

# 2024 | RECOVERY PLAN PERFORMANCE REPORT



**City of Henderson**

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State and Local Fiscal Recovery

City of Henderson

## **Recovery Plan**

### **State and Local Fiscal Recovery Funds**

2024 Performance Report

# City of Henderson

## 2024 Recovery Plan Performance Report

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# Executive Summary

This report provides the City of Henderson’s (COH) update to its plan for the use of State and Local Fiscal Recovery Funds (SLFRF). Funds were awarded in response to the pandemic. As the City anticipates the winddown of this funding, it continues to maintain focus on the original intent of the funds while aligning to the City’s mission of **“providing services and resources that enhance the quality of life for those who live, learn, work, and play in Henderson”**.

During the reporting period of **July 1, 2023, to June 30, 2024**, the City continued to comply with funding terms and conditions. Quarterly reports were successfully submitted to the [US Department of Treasury](#) in accordance with the reporting schedule. As of June 30, 2024, **\$33,381,119.55** of the City’s SLFRF funds have been expended, with some projects closed and others nearing completion. City leadership diligently continues to monitor SLFRF activities and spending, ensuring a successful transition for continuity for those projects that address the needs and improve the economic and public health outcomes of all its city residents.

## Highlights

Figure 1 below provides some significant milestones that have occurred since the start of the outbreak in March 2020.

Figure 1: Timeline of Some Significant Milestones



## Regional Identity<sup>2,3</sup>

The City of Henderson is located in Clark County, Nevada. Incorporated in 1953, Henderson covers nearly 118.5 square miles. Henderson occupies the southern rim of the Las Vegas Valley stretching east of Boulder Highway to just east of Interstate 15. Features include level desert, access to the Colorado River, Lake Mead, and Sloan Canyon National Conservation area, along with Black Mountain and the Colorado River and McCullough Mountains.

According to the United States Census Population Estimates for July 1, 2023, approximately 337,305 individuals call Henderson home.<sup>3</sup> About one third of the City's racial makeup are from minority groups; with the two largest being Hispanic at 19.1% and Asian at 9.3%. A little over half of the population, or 53.7%, are between the ages of 18 and 65; while 20% of Henderson residents are 65 years and older. A little over 8% of Henderson residents live in poverty.

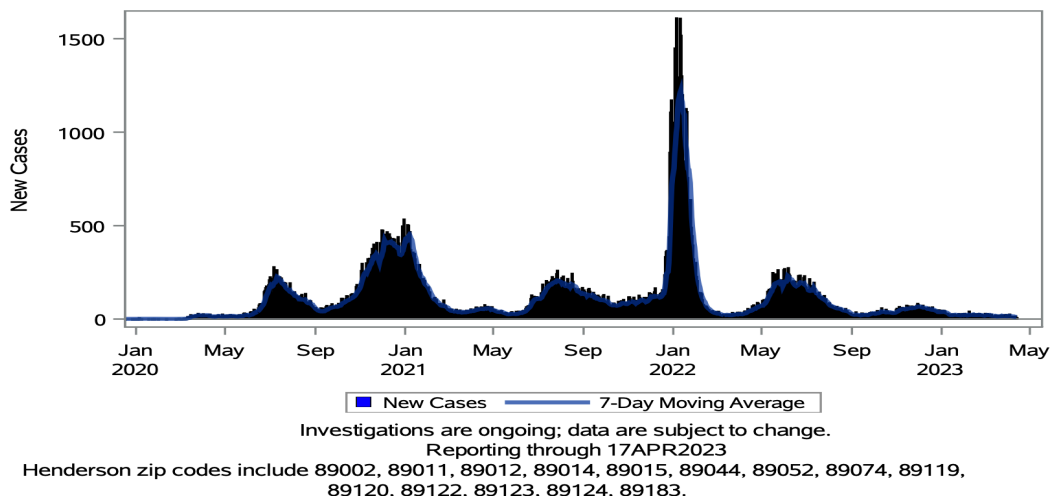
## Henderson Facilities<sup>2</sup>

Henderson boasts a nationally acclaimed parks and recreation system. As part of the fifth largest school district in the nation (the Clark County School District), the City of Henderson has 28 elementary, seven middle, and six public high schools within its boundary. There are also 20 charter and 12 private schools, and a number of colleges and universities. Residents have access to five public libraries, one museum, and numerous places of worship representing many denominations.

## COVID-19 Snapshot<sup>4</sup>

The Southern Nevada Health District (SNHD) continued to host a COVID-19 [dashboard](#). However, SNHD did not post weekly city reports beyond April 2023. All prior reports were archived. Figure 2 below shows the 7-day moving average of positive COVID-19 cases from January 2020 to April 2023; with the most significant spike occurring in early 2022.

*Figure 2. COVID-19 Cases for Henderson, 7-Day Moving Average (2020 to 2023)*



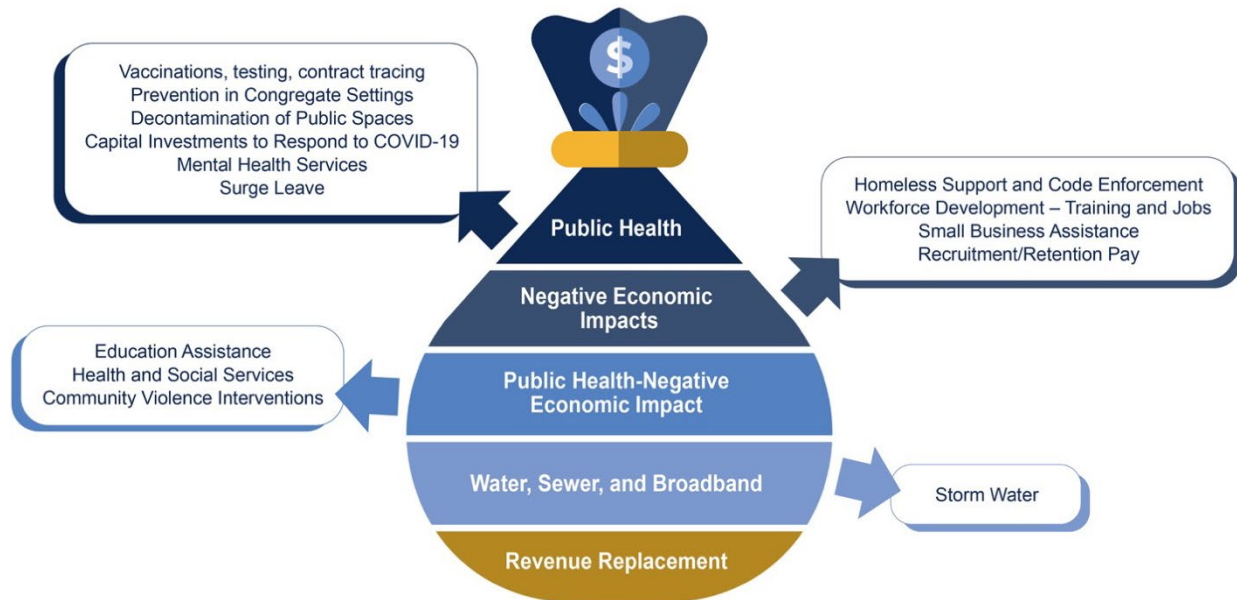
The SNHD dashboard still provides COVID-19 surveillance data and metrics for Clark County, which includes Henderson. As of May 2024, the county's situation appeared positive. The 7-day average of daily cases per 100,000 residents remained low, between 4 and 13. Similarly, hospitalizations and deaths per day were minimal, ranging from 2-9 and 0-1, respectively.

Despite these encouraging trends, Henderson remains cautious. The City is committed to addressing the ongoing economic and public health impacts of COVID-19, particularly for residents disproportionately affected. This commitment extends to all residents, ensuring everyone's well-being is considered in recovery plans.

## Use of Funds

Since March of 2021, as a SLFRF recipient, the City of Henderson has spent funding on projects related to one of four major categories: Public Health/Negative Economic Impacts, Premium Pay, Revenue Loss, and Investments in Water, Sewer, and Broadband. Figure 3 displays the subcategories that are part of the City's Recovery Plan.

Figure 3. COH SLFRF Funding Priorities



As the fourth funding year draws to a close, most projects neared completion or were finalized. However, a few hurdles emerged:

- The validation of the Liquid Chromatography-Mass Spectrometry (LC/MS) equipment encountered technical delays. Completion is still anticipated by year-end.
- The City's contract with HELP of Southern Nevada for homeless outreach services was terminated. Fortunately, contracting with the Salvation Army for similar services is underway.

Additionally, the county experienced a tragedy on December 6, 2023, when a mass shooting incident occurred on the campus of the University of Nevada, Las Vegas (UNLV).<sup>5</sup> The Mental Health and Wellness Manager provided crisis intervention support at four City recreation centers and at City Hall.

## A. Public Health (EC 1)

### Vaccination and Testing (NO UPDATE, PROJECT CLOSED)

The City of Henderson continued to follow Federal guidelines regarding vaccination and testing; however, by mid-year in 2022 the City began to wind down the vaccine program. By the fourth quarter of the year the program was suspended, although program personnel were ready to mobilize had there been any uptick in cases. By early 2023, the project was officially closed.

For most of 2022, COVID-19 testing was still available at specific locations. At-home rapid tests were made available to residents and could be easily accessed at sites such as the City Hall drive through. By first quarter of 2023, the project was closed, and unspent funds were reassigned.

