

**CLARK COUNTY, NEVADA**  
**BETTERMENT COMMUNITY**  
**CBE NO. 606117-22**

<b>UNITED STATES VETERANS INITIATIVE</b>
<b>NAME OF FIRM</b>
Shalimar Cabrera, Executive Director
<b>DESIGNATED CONTACT, NAME AND TITLE</b> (Please type or print)
731 W. Charleston Blvd. Las Vegas, Nevada 89117
<b>ADDRESS OF FIRM</b> <b>INCLUDING CITY, STATE AND ZIP CODE</b>
(702) 947-4442
<b>(AREA CODE) AND TELEPHONE NUMBER</b>
(702) 307-6985
<b>(AREA CODE) AND FAX NUMBER</b>
<a href="mailto:scabrera@usvets.org">scabrera@usvets.org</a>
<b>E-MAIL ADDRESS</b>

## BETTERMENT COMMUNITY

This Contract is made and entered into this \_\_\_\_\_ day of \_\_\_\_\_ 2022, by and between CLARK COUNTY, NEVADA (hereinafter referred to as COUNTY), and UNITED STATES VETERANS INITIATIVE (hereinafter referred to as PROVIDER), for BETterment Community (hereinafter referred to as PROGRAM).

### WITNESSETH:

WHEREAS, PROVIDER has the personnel and resources necessary to accomplish the PROGRAM within the required schedule and with a budget allowance not to exceed \$3,367,960, including all travel, lodging, meals and miscellaneous expenses; and

WHEREAS, PROVIDER has the required licenses and/or authorizations pursuant to all federal, State of Nevada and local laws in order to conduct business relative to this Contract.

NOW, THEREFORE, COUNTY and PROVIDER agree as follows:

### **SECTION I: TERM OF CONTRACT**

COUNTY agrees to retain PROVIDER for the period from February 1, 2022 through June 30, 2023, with the option to renew for 4, one-year periods subject to the provisions of Sections II and VIII herein. During this period, PROVIDER agrees to provide services as required by COUNTY within the scope of this Contract.

### **SECTION II: COMPENSATION AND TERMS OF PAYMENT**

#### **A. Compensation**

COUNTY agrees to pay PROVIDER for the performance of services described in the Scope of Work (Exhibit A) for the not-to-exceed amount of \$3,367,960. COUNTY'S obligation to pay PROVIDER cannot exceed the not-to-exceed amount. It is expressly understood that the entire work defined in Exhibit A must be completed by PROVIDER and it shall be PROVIDER'S responsibility to ensure that hours and tasks are properly budgeted, so the entire PROGRAM is completed for the said fee.

#### **B. Progress**

PROVIDER will be entitled to periodic payments for work completed in accordance with the completion of tasks indicated in the Scope of Work (Exhibit A).

#### **C. Terms of Payments**

1. Each invoice received by COUNTY must include a Progress Report based on actual work performed to date in accordance with the completion of tasks indicated in Exhibit A, Scope of Work. All monthly expenses must be accompanied by invoices that include a breakdown of all cost and will be verified by COUNTY.
2. Payment of invoices will be made within thirty (30) calendar days after receipt of an accurate invoice that has been reviewed and approved COUNTY.
3. COUNTY, at its discretion, may not approve or issue payment on invoices if PROVIDER fails to provide the following information required on each invoice:
  - a. The title of the PROGRAM as stated in Exhibit A, Scope of Work, COUNTY'S Contract Number, Project Number, Purchase Order Number, Invoice Date, Invoice Period, Invoice Number, and the Payment Remittance Address.
  - b. For time and materials contracts, time is to be defined as an hourly rate prorated to the 1/4 hour for invoicing purposes. If applicable, copies of all receipts, bills, statements, and/or invoices pertaining to reimbursable expenses such as; airline itineraries, car rental receipts, cab and shuttle receipts, and statement of per diem rate being requested must accompany any invoices containing travel expenses. Maximum reimbursable travel expenses under this Contract shall be defined and set at the current U.S. GSA's CONUS rates at the time of travel. CONUS rates may be found at the following website: <http://www.gsa.gov/portal/category/21287>.
  - c. A "BUDGET SUMMARY COMPARISON" which outlines the total amount PROVIDER was awarded, the amount expended to date, the current invoice amount, the total expenditures, and the remaining award balance must accompany all invoices.

- d. COUNTY'S representative shall notify PROVIDER in writing within fourteen (14) calendar days of any disputed amount included on the invoice. PROVIDER must submit a new invoice for the undisputed amount which will be paid in accordance with paragraph C.2 above. Upon mutual resolution of the disputed amount PROVIDER will submit a new invoice for the agreed to amount and payment will be made in accordance with paragraph C.2 above.
4. No penalty will be imposed on COUNTY if COUNTY fails to pay PROVIDER within thirty (30) calendar days after receipt of a properly documented invoice, and COUNTY will receive no discount for payment within that period.
5. In the event that legal action is taken by COUNTY or PROVIDER based on a disputed payment, the prevailing party shall be entitled to reasonable attorneys' fees and costs subject to COUNTY'S available unencumbered budgeted appropriations for the PROGRAM.
6. COUNTY shall subtract from any payment made to PROVIDER all damages, costs and expenses caused by PROVIDER'S negligence, resulting from or arising out of errors or omissions in PROVIDER'S work products, which have not been previously paid to PROVIDER.
7. COUNTY shall not provide payment on any invoice PROVIDER submits after six (6) months from the date PROVIDER performs services, provides deliverables, and/or meets milestones, as agreed upon in Exhibit A, Scope of Work.
8. Invoices shall be submitted via email to: [SSRad@ClarkCountyNV.gov](mailto:SSRad@ClarkCountyNV.gov).
9. COUNTY offers electronic payment to all suppliers. Payments will be deposited directly into your bank account via the Automated Clearing House (ACH) network. PROVIDER will be provided information on how to enroll at time of award.

D. COUNTY'S Fiscal Limitations

1. The content of this section shall apply to the entire Contract and shall take precedence over any conflicting terms and conditions and shall limit COUNTY'S financial responsibility as indicated in Sections 2 and 3 below.
2. Notwithstanding any other provisions of this Contract, this Contract shall terminate and COUNTY'S obligations under it shall be extinguished at the end of the fiscal year in which COUNTY fails to appropriate monies for the ensuing fiscal year sufficient for the payment of all amounts which will then become due.
3. COUNTY'S total liability for all charges for services which may become due under this Contract is limited to the total maximum expenditure(s) authorized in COUNTY'S purchase order(s) to PROVIDER.

**SECTION III: SCOPE OF WORK**

Services to be performed by PROVIDER for the PROGRAM shall consist of the work described in the Scope of Work as set forth in Exhibit A of this Contract, attached hereto.

**SECTION IV: CHANGES TO SCOPE OF WORK**

- A. COUNTY may at any time, by written amendment, make changes within the general scope of this Contract and in the services or work to be performed. If such changes cause an increase or decrease in PROVIDER'S cost or time required for performance of any services under this Contract, an equitable adjustment limited to an amount within current unencumbered budgeted appropriations for the PROGRAM shall be made and this Contract shall be modified in writing accordingly. Any claim of PROVIDER for the adjustment under this clause must be submitted in writing within thirty (30) calendar days from the date of receipt by PROVIDER of notification of change unless COUNTY grants a further period of time before the date of final payment under this Contract.
- B. No services for which an additional compensation will be charged by PROVIDER shall be furnished without the written authorization of COUNTY.

## **SECTION V: RESPONSIBILITY OF PROVIDER**

- A. It is understood that in the performance of the services herein provided for, PROVIDER shall be, and is, an independent contractor, and is not an agent, representative or employee of COUNTY and shall furnish such services in its own manner and method except as required by this Contract. Further, PROVIDER has and shall retain the right to exercise full control over the employment, direction, compensation and discharge of all persons employed by PROVIDER in the performance of the services hereunder. PROVIDER shall be solely responsible for, and shall indemnify, defend and hold COUNTY harmless from all matters relating to the payment of its employees, including compliance with social security, withholding and all other wages, salaries, benefits, taxes, demands, and regulations of any nature whatsoever.
- B. PROVIDER shall appoint a Manager, upon written acceptance by COUNTY, who will manage the performance of services. All of the services specified by this Contract shall be performed by the Manager, or by PROVIDER'S associates and employees under the personal supervision of the Manager. Should the Manager, or any employee of PROVIDER be unable to complete his or her responsibility for any reason, PROVIDER must obtain written approval by COUNTY prior to replacing him or her with another equally qualified person. If PROVIDER fails to make a required replacement within thirty (30) calendar days, COUNTY may terminate this Contract for default.
- C. PROVIDER has, or will, retain such employees as it may need to perform the services required by this Contract. Such employees shall not be employed by COUNTY.
- D. PROVIDER agrees that its officers and employees will cooperate with COUNTY in the performance of services under this Contract and will be available for consultation with COUNTY at such reasonable times with advance notice as to not conflict with their other responsibilities.
- E. PROVIDER will follow COUNTY'S standard procedures as followed by COUNTY'S staff in regard to programming changes; testing; change control; and other similar activities.
- F. PROVIDER shall be responsible for the professional quality, technical accuracy, timely completion, and coordination of all services furnished by PROVIDER, its subcontractors and its and their principals, officers, employees and agents under this Contract. In performing the specified services, PROVIDER shall follow practices consistent with generally accepted professional and technical standards.
- G. It shall be the duty of PROVIDER to assure that all products of its effort are technically sound and in conformance with all pertinent Federal, State and Local statutes, codes, ordinances, resolutions and other regulations. PROVIDER will not produce a work product which violates or infringes on any copyright or patent rights. PROVIDER shall, without additional compensation, correct or revise any errors or omissions in its work products.
1. Permitted or required approval by COUNTY of any products or services furnished by PROVIDER shall not in any way relieve PROVIDER of responsibility for the professional and technical accuracy and adequacy of its work.
  2. COUNTY's review, approval, acceptance, or payment for any of PROVIDER'S services herein shall not be construed to operate as a waiver of any rights under this Contract or of any cause of action arising out of the performance of this Contract, and PROVIDER shall be and remain liable in accordance with the terms of this Contract and applicable law for all damages to COUNTY caused by PROVIDER'S performance or failures to perform under this Contract.
- H. All materials, information, and documents, whether finished, unfinished, drafted, developed, prepared, completed, or acquired by PROVIDER for COUNTY relating to the services to be performed hereunder and not otherwise used or useful in connection with services previously rendered, or services to be rendered, by PROVIDER to parties other than COUNTY shall become the property of COUNTY and shall be delivered to COUNTY'S representative upon completion or termination of this Contract, whichever comes first. PROVIDER shall not be liable for damages, claims, and losses arising out of any reuse of any work products on any other project conducted by COUNTY. COUNTY shall have the right to reproduce all documentation supplied pursuant to this Contract.
- I. The rights and remedies of COUNTY provided for under this section are in addition to any other rights and remedies provided by law or under other sections of this Contract.



