable units for long term rental. This intended to be a long term program to address the increasing demand for affordable housing in North Las Vegas.

An affordable housing component will be incorporated into the SARGEM development of Buena Vista Springs redevelopment project.

AP-85 Other Actions - 91.420, 91.220(k)

Introduction

This section discusses the other actions the CNLV will take to address the needs of low-income residents.

Actions planned to address obstacles to meeting underserved needs

The CNLV will continue to engage in the regional dialogue with neighboring communities and service providers to identify and address underserved needs, maintain affordable housing, and reduce the number of families living in poverty.

Actions planned to foster and maintain affordable housing

The CNLV is working to improve housing stock and increase housing opportunities for residents, particularly in the NRSA. CPLC Nevada, the group that will oversee the overall implementation of Choice Strategies for the CNLV's Choice NRSA, will work with neighborhood residents to identify housing in disrepair needing rehab or façade improvement. CPLC will also utilize and expand their Down Payment Assistance (DPA) Program in order to increase the number low-to-moderate income households that can qualify to purchase homes and will implement this program for within the CNLV NRSA target area. Program funds will allow approved applicants to receive a housing grant usable to cover the cost of down payment and closing cost requirements over the course of 24 months.

Implementing Acquisition Rehab Rental (ARR) program to serve NLV LMI residents by acquiring affordable units for long term rental. This intended to be a long term program to address the increasing demand for affordable housing in North Las Vegas.

An affordable housing component will be incorporated into the SARGEM development of Buena Vista Springs redevelopment project.

Actions planned to reduce lead-based paint hazards

The CNLV addresses lead paint hazards on homes build prior to 1978 through its Owner-Occupied Rehabilitation Program. The program offers home rehabilitation assistance to low and moderate-income homeowners to improve their living conditions in order for their home to be safe, habitable and in compliance with local building codes as well as HUD's Lead Safe Housing Rule. The program is funded by the Department of Housing and Urban Development's HOME Investment Partnerships Program (HOME).

Actions planned to reduce the number of poverty-level families

Through the Choice Transformation Plan and the NRSA, CNLV is focusing significant efforts on reducing

poverty within the most underserved areas. Through employment services and training programs, entrepreneurship, a community garden, public art, and increased educational opportunities, the CNLV aims to reduce poverty, provide more opportunity, and help the community thrive.

Actions planned to develop institutional structure

CNLV has well-developed partnerships with nonprofit housing providers, including the Southern Nevada Regional Housing Authority, economic development organizations, and social service agencies. Staff will continue to facilitate these partnerships and collaborate with partners to deliver programs to address housing needs.

Actions planned to enhance coordination between public and private housing and social service agencies

Regional level coordination takes place through several avenues, including the Southern Nevada Regional Planning Coalition (SNRPC) and its various committees, the Southern Nevada Continuum of Care (SNH COC), and the Southern Nevada Consortium Meetings. These collaborative groups bring together all of the local governmental jurisdictions along with the Regional Transportation Commission, the Clark County School District, the Metropolitan Police Department, Southern Nevada Adult Mental Health Services, and the Southern Nevada Regional Housing Authority, among others. Local jurisdictions also work together with the appropriate agencies on grant applications for funding not related to the Department of Housing and Urban Development, including Choice Neighborhoods, and the Emergency Foods and Shelter Program. CNLV brings the community together for monthly meetings during the summer, fall, and winter for CDBG and ESG, through the Citizen Advisory Committee. CNLV will continue this coordination with SNRPC, SNH CoC, and the County.

Program Specific Requirements

AP-90 Program Specific Requirements - 91.420, 91.220(I)(1,2,4)

Introduction

Community Development Block Grant Program (CDBG)

Reference 24 CFR 91.220(I)(1)

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed	0
2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan.	0
3. The amount of surplus funds from urban renewal settlements	0
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan	0
5. The amount of income from float-funded activities	0
Total Program Income:	0

Other CDBG Requirements

1. The amount of urgent need activities	0
2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan.	100.00%

**Emergency Solutions Grant (ESG)
Reference 91.220(l)(4)**

1. Include written standards for providing ESG assistance (may include as attachment)

Individuals and families eligible for emergency shelter housing funded by ESG funds must be homeless as defined by the General Definition of Homeless Individual, found in the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH Act) Section 103 [42 USC 11302]:

(a) In general, for purposes of this chapter, the terms “homeless”, “homeless individual”, and “homeless person” means— [1]

(1) an individual or family who lacks a fixed, regular, and adequate nighttime residence;

(2) an individual or family with a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings;