### Contact Tracing (NO UPDATE, PROJECT CLOSED)

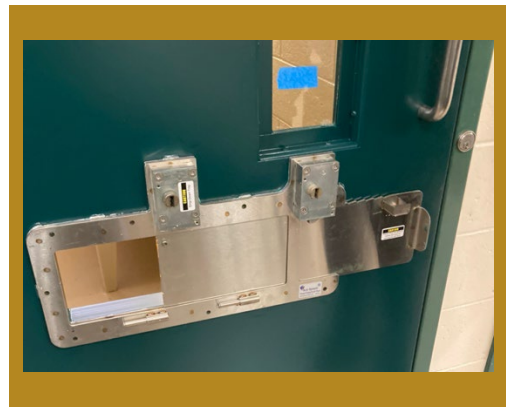
As the volume of COVID-19 cases began to significantly decrease in the summer of 2022, automations were in place to handle cases as they came in. The City of Henderson then began working on a transition plan as the program was phased out. As processes became fully automated, the COVID-19 Coordinator positions were eliminated. By first quarter of 2023, the project concluded.

### Prevention in Congregate Settings

The "Prevention in Congregate Settings" category within SLFRF offered flexibility in funding. It allowed resources to be directed towards adaptations that improved safety within congregate settings like correctional facilities.

The KeyWatch system (key tracking) project was completed in 2023 after the purchase and installation in the Inspirada Police Station.

The food flaps project aimed to limit the spread of contagious diseases like COVID-19 and the flu by reducing face-to-face interactions during meal delivery. This also improved officer safety by minimizing physical contact with detainees through the use of food flaps. With three meals served daily, the food flaps project translates to roughly 102,930 fewer face-to-face interactions with detainees each year. This project addresses the health needs of populations most affected by incarceration by reducing opportunities for disease transmission through minimized officer-inmate interactions. As of June 30, 2024, the project has been completed with 85 food flaps installed at the Henderson Detention Center.



### DECONTAMINATION OF PUBLIC SPACES (NO UPDATE, PROJECT CLOSED)

The City deep cleaned and decontaminated work areas even as COVID-19 transmission rates declined. The project closed as of June 30, 2023.

## Capital Investments to Respond to COVID-19

The City continued to make physical modifications to public spaces. During the reporting period, touchless water fountains were installed at Weston Hills and Madeira Canyon Parks. The citywide Space Needs Study update was received, informing future improvements. Additionally, furniture has been ordered to modernize training rooms at Green Valley, Legacy, and Silver Springs facilities by adding touchless fixtures.

## Mental Health Services

The City of Henderson continues to address the mental health crisis for its constituents (employees, residents, and community members) by strategically building upon the successful implementation of the various mental health services projects funded in part by SLFRF. Projects that fall under the Mental Health Services umbrella include two funded positions (Mental Health & Wellness Manager and Wellness Center Administrative staff), creation and facilitation of mental health services (i.e. Vitanya), and trainings (i.e. safeTALK) and provision to expand access to mental health and substance abuse providers.

During the reporting period, mental health training and facilitation has broadened. The Wellness Plan, Lifeline (peer support) and Wellness Program, provide an overview and comprehensive guidance for the overall mental health and wellness of the City. Funds continue to be utilized to support the five domains of wellness and goals related to all the areas, with a particular focus on mental health wellness and suicide prevention. Wellness committee meetings have been held monthly.

The Mental Health & Wellness Manager is a project lead and provides oversight at the Wellness Center (city employees). Mental health, suicide stigma, and overall wellness are the areas of focus for the Mental Health & Wellness Manager. The Mental Health & Wellness Manager has met with 2,433 employees in micro and macro settings including trainings, 1:1 meeting for direct referrals, and critical incident management meetings. Additionally, this position has presented wellness materials, made contact, facilitated wellness and mental health summits, and provided crisis intervention and referrals during this last year.

The Wellness Center Administrative Staff member is an integral function for the Wellness Center. The position assists the Mental Health & Wellness Manager with all initiatives that serve employees and the community. Major duties include:

- Assistance in facilitation of summits, wellness events, and training.
- Ensuring proper management of suicide alertness surveys and documentation, as well as provision of 988 suicide cards.
- Wellness Committee meetings and oversight.
- Organizing, collecting, and inputting data.
- Maintains regular communication with established external agencies and third-party contractors.
- Facilitating the SharePoint page (accessed by employees for information on suicide, mental health resources, addictions, and other wellness tools). Ensures the physical print and SharePoint mental health and suicide stigma flyers are up-

to-date and stocked across City buildings such as Parks and Recreation facilities, police stations, and City Hall.

The table below provides a summary of the service numbers by month from July 2023 through June 2024.

*Table 1. Total Individuals Served During Reporting Period*

Type of Service Month	Psychoeducational Resource	Direct Referral	Required MH Assessment	CISM
July 2023	175	22	0	25
August 2023	252	16	0	0
September 2023	283	9	0	11
October 2023	310	16	0	0
November 2023	267	11	0	17
December 2023	95	11	0	56
January 2024	273	5	0	4
February 2024	82	8	0	0
March 2024	85	6	0	2
April 2024	58	6	0	2
May 2024	1010	9	0	0
June 2024	211	14	0	26
<b>TOTAL</b>	<b>3101</b>	<b>133</b>	<b>0</b>	<b>143</b>

Suicide is the second leading cause of death for ages 8-17, 18-24, and 25-44.<sup>6</sup> According to the CDC more people died in Nevada by suicide than homicides or transportation deaths combined in 2020.<sup>6</sup> Suicide impacts public safety members as well; these employees are more likely to die by suicide than in the line of duty.<sup>7</sup> Suicide training is gaining momentum as funding has been used to internally train employees to service internally and externally. Suicide alertness training has been occurring 1-3 times monthly for City employees in all sectors and a trained volunteer is secured. Applied Suicide Intervention Skills Training (ASIST) has been offered consistently. Five hundred and seventy-five (575) suicide awareness cards with the 988 hotline have been passed out to employees and community members. Suicide information/hotline cards (developed by the City) are available to the public at all recreation centers.

The Mental Health & Wellness Manager works with all departments, including Municipal Court, Police, Fire, Community Development, and Park & Recreation. These departments serve some of the most vulnerable members of the community. These departments have received training related to suicide stigma alertness, particularly Police, Fire, and Parks & Recreation. COH employees trained in safeTALK (96% of Police, 81% of Fire) service the community every day and are equipped to recognize signs of suicide and ensure the community members are connected to the necessary resources. Utilities has begun training their entire department in suicide alertness (safeTALK) with some members trained in ASIST. This department deals with distressed residents as they handle water conservation, water shut off, and other problems community members may face. The Utilities Call Center has seen an increase

in emotionally upset residents and sometimes hear suicidal threats over the phone when someone's water is in danger of being shut off.

Additionally, the Mental Health & Wellness Manager has begun to work with Education Initiatives Department to engage Henderson schools in the suicide alertness programming as well as the City of Henderson's youth enrichment programs.

The Peer Support Team for the Police and Fire Departments has expanded over the course of the year. The Peer Support Team is growing and consists of 46 individuals in the City's Police and Fire Departments with a best practice goal of accounting for 10% of the department. The Mental Health & Wellness Manager and the Public Safety Peer Support Team provides training focused on self-care to bring optimal focus at work as well as training that applies internally and externally to mental health. The Mental Health and Wellness Team, including Peer Support Officer and Fire Engineer, have responded to critical incidents within the city for the City's public safety departments as well as the University of Nevada, Las Vegas mass shooting. The therapy and facility dog also responded to those impacted within the department, as well as the neighboring public safety entities impacted by the school shooting. The community and employees were deeply impacted by this event.

During this past year 200 critical incident wellness information cards have been passed out to employees and community members. Alpha Stims are being used by those experiencing traumatic stress symptoms. The City of Henderson has 13 Alpha Stims (3 for civilian use). The manager is managing the usage of the tools and the wellness of these individuals with the team. Alpha Stims continue to be utilized following critical incidents across departments in the city. Three of the Alpha Stims have permanent locations for the City's 911 dispatch workers, animal control, and police records department as these individuals are constantly working with the community in crisis or are a part of the process in helping the community. Engagement in wellness activities during lunch has increased evidenced by attendance to wellness summits focusing on the five domains.

The Mental Health & Wellness Manager has developed a program with external clinicians to assist public safety members with mandated mental health check ins. An application to track the mental health and critical incidents of first responder's provider has been established and is in the contractual phase. The application is for first responders and their families and will connect with the CAD system to alert the peer team to critical incidents, as well as provide resources and mental health self-assessments for first responders.

Vitanya provides an evidence-based six-month program for public safety employees that supports improved brain performance, fitness and wellness by focusing on key areas such as reduction in trauma, stress, and anxiety, increasing stress resiliency, and improvement in sleep. During the reporting period all available slots were filled and there continued to be a waiting list. Data has demonstrated increased focus, better

sleep, and a reduction in stress symptoms experienced by COH's fire and police officers exposed to the most critical events.

The Mental Health & Wellness Manager has engaged community partners such as mental health professionals, nutritionists, non-profit organizations (i.e. Alzheimer's Association, Chaplain programs, local religious leaders when needed, etc.), and third-party contractors that specialize in specific programs (Suicide Alertness, CISM training, Vitanya) and training. These partners assist in training and providing services to the Henderson community. External community connections and resources are utilized for employees and their family members in the areas of specialty needed (Alzheimer's Association, FEAT, Nevada PEP, Autism Coalition, UNLV, Nevada State College, Vegas Resiliency, etc.). Relationships with other public safety entities have also been established to ensure the well-being of Southern Nevada residents.