## **SECTION VI: SUBCONTRACTS**

- A. Services specified by this Contract shall not be subcontracted by PROVIDER, without prior written approval of COUNTY.
- B. Approval by COUNTY of PROVIDER'S request to subcontract, or acceptance of, or payment for, subcontracted work by COUNTY shall not in any way relieve PROVIDER of responsibility for the professional and technical accuracy and adequacy of the work. PROVIDER shall be and remain liable for all damages to COUNTY caused by negligent performance or non-performance of work under this Contract by PROVIDER'S subcontractor or its sub-subcontractor.
- C. The compensation due under Section II shall not be affected by COUNTY'S approval of PROVIDER'S request to subcontract.

## **SECTION VII: RESPONSIBILITY OF COUNTY**

- A. COUNTY agrees that its officers and employees will cooperate with PROVIDER in the performance of services under this Contract and will be available for consultation with PROVIDER at such reasonable times with advance notice as to not conflict with their other responsibilities.
- B. The services performed by PROVIDER under this Contract shall be subject to review for compliance with the terms of this Contract by COUNTY'S representative, Shawn Smith, Management Analyst II, Clark County Social Service (Resource and Development Unit), telephone number (702) 467-6697 or their designee. COUNTY'S representative may delegate any or all of his responsibilities under this Contract to appropriate staff members, and shall so inform PROVIDER by written notice before the effective date of each such delegation.
- C. The review comments of COUNTY'S representative may be reported in writing as needed to PROVIDER. It is understood that COUNTY'S representative's review comments do not relieve PROVIDER from the responsibility for the professional and technical accuracy of all work delivered under this Contract.
- D. COUNTY shall assist PROVIDER in obtaining data on documents from public officers or agencies, and from private citizens and/or business firms, whenever such material is necessary for the completion of the services specified by this Contract.
- E. PROVIDER will not be responsible for accuracy of information or data supplied by COUNTY or other sources to the extent such information or data would be relied upon by a reasonably prudent PROVIDER.

## **SECTION VIII: TIME SCHEDULE**

- A. Time is of the essence of this Contract.
- B. If PROVIDER'S performance of services is delayed or if PROVIDER'S sequence of tasks is changed, PROVIDER shall notify COUNTY'S representative in writing of the reasons for the delay and prepare a revised schedule for performance of services. The revised schedule is subject to COUNTY'S written approval.

## **SECTION IX: SUSPENSION AND TERMINATION**

- A. Suspension  
COUNTY may suspend performance by PROVIDER under this Contract for such period of time as COUNTY, at its sole discretion, may prescribe by providing written notice to PROVIDER at least ten (10) business days prior to the date on which COUNTY wishes to suspend. Upon such suspension, COUNTY shall pay PROVIDER its compensation, based on the percentage of the PROGRAM completed and earned until the effective date of suspension, less all previous payments. PROVIDER shall not perform further work under this Contract after the effective date of suspension until receipt of written notice from COUNTY to resume performance. In the event COUNTY suspends performance by PROVIDER for any cause other than the error or omission of the PROVIDER, for an aggregate period in excess of thirty (30) business days, PROVIDER shall be entitled to an equitable adjustment of the compensation payable to PROVIDER under this Contract to reimburse PROVIDER for additional costs occasioned as a result of such suspension of performance by COUNTY based on appropriated funds and approval by COUNTY.

B. Termination

1. This Contract may be terminated in whole or in part by either party in the event of substantial failure or default of the other party to fulfill its obligations under this Contract through no fault of the terminating party; but only after the other party is given:
  - a. not less than ten (10) calendar days written notice of intent to terminate; and
  - b. an opportunity for consultation with the terminating party prior to termination.
2. Termination for Convenience
  - a. This Contract may be terminated in whole or in part by COUNTY for its convenience; but only after PROVIDER is given:
    - i. not less than ten (10) calendar days written notice of intent to terminate; and
    - ii. an opportunity for consultation with COUNTY prior to termination.
  - b. If termination is for COUNTY'S convenience, COUNTY shall pay PROVIDER that portion of the compensation which has been earned as of the effective date of termination, but no amount shall be allowed for anticipated profit on performed or unperformed services or other work.
3. Termination for Default
  - a. If termination for substantial failure or default is effected by COUNTY, COUNTY will pay PROVIDER that portion of the compensation which has been earned as of the effective date of termination but:
    - i. No amount shall be allowed for anticipated profit on performed or unperformed services or other work; and
    - ii. Any payment due to PROVIDER at the time of termination may be adjusted to the extent of any additional costs occasioned to COUNTY by reason of PROVIDER'S default.
  - b. Upon receipt or delivery by PROVIDER of a termination notice, PROVIDER shall promptly discontinue all services affected (unless the notice directs otherwise) and deliver or otherwise make available to COUNTY'S representative, copies of all deliverables as provided in Section V, paragraph H.
  - c. If after termination for failure of PROVIDER to fulfill contractual obligations, it is determined that PROVIDER has not so failed, the termination shall be deemed to have been effected for the convenience of COUNTY.
4. Upon termination, COUNTY may take over the work and execute the same to completion by agreement with another party or otherwise. In the event PROVIDER shall cease conducting business, COUNTY shall have the right to make an unsolicited offer of employment to any employees of PROVIDER assigned to the performance of this Contract.
5. The rights and remedies of COUNTY and PROVIDER provided in this section are in addition to any other rights and remedies provided by law or under this Contract.
6. Neither party shall be considered in default in the performance of its obligations hereunder, nor any of them, to the extent that performance of such obligations, nor any of them, is prevented or delayed by any cause, existing or future, which is beyond the reasonable control of such party. Delays arising from the actions or inactions of one or more of PROVIDER'S principals, officers, employees, agents, subcontractors, vendors or suppliers are expressly recognized to be within PROVIDER'S control.

**SECTION X: INSURANCE**

- A. PROVIDER shall obtain and maintain the insurance coverage required in Exhibit B incorporated herein by this reference. PROVIDER shall comply with the terms and conditions set forth in Exhibit B and shall include the cost of the insurance coverage in their prices.
- B. If PROVIDER fails to maintain any of the insurance coverage required herein, COUNTY may withhold payment, order PROVIDER to stop the work, declare PROVIDER in breach, suspend or terminate Contract.

## **SECTION XI: NOTICES**

Any notice required to be given hereunder shall be deemed to have been given when received by the party to whom it is directed by personal service, hand delivery, certified U.S. mail, return receipt requested or facsimile, at the following addresses:

TO COUNTY:                    Attention: Shawn Smith  
                                      Clark County Social Service  
                                      2424 North Martin Luther King Blvd. Building C  
                                      North Las Vegas, Nevada 89032

TO PROVIDER:                Attention: Haley Exon  
                                      United States Veterans Initiative  
                                      7321 West Charleston Blvd.  
                                      Las Vegas, Nevada 89117

## **SECTION XII: MISCELLANEOUS**

### **A.        Independent Contractor**

PROVIDER acknowledges that PROVIDER and any subcontractors, agents or employees employed by PROVIDER shall not, under any circumstances, be considered employees of COUNTY, and that they shall not be entitled to any of the benefits or rights afforded employees of COUNTY, including, but not limited to, sick leave, vacation leave, holiday pay, Public Employees Retirement System benefits, or health, life, dental, long-term disability or workers' compensation insurance benefits. COUNTY will not provide or pay for any liability or medical insurance, retirement contributions or any other benefits for or on behalf of PROVIDER or any of its officers, employees or other agents.

### **B.        Immigration Reform and Control Act**

In accordance with the Immigration Reform and Control Act of 1986, PROVIDER agrees that it will not employ unauthorized aliens in the performance of this Contract.

### **C.        Non-Discrimination/Public Funds**

The BCC is committed to promoting full and equal business opportunity for all persons doing business in Clark County. PROVIDER acknowledges that COUNTY has an obligation to ensure that public funds are not used to subsidize private discrimination. PROVIDER recognizes that if they or their subcontractors are found guilty by an appropriate authority of refusing to hire or do business with an individual or company due to reasons of race, color, religion, sex, sexual orientation, gender identity or gender expression, age, disability, national origin, or any other protected status, COUNTY may declare PROVIDER in breach of the Contract, terminate the Contract, and designate PROVIDER as non-responsible.

### **D.        Assignment**

Any attempt by PROVIDER to assign or otherwise transfer any interest in this Contract without the prior written consent of COUNTY shall be void.

