



Prospectus

THE VILLAGE AT THE WOMEN AND CHILDREN'S CAMPUS A Transitional Living Program - Las Vegas, Nevada

Introduction. After undergoing detoxification from addictive drugs, and a treatment program for a substance abuse disorder that is often co-occurring with mental health issues, many women who have children require continued assistance in their efforts to regain economic self-sufficiency and independence.

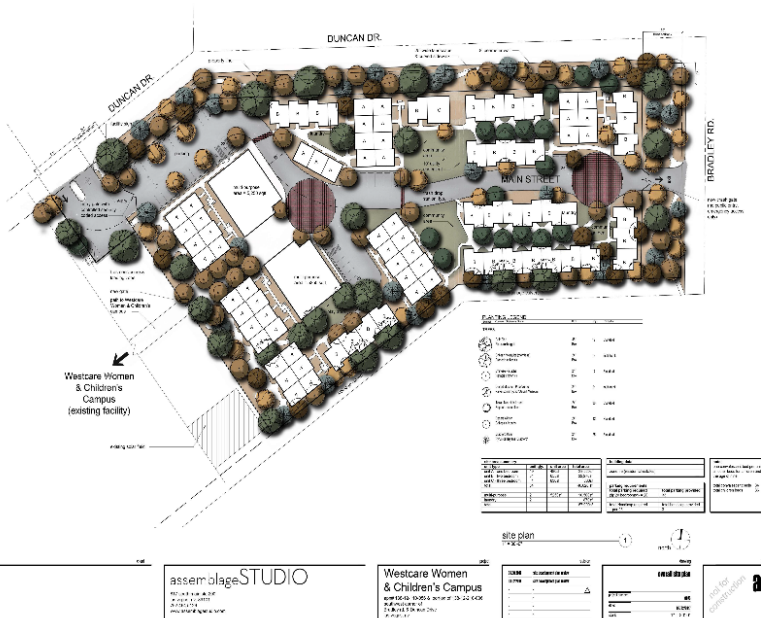


Figure 1: The Village at Women and Children's Campus

Transitional housing, often referred to as **sober living**, is the next step in transitioning from a treatment program to society. Transitional housing is intended for women and their children who are in recovery and require further assistance before living independently on their own.

For many recovering women, **homelessness** is a major concern. Addiction, mental illness and other crises are often to blame for the **financial instability** that leads to homelessness. A recovering woman may have a home to go to, but if

there are other addicted individuals living in the home, recovery can quickly be derailed, and **relapse** may occur. **Transitional housing provides a safe and stable** environment for women in recovery to continue working toward independence while their **children live** in nurturing surroundings.

WestCare recognized that its current **continuum of care** for women with children needed a large transitional living program. We identified a future site on our **currently owned treatment campus** in **Las Vegas**. Important tasks of rezoning, entitlement and **City approval** have been completed. A **capital effort** is now underway to secure adequate funding to break ground. Other public and private grant and contract funding will continue to support **operations and programmatic enhancements** for the women and their children. New transitional living cottages comprise The Village on the Women and Children's Campus. This will **allow expansion** of current services for women with children in need of **safe shelter, case management and a host of wraparound services**.



Figure 2: Playground for Children at WestCare Nevada Women and Children's Campus

Background. A new transitional housing program at 5659 Duncan Avenue in Las Vegas, **The Village at the WestCare Nevada Women and Children's Campus** will provide cottages for **87 women and their children** to move to economic and emotional self-sufficiency. The project will construct a **57,999 square foot Village** (cottages and common outdoor areas) on a 5-acre portion of the existing Campus. Women will have one or more children in residence with them (no older than age 9) for a **maximum length of stay of 18 months**, although women may transition to permanent housing sooner. An average **stay of 90 days** is usually expected, but support is provided based on the need of each woman and their challenges. Women will continue to work with a case manager with support instead of being discharged to **uncertain lodging** where recidivism to criminal justice, jail, drug abuse and homelessness may result. Capacity at the current campus will **triple**, allowing women in recovery from WestCare as well as other program locations to reside with their children.