Success of the projects is evident as goals set forth by the City are exceeding expectations and number of individuals served is increasing. During the first quarter in the year clinicians responded to two events in which an employee was demonstrating suicidal thoughts, both employees were able to be successfully connected with the appropriate mental health resources. Projects will continue to build on this success to proactively assist employees and community members. The Mental Health & Wellness Manager will continue to ensure best practice, innovation, internal training, trained clinical advisement, and peer support are at the forefront of implementation to continue building upon this success.

Several trainings and services being provided by SLFRF funding will continue when the funding ends as the City has factored in sustainability throughout the planning and implementation process. For example, Alpha Stims have warranties and train-the-trainer suicide programming will allow trainings to continue with minimal cost.

#### Access to Mental Health and Substance Abuse Services (OUT OF NETWORK COPAYS)

This project supports the mental health of the City's employees, including first responders, by increasing access to mental health resources outside of the traditional health insurance network of contracted providers and providers that an employee can see under the employer's Employee Assistance Program (EAP). The COH's strategy has been to increase mental health and wellness by removing as many existing traditional barriers to seeking mental health treatment as possible. Two significant barriers are cost of treatment, and timely access to qualified mental health providers. This project addresses both by providing financial support for mental health treatment that wouldn't otherwise exist for services being rendered by a non-insurance provider and giving employees the ability to elect to utilize a mental health provider that can see them sooner, rather than possibly waiting months for an initial patient appointment with a provider that is in the insurance network.

Most plan participants would typically have separate and higher cost out-of-network deductible, and lower health plan co-insurance associated with utilizing out-of-network providers. However, this project instituted a flat \$150.00 maximum reimbursement fee

per out-of-network office visit, with all deductibles being waived for Preferred Provider Organization (PPO) plan participants, and only the standard in-network deductible being applied to participants enrolled in the Consumer Driven Health Plan (CDHP).

The goals of this project are to:

1. Increase the number of unique member reimbursements (or having claims paid direct to their out-of-network provider that bills insurance) year over year.
2. Reduce out-of-pocket cost to health plan participants who were utilizing out-of-network providers in the prior year.

This benefit is applied equitably to all health plan participants across each health plan option and creates greater access to timely mental health and substance abuse services for all health plan participants regardless of socioeconomic status or race. This project has created greater utilization of mental health and substance abuse services for City's public safety employees and retirees. In addition to the generalized stigma surrounding seeking mental health treatment, this particular subset of the employee population faces an additional barrier to seeking mental health treatment. This barrier consists of lack of availability of culturally competent mental health and substance abuse providers who are trauma trained, and capable of providing care to public safety professionals who are experiencing trauma daily in their "workplace," as well as retirees covered by the City's health plan who dedicated their careers to public safety professions.

Goals of this project are being achieved through member education about the benefit, and member assistance with filing reimbursement claims. Member education occurs in the form of benefits communications mailed to participant homes, e-mail communications sent to work e-mails about the benefit, education during employee benefits orientation, and a network of employee wellness resources in the field who are educated about the benefit and provide guidance to members that approach them to discuss mental health needs. There is also a more informal means of communication of the benefit by members of the Self-Funded Health Insurance committee to those they encounter in the course of work, and in their public safety union constituencies. Member assistance with filing reimbursement claims comes directly from the City's Benefits staff.

In addition to the planned methods of education that were identified for meeting the program goals, the City of Henderson also experienced the unanticipated education method of member word-of-mouth communication to peers and dependents. Project staff frequently hear from members that they heard about this benefit from a co-worker and wanted to inquire about the requirements of the program, and how they could file a claim after being seen by an out-of-network provider.

The City continued to process these claims for office visits during the reporting timeframe. A total of 335 unique members utilized this benefit, resulting in 1,305 unique claims over the twelve months. Resulting in a total cost of approximately \$175,000 to the health plan, and an equal amount of savings to the affected members. Of these claims, 603, or 46%, were attributable to Police/Fire public safety employees or dependents. Over the year, the quarter that had the highest number of claims was Q4 –

October through December, while Q1 – January through March saw the fewest. Table 2 shows the number of member and claims paid by quarter.

*Table 2. Non-Network Therapy Claims Paid During Reporting Period*

Quarter	# Unique Members	# of Claims	# of Claims, Public Safety*
Q3: July – Sept. 2023	86	351	120
Q4: Oct. – Dec. 2023	123	447	229
Q1: Jan. – March 2024	48	173	95
Q2: April – June 2024	78	334	159
<b>Total</b>	<b>335</b>	<b>1,305</b>	<b>603</b>

\* Claims that are attributable to Police/Fire public safety employees or dependents.

#### Surge Leave (NO UPDATE, PROJECT CLOSED)

Funds were used for staff leave time for personal or family illness during the Spring of 2022. This project closed in the prior reporting year.

## B. Negative Economic Impacts (EC 2)

Henderson is still grappling with the economic fallout of the pandemic. However, the City is persevering by leveraging SLFRF funding alongside other resources to strengthen its infrastructure and services.

#### HOMELESS SUPPORT AND CODE ENFORCEMENT

Following the pandemic there was a rise in unsheltered individuals and vandalism in Henderson, especially in city parks. SLFRF funding was used to hire full-time and part-time staff to provide code enforcement and homeless supportive services. Services are provided to people experiencing homelessness regardless of race, age, ethnicity, etc. The community was engaged in this project through input from the Water Street District Business Association on nuisances attributed to unsheltered individuals.

Though there are outreach teams located in the Las Vegas Valley, the Henderson Homeless Response Team (HHRT) is the first of its kind to provide services to Henderson specifically. HHRT is a street outreach team dedicated to serving people experiencing homelessness in Henderson. The outreach team performs various services such as conducting needs assessments, coordinating intakes, ordering vital documents (birth certificates), providing bus passes, as well as placing individuals in emergency lodging.

In tandem with Parks and Recreation and the outreach team, Code Enforcement staff ensure compliance with park rules and assist in homeless outreach. Staff enforce park rules, reduce vandalism and homeless encampments, and also provide resources and a direct connection to housing services for unhoused individuals.

The goals of the project are to house unsheltered individuals through direct outreach and reduce opportunities for vandalism by proactively patrolling parks and trails with

higher incidents of vandalism. The project has been tracking the number of individuals placed into emergency lodging; the number of outreach engagements performed; and the amount of solid waste removed that is attributable to unsheltered individuals (recently started tracking).

Over the reporting period staff continued to proactively monitor parks and trail facilities for park rule violations. The team worked with unsheltered individuals and referred them to the outreach team for housing opportunities. Staff have been trained on overdose risk and continued to distribute Narcan (medication to reverse or reduce the effects of opiates) to unsheltered individuals found in parks. A utility trailer was added to the inventory to transport the team's off-road vehicle to more locations. Four ruggedized mobile data terminals were purchased for staff to take case notes and to make referrals in the field. In the second quarter of 2024, staff began assisting with the City's ongoing efforts to keep vulnerable residents safe during heat emergencies by proactively patrolling all public areas to provide water and transportation to residents who may be in distress due to near-record high temperatures. These areas include parks, trails, recreation centers, open spaces, and storm channels. The teams are supplied with water, bus passes, harm reduction kits, and in many instances are able to directly provide transportation to get residents to one of the active cooling stations around the valley or county navigation centers.

There were some vacancies during the reporting period, but as of June 30, 2024, all part-time Park Code Compliance Officer vacancies were filled. The 2023 calendar year ended with a 60% increase in cases that the team handled over the prior year. During the first six months of 2024, the team responded to 362 cases involving unsheltered individuals which were referred to the Henderson Homeless Response Team (HHRT) for housing opportunities.

The goal of the outreach project is to engage those experiencing homelessness into emergency shelter and supportive services. Project staff have been tracking the number of individuals placed in emergency shelters. Funding was sub-awarded to HELP of Southern Nevada, a local nonprofit that provides services throughout the Las Vegas Valley. HELP of Southern Nevada was subcontracted to provide emergency shelter support and staffing of the HHRT team.

During the reporting period, funding was used to expand the number of emergency lodging units and add two additional staff members to the outreach teams. HELP of Southern Nevada continued to provide emergency shelter support and staffing of HHRT; however, the City terminated their contract with HELP of Southern Nevada as of May 1, 2024. COH is in the process of contracting with the Salvation Army to provide similar services. The contract, pending Council approval, will be in effect until September 30, 2025.

## Workforce Development - Training and Jobs

The City of Henderson Center for Excellence is a partnership between the City of Henderson and College of Southern Nevada (CSN). This 25,000 square foot specialized training facility is focused on creating a high-skilled, advanced manufacturing workforce. CSN will provide instruction and curriculum developed in collaboration with industry leaders. SLFRF funding has assisted in



outfitting the center with advanced manufacturing training equipment. As of September 30, 2023, equipment was purchased and installed and the building is occupied and operating. This facility received a 2023 Green Globes Award for New Construction.

## Small Business Assistance

The City of Henderson partnered with the College of Southern Nevada (CSN) to provide support to ten small businesses wanting to expand, by offering them counseling services/technical assistance for twelve months. Known as the Henderson Small Business Assistance (HSBA) Program, this initiative was designed to support late-stage startup businesses in Henderson. Through the program, businesses collaborate with counselors to develop a customized Resiliency Work Plan that identifies their specific needs and sets goals for the year. The program then connects businesses with relevant resources, including workshops on legal matters and grant writing, opportunities to meet local leaders, and access to custom data for business optimization. A key aspect of the HSBA Program is its commitment to personalization. Each participating business receives tailored solutions based on their unique situation. This can include assistance with marketing analysis and strategy development, as well as accounting support including consultations on tax matters. The main goal of the program is to equip businesses with the tools and knowledge they need to achieve long-term success.