(3) an individual or family living in a supervised publicly or privately-operated shelter designated to provide temporary living arrangements;

(4) an individual who resided in a shelter or place not meant for human habitation and who is exiting an institution where he or she temporarily resided;

(5) an individual or family who—

(A) will imminently lose their housing;

(B) has no subsequent residence identified; and

(C) lacks the resources or support networks needed to obtain other permanent housing; and

(6) unaccompanied youth and homeless families with children and youth defined as homeless under other Federal statutes who—

(A) have experienced a long-term period without living independently in permanent housing,

(B) have experienced persistent instability as measured by frequent moves over such period, and

(C) can be expected to continue in such status for an extended period of time because of chronic disabilities, chronic physical health or mental health conditions, substance addiction, histories of domestic violence or childhood abuse, the presence of a child or youth with a disability, or multiple barriers to employment.

(b) Domestic violence and other dangerous or life-threatening conditions

Notwithstanding any other provision of this section, the CNLV shall consider to be homeless any individual or family who is fleeing, or is attempting to flee, domestic violence, dating violence, sexual assault, stalking, or other dangerous or life-threatening conditions in the individual's or family's current housing situation, including where the health and safety of children are jeopardized, and who have no other residence and lack the resources or support networks to obtain other permanent housing.

(c) Income eligibility

(d) Exclusion, for purposes of this chapter, the term "homeless" or "homeless individual" does not include any individual imprisoned or otherwise detained pursuant to an Act of the Congress or a State law.

(e) Persons experiencing homelessness, any references to homeless individuals (including homeless persons) or homeless groups (including homeless persons) shall be considered to include, and to refer to, individuals experiencing homelessness or groups experiencing homelessness, respectively.

(f) Standards for targeting and providing essential services related to street outreach. Outreach must be conducted to zip codes within the CNLV and addressing encampments within the jurisdictional boundaries.

Please refer to appendix E in the consolidated plan for full details and updated ESG written standards.

2. If the Continuum of Care has established centralized or coordinated assessment system that meets HUD requirements, describe that centralized or coordinated assessment system.

Service providers who receive Department of Housing and Urban Development (HUD) funding through the Southern Nevada Continuum of Care and ESG through the CNLV, who also primarily serve homeless individuals who are 18 years of age and older are required to participate in the Coordinated Intake (CI) process. Homeless individuals will be assessed using the Community Housing Assessment Tool (CHAT) during Intake. There are currently two major hubs for the intake process, Clark County Social Services, and also for homeless single veterans, the Veterans Administration Administrative Community Resource & Referral Center (CRCC). During intake homeless individuals will be assessed, evaluated, and referred to services if they are available and appropriate for the individual, through the Continuum of Care, and/or other providers in the community. Homeless service providers who serve other types of sub-populations such as families and youth will also be required to use the centralized coordinated intake process once it is implemented for that particular sub-population. Based on the CoC's CI, ESG recipients shall be required to use that system to help determine an individual or family's need for emergency shelter or other ESG funded assistance.

ESG sub-recipients are responsible to assess an individual or family's initial need for emergency shelter and must re-assess their need on an ongoing basis to ensure that only those individual or families with the greatest need receive ESG-funded emergency shelter assistance. Shelters that serve families must serve all eligible families and may not refuse services based on the age of children or the size of the family.

Client re-assessment will take place at the participant level and at the service provider level. Clients meet with case managers throughout their participation in the program and have regular progress evaluations. Clients have opportunity to provide assessment and feedback of programs as well.

Clients assisted with ESG funds are to be entered into HMIS during client intake and agency must maintain a minimum HMIS data quality of 90%. Agencies solely providing emergency shelter to victims of domestic violence, stalking, sexual abuse, and trafficking are exempt. In those cases, a comparable database should be used that protects the identity and safety of clients.

3. Identify the process for making sub-awards and describe how the ESG allocation available to private nonprofit organizations (including community and faith-based organizations).

CNLV uses a Citizen's Advisory Committee (CAC) to review applications, applicants, and make recommendations for based on their perception of the community's needs. All applications are reviewed by staff for eligibility and completeness prior to review by the CAC.

CAC gives recommendations to the CNLV City Council, who makes the final project selections for submittal to the CNLV and eventually HUD. HUD must approve the selected projects before an award notification is made.

4. If the jurisdiction is unable to meet the homeless participation requirement in 24 CFR 576.405(a), the jurisdiction must specify its plan for reaching out to and consulting with homeless or formerly homeless individuals in considering policies and funding decisions regarding facilities and services funded under ESG.