### **E.        Indemnity**

PROVIDER does hereby agree to defend, indemnify, and hold harmless COUNTY and their employees, officers and agents of COUNTY from any liabilities, damages, losses, claims, actions or proceedings, including, without limitation, reasonable attorneys' fees, that are caused by the negligence, errors, omissions, recklessness or intentional misconduct of PROVIDER or the employees or agents of PROVIDER in the performance of this Contract.

### **F.        Governing Law**

Nevada law shall govern the interpretation of this Contract.

G. Gratuities

1. COUNTY may, by written notice to PROVIDER, terminate this Contract if it is found after notice and hearing by COUNTY that gratuities (in the form of entertainment, gifts, or otherwise) were offered or given by PROVIDER or any agent or representative of PROVIDER to any officer or employee of COUNTY with a view toward securing a contract or securing favorable treatment with respect to the awarding or amending or making of any determinations with respect to the performance of this Contract.
2. In the event this Contract is terminated as provided in paragraph 1 hereof, COUNTY shall be entitled:
  - a. to pursue the same remedies against PROVIDER as it could pursue in the event of a breach of this Contract by PROVIDER; and
  - b. as a penalty in addition to any other damages to which it may be entitled by law, to exemplary damages in an amount (as determined by COUNTY) which shall be not less than three (3) nor more than ten (10) times the costs incurred by PROVIDER in providing any such gratuities to any such officer or employee.
3. The rights and remedies of COUNTY provided in this clause shall not be exclusive and are in addition to any other rights and remedies provided by law or under this Contract.

H. Audits

The performance of this Contract by PROVIDER is subject to review by COUNTY to ensure contract compliance. PROVIDER agrees to provide COUNTY any and all information requested that relates to the performance of this Contract. All requests for information will be in writing to PROVIDER. Time is of the essence during the audit process. Failure to provide the information requested within the timeline provided in the written information request may be considered a material breach of Contract and be cause for suspension and/or termination of the Contract.

I. Covenant

PROVIDER covenants that it presently has no interest and that it will not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance of services required to be performed under this Contract. PROVIDER further covenants, to its knowledge and ability, that in the performance of said services no person having any such interest shall be employed.

J. Confidential Treatment of Information

PROVIDER shall preserve in strict confidence any information obtained, assembled or prepared in connection with the performance of this Contract.

K. ADA Requirements

All work performed or services rendered by PROVIDER shall comply with the Americans with Disabilities Act standards adopted by Clark County. All facilities built prior to January 26, 1992 must comply with the Uniform Federal Accessibility Standards; and all facilities completed after January 26, 1992 must comply with the Americans with Disabilities Act Accessibility Guidelines.

L. Subcontractor Information

PROVIDER shall provide a list of the Minority-Owned Business Enterprise (MBE), Women-Owned Business Enterprise (WBE), Physically-Challenged Business Enterprise (PBE), Small Business Enterprise (SBE), Veteran Business Enterprise (VET), Disabled Veteran Business Enterprise (DVET), and Emerging Small Business Enterprise (ESB) subcontractors for this Contract utilizing the attached format (Exhibit C). The information provided in Exhibit C by PROVIDER is for COUNTY'S information only.

M. Disclosure of Ownership Form

PROVIDER agrees to provide the information on the attached Disclosure of Ownership/Principals form prior to any contract and/or contract amendment to be awarded by the Board of County Commissioners.

N. Authority

COUNTY is bound only by COUNTY agents acting within the actual scope of their authority. COUNTY is not bound by actions of one who has apparent authority to act for COUNTY. The acts of COUNTY agents which exceed their contracting authority do not bind COUNTY.

O. Force Majeure

PROVIDER shall be excused from performance hereunder during the time and to the extent that it is prevented from obtaining, delivering, or performing, by acts of God, fire, war, loss or shortage of transportation facilities, lockout or commandeering of raw materials, products, plants or facilities by the government. PROVIDER shall provide COUNTY satisfactory evidence that nonperformance is due to cause other than fault or negligence on its part.

P. Severability

If any terms or provisions of Contract shall be found to be illegal or unenforceable, then such term or provision shall be deemed stricken and the remaining portions of Contract shall remain in full force and effect.

Q. Non-Endorsement

As a result of the selection of PROVIDER to supply goods or services, COUNTY is neither endorsing nor suggesting that PROVIDER'S service is the best or only solution. PROVIDER agrees to make no reference to COUNTY in any literature, promotional material, brochures, sales presentations, or the like, without the express written consent of COUNTY.

R. Public Records

COUNTY is a public agency as defined by state law, and as such, is subject to the Nevada Public Records Law (Chapter 239 of the Nevada Revised Statutes). Under the law, all of COUNTY'S records are public records (unless otherwise declared by law to be confidential) and are subject to inspection and copying by any person. All Contract documents are available for review following the award of the Contract.

S. Companies that Boycott Israel

PROVIDER certifies that, at the time it signed this Contract, it was not engaged in, and agrees for the duration of the Contract, not to engage in, a boycott of Israel. Boycott of Israel means, refusing to deal or conduct business with, abstaining from dealing or conducting business with, terminating business or business activities with or performing any other action that is intended to limit commercial relations with Israel; or a person or entity doing business in Israel or in territories controlled by Israel, if such an action is taken in a manner that discriminates on the basis of nationality, national origin or religion. It does not include an action which is based on a bona fide business or economic reason; is taken pursuant to a boycott against a public entity of Israel if the boycott is applied in a nondiscriminatory manner; or is taken in compliance with or adherence to calls for a boycott of Israel if that action is authorized in 50 U.S.C. § 4607 or any other federal or state law.

IN WITNESS WHEREOF, the parties have caused this Contract to be executed the day and year first above written.

COUNTY:

CLARK COUNTY, NEVADA

By: \_\_\_\_\_  
JESSICA COLVIN  
Chief Financial Officer

\_\_\_\_\_  
DATE

PROVIDER:  
UNITED STATES VETERANS INITIATIVE

By: Shalimar J. Cabrera  
SHALIMAR CABRERA  
EXECUTIVE DIRECTOR

04.07.2022

\_\_\_\_\_  
DATE

APPROVED AS TO FORM:  
STEVEN B. WOLFSON  
District Attorney

By: Elizabeth A. Vibert  
ELIZABETH A. VIBERT  
Deputy District Attorney

Apr 19, 2022

\_\_\_\_\_  
DATE

## EXHIBIT A BETTERMENT COMMUNITY SCOPE OF WORK

### 1.0 Begin here. **Overview**

Clark County Social Service (CCSS) provides a variety of services for needy residents of Clark County who are not assisted by other federal, state or local programs. Social Service is responsible for ensuring that the COUNTY meets its health, welfare and community responsibilities as set forth in the Nevada Revised Statutes and County Ordinances. The Department provides programmatic services targeted at various levels to include emergency shelter, transitional housing, rapid re-housing, permanent supportive housing and supportive services. Services are designed for various populations including vulnerable adults to address the underlying causes of homelessness and provide services necessary to support independence.

This PROGRAM is intended to provide a bridge housing, employment and training program for households who are experiencing homelessness. The program shall support the unique needs of each client, support the goal of ending homelessness, and reduce incidences of utilization of high-cost public systems by implementing the best practices of Housing First, Progressive Engagement, Harm Reduction, Trauma-Informed Care, Motivational Interviewing and Intensive Case Management (ICM).

Clark County (COUNTY) recognizes individuals as experts of their own lives and of their lived experience of homelessness. The COUNTY understands that individuals know what will work for them in reaching change and recognizes them as the central change agents; therefore, the PROGRAM shall adopt a facilitative and supportive role. In all aspects of the PROGRAM, PROVIDERS shall respect and trust individuals' self-knowledge, agency and autonomy, while guiding and supporting each individual in their chosen goals. Individuals who have experienced homelessness shall be intentionally involved in program design, delivery and evaluation of the PROGRAM.

### 2.0 **Scope of Program**

COUNTY shall administer County and regional funds to assist with the cost of operating a bridge housing, employment and training program in a therapeutic community setting. The PROGRAM shall provide bridge housing via a master leased community; case management; employment and training assistance; a variety of supportive services; intervention strategies designed to foster improvement in housing stability, education and/or employment, and social and emotional well-being. The PROGRAM shall serve 32 individuals and 9 couples (50 individuals), or 41 individual households experiencing homelessness at full capacity in the program each night, and between 164 and 200 households annually.

The PROGRAM services shall be provided to the target population free of charge and for the entire PROGRAM period. COUNTY shall authorize funds made available for the 2021/2022 program year commencing on February 1, 2022 and ending June 30, 2023 with the option to renew, with approved funding, community need and acceptable PROVIDER performance, for four (4) one-year period.

### 3.0 **Definitions**

**Aftercare** means additional services provided beyond the period of residential stay in a housing program that offer continuity and supportive follow-up to households served by the PROGRAM reducing the likelihood of them re-entering the homeless system of care.

**Agency** refers to the ability of people, individually and collectively, to influence their own lives and the society in which we live; the capacity, condition or state of exerting power.

**Autonomy** refers to self-government; the freedom to act or function independently; the capacity to make an informed, uncoerced decision.

**Bridge Housing** is a hybrid of emergency shelter and transitional housing to serve the population that requires short term housing and supportive services to achieve self-sufficiency or to access available permanent housing.