The HSBA Program tackles negative economic impacts on two fronts: job creation and local revenue. By strengthening small businesses, the program fosters job creation and economic stability as successful businesses are more likely to hire new staff and retain existing employees. Additionally, as these businesses grow, their increased tax contributions translate to additional revenue for the City, which can be used to fund community programs and infrastructure improvements. Furthermore, the program directly assists small businesses through improved skills and knowledge. Workshops, consultations, and personalized guidance empower business owners with the tools they need to make sound financial decisions, navigate legal hurdles, and develop effective marketing strategies. This enhanced capacity allows them to compete more effectively, secure funding through grant writing resources, and ultimately contribute to a thriving small business sector. A strong small business landscape is not only crucial for

business survival and growth, but also indirectly revitalizes communities within Henderson by creating jobs, providing essential services, and acting as anchors in neighborhoods.

This project actively promotes equitable outcomes by prioritizing participation from businesses owned by Socially and Economically Disadvantaged Individuals (SEDI) and those that serve historically underserved, marginalized, or adversely affected groups.

Over the past year the HSBA Program conducted the following activities:

- **July – September 2023:** Signed legal agreements. Identified Henderson vendors and rolled out the program to the public.
- **October – December 2023:** Issued press release announcing program on November 22, 2023. Applications opened in December 2023. Developed marketing materials and webpage: [Henderson Small Business Assistance Program Website](#) [Nevada Grow website promotion](#) – NV Grow social media promotion – [Instagram](#) and [Facebook](#)
- **January – March 2024:** Welcome letters were sent on February 9, 2024, marking the official program start. A staggered rollout was implemented as all slots were not initially filled. Participants began working with NV Grow counselors to develop their individual Resiliency Work Plans.
- **April – June 2024:** Nine of the ten slots were filled, and businesses continued taking advantage of the services being offered by the program.



**About Us** 

The Henderson Small Business Assistance Program (HSBA Program) helps underserved, late-stage startup businesses in the City of Henderson build long-term resilience, capacity, and the ability to create jobs.

The program provides up to 12 months of high-level technical assistance from skilled providers in a variety of areas, including marketing, pricing, web design, e-commerce, budgeting, accounting, tax, forecasting, licensing, venture capital, financing, video creation, and more.

**HSBA**  
HENDERSON SMALL BUSINESS ASSISTANCE PROGRAM

**Contact Us**   
[nvgrow.org/Henderson](http://nvgrow.org/Henderson)

**To be eligible for the HSBA program, businesses must:**

-  Have their principal place of business in the City of Henderson for at least 2 years
-  Generate at least \$50,000 annually, but not more than \$700,000 in revenue
-  Have a business plan

**Our Services** 

After registering through the HSBA Program portal on the Nevada Grow (NV Grow) website, business owners selected for the program will be paired with an NV Grow counselor who will provide technical expertise and help them create a Resiliency Work Plan. The Resiliency Work Plan is an individualized plan for improving business resilience and identifying project milestones.

NV Grow counselors will partner with Henderson-based businesses to provide targeted technical assistance to program clients in line with the needs identified in the Resiliency Work Plan.

Participating business owners have positively reacted to the opportunities offered by the program. A NV Grow counselor had a conversation with Lauren B. Parker, the founder of NDO Wellness and an HSBA Program participant.

Ms. Parker had this to say about the program. *“The experience has been eye-opening for me. I have really gained a ton of clarity working with the NV Grow counselors on how I should best use my resources moving forward. I attended one of the media training sessions that was offered and through that experience, I was able to see how my passion is working with senior citizens. So now as I look for ways to expand, I want to create more services for the older population in my community. It’s a big part of my “why” in starting my business and I am so happy to move in this direction.”*<sup>8</sup> For full conversation <https://bit.ly/3zCcWGE>.



The HSBA Program recognizes the importance of community engagement in achieving its goals. Some media coverage over the past year includes:

- [Channel 3 News partnership mention](#)
- [Henderson, College of Southern NV launching small business assistance program \(ktnv.com\)](#)
- [Henderson Small Business Assistance Program seeking December applicants | KSNV \(news3lv.com\)](#)

This is in addition to word of mouth and promotional materials provided at numerous community events.

**Recruitment/Retention Pay (NO UPDATE, PROJECT CLOSED)**

Funding was used to support and retain public sector employees during the pandemic. A worker shortage and an urgent need for youth and public facility programs created rolling closures of facilities and reduced hours during the height of the pandemic. Funds have been expended and the project closed in the prior report.

**C. Public Health-Negative Economic Impact: Public Sector Capacity (EC 3)**

Educational Assistance

Hope Squad is a school-based peer support program that aims to prevent suicide through public awareness and education, reduce stigma, and serve as a resource to those touched by suicide. SLFRF funding was used to implement the program at three participating schools. During the reporting period, which started at the beginning of the school year (2023-2024), the following activities took place:

- Initially two charter schools were identified, trained advisors, and started implementation within their schools. Curriculum was purchased for each school before the start of the school year. One of the schools implementing the program identified the need for an additional advisor.
- COH worked with Hope Squad to host a second information session for charter schools on January 18, 2024. The purpose of the session was for the schools to

learn more about the program and see if they were interested in implementing the program at their schools. Two of the three schools in attendance confirmed that they would be moving forward with the program at their location. In February and early March those schools worked on their affiliation agreements with Hope Squad.

- During early part of 2024 curriculum was purchased. The project added a third school (both middle and high school) that participated in the information session. Staff training will be held in August 2024 when teachers return from summer break.

### Health and Social Services

The goal of this project was to identify opportunities to strengthen and build capacity to provide social services to the residents of Henderson. Funding was used to contract with Social Entrepreneurs, Inc. (SEI) and hire two staff members: a Community Health Program Coordinator and a Licensed Mental Health Clinician.

SEI empowers nonprofit community service providers, state and local governmental agencies, and foundations with various services such as planning, organizational development, evaluation, data analysis, needs assessments, or operational situations. For this project SEI was contracted to provide a Social Services Assets and Gaps Needs Assessment exploring the needs of vulnerable populations. Identified priority populations included those at risk of or experiencing homelessness, behavioral health concerns, or interpersonal and/or sexual violence.

SEI's report follows four key themes to address social determinants of health, address health equity, and the three priority populations.

- Advocate to expand availability of existing services and providers.
- Increase awareness of social service issues and needs in the community.
- Improve access to needed services.
- Coordinate delivery of service through cooperative agreements, memorandum of understanding (MOU), or multi-disciplinary teams.

SEI made recommendations to build capacity and structure service delivery to ensure the City's overall approach to service provision is effective and efficient. The project's performance will be demonstrated by:

Understanding current service delivery across all City departments.

Streamlining service delivery and implementing report recommendations.

During the reporting period SEI gathered information to inform the Community Gaps and Needs Assessment. The final Community Gaps and Needs Assessment was completed in the second quarter of 2024 and staff is preparing to present findings to leadership and is developing an action plan.

Funding was used to hire a Community Health Program Coordinator. Community members were engaged in the hiring of this position. The Executive Director from the

PACT Coalition for Safe and Drug-free Communities participated in the interview panel to select the staff for this position. The Southern Nevada Health District (SNHD) Health Education Supervisor provided input on the job description.

Activities of this position include:

- Advocate for services for vulnerable populations with the city.
- Perform complex research, analysis, and community health program creation and coordination to improve individual and community health with a focus on social determinants of health and health equity.
- Support completion of the assets and gaps needs assessment lead by SEI; that explores the needs of vulnerable populations and priority populations (at risk of, or experiencing homelessness, behavioral health concerns, or interpersonal and/or sexual violence).
- Partner with SNHD and the State on primary and secondary prevention activities.

During the reporting period the position was filled with a start date of July 31, 2023. This position is assigned to behavioral health initiatives including functioning as the co-lead on the Assets and Gap Analysis. The coordinator was on leave from December 11, 2023, through June 17, 2024. Upon arrival back to work the staff member began working on developing an action plan based on the Gaps and Needs Assessment performed by SEI.

SLFRF funding was used to hire a Licensed Mental Health Clinician to work in a Mobile Crisis Intervention Team (MCIT). The City received two grants from the Department of Justice which are being utilized along with SLFRF funds to provide case management and link those in crisis to community services and treatment. The MCIT offers comprehensive mental health and substance use assessments followed by case management and connection to the recommended services as well as access to harm reduction tools. Services are offered to residents through referrals by law enforcement, medical providers, fire department, 988, etc. MCIT staff work to build relationships and empower clients to improve their quality of life through crisis intervention, psychoeducation, and connection to community resources. The team meets clients where they are, including at their home or in the community. It is not a requirement to be unhoused to participate. MCIT offers short-term care and case management while assisting clients in finding their long-term providers.

Services are provided to Henderson residents experiencing behavioral health challenges. Clinician duties include:

- Interacting with vulnerable populations on a daily basis providing services such as providing harm reduction resources, conducting evidence-based screeners such as the Columbia-Suicide Severity Rating Scale (C-SSRS), the Alcohol Use Disorders Identification Test (AUDIT) and Drug Abuse Screening Test (DAST) assessments.
- Conducting outreach two times each week to locations where persons experiencing homelessness reside.