Figure 3: The cottages at The Village

Specialized and licensed staff with experience caring for women and their children from backgrounds of co-occurring disorders of mental illness and addiction will provide a **coordinated system of care** with an emphasis on job skill development, personal inventory evaluation, life- long recovery and a life after treatment (re-entry) including **finding and keeping permanent housing** for themselves and their minor children. Added **economic development, community engagement and service** occur in the community when women recover and become **tax paying, productive citizens rather tax burdens**. Without treatment and transitional housing, there are rising costs to society due to skyrocketing emergency room/hospital costs, intensive treatment needs, arrests, criminal justice involvement and incarceration costs and homelessness. Higher risk challenges present for **children of substance abusers** who may suffer school dropout and the repeated **cycle** of substance abuse and violence.



The Village will be a master planned community with structures one (1) story in height in respect to the context of the surrounding neighborhood. It will include a “Main Street” that runs throughout the middle of the site which begins with a playground and outside area that culminates with a circular open space at the Bradley Road edge of the site. The Village will include two multipurpose rooms, six community gardens for residents, four children’s play areas, advanced solar energy technologies and one vehicular ingress/egress at the Duncan Avenue frontage with a fire department crash gate at the Bradley Road frontage. Landscaping will include desert prairie architectural features blended with humanistic scaled courtyards and children’s play areas. An intense landscaped buffer with meandering walkways will be sited along the Duncan Avenue and Bradley Road frontages to match existing meandering sidewalks at adjacent developments in the neighborhood.

Mission statement. WestCare’s mission is to **empower everyone** with whom we come into contact to engage in a process of **healing, growth and change** benefitting themselves, their families, co-workers and communities.

WestCare’s vision involves devoting its best collective and individual efforts toward **“Uplifting the Human Spirit”** by

consistently improving, expanding and strengthening the quality, efficacy and cost effectiveness of everything we do in building for the future. Our vision for building **the Village** at the **Women and Children’s Campus** is to create transitional housing for women with children in recovery where they may reside in **safe, stable and nurturing living environments** while they continue to seek more permanent and longer term situations, considering their needs for support as they face challenges in life long recovery.

Brief history of the organization. WestCare Foundation, Inc. (WestCare), a 501c3 non-profit organization founded in 1973 and headquartered in Henderson, Nevada, operates more than **100 programs and serves more than 50,000 children, adults and families annually in 19 states** (including Nevada) and **three (3) US Territories** (Pacific Islands, US Virgin Islands and Puerto Rico).

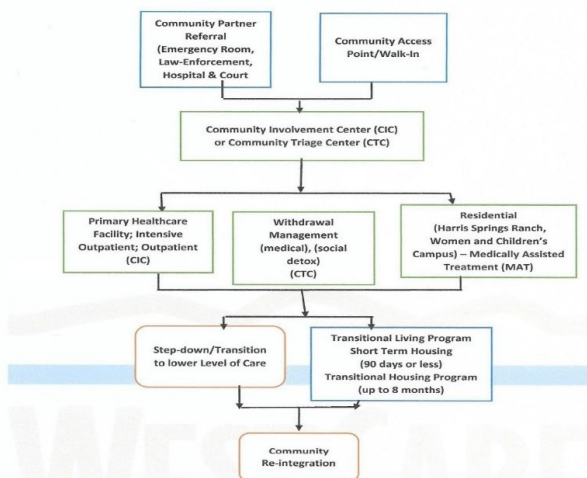


Figure 4: WestCare NV Continuum of Care

WestCare Nevada, Inc. (WC-NV), an independent 501(c)(3) non-profit organization established in 1973, provides comprehensive substance abuse treatment throughout the State of Nevada, and in Clark County (Las Vegas). Headquartered in Clark County, WC-NV specializes in providing state-of-the-art, evidenced-based services to **children, youth, adults and families** in urban and rural Nevada. **Homeless individuals, veterans, women (many with children), individuals with substance use disorders and mental health issues, adults involved in the criminal justice system and individuals with HIV or AIDS** are just some of the vulnerable populations that WC-NV serves daily.