**Case Management** is a collaborative process that assesses, plans, implements, coordinates, monitors, and evaluates the options and services required to meet the client's health and human service needs that may include:

- Outreach and client identification: to attempt to enroll clients not using traditional or mainstream services.
- Assessment: to determine a person's current and potential strengths, weaknesses, and needs.
- Planning: to develop a specific, comprehensive, individualized plan.
- Linkage: to transfer clients to necessary services and treatments provided in the community.
- Client Advocacy: to intercede on behalf of a specific client or a class of clients to ensure equity and appropriate services.
- Crisis Intervention: to assist clients in crisis to stabilize through direct interventions and mobilizing needed supports and services.
- Resource Development: to attempt to create additional services or resources to address the needs of clients.
- Discharge Planning: to implement many of the above functions to help clients plan to transition from one type of setting or service program to another.

**Clarity Human Services** is a software application that is developed for human services client management. It is a web-based program that allows provider agencies to manage and secure client information. This software is used for the Homeless Management Information System (HMIS) for all homeless service providers in Nevada.

**Community Management Information System (CMIS)** also known as the Homeless Management Information System (HMIS) is a computerized data collection application designed to capture client-level information over time on the characteristics and service needs of men, women, and children experiencing homelessness, while also protecting client confidentiality. It is designed to aggregate client-level data to generate an unduplicated count of clients served within a community's system of homeless services.

**Coordinated Entry System** (as defined by HUD) means a centralized or coordinated process designed to coordinate program participant intake assessment and provision of referrals. A centralized or coordinated assessment system covers the geographic area, is easily accessed by individuals and families seeking housing or services, is well advertised, and includes a comprehensive and standardized assessment tool.

**Data Quality Standard** is the number (or %) of client records created in HMIS that are complete and accurate. The Data Quality Standard is set at 80% accuracy or better. All HUD-supported projects and all projects receiving grant funds are expected to correctly, timely and completely input data on at least 80% of its client records. This means that no more than 20% of the client files created by an agency in the HMIS system can have inadequate, inaccurate, or incomplete data entered for the client. To achieve a higher data quality rating, agencies must complete all data fields on all clients entered into the HMIS system. All data fields for each data record must be accurate and complete and done within the expected timeframe, which is evaluated each month by Clarity Human Services.

**e-CImpact** is a web-based grants management software tool used to collect, manage and report on program-level outcome data which can be used to illustrate the impact of the collective work of service providers toward overall community goals.

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

**Equal Access Rule** requires that HUD-assisted funded programs be made available to individuals without regard to actual or perceived sexual orientation, gender identity, or marital status and prohibits inquiries into sexual orientation or gender identity for the purpose of determining eligibility for, or availability of, such housing. The rule has since been expanded to require that service providers give equal access to programs, benefits, services, and accommodations in accordance with an individual's gender identity.

**Harm Reduction** is a set of practical strategies and ideas aimed at reducing negative consequences associated with alcohol and substance abuse. Refers to policies, programs, and practices that aim to reduce the harms associated with usage; complements approaches that seek to prevent or reduce the overall level of usage.



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

- **The U.S. Department of Housing and Urban Development (HUD)** defines homelessness into four categories.
  - **Category 1: Literally Homeless:** Individual or family who lacks a fixed, regular, and adequate nighttime residence, meaning: (i) Has a primary nighttime residence that is a public or private place not meant for human habitation; (ii) Is living in a publicly or privately operated shelter designated to provide temporary living arrangements (including congregate shelters, transitional housing, and hotels and motels paid for by charitable organizations or by federal, state and local government programs); or (iii) Is exiting an institution where (s)he has resided for 90 days or less and who resided in an emergency shelter or place not meant for human habitation immediately before entering that institution.
  - **Category 2: Imminent Risk of Homelessness:** Individual or family who will imminently lose their primary nighttime residence, provided that: (i) Residence will be lost within 14 days of the date of application for homeless assistance; (ii) No subsequent residence has been identified; and (iii) The individual or family lacks the resources or support networks needed to obtain other permanent housing.
  - **Category 3: Homeless under other federal statutes:** Unaccompanied youth under 25 years of age, or families with children and youth, who do not otherwise qualify as homeless under this definition, but who: (i) Are defined as homeless under the other listed federal statutes; (ii) Have not had a lease, ownership interest, or occupancy agreement in permanent housing during the 60 days prior to the homeless assistance application; (iii) Have experienced persistent instability as measured by two moves or more during the preceding 60 days; and (iv) Can be expected to continue in such status for an extended period of time due to special needs or barriers.
  - **Category 4: Fleeing/Attempting to Flee Domestic Violence:** Any individual or family who: (i) Is fleeing or attempting to flee their housing or the place they are staying because of domestic violence, dating violence, sexual assault, stalking, or other dangerous or life-threatening conditions related to violence that has taken place in the house or has made them afraid to return to the house, including: trading sex for housing; trafficking; physical abuse; violence (or perceived threat of violence) because of the youth's sexual orientation; (ii) Has no other residence; and (iii) Lacks the resources or support networks to obtain other permanent housing.

**Housing First** is a best practice model approach used to house and provide services for the homeless. Housing First rests on two premises: 1) the central goal is direct placement into permanent housing for those who are currently homeless, and 2) provision of appropriate individualized services (may include mental health and/or substance abuse treatment) are offered via follow-along services after housing placement to ensure long term housing stability. Housing First is an approach in which housing is offered to people experiencing homelessness without preconditions (such as sobriety, mental health treatment, or a minimum income threshold) or service participation requirements and in which rapid placement and stabilization in permanent housing are primary goals. Programs that use a Housing First approach promote the acceptance of clients regardless of their sobriety or use of substances, completion of treatment, or participation in services.

**Housing Problem-Solving** approaches support the effective implementation of homelessness prevention, diversion, and rapid exit strategies. Housing problem-solving is a person-centered, short-term housing intervention that seeks to assist households in maintaining their current housing or identifying an immediate and safe housing alternative within their own social network. This strategy is a strengths-based approach that utilizes conversation and empowerment methods to help resolve the household's housing crisis.

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**Housing Services** are services that assist people with obtaining housing. Services may include: development of housing plans, recruitment of housing units for homeless clients, assistance with housing placements and lease agreements, preparation of clients for successful transition to permanent housing, mediation between landlord and tenant, advocating for tenant rights, tenant education, etc. This may include positions such as: housing recruiter, housing harvester, housing specialist, etc., where individual persons are responsible for part, or all of the functions mentioned above.

**Housing Stability** is measured for short term support by successful exits to stable permanent housing. For permanent housing, maintenance of that housing should be a primary focus of outcomes measured.

**Joint Transitional Housing & Rapid Re-housing Program** (Joint TH-RRH) provides a new way to meet some of the pressing challenges that communities are facing. They provide a safe place for people to stay – crisis housing – with financial assistance and wrap around supportive services determined by program participants to help them move to permanent housing as quickly as possible. Stays in the crisis housing portion of these projects should be brief and without preconditions, and participants should quickly move to permanent housing.

**Long-Term Supportive Housing/Permanent Housing** is community-based housing without a designated length of stay and includes both permanent supportive housing and rapid rehousing. To be permanent housing, the program client must be the tenant on a lease for a term of at least one year, which is renewable for terms that are a minimum of one month long and is terminable only for cause.

- **Rapid Rehousing** (RRH) is defined as tenant-based rental assistance and supportive services, to be provided for up to 24 months, to assist a homeless individual or family with or without a disability to move as quickly as possible into permanent housing and achieve stability in that housing.
- **Permanent Supportive Housing** (PSH) is defined as tenant-based rental assistance and supportive services, to be provided for an indefinite period of time, to assist a chronically homeless individual or family with a disability to move into permanent housing and assist them in living independently.

**Mainstream Services** are provided by government-funded programs that provide services, housing, and income supports to poor persons, whether homeless or not. They include programs providing welfare, health care, mental health care, substance abuse treatment, veteran assistance, housing subsidies, and employment services.

**Motivational Interviewing** is a psychotherapeutic approach that attempts to move an individual away from a state of indecision or uncertainty and towards finding motivation to making positive decisions and accomplishing established goals.

**Move-in Services** are those activities that help a client physically move from their current living situation into a qualified housing unit. Services could include: packing supplies, packing assistance, furniture/appliance obtainment, or coordination of physical move (truck, movers, etc.).

**Progressive Engagement** seeks to end homelessness as rapidly as possible with the least amount of financial assistance and services needed to do so. It provides customized levels of assistance, starting with the least amount needed for stability and increasing and decreasing the amount as needed to ensure a household does not return to homelessness. This approach ensures that services and financial assistance are tailored to the household and stretches dollars further to serve more households experiencing homelessness. Progressive engagement takes into account that each household's situation is nuanced, and therefore different approaches, resources and timelines may be utilized.

**Social and Emotional Well-Being** means the development of key competencies, attitudes, and behaviors that equip a person experiencing homelessness to avoid unhealthy risks and to succeed across multiple domains of daily life, including school, work, relationships, and community.

**Southern Nevada Homelessness Continuum of Care (SNH CoC)** is the official board acting on behalf of the Continuum of Care to further the mission of ending homelessness in Southern Nevada. The Board is made up of representatives from governments, businesses, advocates, public housing agencies, school districts, social service providers, mental health agencies, hospitals, universities, affordable housing developers, law enforcement, organizations that serve homeless and formerly homeless veterans, homeless and formerly homeless persons and any other identified stakeholder that benefits the mission of ending homelessness in Southern Nevada. However, any person or organization interested in addressing homelessness is considered to be a part of the continuum. The Southern Nevada Homelessness Continuum of Care Board is responsible for overseeing Help Hope Home, Southern Nevada's plan to end homelessness. With the enactment of the HEARTH Act in 2009 the CoC is the entity that implements the HUD CoC program and includes all who choose to participate and are concerned with and/or are providing services to individuals and families who are experiencing homelessness. The HUD CoC program is designed to:

- Promote a community-wide commitment to the goals of ending homelessness.
- Provide funding for efforts to rapidly re-house homeless individuals and families.
- Promote access to and effective use of mainstream programs.
- Optimize self-sufficiency among individuals and families experiencing homelessness.