- Working with Touro University medical team to offer mental health assessments and harm reduction tools.
- Training internal staff.
- Reaching out to the community and service providers to educate them on the purpose of the team and developing relationships to improve service delivery within our community.
- Tracking the number of clients referred to resources and number of contacts with clients.

During the reporting period COH shifted to a new mobile crisis intervention model. In an effort to align the team with best practices as outlined by Best Practice National Guidelines for Crisis Care-SAMHSA and State of Nevada Medicaid, COH will no longer have law enforcement embedded in the mobile crisis intervention team. The principal goals of the model are to:

1. Prevent fatal overdoses by connecting survivors with harm reduction resources, evidence-based treatment for substance use disorder and recovery supports;
2. Engage people at high risk for overdose who are not otherwise receiving services or practicing overdose prevention, including optimizing engagement and minimizing criminal-legal consequences for the overdose survivor or others present; and
3. Engage and assist those in need of post traumatic services.

In addition to providing services to existing clients, the licensed clinician is participating in a program re-design. This position continued to provide services to individuals in crisis throughout Henderson. As of February 12, 2024, the position was transitioned to other funding and the project closed under SLFRF funds.

#### Community Violence Interventions

A portion of the SLFRF funds has gone toward various community violence interventions. These interventions include:

- Hiring a full time Victim Advocate to increase the Henderson's Police Department's (HPD) capacity to help educate victims of their legal rights, criminal law, and available resources while providing emotional support and helping victims file complaints, get protection, and coordinating resources and services.
- Purchase of forensic lab equipment to reduce the backlog of cases at the Henderson Forensic Laboratory and to mitigate further backlog. This includes a Liquid Chromatograph/Mass Spectrometer (LC/MS) and other related components such as nitrogen generators, thermometers etc.
- Purchase of night vision devices (SWAT equipment) to increase community safety.
- Purchase of traffic equipment to locate wanted vehicles and vehicles of interest through Automated License Plate Readers (ALPRS).

These interventions are being implemented to support the City's efforts in making Henderson one of the safest communities.

The Victim Advocate position funded with SLFRF funds has provided services for the Henderson community since late 2022. The Victim Advocate has been instrumental in providing vital services to victims of crime in the Henderson community. This advocate empowers crime victims of all backgrounds, recognizing that crime can disproportionately impact women, racial and ethnic minorities, and LGBTQ+ individuals. Studies indicate that specific racial and ethnic groups experience varying rates of victimization. Each case receives personalized attention, with the advocate working alongside clients, detectives, legal representatives, landlords, community agencies, and other relevant parties to address their specific needs. The advocate works directly with the victim of crime to offer support, safety planning, and access to resources and services. Support extends to court accompaniment, encompassing temporary protective order (TPO) hearings, and criminal proceedings. The Victim Advocate serves as a pillar of support for those navigating the aftermath of crime especially domestic violence.

Throughout the year the Victim Advocate attended numerous meetings like the Victim Advocacy Hispanic Community meeting and participated in committees such as the Clark County Child Death Review. To keep abreast of information related this position the advocate attended 19 educational opportunities such as Confidential Address Program (CAP) Advocate Certification training, Improving Legal Advocacy for Latine Survivors, and National Criminal Justice Training Center (NCJTC): Child Sex Trafficking. The Victim Advocate conducted 12 trainings/briefings over the course of the year.

During the reporting period the Victim Advocate participated in Police Department and City events such as Bark in the Park, Talk Shop with a Cop, National Night Out, etc. to increase awareness of the services available to victims of crime. Bilingual advocates have reached out to the Hispanic community groups and media to increase awareness in the Spanish speaking communities.

The Victim Advocate is committed to transparency and accountability, while ensuring that the necessary services are provided for all Henderson victims of crime. A robust accountability system is in place to that tracks advocate activities. The Victim Advocate provides four types of monthly reports that include such activities and client participant and survey data. These reports measure the volume and quality of victim advocate interactions with victims of crime with a goal of 1,200 contacts per year. While also providing a comprehensive log of all advocate activities.

Since July 1, 2023, on average the Victim Advocate served 83 new victims each month and provided a total of 2,347 follow-up contacts. Over the course of the year the Victim Advocate served a total of 990 individuals that had been the victim of a crime. Victims came from all age groups as young as a day old and ethnicities. Figure 4 provides an overview of some descriptive highlights of the victims served and the activities undertaken by the Victim Advocate.

Figure 4. By the Numbers: Victims Served and Activity Highlights of Victim Advocate



All individuals that receive services from the Victim Advocate are asked to complete a short survey that asks three questions:

1. Do you better understand where your case is in the judicial process?
2. Were you assisted by the services of the victim advocate?
3. Were there any additional services that could have been helpful that were not available or offered by the advocate?

While participating in the survey is not required, during the reporting period a total of 502 surveys were received. Approximately 51% of the victims responded to the survey. Responses show that 82% agreed with the first statement, while 10% did not and 8% said it was not applicable. Results show that 86% agreed with the second question, 7% did not and 9% said it was not applicable. Some respondents did indicate that they needed additional items and/or services such as bus passes, cell phones to call 911, food assistance, clothing, window locks, door jams, lease termination, and relocation. The Victim Advocate followed up to provide the additional items/services requested.

As part of its commitment to public safety, the COH strategically directed some SLFRF resources towards technology and equipment to enhance law enforcement's response to violence.

The Henderson Forensic Lab will report the number of backlogged blood alcohol and blood drug cases monthly. The Henderson Forensic Lab has installed a new laboratory information management system which will automate monthly reporting including backlogged cases. This, combined with the new lab facility, upgraded equipment, and backlog elimination efforts, will significantly improve efficiency and reduce future backlogs. Monthly review of the number of backlogged cases will identify issues early on and allow for operational adjustments to mitigate any future backlogs. During the reporting period the LC/MS underwent instrument validation; however, the process is taking longer than expected due to technical challenges. Validation is expected to be completed prior to the move into the new facility. All equipment purchases have been finalized, and the accreditation software contract is complete.

Funds are being used to purchase night vision devices. The purpose of this project is to increase the safety of residents, visitors, and officers in Henderson by equipping officers with night vision devices for use in special event clearance, search and rescue operations, surveillance, apprehension, hazardous material response, and tracking and navigation.

Locating wanted vehicles and vehicles of interest is an important tool in finding stolen vehicles, solving crime series, and locating wanted persons. The Henderson Police Department's goal is to increase the amount of data available to solve crimes by adding 54 fixed Automated License Plate Readers (ALPR) to the current inventory of 18 vehicle mounted ALPRs. ALPR will act as a force multiplier. One police officer can check a maximum of 150 license plates per hour. One ALPR can scan 3,600 plates per hour. This purchase will significantly increase the amount of data available to detectives to

solve crime. ALPR will be placed at major intersections and feeder roads. Fixed ALPR can be moved to another location if necessary to target a crime series.

Technology Response (**NO UPDATE, PROJECT CLOSED**)

The project was closed, and funds were repurposed.

### **D. Premium Pay (EC 4)**

The City elected not to use SLFRF funds for premium pay.

### **E. Water, Sewer, and Broadband Infrastructure (EC 5)**

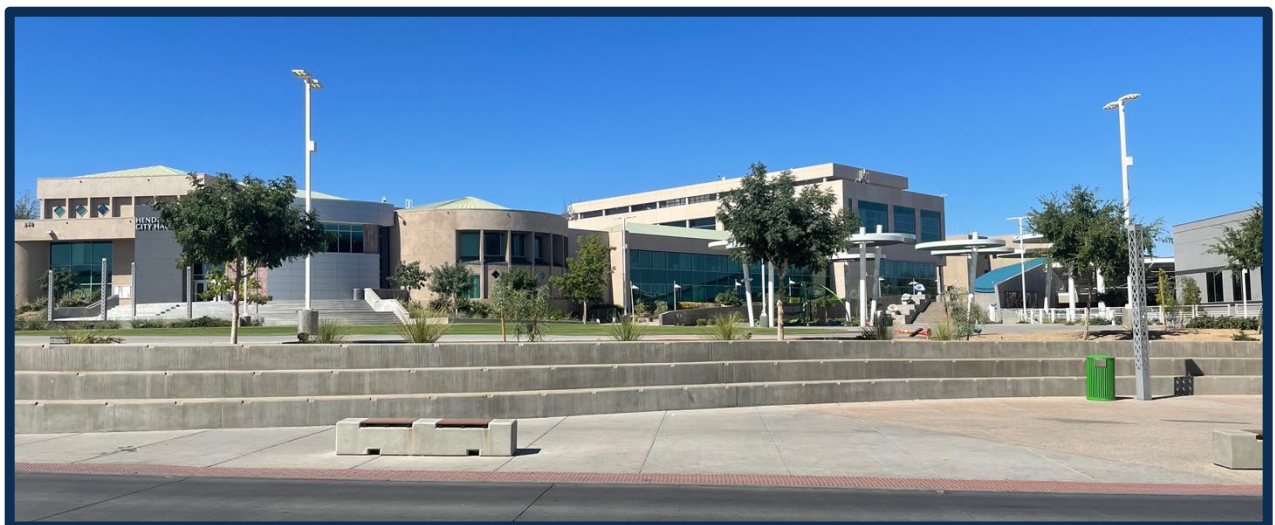
Storm Water (**NO UPDATE, PROJECT CLOSED**)

Water scarcity continues to be a major challenge for all residents of Nevada including those residing in Henderson. Part of the Henderson comprehensive plan includes improving water quality through stormwater management and reducing the volume of stormwater runoff. SLFRF funds contributed to the design services for Boulder Highway Storm Drain – Water Street to Major Avenue. This work was undertaken by Atkins North America, Inc. The project is closed on the SLFRF side; however, work continues with other funding sources.