WC-NV operates a **51-bed Community Triage Center in Las Vegas**, a **56-bed adult male residential facility (Harris Springs Ranch)**, a **59-bed adult female residential facility (Women and Children's Campus: two women's shelter programs, and 30-bed women's transitional program)**, a **transitional facility (4th Street Transitional)**, three **Community Involvement Centers** including sites in Las Vegas, Pahrump, and Tonopah. WC-NV also has a **veterans housing program in Reno, Nevada**. WC-NV provides a comprehensive, seamless continuum of care for women with children and others. WC-NV maintains accreditations with the Commission on Accreditation of Rehabilitation Facilities (CARF International). WC-NV has over 40 years of experience incorporating cognitive behavioral therapies and evidence-based substance abuse treatment practices.

What we do and who we serve. WestCare provides a wide array of services and programs to women of all races, ages, ethnicities, sexual orientations and diverse economic and educational backgrounds. Women are **pregnant and/or parenting with children up to age nine (9)** who enter treatment and may have been **homeless**, with **substance abuse** and **mental health** problems. Women have a host of additional problems including diverse **health challenges**, **criminal justice** involvement, release from incarceration and backgrounds of **exposure to violence**, incest, physical and sexual **abuse**, sexual and **human trafficking**, **prostitution** and other issues. Women living with **HIV/AIDS** are part of our community.

The agency will **pre-screen** all women for appropriate treatment options and placement in the continuum of care. Standard tools and instruments are used; women may be assisted with application for **Medicaid** and other benefits. More in-depth **screening and assessment** then occurs if a woman screens positive for a substance use disorder to determine level of severity, impact on daily living functioning and course of treatment. Additional tools determine **mental health** disorders. A **brief intervention** is then carried out by a Certified Nursing Assistant (CNA) or by a certified Detoxification Technician. This includes multiple sessions of **motivational discussion** focused on increasing the woman's insight and awareness regarding substance misuse and their motivation toward **behavioral change**. An **individualized treatment plan** is then developed for the woman, including a plan to address the needs of parents and their children. **Case managers** are assigned.

Residential treatment is then available at our **59-bed Women and Children's Campus, the only residential treatment facility for pregnant and parenting women with substance abuse and co-occurring mental health issues in Nevada** that also allows **mothers to reside with their children** who receive **childcare**, family health and supportive services. **Family reunification services** occur in conjunction with *Child Protective Services* and *Clark County Family Court*. We also provide **medically assisted treatment (MAT) for opioid detox treatment** within our facility, as well as the **Healthy Families** program providing **transportation** for women and children. The principal approach used in our programs is a **therapeutic community, cognitive behavioral model**.

Services are **gender specific, trauma-informed** for women, highly structured and designed to assist women who are pregnant and/or parenting their children. A **parenting component** assists women in learning how to effectively parent and form **healthy, loving bonds** with their children. While mothers participate in treatment services, children in residence attend a **fully equipped, on-site learning center**. Our philosophy is to provide as many needed services within the treatment milieu. Mothers have the comfort of knowing that their children are being cared for by well-trained caring staff just down the hall. A Child Development Specialist provides assessment and intervention services to the children. A medical physician provides all required healthcare services. Photos follow and help to describe the facilities offered and services women find.