**Supportive Services** address the service needs of homeless individuals to help promote improvement in housing stability, education and/or employment, permanent connections and social and emotional well-being. Supportive services may include, but are not limited to: case management, family intervention, assistance in obtaining permanent housing, substance abuse assessment and treatment, mental health assessment and treatment, educational assessment and supports, vocational training, assistance in obtaining income supports, and other services such as transportation assistance, outreach, life skills training and transportation.

**Trauma-Informed Care and Practice** is a strengths-based framework grounded in an understanding of and responsiveness to the impact of trauma. It emphasizes physical, psychological, and emotional safety for both providers and participants, and creates opportunities for participants to rebuild a sense of control and empowerment.

#### 4.0 Target Population and Admission Criteria

1. Clients must be referred from the coordinated entry system -AND-
2. Served client population must meet the definition of homeless as previously defined.

The following criteria **may not** be used to determine program eligibility and continued stay:

- Sobriety and/or commitment to be drug-free;
- Participation in treatment, religious services or other services and activities;
- History of criminal justice involvement;
- Employment/income;
- Payment or ability to pay; nor
- Identification.

#### 5.0 Services

The purpose of this section is to provide a description of the services the PROVIDER is responsible to deliver. The PROVIDER is expected to support households experiencing homelessness move as quickly as possible into permanent housing and achieve long-term stability through the provision of the following services described.

##### Overview of BETterment Community Program

This PROGRAM is intended to provide bridge housing, employment assistance, and training to program participants within a therapeutic community model. The purpose of the PROGRAM is to provide service-rich housing that will provide the conditions to help all household members gain health, meet needs, and assist with moving on to permanent housing situations. All program activities focus on a shared theme of roles and responsibilities, helping all clients find value in their place in the community. The program is tailored to meet the unique needs of households experiencing homelessness and help them move successfully into permanent housing and have the education and employment or income to maintain permanent housing.

The initial rollout of this PROGRAM focuses on households without children. Eligible households may meet the definition of chronic homelessness or literal homelessness upon program entry. Chronicity is not ended due to placement in the program and households meeting the definition of chronicity upon program entrance may exit to a permanent supportive housing program if program vacancies exist. Households with children may be included in this PROGRAM based upon agreement between all PARTIES.

Minimally, the BETterment Community program shall:

- Use a Housing First approach which includes: individual-led services; focus on helping people move to permanent housing as quickly as possible; no requirements or preconditions to take part in treatment or services to receive help; and offer low barriers to entry, including being able to accommodate individuals with possessions, emotional support animals or service animals, partners, or other needs.
- Operate with components of the therapeutic community model which will empower individuals to take ownership of, and accountability for themselves and their home within the program
- Provide households with supportive services tailored to meet their needs and assist them to achieve stability while in housing. Supportive services will include, but not be limited to, case management, counseling, life skills training, residential assistance, employment assistance and training, basic needs supplies, and transportation.
- Incorporate client-choice in finding permanent housing. Case Managers and program staff will work with households to ensure they are prepared for a successful transition to permanent housing.
- Provide employment assistance and training to individuals to help them prepare for permanent housing by rejoining the workforce. Provide or connect individuals to community resources that help them achieve their goals. This is especially important of educational and employment goals and mainstream benefits that lead to increase income.

It is anticipated that clients will remain in the BETterment Community program for up to 90 days. However, at the time of this initial agreement, housing options are limited due to the COVID-19 pandemic. There may also be other extenuating circumstances that would require an individual stay beyond 90 days. Households may be served for longer than 90 days based on need and with written approval by the COUNTY.

- A. Bridge Housing** is intended to be short-term, temporary crisis housing, coupled with case management and supportive services to facilitate individuals moving to permanent housing. The COUNTY will provide master leased units for this PROGRAM.

PROVIDERS shall offer a full range of case management and supportive services during a household's stay in the program. PROVIDERS may also support exits to self-sufficiency with security deposits and move-out / move-in assistance.

**B. Employment and Training**

Increasing income through employment is a critical component of housing stabilization. Through the planning and coordination of community resources, training opportunities and job placement services, clients will gain meaningful employment to assist in an individual's improved well-being.

Clients will receive a range of services including skills matching, resume preparation, mock interviewing, and assistance with supportive services to overcome barriers to employment.

PROVIDERS shall offer a full range of education, employment, and training opportunities during an individual's stay in the program.

**Program Core Components:**

1. **Progressive Engagement:** PROVIDER shall make efforts to maximize the number of households they are able to serve by providing households with assistance in a progressive manner, providing only the assistance necessary to stabilize the household in bridge housing and prepare them for program exit to self-sufficiency or to a permanent housing program. Services will be tailored for each household with the goal of maximizing the impact of available resources to serve the largest number of people possible. The flexible nature of the BETterment Community program model enables agencies to be responsive to the varied and changing needs of program clients.
2. **Financial Assistance:** PROVIDERS may provide the following financial assistance:
  - a. Security Deposits – equivalent of up to 2 months' maximum rent as a security deposit for a housing unit
  - b. First and Last Month's Rent
  - c. Rental Application Fees
  - d. Utility Deposits and Payment required by the utility company for all customers for gas, electric, water, and sewage service

- e. Property Damages
  - f. Renter's Insurance
  - g. Back rent and utility arrears that directly prevent a client from being able to sign a lease or acquire permanent housing
  - h. Up to 3 months' rental assistance upon client's exit from the program
  - i. Items approved in the PROVIDER's budget
  - j. Other items approved by the COUNTY in writing
3. **Moving Costs:** Moving costs payment assistance includes costs necessary to help the client obtain permanent housing. Moving costs may include reasonable costs such as truck rental, hiring a moving company, or short-term storage fees for a maximum of 3 months or until the client is in permanent housing, whichever is shorter. Note: A one-time moving cost for truck rental means one episode of moving to permanent housing. A truck rental may be needed to move client's belongings to storage unit and then moved again once permanent housing is secured. Relocation expenses are an allowable use when a solid housing stability plan is in place.

### **Case Management and Services**

The goals of BETterment case management are to support participants stabilization in housing; increase participant income through education, employment, and access to mainstream benefits; obtain and move into permanent housing; and connect them to community and mainstream services and supports as needed. BETterment case management should focus on helping people navigate barriers that may stand in the way of securing and maintaining housing and should strive to build a support system by connecting them with people and programs in the community. Bridge housing and financial assistance should end when the household is able to transition to self-sufficiency or is enrolled in a permanent housing program. Case Managers will contact clients for a minimum of once per month for up to 6 months after an individual has transitioned to permanent housing, with the goal of helping the individuals to maintain housing stability and not return to homelessness.

**Case management may include, and is not limited to:** assessing, arranging, coordinating, and monitoring the delivery of individualized services to facilitate housing stability for households experiencing homelessness by assisting them in overcoming immediate barriers to obtaining and maintaining self-sufficiency and includes (where applicable):

- a. Conducting the initial evaluation, including verifying and documenting eligibility
- b. Using the coordinated entry system
- c. Counseling
- d. Developing, securing, and coordinating services
- e. Obtaining Federal, State, and local benefits
- f. Monitoring and evaluating client progress
- g. Providing information and referrals to other service providers
- h. Developing an individualized housing and service plan with each household, including planning a path to permanent housing stability. The plan shall be created within 3 business days of enrollment in the BETterment Community program. The case manager and client shall review the plan together regularly and update it as needed.
- i. Conducting required re-evaluation(s)

### **Effective case management shall:**

- a. **Be housing-focused.** To effectively assist client households in achieving housing stability, PROVIDERS must provide ongoing housing-focused case management services. The primary objective of housing-focused case management is to extend support to clients, through an individualized case management relationship, that will ultimately translate to increased housing stability. Housing-focused case management delivery shall include:
  - 1. regular consultations with clients in individualized meetings, dedicated to assessing and reassessing needs, and educating clients on program and community resource opportunities;
  - 2. developing housing stability plans;
  - 3. scheduling appointments; and
  - 4. providing necessary follow up to ensure housing stability plans are progressing on schedule and needs are adequately being addressed.

PROVIDERS shall also use housing-focused case management to determine how to allocate financial assistance to clients on the basis of relative need and assisting clients with challenges that may arise in housing situations. Meetings shall occur in a client's home and/or in a location of the client's choosing whenever possible.