### **F. Revenue Replacement (EC 6)**

Revenue Replacement (**NO UPDATE**)

The City used approximately 68% of SLFRF allocated funding for lost tax revenue (revenue replacement) because of the pandemic's negative impact to the economy. The pandemic-related shutdown and capacity limits on businesses halted tax revenues for the city. As a result, the City of Henderson received approximately \$36 million less in projected tax revenue in 2020 than the prior year.



## Promoting equitable outcomes

The City is dedicated to creating a fair and just environment for everyone who lives, works, plays and does business in Henderson. The City understands that not all residents have had equal opportunities in the past, and some groups have been especially impacted by the pandemic. Equity is a core value that transcends crises. It has been a priority before COVID-19 and will remain a cornerstone of the City's recovery efforts. COH actively includes underserved, disadvantaged, and vulnerable populations in shaping the City's plans and initiatives. The commitment ensures all residents have the chance to thrive and contribute to a vibrant, inclusive city. The table provides an overview of the populations served by federal category.

*Table 3. Equitable Outcomes Overview*

<b>Federal Category</b>	<b>Program/Projects</b>	<b>Populations Served</b>	
<b>1.1</b>	COVID-19 Vaccination	Vaccination	General Public/African American
<b>1.11</b>	Community Violence Interventions	Victim Advocate	General Public, Low-or moderate-income households or communities
<b>1.12</b>	Mental Health Services	Mental Health Services	General Public/Seniors, Homeless
<b>1.14</b>	Other Public Health Services	Wellness Center	General Public/City Employees
<b>1.2</b>	COVID-19 Testing	Testing/Testing Center	General Public/City Employees
<b>1.3</b>	COVID-19 Contact Tracing	Contract Tracing	General Public/City Employees
<b>1.4</b>	Prevention in Congregate Settings	Prevention in Congregate Settings	General Public, Low-income households and communities
<b>1.4</b>	Capital Investments or Physical Plan	Social Distancing and Touchless Systems	General Public
<b>1.7</b>	Other COVID-19 Public Health	Surge Leave	General Public/City Employee
<b>2.16</b>	Housing Security	Homeless Support	General Public, Low-income households and communities
<b>2.17</b>	Housing Support	Homeless Support	General Public, Low-income households and communities
<b>2.19</b>	Social Determinants of Health	Services Navigator Homeless Support	General Public/Homeless, chronically mentally ill
<b>2.25</b>	Addressing Educational Disparities	Educational Assistance	General Public, Low-income households and communities
<b>2.29</b>	Assistance to Unemployed or Underemployed Workers	Small Business Economic Assistance	Small businesses, other small business disproportionately impacted
<b>3.1</b>	Public Sector Workforce	Decontamination	General Public/City Employees
<b>3.2</b>	Aid to Other Impacted Industries	Recruitment/Retention Pay	General Public/City Employees
<b>3.3</b>	Public Sector Workforce: Other	Workforce Development & Job Training	General Public
<b>3.5</b>	Public Sector Capacity: Administrative Needs	Technology Response	General Public

## Community Engagement

The City of Henderson continues to prioritize collaboration by incorporating a "Whole Community" approach. This means actively seeking input and data from residents, businesses, and agencies through various channels year-round. This valuable community feedback has been instrumental in shaping and evolving the City's recovery plan.

Funded projects actively expanded their reach during this period by forging new partnerships and solidifying existing ones. Mental health services projects engaged a diverse group of community stakeholders, including small businesses and nonprofits. The City's partnership with the College of Southern Nevada (CSN) stands out as a model of successful community engagement, promising long-term benefits for Henderson.

Figure 5 illustrates this interconnected environment, where all stakeholders – residents, businesses, and organizations – play a crucial role in the city's well-being.

*Figure 5.*  
*City of Henderson Community Stakeholders*



## Past Engagement

Since the start of the pandemic, the City of Henderson has taken input and feedback from the community through phone calls, emails, surveys, and public comment at both virtual and in-person meetings. Additionally, the City has used other comprehensive and community assessments to inform the recovery plan and process. COH continues to engage community stakeholders as it recognizes this is an ongoing process that needs continuous improvement.

July 1, 2022, to June 30, 2023 - Henderson specifically engaged the services of Social Entrepreneurs, Inc. (SEI) to assess its organization and program capacity to provide social services. The purpose of this assessment was to understand the current service delivery system and plan. SEI used various data (document review, key person interviews and onsite shadowing) to complete the assessment.

## Labor Practices

The City of Henderson continues to employ labor practices as required by federal and state law, city policy, and negotiated contracts. For SLFRF infrastructure projects, the City complies with the Davis-Bacon Act and uses federal or county prevailing wage, whichever is higher.

As an Equal Opportunity Employer, the City of Henderson values diversity at all levels of its workforce. The City makes employment decisions on the basis of merit with respect to all terms and conditions of employment, transfers, promotions, work assignments, discipline, compensation, benefits, performance evaluations, and termination. In accordance with applicable law, the City prohibits discrimination based on race, color, religion, sex, pregnancy, age, national origin or ancestry, disability, veteran status, sexual orientation, gender identity or expression, status as HIV positive, genetic information, or any other consideration protected by federal, state, or local laws.

The City of Henderson maintained its outstanding score of 100 in the National Municipal Equality Index for 2023.<sup>9</sup> Cities are rated in five areas.<sup>9</sup> Figure 6 shows the score for the first area, non-discrimination laws. This score increased from 28 out of 30 in 2022 to 30 out of 30 in 2023.

Figure 6. 2023 Municipal Equality Index Scorecard for Non-Discrimination Laws<sup>9</sup>



The City of Henderson was named a 2024 Best Workplace for Commuters and earned a designation as Best Place for Working Parents for 2024.<sup>10</sup> The City also received three winning submissions in the Nevada Chapter of American Public Works Associations “Project of the Year” competition.<sup>11</sup> Top placements were received in:

- Employee Health and Wellness Center, Structures (SLFRF funds contributed to the Employee Health and Wellness Center)
- Dundee Jones Park, Environmental
- Santiago Estates Dewatering System, Environmental

## Use of Evidence

The City of Henderson is committed to using SLFRF funds strategically to deliver positive results for its residents. Henderson prioritized funding evidence-based solutions whenever possible. During this reporting period, approximately \$65,000 was allocated specifically to such initiatives. Table 4 provides the breakout of allocation amounts by federal category and project ID. A large portion of the funds were used in the Mental Health Services category.

### Equity Highlights<sup>3</sup>

As of July 1, 2023, the U.S. Census estimates Henderson's population to be around 337,000. Diversity is a key aspect of the city, with roughly one-third identifying as non-White, encompassing a rich tapestry of ethnicities. Age distribution shows a vibrant mix: 26% are under 18, and 20% are over 65. Henderson also boasts a strong veteran community, with 8% (or approximately 25,408 residents) having served. Additionally, 14% of residents were born outside the U.S. Looking at health demographics, 8% of residents under 65 have a disability, and 8% in the same age group lack health insurance.

*Table 4. Use of Evidence*

Federal Category/Project IDs		\$ Allocated for Evidence-Based Interventions
1.11	Community Violence Interventions G22FU, G22F2, G24F1	N/A
1.12	Mental Health Services G22FB, G22FC, G22FD, G22FF, G22FJ, G23F1, G23F2	\$44,377.74
1.4	Prevention in Congregate Settings G22F1, G22F5	N/A
1.4	Capital Investments or Physical Plan G22FI	N/A
2.25	Addressing Educational Disparities G22FR	\$20,500.00
2.16	Housing Security G22FS	N/A
2.19	Social Determinants of Health G22FT, G22FL	N/A

Funding was used to pay for the following evidence-based, theory-informed programs and services:

**Addressing Educational Disparities (2.25)**

- **Hope Squad** is an evidence-based suicide prevention program recognized in the Suicide Prevention Resource Center’s Practice Registry.<sup>12</sup> This peer-to-peer approach empowers members to intentionally reach out to peers and become instruments of change.

### **Mental Health Services (1.12)**

- LivingWorks, a leading provider of evidence-based suicide prevention training, offers four programs<sup>13</sup>, two that are in use with SLFRF funding. **ASIST (Applied Suicide Intervention Skills Training)**: a two-day in-person workshop that equips participants to recognize signs of suicidal thinking, intervene effectively, and develop safety plans with individuals at risk; and **safeTALK** a four-hour training that helps individuals identify potential suicidal thoughts in others and connect them with appropriate support resources.
- **Alpha Stim** is a clinically proven device, U.S. Food and Drug Administration (FDA) approved to treat anxiety, insomnia, and depression. Its effectiveness is backed by numerous studies.<sup>14</sup>
- **Critical Incident Stress Management (CISM)** is a structured approach designed to help emergency service personnel prepare to manage the psychological impact of and recover from significant traumatic events. It is rooted in the theoretical foundation of crisis intervention and CISM uses the lessons learned from the 150-year history of worldwide crisis intervention services.<sup>15</sup>
- The **Resilient Minds** program is a three-day training program that focuses on the impact of operational and organizational stress, the effect of trauma and life experience on employee attitudes, holistic employee health strategies, and enhancing interpersonal and community relationships. Developed by experts, the program leverages established principles to create a lasting impact.<sup>16</sup>
- **Livewell Nutrition** is a service offered by credentialed Registered Dietitian Nutritionists (RDNs). RDNs are considered food and nutrition experts who apply evidence-based information about nutrition and diet to contribute to the health and wellness of individuals, groups, and communities.<sup>17</sup>
- **Supporting Heroes in Mental Health Foundational Training (SHiFT) Wellness** provides psychoeducational programs that are informed through theory. Trainings are designed for individuals exposed to child sexual abuse materials and mental health professional working with them.<sup>18</sup>
- **Emotional First Aid and Peer Support Training** equips emergency responders, law enforcement, and hospital staff with the tools needed to provide effective emotional first aid to their peers (peer-to-peer support) and better assist citizens in crisis. This training is taught by nationally certified by the Trauma Intervention Program (TIP).<sup>19</sup>

## Performance Report

The table below provides the total appropriated and expended by the identified project. Of the total amount awarded to the COH, **\$33,381,119.55** or eighty-nine percent (89%) of the funds have been expended as of June 30, 2024. Projects are 40 months into a 46-month spending period, with six months left to complete the work and spend down the remaining **\$3,987,308.45**.