Accomplishments. The Women and Children's Campus and its related program services for **recovering women and their children have boasted many accomplishments** and huge outcomes since its founding. **More than 300 women and their children** were served at the Campus in 2018-19 in the Healthy Families Program, the Veteran's Administration Shelter, the Safe Haven Program and Serenity House. For example, during the most recent 2018-2019 time period, consider the following:

- 80% of women have **secured stable housing** after 90 days in the program
- 75% of women have **increased their income** with employment, and benefits such as TANF and Social Security after 90 days in the program
- 75% of women **remain sober** and stay compliant with outpatient treatment throughout their stay in the program
- **At the end of 2019**, 92% of women **graduated** the program, obtaining **stable housing**, **increasing their income** (75%), **decreasing mental health problems** (100%) and **maintaining sobriety** (83%).
- **At the end of 2019, the Healthy Families Program** in the Women and Children's Campus served 65 women with **18 families reunified**. There were ten (10) **healthy births** and 13 pregnancies with healthy **pre-natal care**.
- **Thirty (30) transitional housing beds** were established at the Women and Children's Campus with these successful outcomes above; we can only imagine **the overall impact that The Village at the Women and Children's Campus will have** with more transitional beds and longer stays!

Return on Investment/Cost to Society. Donors, government representatives and community residents understand the value and **return on investment** of treatment and housing for recovering women with children given the spiraling costs to society. Treatment and prevention costs at WestCare programs save the tax- payer between **\$2-8 for every dollar invested [1]** to avoid the deeper end costs of incarceration, homelessness, foster care, emergency room/hospital and health care costs, crime, violence and drugs.

As a result of WestCare's awareness of **the need to save costs and lives** by providing treatment and **transitional housing** to vulnerable women and their children facing enormous challenges, there is an extreme urgency by the Nevada staff and leadership, and by WestCare Chief Executive Officers led by **Richard Steinberg, our President/CEO** to move forward at as reasonable a speed as possible to gain **support for this project**.

Goals of Strategic Initiative and their Outcomes. **Goals, and related outcomes for each goal** establishing **The Village** at Women and Children's Campus, are delineated in **Table 2** on the following page in the areas of **construction, operations, fundraising** and **community support**.

Programmatic Components - Transitional Housing. For those women who successfully complete WestCare's residential or outpatient programs, WestCare Nevada currently offers up to 90 days in short term **transitional housing** located within two wings of the Women and Children's Campus. Transitional Living Program is a modified therapeutic community. Program goals are related to **maintaining sobriety** and addressing mental health needs. Goals include permanent housing, employment, education, medical care and other areas the client finds imperative to **healthy, sustainable, and independent living**.

[1] McVay, D., Schifaldi, V. & Ziedenberg, J. (2004). Treatment of Incarceration? National and State Findings on the Efficacy and Cost Savings of Drug Treatment versus Imprisonment. Justice Policy Institute, Washington, DC



With the addition of the **Village at the Women and Children's Campus**, an additional 87 women and their children from WestCare programs and other community-based programs or referrals of similar women will be able to receive placement in longer term transitional housing for up to 18 months.

Employment. Women who obtain employment at the Village will contribute pro-rated, sliding scale rent during their stay. Women who enter the short-term transitional living program do so for free.

Table 2: Strategic Plan with goals and objectives

#	Goal	Outcome	Goal Area
1	Establish the Village at Women and Children's Campus transitional living program (TLP)	Break ground on the 87 cottages for women and their children with support services by October 2021 , and related common areas, as pictured in the rendering on page 1 and in Figures 1-4.	Construction
2	Implement full TLP for 87 women and their children with support staff, supplies, activities, and women and their children in residence	Obtain grant funding to support operations, identify graduates of WestCare in recovery and similar candidates from the community, hire staff, write procedures and implement program by January 2022.	Operations
3	Provide transitional housing for 87 women and their children at a time with positive program outcomes	At least 87 women will obtain self-sufficiency, housing vouchers, more permanent housing and employment while residing in the Village and remaining sober and drug free . They will reside in a safe, stable and nurturing environment for up to 18 months or less, depending on their needs. On a case by case basis, they will pay rent when they are able and save money for their upcoming re-entry to the community (first and last month's rent deposit, etc.) Up to an average of 87 children at any given time will improve their health , reach their appropriate developmental age , receive childcare and education from Child Development Specialists or in the community, and benefit from the improved parenting skills of their mothers while bonding with them in transitional living housing.	Operations
4	Raise \$12 million to construct the Village and common areas	Identify private donors and benefactors, public/private partnerships, naming opportunities and conduct a development effort that will raise needed funding to construct and furnish the Village by October, 2021	Fundraising
5	Gain full and exuberant support from key segments of the community for the project and maintain ways to involve them beyond sole donation of dollars	Local representatives , City and State officials, gaming executives, Chamber of Commerce members, non-profit leaders, neighborhood associations, prominent residents, sports and entertainment figures and general community residents and business/company workers will have defined roles and testimonials in project activities, fundraising events and continuing roles in the support of the Village (i.e., business leaders providing job opportunities for women; child care agencies providing support for children placement)	Community Support