- b. **Establish a collection of supportive services upon which linkages with public benefits and mainstream community resources can be layered.** To create such linkages, PROVIDERS shall research the availability of local programs including healthcare, affordable housing, employment, education, income support, legal assistance, transportation, and other services to address identified needs and goals. Case managers must help to develop a plan to assist the client in retaining permanent housing after the assistance ends, taking into account all relevant considerations, such as the client's current or expected income and expenses, other public or private assistance for which the client will be eligible and likely to receive, and the relative affordability of available housing in Southern Nevada.
- c. **Be client-driven.** Case managers shall actively engage clients in voluntary case management and service participation by creating an environment in which the client is driving the case planning and goal-setting based on what they want from the program and services, rather than on what the case manager decides they need to do to be successful. Case managers shall use a strengths-based approach to empower clients, identifying inherent strengths of each household instead of diagnoses or deficits, then building on those strengths to empower the household to succeed.
- d. **Be flexible in intensity** by offering only essential assistance until or unless the client demonstrates the need for or requests additional help. The intensity and duration of case management is based on the needs of individual households and may lessen or increase over time. Services must transition households from homelessness and provide permanent housing that is scattered-site using a Housing First Approach to assist clients with locating and securing housing, negotiating with landlords, obtaining, completing, submitting and tracking the status of housing subsidy applications, completing requests for rental assistance/eviction prevention, making referrals to community agencies for tenant rights and legal matters, communicating with affordable housing developers, and providing any needed advocacy and support to retain housing.
- e. **Have an evolving focus.** Initially, case management shall be primarily focused on stabilizing the client household in bridge housing and assisting the client in increasing income through employment and access to mainstream benefits. Once the client has stabilized, case management may shift to focus on the goal of obtaining and transitioning to permanent housing  
  
Case managers shall help clients resolve or mitigate tenant screening barriers like rental and utility arrears or multiple evictions, obtain necessary identification if needed, support other move-in activities such as providing furniture, and prepare clients for successful tenancy by reviewing lease provisions and providing tenancy training.
- f. **Include clear communication regarding program end dates and case closure.** After program exit, case managers will conduct follow-up calls to determine whether individuals need any assistance and to track permanent housing and employment retention. PROVIDERS shall have flexible policies to address when case management shall continue and end. This is a client-driven decision guidelines must be flexible enough to respond to the varied and changing needs of clients. If the client, in collaboration with the case manager, determine a need for continued services, there shall be a review and approval process.
- g. **Supportive Services** - Case managers will assist each client, as needed, to obtain appropriate supportive services, including assistance in obtaining permanent housing, and other services essential for achieving self-sufficiency, including but not limited to: transportation\*; educational supports; employment assistance; health care services; support with overall health and wellness; individual and group counseling; legal services; credit counseling ; life skills including financial literacy, budgeting, shopping, meal preparation, conflict resolution, skills to support successfully living within a community, and aftercare\*\*.

**\*Transportation** - PROVIDERS shall offer a variety of transportation options to clients to include bus passes, shared rides, transportation by PROVIDERS in agency vehicles and utilization of other transportation services.

**\*\*Aftercare** – PROVIDERS shall follow up with clients after exit to determine if housing stability has been maintained and provide supports to assist clients to maintain such stability.

Program funds may be used to pay for eligible supportive services that address the specific needs of individuals served

## 6.0 Responsibilities of PROVIDER

The purpose of this section is to provide a description of how the PROVIDER is expected to utilize the allocated funding to provide the highest quality of service. The PROVIDER shall:

1. **Ensure ongoing operation of the PROGRAM in accordance with Nevada Revised Statutes, Nevada Administrative Codes, and all other applicable federal, state and local regulations and with the provisions of the SNH CoC Written Standards.** These written standards are intended to set basic, minimum requirements to ensure that projects are administered fairly and methodically. PROVIDERS are expected to remain bound by the terms of this scope of work and nothing in the standards shall be construed to relieve PROVIDERS of this responsibility. PROVIDERS are encouraged to contact the COUNTY regarding unique client issues that may require flexibility with the provisions of the Southern Nevada Written Standards. Any deviation must be approved by the COUNTY in writing.
2. **Perform background checks** on staff and volunteers in accordance with Nevada Revised Statutes, Nevada Administrative Codes, and all other applicable federal, state and local regulations.
3. **Participate in coordinated entry:** The community has developed a coordinated entry system that may be staffed by a third party. PROVIDER must participate and receive referrals from the coordinated entry system.
4. **Comply with Equal Access Rule:** In alignment with the Equal Access Rule, PROVIDERS shall provide equal access to programs, benefits, services, and accommodations in accordance with an individual's gender identity and all other provisions of the Equal Access Rule. PROVIDER shall establish and implement written non-discrimination policies and staff training that aligns with Equal Access regulations.
5. **Establish a formal termination of assistance process** that includes, at minimum, the program participant's receipt of written program rules and the termination process before the participant began to receive assistance; the program participant's receipt of written notice containing a clear statement of the reasons for termination; a review of the decision in which the program participant was given the opportunity to present written or oral objections before a person (or a subordinate of that person) who made or approved the termination decision; and the program participant's receipt of prompt written notice of the final decision.
6. **Complete mandatory training requirements.** All staff, at a minimum, must receive training in the following components
  - a. Mental Health First Aid
  - b. Housing First
  - c. Trauma Informed Care
  - d. Motivational Interviewing
  - e. Harm Reduction
  - f. Conflict Resolution
  - g. CPI Verbal Intervention
  - h. CPR & AED Training
  - i. Ethics and Boundaries
  - j. Dementia Signs
  - k. Safety Training
  - l. Any other trainings identified by PARTIES as integral to service delivery of the program. The PROVIDER must certify that training on all required subjects has been provided to existing staff and to new hires within 90 days of hire date and certification of training is by an approved source. Documentation of training on all mandated subjects to all project operations staff, regardless of length of service, must be submitted to the COUNTY through e-CImpact as part of monthly reporting and in a timely manner after the completion of training. The COUNTY may require additional training throughout the life of the PROGRAM and shall allow adequate time for the PROVIDER to ensure staff complete the training.

7. **Actively participate in Southern Nevada Homelessness Continuum of Care (CoC)** and community planning to end homelessness. PROVIDER must operate within the crisis response system rather than as an autonomous, standalone program. This includes actively participating in the CoC meetings and annual Point-In-Time counts. PROVIDER must work collaboratively with community and other providers serving clients. PROVIDER must also attend CoC sponsored trainings.
8. **Participate in Homeless Management Information System (HMIS):** PROVIDER shall enter data in a timely manner into HMIS in alignment with the Nevada HMIS Data Quality Plan.
9. **Regularly report performance:** PROVIDER shall be responsible for reporting on outcomes including reducing the length of homelessness episodes, increasing exits to permanent housing, and reducing returns to homelessness.
10. **Additional Responsibilities:**
  - a. Employ management, staff, and volunteers with sufficient technical knowledge, skill, and expertise necessary to provide the services while ensuring appropriate staff-to-client ratios. Higher level case management and housing stabilization positions shall be provided to provide stabilization services to the high-need population being served, and to maximize opportunities to connect individuals to a variety of housing opportunities.
  - b. Be available for consultation regarding the operation and progress of the PROGRAM with all parties to the funding agreement and at other reasonable times with advance notice as to not conflict with PROVIDER's other responsibilities.
  - c. Enter and update agency and PROGRAM information into Nevada 2-1-1 prior to the commencing of each year of services. A copy of the listing must be provided to the COUNTY'S authorized representative.
  - d. Enter real-time client service information into HMIS (to include recording the client's location on the Location tab whenever possible) and complete reports in grant management system e-CImpact by the 15th of each month. Monthly reports will be generated from data collected in HMIS.
  - e. Establish such fiscal and accounting procedures necessary to ensure the proper disbursement of, and accounting for grant funds, in order to ensure that all financial transactions are conducted. Maintain financial records pertaining to all matters relative to the resolution, in accordance with standard accounting principles and procedures and retain all records and supporting documentation applicable for a period of five (5) years upon completion of resolution, or termination of resolution, whichever comes first. Delineate how multiple funding sources for services are allocated appropriately for its designated intended service. All such records relating to any analysis or audit performed relative to the resolution shall be retained for five (5) years after such analysis or audit has been performed and any findings have been resolved. In the event that PROVIDER no longer operates in Nevada, it shall be required to deliver a copy of all records relating to the resolution with the COUNTY to be retained by the COUNTY and PROVIDER.
  - f. PROVIDER must submit a monthly invoice to COUNTY'S authorized representative by the 15<sup>th</sup> calendar day of each month for the previous month's services. Invoice must include documentation of services provided via housing census reports from HMIS or comparable DV database for DV shelters, the fee for each unit of service, and the total amount requested to support the PROGRAM.
  - g. PROVIDER shall provide written notice to the COUNTY of any PROGRAM changes during the lifecycle of the resolution for which the COUNTY funds are allocated under the provisions of resolution(s) to be approved and adopted between COUNTY and PROVIDER.
  - h. PROVIDER is responsible to participate with the COUNTY within the local CoC in further development of improved provision of homeless case management and housing services. This includes collaboration with other homeless service providers to minimize duplication of service and maximize utilization of available resources.
11. **PROVIDER shall certify to:**
  - a. Maintain the confidentiality of records pertaining to any individual that is provided domestic violence prevention or treatment services through the PROGRAM;
  - b. Ensure the address or location of any domestic violence project assisted with grant funds will not be made public, except with written authorization of the person responsible for the operation of such PROGRAM;
  - c. When applicable, take the educational needs of children into account when families are placed in housing and, to the maximum extent practicable, place families with children as close as possible to their school of origin so as not to disrupt such children's education.



- d. When applicable, to designate a staff person to be responsible for ensuring that children being served in the PROGRAM are enrolled in school and connected to appropriate services in the community, including any early childhood programs such as Head Start, part C of the Individuals with Disabilities Education Act, and programs authorized under subtitle B of the title VII of the Act;
- e. Ensure that the PROVIDER, its officers, and employees are not debarred or suspended from doing business with the Federal Government.

12. **PROVIDER shall perform activities to ensure proper PROGRAM administration**, including, but not limited to the following:

- a. Perform all eligibility determination and documentation;
- b. Record in HMIS all client service transactions, case notes, and supporting documentations as applicable, as close to real-time as possible and in accordance with data quality standards per the Nevada Data Quality Plan;
- c. Track all data and performance results specific to evidenced based practices and client outcomes;
- d. Ensure all appropriate staff are trained in relevant best practices;
- e. Ensure all appropriate staff are trained in and understand HMIS utilization expectations; and
- f. Ensure incident management measures are in place to identify, analyze, and correct hazards to minimize adverse impact on operations.

## 7.0 Performance Outcomes

All outcomes align with the vision of Clark County Social Service, which is self-sufficiency through a variety of services.