*Table 5. Total Appropriation & Cumulative Expenditure by Project (as of June 30, 2024)*

Federal Category	Project ID	Project Category	Total Appropriation	Cumulative Expenditure
1.1	G22FV, G24FV	Vaccination	\$516,612.00	\$516,610.23
1.2	G22F3	Testing	\$150,281.00	\$129,420.10
1.3	G22F7	Contact Tracing	\$149,527.00	\$149,526.80
1.4	G22F1	Touchless System/KeyWatch	\$23,630.00	\$23,630.49
1.4	G22F5	Detention Center Food Flaps	\$580,415.00	\$580,415.00
1.4	G22F1	Physical Changes to Public Spaces	\$390,000.00	\$290,422.97
1.7	G22FA	Surge Leave	\$927,796.00	\$927,795.54
1.11	G22FU, G22F2 G24F1	Community Violence Interventions	\$1,518,500.00	\$1,257,950.28
1.11	G24F2, G24F3	Traffic and SWAT Equipment	\$504,025.00	\$94,324.84
1.12	G22FB, G22FD G22FC, G23F1 G22FF, G22FJ G23F2	Mental Health Services	\$1,680,275.00	\$1,107,192.32
1.14	G22FG	Wellness Center	\$30,746.00	\$30,746.18
2.16	G22FS	Housing Assistance – Homeless Outreach	\$1,361,574.00	\$611,632.30
2.19	G22FT	Community Health Program Coordinator	\$195,000.00	\$49,090.93
2.19	G22FL	Code Enforcement & Homeless Support	\$1,304,000.00	\$961,429.25
2.25	G22FR	Education Assistance	\$60,000.00	\$26,500.00
2.29	G22FN	Small Business Economic Assistance	\$5,290.00	\$5,289.08
2.29	G22FH	Small Business Economic Assistance / CSN Partnership	\$99,711.00	\$0
3.1	G22F4	Decontamination	\$157,314.00	\$157,314.41
3.2	G22F8	Recruitment/Retention Pay	\$38,875.00	\$38,875.00
3.3	G22FM	Job Training Assistance / Center for Excellence	\$801,801.00	\$788,813.48
3.4	G22FZ	Evaluation & Data Analysis	\$190,000.00	\$39,260.00
5.6	G22FY	Stormwater	\$250,480.00	\$250,479.06
6.1	G22FW	Provision of Gov. Services	\$25,624,920.00	\$25,624,920.00
7.1	G22FX	Administrative Expenses	\$807,656.00	\$385,618.32
<b>TOTAL</b>			<b>\$37,368,428.00</b>	<b>\$33,381,119.55</b>

## Project Inventory

The inventory provides a summary for all projects by category. Listed first are projects that were active during the reporting period, followed by inactive or closed project listing.

### ACTIVE

#### EC1: PUBLIC HEALTH

	<i>Project ID</i> <b>G22F1, G22F5</b>	Funding Amount	<b>\$604,045.00</b>
<i>Project Expenditure Category</i>	1.4	<b>PREVENTION IN CONGREGATE SETTINGS</b>	
<i>Project Overview</i>	<ul style="list-style-type: none"> <li>• Fleet key organizer (PD) touchless system.</li> <li>• Modifications to the detention center to limit contact and reduce the spread of COVID-19 and other infectious illnesses. Projects include adding food flaps on doors and creating barriers in work areas.</li> </ul>		
<i>Performance Report</i>	<p>KeyWatch system project completed and closed in June 2023.</p> <p>As of June 30, 2024, the modifications to the detention center project have been completed. Eight-five (85) food flaps were installed at the Henderson Detention Center.</p>		
<i>Use of Evidence</i>	No funds allocated this reporting period		

	<i>Project ID</i> <b>G22FI</b>	Funding Amount	<b>\$390,000.00</b>
<i>Project Expenditure Category</i>	1.4	<b>PHYSICAL CHANGES TO PUBLIC SPACES</b>	
<i>Project Overview</i>	<ul style="list-style-type: none"> <li>• Touchless faucets and modifications for city facilities.</li> <li>• Conference room, new furniture for social distancing set up in training room, other social distancing modifications.</li> </ul>		
<i>Performance Report</i>	<p>In progress, touchless fountains were installed at Weston Hills Park and Madeira Canyon Park. The Citywide Study was received.</p> <p>Furniture was ordered for Green Valley, Legacy and Silver Springs training rooms remodel.</p>		
<i>Use of Evidence</i>	No funds allocated this reporting period		

EC1: PUBLIC HEALTH

*Project ID* Funding **\$2,022,525.00**  
**G22F2, G22FU, G24F1,** Amount  
**G24F2, G24F3**

<i>Project Expenditure Category</i>	1.11	<b>COMMUNITY VIOLENCE INTERVENTIONS</b>
<i>Project Overview</i>	<ul style="list-style-type: none"> <li>• Victim Advocate position and workstation costs.</li> <li>• Liquid Chromatograph/Mass Spectrometer (LC/MS) – reduces chances of disproportional criminalization of underrepresented populations.</li> <li>• New and replacement forensic lab equipment, inclusive of calibration.</li> <li>• SWAT Equipment and Traffic Equipment</li> </ul>	
<i>Performance Report</i>	<p>Victim Advocate continued to provide services for all victims of crime.</p> <p>LC/MS underwent instrument validation; however, the process taking longer than expected due to technical challenges.</p> <p>Purchasing of forensic lab equipment begun, remaining purchases are on hold until the lab is ready for move in.</p> <p>SWAT Equipment purchase is complete awaiting delivery.</p> <p>Traffic equipment purchase order is in progress.</p>	
<i>Use of Evidence</i>	No funds allocated this reporting period	

EC1: PUBLIC HEALTH

*Project ID* Funding Amount **\$1,680,275.00**  
**G22FB, G22FD,**  
**G22FC, G23F1, G22FF,**  
**G22FJ, G23F2**

<i>Project Expenditure Category</i>	1.12	<b>MENTAL HEALTH SERVICES</b>
<i>Project Overview</i>	<ul style="list-style-type: none"> <li>• Mental Health and Wellness Manager &amp; Administrative Assistant positions</li> <li>• Facilitate training (Mental Health Suicide Signs Recognition, CISM training for PD/Fire staff, peer diffusing, Resilient Minds).</li> <li>• Implementation of trauma and stress programs (Vitanya, Alpha Stim, Peer Support Lifeline).</li> <li>• Contract work for community needs assessment.</li> <li>• Licensed Mental Health Clinician position</li> <li>• Expand access and increase utilization of mental health and substance abuse treatment services by using out-of-network providers.</li> </ul>	
<i>Performance Report</i>	<p>The Mental Health and Wellness Manager continued to provide mental health programming. Administrative Assistant provided support to the Manager and the Wellness Center. Social Entrepreneurs Inc. completed the Community Gaps and Needs Assessment. Licensed Mental Health Clinician position was transitioned to other funding. The city continued to process claims for qualifying out-of-network providers.</p>	
<i>Use of Evidence</i>	<p>Resilient Minds: \$12,500.00            LivingWorks: \$ 5,203.25            Alpha Stim: \$2,777.50            Emotional First Aid: \$500.00            Crisis Intervention: \$7,329.00            Livewell Nutrition: \$100.00            Shift Wellness: \$15,967.99</p>	

## EC2: NEGATIVE ECONOMIC IMPACTS

	<i>Project ID</i> <b>G22FL</b>	Funding Amount	<b>\$1,304,000.00</b>
<i>Project Expenditure Category</i>	2.19	<b>SOCIAL DETERMINANTS OF HEALTH</b>	
<i>Project Overview</i>	<ul style="list-style-type: none"> <li>• Manager and Code Enforcement positions to provide housing support and enforcement.</li> </ul>		
<i>Performance Report</i>	<p>Code Enforcement staff continued to proactively monitor parks and trail facilities. A utility trailer and four ruggedized mobile data terminals were purchased.</p> <p>Staff provided water, bus passes, harm reduction kits, and transportation to vulnerable residents in need. The number of emergency lodging units increased. Two additional staff members were added to the outreach teams.</p>		
<i>Use of Evidence</i>	No funds allocated this reporting period		