Support Services: Just as in residential treatment, clients in transitional housing are assigned a **case manager** to facilitate linkages to services in the community and supportive services within WestCare such as group and individual counseling as needed. Women have a **clothing store** where they can **“shop” for free** for clothes to assist them in **job interviews**, visits with family and **court** and medical appointments. **Children’s Services and Care:** A **learning center** offers children support and services, and free “learning and play” time so that women can have time for themselves and for treatment while their **children reach their appropriate health, emotional, cognitive and physical developmental stages.**

Summary. The establishment of **87 cottages** to **house recovering women and their children** at **The Village** at Women and Children’s Campus is the **missing piece in the continuum of care** at WestCare that urgently needs support from like-minded, caring donors. Research shows that **women do much better** in residential treatment when they can bring their children with them [2]. This saves a great toll on the **foster care system and costs**, child and mother **self-esteem**, and disruption of the family dynamic leading to the **repeated cycle of abuse**. While it is possible to obtain state, local and federal government funding for program operations, **private/public partnership support** is needed for the construction of The Village. With transitional housing available, women’s recovery and continuing positive child growth can succeed in a safe and stable environment; one of the chief reasons for recidivism and **failure in recovery** is a **lack of housing and employment** for clients once they complete treatment. With the building of The Village, women will gain excellent parenting skills, jobs and permanent housing, **leading themselves and their children to quality lives.**

Governance issues. Initial hurdles to establishing a large, integrated transitional housing program have been overcome, clearing the way to breaking ground. **City approval** has been approved for WestCare. This will allow necessary **licensing** to move forward. While the **“Not In My Backyard (NIMBY)”** mentality of neighbors that often opposes new drug treatment facilities can be problematic, in the case of The Village, WestCare experience has paved the way. We do this by **listening to the community** and making design accommodations where required so that women will blend into the neighborhood and show themselves as productive members of the community. **Education** of leading citizens often assists in paving the way, addressing their concerns and fears.

In November 2019, a new ordinance was passed making it **illegal for the homeless to sleep on the street**. Misdemeanors punishable by up to six months in jail and a \$1000 fine will be levied. This type of **controversial legislation** has been opposed by Presidential candidates and other state circuit courts as “unconstitutional.[3]” Faith-based leaders have characterized the new law as “criminalizing the homeless.” Pressure, however, is on Las Vegas Mayor Carolyn Goodman to deal with complaints about homelessness. **Since the legislation is “aimed at getting the City’s homeless population off the streets and connected with services,[4]” WestCare’s large transitional housing project is a timely idea whose fruition provides a pro-active solution. WestCare and its supporters will provide a great alternative to shelter living for the homeless women and their children in recovery.**

[2] Center for Substance Abuse Treatment. Substance Abuse Treatment: Addressing the Specific Needs of Women. Rockville (MD): Substance Abuse and Mental Health Services Administration (US); 2009. (Treatment Improvement Protocol (TIP) Series, No. 51.) Chapter 7: Substance Abuse Treatment for Women. Available from: <https://www.ncbi.nlm.nih.gov/books/NBK83257/>

[3] **The Guardian** (November 2019), Las Vegas bans homeless people from sleeping on the street.

[4] **The Washington Post** (November 7, 2019), Las Vegas bans the homeless from sleeping on some streets. Critics call it a “war on the poor.”