<b>Outcome: HOUSING:</b> Clients experience increased housing stability resulting in a reduced likelihood of homelessness, leading toward self-sufficiency.	
<b>Major Tasks Necessary to Realize Outcomes (Activities):</b>	<b>Output Resulting from Tasks:</b>
Staff will assess clients for specific needs and work together to search for housing using Housing First and harm reduction methods.	Number of assessments administered
Case Manager will conduct housing search and counseling activities to assist clients in their transition to permanent housing.	Number of property services provided (environmental reviews, housing search and counseling assistance, follow-up, etc.)
Case Manager will acquire any necessary household items to assist client with move in for a rapid transition to permanent housing.	Financial value and number of in-kind items provided.
Case Manager will follow-up on housing stability status and offer assistance where suitable to help client maintain their housing stability.	Number of aftercare services provided
<b>Target &amp; Indicator:</b> 70% of households will exit to permanent housing (subsidized or unsubsidized) during the operating year. 45% of households will retain permanent housing after program exit without any additional homeless services needed.	
<b>Outcome Measurements:</b> CMIS/HMIS – % of households in BH who exited to PH, excluding clients who are deceased; who exit to hospital, psychiatric, inpatient treatment for addiction or skilled nursing facility; who stay 7 days or less; who are asked to leave because of threats or actual violence.	
Measure of those who exited to permanent housing from BETterment Community who have not used any additional homeless services (except for RRH services used as part of the transition plan from BETterment Community) in the operating year. Food pantries, Aftercare services and other community services not limited to people experiencing homelessness will not count against this measure.	

<b>Outcome: INCOME:</b> Clients achieve increased financial stability, leading toward self-sufficiency.	
<b>Major Tasks Necessary to Realize Outcomes:</b>	<b>Output Resulting from Tasks:</b>
Staff will assess client's financial situation to determine potential for financial and mainstream benefits.	Number of assessments administered
Case Manager will assist clients in applying for supports that increase their income and assist clients in improving their employment situation where appropriate.	Number of employment training services provided Number of program tuitions paid Number of job placement services provided Number of certifications completed Number of supplies provided Number of SNAP services provided Number of SOAR serviced provided
<b>Target &amp; Indicator:</b> 65% of households will exit the program with income (from any source).	
<b>Outcome Measurements:</b> CMIS/HMIS – Percentage of households who maintain or increase their income and mainstream non-cash benefits upon exit from the program. Excluded for adults who are deceased; who exit to inpatient medical psychiatric or addiction treatment programs; who stay 7 days or less; who are asked to leave for reason of threats or actual violence.	

<b>Outcome: SELF-SUFFICIENCY DEVELOPMENT:</b> Clients experience a reduction in barriers to self-sufficiency, leading to greater housing stability.	
<b>Major Tasks Necessary to Realize Outcomes:</b>	<b>Output Resulting from Tasks:</b>
Case Manager will assess and screen clients for life skill self-sufficiency levels and make appropriate referrals to supports that will help improve life skills.	Number of assessments administered Number of life skills training services provided
Case Manager will screen clients for legal issues such as tickets, warrants, etc., and will assist or make appropriate referrals, assisting clients in resolving their legal issues.	Number of legal issues services provided
Program provides wraparound services, including childcare, transportation, and connections to other services.	Number of wraparound services provided Number of medical services provided Number of mental health services provided Number of substance abuse services provided
<b>Target &amp; Indicator:</b> 80% of households will be referred to community resources or provided supportive services in the areas identified in their individual service plans.	
<b>Outcome Measurements:</b> CMIS/HMIS – % households referred to at least one community resource or provision of supportive services. Households excluded if stay is 7 days or less or if asked to leave for reasons of threats or actual violence.	

<b>Outcome: DATA QUALITY:</b> Data quality is improved through complete and accurate client records.	
<b>Major Tasks Necessary to Realize Outcomes:</b>	<b>Output Resulting from Tasks:</b>
Staff will enter program client information into CMIS/HMIS as completely as possible, completing all data fields possible.	Number of complete client profiles (complete data fields)
Staff will input services provided in CMIS/HMIS in a current timely manner.	Number of client records that reflect a monthly service.
<b>Target &amp; Indicator:</b> 80% of possible points scored in HMIS Participation and Data Quality section of CMIS/HMIS Performance Monitoring V3 Report.	
<b>Outcome Measurements:</b> CMIS/HMIS – Points scored per scoring logic associated with HMIS Participation and Data Quality section of Performance Monitoring V3 Report.	

## 8.0 Quality Assurance

1. An annual progress report describing the PROGRAM'S progress and activity is due within 30 days of the end of a PROGRAM year. This report will be generated by CCSS RAD from the HMIS and e-Clmpact submissions made by the PROVIDER.
2. Monthly and quarterly reports describing the PROGRAM'S progress and activity are being required by the funder. Reports will be generated using information entered into HMIS and e-Clmpact by the PROVIDER.
3. PROVIDER shall implement a quality assurance plan component to facilitate client feedback on quality of services, which must include at least one of the following: client satisfaction surveys during and at the completion of service delivery; development of a client advisory council which has the ability to meet on a regular basis to discuss service delivery issues; and/or regularly scheduled opportunities to meet with agency leadership to discuss programs. PROVIDER shall submit a written procedure for implementing the client feedback mechanism(s), and report on its progress quarterly when submitting monthly reports.
4. CCSS shall evaluate the PROVIDER's performance under this resolution on a regular basis. Such evaluation shall include assessing the PROVIDER's compliance with all resolution terms and performance standards and may occur monthly, quarterly, semi-annually, and/or annually.
5. Client outcomes (measures of what happens to participants as a result of receiving the service) will be reported with focus on the service provision areas; outcomes that address stability in the applicable areas of housing, income, education, medical, mental health, substance use treatment, and overall self-sufficiency; and the performance outcomes described in the previous section.
6. PROVIDER must submit status reports to support the program services and salary expenses and benefit realized by the COUNTY for PROGRAM support. A standard reporting format will be generated in e-Clmpact and will include a narrative section regarding program highlights.
7. PROVIDER is expected to strive toward maintaining a 100% CMIS/HMIS participation and data quality standard

## 9.0 Performance Requirements

1. Enter real-time client service information in the Homeless Management Information System (CMIS/HMIS) database (to include recording the client's location on the Location tab and contact information on the Contact tab whenever possible), and complete reports in e-CImpact by the 15<sup>th</sup> of each month, including but not limited to:
  - a. Number of ongoing clients served by the PROVIDER by the referring entities;
  - b. Number of new clients served by the PROVIDER by the referring entities;
  - c. Number of clients that have a mental illness and/or substance abuse issue;
  - d. Number of clients who were referred and linked to mental health, substance abuse treatment or other supportive services and status of these referrals/linkages for these clients;
  - e. Number of clients self-selected out of the program, including the number of days in services and the reason(s) why they did not continue to participate;
  - f. Number of clients that maintained or increased their total income (from all sources) as of the end of the program operating year or program;
  - g. Number of clients with improved income as of the end of the program operating year or program;
  - h. Number of clients served by the PROVIDER that were referred by Clark County Department of Family Services; and
  - i. Other items determined to be pertinent to the assessment of the program.

## 10.0 Budget

Direct Services Staffing, Operating Expenses, Indirect Expenses, Start-up or Initial and other additional expenses needed for the program.	<b>\$3,367,960.00</b>
<b>TOTAL (not to exceed)</b>	<b>\$3,367,960.00</b>

**ATTACHMENT 1**  
**PERFORMANCE MEASUREMENT**  
**MONTHLY REPORT TO CLARK COUNTY**

**AGENCY:** UNITED STATES VETERANS INITIATIVE (U.S.VETS - Las Vegas)  
EXPENDITURES ELIGIBLE FOR REIMBURSEMENT

**PROGRAM:** UNITED STATES VETERANS INITIATIVE (U.S.VETS - Las Vegas)  
FOR BETTERMENT COMMUNITY PROGRAM

**PERFORMANCE MEASUREMENTS** are identified in Scope of Services section 7.0 "Performance Outcomes." PROVIDER shall complete Program Outcomes and Reporting Narrative sections in e-CImpact. Information on how to complete reports will be provided upon program commencement.

**EXHIBIT B  
BETTERMENT COMMUNITY  
INSURANCE REQUIREMENTS**

**TO ENSURE COMPLIANCE WITH THE CONTRACT DOCUMENT, PROVIDER SHOULD FORWARD THE FOLLOWING INSURANCE CLAUSE AND SAMPLE INSURANCE FORM TO THEIR INSURANCE AGENT PRIOR TO PROPOSAL SUBMITTAL.**