CNLV has devised specific actions to encourage increased participation in its entitlement programs. Interested groups and individuals are encouraged to provide input into all aspects of the CNLV's planning activities – from assessing needs and setting priorities through performance evaluation. The CNLV will continue to provide a forum for citizens to contribute information, ideas, and opinions on how residents can be benefit from these grant programs. Techniques will include, as needed, neighborhood meetings, presentations to local organizations, public hearings, newspaper advertisements, e-mail, social media, television presentations, and individual personal contacts. The North Las Vegas participates in quarterly Consortium meetings where local jurisdictions confer on issues related to the Consolidated Plan and community trends, and issues surrounding regional homelessness.

Southern Nevada has a process in place for regional collaboration on homeless issues which includes discussion related to ESG funding, while respecting each the individual political jurisdiction. As a result, the governance structure recognizes the initial regional framework designed by SNRPC in 2003, while incorporating the rules and regulations enacted through the HEARTH Act and the Continuum of Care (CoC) Program in 2009. In 2014, both the Southern Nevada Homelessness Continuum of Care (SNH CoC) and the Southern Nevada Homelessness Continuum of Care Board (SNH CoC Board) were defined. Although, Clark County Social Service provides the staff support for the much of the activities of the SNH CoC. The SNH CoC Board, comprised of local stakeholders, Homeless individuals, and the CNLV staff oversees the activities CoC. This oversight includes identification of homeless issues, gaps in services, coordination of the allocation of funds, and the development and biannual evaluation of HELP HOPE HOME, and Southern Nevada’s Regional Plan to End Homelessness. Activities of the SNH CoC Board include yearly strategic planning, the annual homeless census, regional coordination, inclement weather shelter, HMIS, system evaluation, HEARTH Act implementation, CoC monitoring, and other activities.

Its members are the Housing and Neighborhood Services Manager and staff for the CNLV, City of Las Vegas and Henderson, and Clark County Social Services Director and staff; Veterans Administration, United Way staff, the Nevada Homeless Alliance, the Southern Nevada Adult Mental Health Services, Clark County School District Title I HOPE, the Las Vegas Metropolitan Police Department, MGM Resorts, and the City of Boulder City.

The working groups oversees the planning, operations and activities of the SNH CoC. They develop the updates to and ensure compliance with the regional 10-year strategic plan through: monitoring of performance measures and outcomes; conducting the services and housing gaps analysis; planning for the Point-In-Time count (PIT) of the homeless population; reviewing/ recommending potential CoC projects; submission of the CoC application; HEARTH implementation and any other activities under the CoC. CNLV Staff, City of Las Vegas and Clark County are active participants in the working groups with the ESG programs from all jurisdictions being a standing item on the agenda. All CoC meetings are open to the public; providers or interested parties are encouraged to volunteer for appropriate subgroups representing specific populations. The Southern Nevada Housing and Homeless Plan includes all of the jurisdictions that make up Southern Nevada and outlines goals and strategies to guide local governments in funding, developing and supporting homeless services.

5. Describe performance standards for evaluating ESG.

Programs are subjected to “on-site monitoring” by jurisdiction staff or a HUD representative on a 24-hour notice during normal working hours. Representatives are granted access to all program records for audit, examination, and review and may request to interview program recipients who volunteer to be interviewed.

All monitoring in is to be based on the following risk analysis process (subrecipients who have had high staff turnover, who are new awardees, or who have not been monitored in two years)

- Schedule monitoring visit with subrecipients
- Send out a letter notifying the subrecipient of the time and date of the monitoring visit
- Update monitoring tools/forms as needed
- Post schedule on calendar and notify other staff members responsible for conducting monitoring
- Conduct entrance conference and monitoring visit using monitoring form
- Request missing documents to be submitted by a designated time
- Send monitoring summary letter
- Letter should include findings and conclusions and the timeline for addressing findings. It should also include recommendations for improvement.

At the end of the monitoring review, staff conducts an exit conference with the appropriate participant officials or staff to discuss conclusions. In part, this serves to confirm the accuracy and completeness of the information used to form the basis for the monitoring conclusions.

The COC has extended the agreement with Strategic Progress to continue to monitor COC programs as well as ESG programs. Fiscal year 2017/2018 was the first year of this endeavor Strategic Progress was selected to conduct the onsite monitoring; this team has participated in over 30 federal grant evaluation designs, evaluation projects, and implementation of evaluation plans or evaluation of federally-funded agencies or initiatives. Strategic Progress has developed various tools for desktop and onsite monitoring that have been implemented for FY 2018/2019 review which should provide greater ease of calculation and reporting of the scoring.