	<i>Project ID</i> <b>G22FN, G22FH</b>	Funding Amount	<b>\$105,001.00</b>
<i>Project Expenditure Category</i>	2.29	<b>SMALL BUSINESS ECONOMIC ASSISTANCE</b>	
<i>Project Overview</i>	<ul style="list-style-type: none"> <li>• New hire sign on bonus.</li> <li>• Building program with College of Southern Nevada (CSN) to offer counseling services to small businesses wanting to expand.</li> </ul>		
<i>Performance Report</i>	<p>Funds expended for new hire program in year one, project closed.</p> <p>Program is underway, with nine of ten businesses recruited into the program.</p>		

	<i>Project ID</i> <b>G22FT</b>	Funding Amount	<b>\$195,000.00</b>
<i>Project Expenditure Category</i>	2.19	<b>SOCIAL DETERMINANTS OF HEALTH</b>	
<i>Project Overview</i>	<ul style="list-style-type: none"> <li>• Community Health Navigator position</li> </ul>		
<i>Performance Report</i>	<p>The position was staffed. The coordinator is working on developing an action plan based on the Gaps and Needs Assessment.</p>		
<i>Use of Evidence</i>	No funds allocated this reporting period		

## EC2: NEGATIVE ECONOMIC IMPACTS

<b>Project ID</b> <b>G22FS</b>	Funding Amount	<b>\$1,361,574.00</b>
<b>Project Expenditure Category</b>	2.16	<b>HOUSING SECURITY</b>
<b>Project Overview</b>	<ul style="list-style-type: none"> <li>Contracted with HELP of Southern Nevada as local nonprofit to provide homeless outreach</li> </ul>	
<b>Performance Report</b>	The Henderson Homeless Response Team (HHRT) continued serving people experiencing homelessness in Henderson. HELP of Southern Nevada provided emergency shelter and staff of HHRT.	
<b>Use of Evidence</b>	No funds allocated this reporting period	

<b>Project ID</b> <b>G22FR</b>	Funding Amount	<b>\$60,000.00</b>
<b>Project Expenditure Category</b>	2.25	<b>EDUCATIONAL ASSISTANCE</b>
<b>Project Overview</b>	<ul style="list-style-type: none"> <li>Planning for new ECE program</li> <li>Outreach to charter schools for participation in Hope Squad program</li> </ul>	
<b>Performance Report</b>	Three schools have signed on to participate. Curriculum has been purchased.	
<b>Use of Evidence</b>	\$20,500.00	

## EC3: SERVICES TO DISPROPORTIONATELY IMPACTED COMMUNITIES

<b>Project ID</b> <b>G22FZ</b>	Funding Amount	<b>\$190,000.00</b>
<b>Project Expenditure Category</b>	3.5	<b>EVALUATION &amp; DATA ANALYSIS</b>
<b>Project Overview</b>	<ul style="list-style-type: none"> <li>Evaluation and data analysis of all projects</li> </ul>	
<b>Performance Report</b>	External evaluator continues to support projects with reporting, evaluation efforts and technical assistance.	

## EC7: ADMINISTRATIVE EXPENSES

<b>Project ID</b> <b>G22FX</b>	Funding Amount	<b>\$807,656.00</b>
<b>Project Expenditure Category</b>	7.1	<b>ADMINISTRATIVE EXPENSES</b>
<b>Project Overview</b>	<ul style="list-style-type: none"> <li>Indirect cost. City of Henderson applied modified indirect costs using the de minimums 10%</li> </ul>	
<b>Performance Report</b>	N/A	

## INACTIVE/CLOSED

### EC1: PUBLIC HEALTH

<b>Project ID</b>		<b>Funding</b>	<b>\$516,612.00</b>
<b>G22FV, G24FV</b>		<b>Amount</b>	
<b>Project Expenditure Category</b>	1.1	COVID-19 VACCINATION	
<b>Project Overview</b>	<ul style="list-style-type: none"> <li>FEMA disallowed expenses for vaccine</li> <li>Vaccine incentives</li> <li>Vaccine costs (POD) distribution</li> </ul>		
<b>Performance Report</b>	<p>During the reporting period the project was ready to mobilize if there was an uptick in positive cases. The federal COVID-19 public health emergency declaration ended on May 11, 2023. <b>Project closed.</b></p>		

<b>Project ID</b>		<b>Funding</b>	<b>\$150,281.00</b>
<b>G22F3</b>		<b>Amount</b>	
<b>Project Expenditure Category</b>	1.2	COVID-19 TESTING	
<b>Project Overview</b>	<ul style="list-style-type: none"> <li>Testing program UMC &amp; community ambulance</li> <li>Testing supplies, site work and logistics</li> <li>Supervisor and Testing Coordinator</li> <li>Building lease</li> <li>Modifications, supplies, technology</li> </ul>		
<b>Performance Report</b>	<p>Limited testing was still available at the end of the 2022. Locations were scaled down in response to the decrease in COVID-19 cases. At home rapid tests were made widely available to all Henderson residents. <b>Project closed in early 2023.</b></p>		

<b>Project ID</b>		<b>Funding</b>	<b>\$149,527.00</b>
<b>G22F7</b>		<b>Amount</b>	
<b>Project Expenditure Category</b>	1.3	COVID-19 CONTACT TRACING	
<b>Project Overview</b>	<ul style="list-style-type: none"> <li>Contract tracing contract staff</li> </ul>		
<b>Performance Report</b>	<p>The volume of COVID-19 cases significantly decreased; all processes were automated. Project staff were phased out. <b>The project concluded October 2022.</b></p>		

## EC1: PUBLIC HEALTH

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<b>Project ID</b> <b>G22FA</b>	Funding Amount	<b>\$927,796.00</b>
<b>Project Expenditure Category</b>	1.7	Other COVID-19 Public Health
<b>Project Overview</b>	<ul style="list-style-type: none"> <li>Staff leave time for personal or family illness during Spring surge</li> </ul>	
<b>Performance Report</b>	All funds expended. <b>Project completed and closed.</b>	

<b>Project ID</b> <b>G22FG</b>	Funding Amount	<b>\$30,746.00</b>
<b>Project Expenditure Category</b>	1.14	OTHER PUBLIC HEALTH SERVICES
<b>Project Overview</b>	<ul style="list-style-type: none"> <li>Wellness Center operating expenses.</li> </ul>	
<b>Performance Report</b>	Moved in and functioning on the mental health and wellness side. <b>Project closed.</b>	

## EC2: NEGATIVE ECONOMIC IMPACTS

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<b>Project ID</b> <b>G22F8</b>	Funding Amount	<b>\$38,875.00</b>
<b>Project Expenditure Category</b>	3.2	RECRUITMENT/RETENTION PAY
<b>Project Overview</b>	<ul style="list-style-type: none"> <li>Recruitment and/or retention pay for Parks and Recreation part-time staff</li> </ul>	
<b>Performance Report</b>	One hundred and fifty-six (156) staff received recruitment pay and 118 qualified and received bonus pay. <b>The project is complete and closed.</b>	

## EC3: SERVICES TO DISPROPORTIONATELY IMPACTED COMMUNITIES

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<b>Project ID</b> <b>G22F4</b>	Funding Amount	<b>\$157,314.00</b>
<b>Project Expenditure Category</b>	3.1	PUBLIC SECTOR WORKFORCE
<b>Project Overview</b>	<ul style="list-style-type: none"> <li>Part-time facilities staff for weekends deep cleaning and positive test work area decontamination. Henderson Police Department (HPD) decontamination contract for vehicles.</li> </ul>	
<b>Performance Report</b>	COH used robust decontamination strategies to ensure that 321,000 square feet of space occupied by approximately 700 police/emergency responders remained open and transmission rates were minimized. As COVID has lessened, COH continued to clean. <b>The project complete as of June 30, 2023.</b>	

### EC3: SERVICES TO DISPROPORTIONATELY IMPACTED COMMUNITIES

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<b>Project ID</b> <b>G22FP</b>	<b>Funding Amount</b>	<b>\$0.00</b>
<i>Project Expenditure Category</i>	3.5	PUBLIC SECTOR CAPACITY: ADMINISTRATIVE NEEDS
<i>Project Overview</i>	<ul style="list-style-type: none"> <li>Technology Response: Cyber Security</li> </ul>	
<i>Performance Report</i>	Project closed and funds repurposed.	

<b>Project ID</b> <b>G22FM</b>	<b>Funding Amount</b>	<b>\$801,801.00</b>
<i>Project Expenditure Category</i>	3.3	PUBLIC SECTOR WORKFORCE: OTHER
<i>Project Overview</i>	<ul style="list-style-type: none"> <li>Job training assistance</li> </ul>	
<i>Performance Report</i>	Building is occupied and operating. Project complete.	

### EC5: STORM WATER

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<b>Project ID</b> <b>G22FY</b>	<b>Funding Amount</b>	<b>\$250,480.00</b>
<i>Project Expenditure Category</i>	5.6	STORM WATER
<i>Project Overview</i>	<ul style="list-style-type: none"> <li>Planning for Water Street to Dondero flood prevention.</li> </ul>	
<i>Performance Report</i>	Design services for Boulder Highway Storm Drain – Water Street to Major Avenue. This work is being undertaken by Atkins North America, Inc. Project is complete.	

### EC7: PROVISION OF GOVERNMENT SERVICES

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<b>Project ID</b> <b>G22FW</b>	<b>Funding Amount</b>	<b>\$25,624,920.00</b>
<i>Project Expenditure Category</i>	6.1	PROVISION OF GOVERNMENT SERVICES
<i>Project Overview</i>	<ul style="list-style-type: none"> <li>Revenue Recovery</li> </ul>	
<i>Performance Report</i>	N/A	

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