- A. **Format/Time:** PROVIDER shall provide COUNTY with Certificates of Insurance, per the sample format (page B-3), for coverage as listed below, and endorsements affecting coverage required by this Contract within **ten (10) business days** after COUNTY'S written request for insurance. All policy certificates and endorsements shall be signed by a person authorized by that insurer and who is licensed by the State of Nevada in accordance with NRS 680A.300. All required aggregate limits shall be disclosed and amounts entered on the Certificate of Insurance and shall be maintained for the duration of the Contract and any renewal periods.
- B. **Best Key Rating:** COUNTY requires insurance carriers to maintain during the Contract term, a Best Key Rating of A.VII or higher, which shall be fully disclosed and entered on the Certificate of Insurance.
- C. **Owner Coverage:** COUNTY, its officers and employees must be expressly covered as additional insured's except on Workers' Compensation. PROVIDER'S insurance shall be primary with respect to COUNTY, its officers and employees.
- D. **Endorsement/Cancellation:** PROVIDER'S general liability and automobile liability insurance policy shall be endorsed to recognize specifically PROVIDER'S contractual obligation of additional insured to COUNTY and must note that COUNTY will be given thirty (30) calendar days advance notice by certified mail "return receipt requested" of any policy changes, cancellations, or any erosion of insurance limits. Either a copy of the additional insured endorsement, or a copy of the policy language that gives COUNTY automatic additional insured status must be attached to any certificate of insurance. ***Policy number must be referenced on endorsement, or the form number must be referenced on certificate.***
- E. **Deductibles:** All deductibles and self-insured retentions shall be fully disclosed in the Certificates of Insurance and may not exceed \$25,000. *If the deductible is "zero" it must still be referenced on the certificate.*
- F. **Aggregate Limits:** If aggregate limits are imposed on bodily injury and property damage, then the amount of such limits must not be less than \$2,000,000.
- G. **Commercial General Liability:** Subject to Paragraph F of this Exhibit, PROVIDER shall maintain limits of no less than \$1,000,000 combined single limit per occurrence for bodily injury (including death), personal injury and property damages. Commercial general liability coverage shall be on a "per occurrence" basis only, not "claims made," and be provided either on a Commercial General Liability or a Broad Form Comprehensive General Liability (including a Broad Form CGL endorsement) insurance form. Policies must contain a primary and non-contributory clause and must contain a waiver of subrogation endorsement. ***A separate copy of the waiver of subrogation endorsement must be provided. A separate copy of the additional insured endorsement is required and must be provided for Commercial General Liability. Policy number must be referenced on endorsement, or the form number must be referenced on certificate.***
- H. **Automobile Liability:** Subject to Paragraph F of this Exhibit, PROVIDER shall maintain limits of no less than \$1,000,000 combined single limit per occurrence for bodily injury and property damage to include, but not be limited to, coverage against all insurance claims for injuries to persons or damages to property which may arise from services rendered by PROVIDER and **any auto** used for the performance of services under this Contract. ***A separate copy of the additional insured endorsement is required and must be provided for Automobile Liability policies. Policy number must be referenced on endorsement, or the form number must be referenced on certificate.***
- I. **Professional Liability:** PROVIDER shall maintain limits of no less than \$1,000,000 aggregate. If the professional liability insurance provided is on a Claims Made Form, then the insurance coverage required must continue for a period of two (2) years beyond the completion or termination of this Contract. Any retroactive date must coincide with or predate the beginning of this and may not be advanced without the consent of COUNTY.
- J. **Workers' Compensation:** PROVIDER shall obtain and maintain for the duration of this Contract, a work certificate and/or a certificate issued by an insurer qualified to underwrite workers' compensation insurance in the State of Nevada, in accordance with Nevada Revised Statutes Chapters 616A-616D, inclusive, provided, however, a PROVIDER that is a Sole Proprietor shall be required to submit an affidavit (Attachment 1) indicating that PROVIDER has elected not to be included in the terms, conditions and provisions of Chapters 616A-616D, inclusive, and is otherwise in compliance with those terms, conditions and provisions.
- K. **Failure to Maintain Coverage:** If PROVIDER fails to maintain any of the insurance coverage required herein, COUNTY may withhold payment, order PROVIDER to stop the work, declare PROVIDER in breach, suspend or terminate the Contract.
- L. **Additional Insurance:** PROVIDER is encouraged to purchase any such additional insurance as it deems necessary.

- M. **Damages:** PROVIDER is required to remedy all injuries to persons and damage or loss to any property of COUNTY, caused in whole or in part by PROVIDER, their subcontractors or anyone employed, directed or supervised by PROVIDER.
- N. **Cost:** PROVIDER shall pay all associated costs for the specified insurance. The cost shall be included in the price(s).
- O. **Insurance Submittal Address:** All Insurance Certificates requested shall be sent to the Clark County Purchasing and Contracts Division, Attention: Insurance Coordinator at 500 South Grand Central Parkway, 4<sup>th</sup> Floor, Las Vegas, Nevada 89155
- P. **Insurance Form Instructions:** The following information must be filled in by PROVIDER'S Insurance Company representative:
1. Insurance Broker's name, complete address, phone and fax numbers.
  2. PROVIDER'S name, complete address, phone and fax numbers.
  3. Insurance Company's Best Key Rating
  4. Commercial General Liability (Per Occurrence)
    - (A) Policy Number
    - (B) Policy Effective Date
    - (C) Policy Expiration Date
    - (D) Each Occurrence (\$1,000,000)
    - (E) Personal & Advertising Injury (\$1,000,000)
    - (F) General Aggregate (\$2,000,000)
  5. Automobile Liability (Any Auto)
    - (G) Policy Number
    - (H) Policy Effective Date
    - (I) Policy Expiration Date
    - (J) Combined Single Limit (\$1,000,000)
  6. Worker's Compensation
  7. Professional Liability
    - (K) Policy Number
    - (L) Policy Effective Date
    - (M) Policy Expiration Date
    - (N) Aggregate (\$1,000,000)
  8. Description: CBE Number and Name of Contract (must be identified on the initial insurance form and each renewal form).
  9. Certificate Holder:  
Clark County, Nevada  
c/o Purchasing and Contracts Division  
Government Center, Fourth Floor  
500 South Grand Central Parkway  
P.O. Box 551217  
Las Vegas, Nevada 89155-1217
  10. Appointed Agent Signature to include license number and issuing state.



## CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed.** If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b>		<b>CONTACT NAME:</b>	
<b>1. INSURANCE BROKER'S NAME</b>		<b>PHONE</b>	<b>FAX</b>
<b>ADDRESS</b>		(A/C No. Ext): BROKER'S PHONE NUMBER	(A/C No.): BROKER'S FAX NUMBER
		<b>E-MAIL ADDRESS:</b> BROKER'S EMAIL ADDRESS	
		<b>INSURER(S) AFFORDING COVERAGE</b>	
		<b>NAIC #</b>	
<b>INSURED</b>		<b>3.</b>	
<b>2. PROVIDER'S NAME</b>		<b>INSURER A:</b>	
<b>ADDRESS</b>		<b>INSURER B:</b>	
<b>PHONE &amp; FAX NUMBERS</b>		<b>INSURER C:</b>	
		<b>INSURER D:</b>	
		<b>INSURER E:</b>	
		<b>INSURER F:</b>	
		<b>Company's</b>	
		<b>Best</b>	
		<b>Key Rating</b>	

**COVERAGES****CERTIFICATE NUMBER:****REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED, NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADD'L INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YY)	POLICY EXP (MM/DD/YY)	LIMITS	
4.	GENERAL LIABILITY	X		(A)	(B)	(C)	EACH OCCURRENCE	\$(D) 1,000,000
	PERSONAL & ADV INJURY						\$(G) 1,000,000	
	GENERAL AGGREGATE						\$(H) 2,000,000	
	DEDUCTIBLE MAXIMUM						\$ 25,000	
5.	AUTOMOBILE LIABILITY	X		(J)	(K)	(L)	COMBINED SINGLE LIMIT (Ea accident)	\$(M) 1,000,000
	X ANY AUTO						BODILY INJURY (Per person)	\$
	ALL OWNED AUTOS						BODILY INJURY (Per accident)	\$
	SCHEDULED AUTOS						PROPERTY DAMAGE (Per accident)	\$
	HIRED AUTOS							\$
	NON-OWNED AUTOS						DEDUCTIBLE MAXIMUM	\$ 25,000
6.	WORKER'S COMPENSATION AND EMPLOYERS' LIABILITY	Y/N	N/A				WC STATUTORY LIMITS	\$
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)						E.L. EACH ACCIDENT	\$
	describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - E.A. EMPLOYEE	\$
							E.L. DISEASE - POLICY LIMIT	\$
7.	PROFESSIONAL LIABILITY			(N)	(O)	(P)	AGGREGATE	\$(Q) 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

8. CBE NO. 606117-22; BETTERMENT COMMUNITY.

**9. CERTIFICATE HOLDER****CANCELLATION**

CLARK COUNTY, NEVADA  
C/O PURCHASING AND CONTRACTS DIVISION  
GOVERNMENT CENTER, FOURTH FLOOR  
500 S. GRAND CENTRAL PARKWAY  
P.O. BOX 551217  
LAS VEGAS, NV 89155-1217

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

**10. AUTHORIZED REPRESENTATIVE**

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ACORD 25 (2010/05)

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POLICY NUMBER: \_\_\_\_\_

COMMERCIAL GENERAL AND AUTOMOBILE LIABILITY

CBE NUMBER AND CONTRACT NAME:

**THIS ENDORSEMENT CHANGED THE POLICY. PLEASE READ IT CAREFULLY**  
**ADDITIONAL INSURED – DESIGNATED PERSON OR ORGANIZATION**

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY AND AUTOMOBILE LIABILITY COVERAGE PART.

**SCHEDULE**

Name of Person or Organization:

CLARK COUNTY, NEVADA  
C/O PURCHASING & CONTRACTS DIVISION  
500 S. GRAND CENTRAL PKWY 4<sup>TH</sup> FL  
PO BOX 551217  
LAS VEGAS, NEVADA 89155-1217

(If no entry appears above, information required to complete this endorsement will be shown in the Declarations as applicable to this endorsement.)

WHO IS AN INSURED (Section II) is amended to include as an insured the person or organization shown in the Schedule as an insured but only with respect to liability arising out of your operations or premises owned by or rented to you.

CLARK COUNTY, NEVADA, ITS OFFICERS, EMPLOYEES AND VOLUNTEERS ARE INSURED WITH RESPECT TO LIABILITY ARISING OUT OF THE ACTIVITIES BY OR ON BEHALF OF THE NAMED INSURED IN CONNECTION WITH THIS PROJECT.