

2025 | RECOVERY PLAN PERFORMANCE REPORT



City of Henderson

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State and Local Fiscal Recovery Funds

City of Henderson
Recovery Plan

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Funds**
2025 Final Performance Report

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Table of Contents

EXECUTIVE SUMMARY	2
HIGHLIGHTS	2
REGIONAL IDENTITY AND POPULATION	3
HENDERSON FACILITIES	3
COVID-19 OVERVIEW	3
HENDERSON WEEKLY REPORT HIGHLIGHTS.....	3
USE OF FUNDS.....	5
VACCINATION AND TESTING.....	5
CONTACT TRACING.....	6
PREVENTION IN CONGREGATE SETTING	6
DECONTAMINATION OF PUBLIC SPACES	7
CAPITAL INVESTMENTS TO RESPOND TO COVID-19.....	7
MENTAL HEALTH SERVICES	7
ACCESS TO MENTAL HEALTH AND SUBSTANCE ABUSE SERVICES	10
SURGE LEAVE	11
HOMELESS SUPPORT AND CODE ENFORCEMENT	11
WORKFORCE DEVELOPMENT – TRAINING AND JOBS.....	13
SMALL BUSINESS ASSISTANCE	13
RECRUITMENT/RETENTION PAY	16
EDUCATIONAL ASSISTANCE	16
HEALTH AND SOCIAL SERVICES	17
COMMUNITY VIOLENCE INTERVENTIONS	19
TECHNOLOGY RESPONSE.....	22
PROMOTING EQUITABLE OUTCOMES.....	24
COMMUNITY ENGAGEMENT	25
EXAMPLE 1 – SOUTHERN NEVADA HEALTH DISTRICT.....	25
EXAMPLE 2 – MULTIPLE STAKEHOLDERS.....	26
EXAMPLE 3 – COLLEGE OF SOUTHERN NEVADA (CSN) & SMALL BUSINESSES	26
LABOR PRACTICES	27
2024 AWARDS AND RECOGNITIONS	27
USE OF EVIDENCE.....	28
TABLE OF ALLOCATIONS BY EXPENDITURE CATEGORY	31
PROJECT INVENTORY	32
WORKS CITED	38

Executive Summary

This report synthesizes all activities undertaken by the City of Henderson (COH) utilizing State and Local Fiscal Recovery Funds (SLFRF). A total of **\$37,368,428.00** was awarded to COH in response to the pandemic. COH spent funds in alignment with the funding intent, which was to support the City's response to and recovery from the COVID-19 public health emergency, while addressing the unique needs of Henderson residents. The City's overarching mission is **"providing services and resources that enhance the quality of life for those who live, learn, work, and play in Henderson"**.

The total obligation period was from **March 1, 2021, to December 31, 2024**. COH complied with funding terms and conditions. All quarterly, interim and annual reports were successfully submitted to the [US Department of Treasury](#) in accordance with the reporting schedule. As of March 31, 2025, all city's SLFRF funds have been expended.

Over the course of the funding, the City had **over thirty** projects that addressed one of four major eligible categories: Public Health/Negative Economic Impacts, Premium Pay, Revenue Loss and Investments in Water, Sewer, and Broadband. Revenue Recovery funds accounted for 72% of the total allocation. As the pandemic evolved from an emergency response to recovery support, City leadership integrated the recovery efforts with existing and new plans to ensure successful implementation and sustainability.

Highlights ^{1,2,3,4}

Figure 1 provides a timeline of key pandemic milestones and four City data points.

Figure 1: Timeline of Major Milestones

MARCH 11, 2020	More than 4,921 deaths worldwide, COVID-19 declared a pandemic.
SEPTEMBER 13, 2020	7-day moving average of Henderson's COVID-19: <i>new cases</i> 14.57, related <i>hospitalizations</i> 19.1; and <i>deaths</i> 11.3.
SEPTEMBER 16, 2020 – APRIL 17, 2023	SNHD provides weekly COVID city reports .
JANUARY 10, 2021	7-day moving average of Henderson's COVID-19: <i>new cases</i> 361.00, related <i>hospitalizations</i> 81.7; and <i>deaths</i> 4.00.
MARCH 2021	COH is awarded funding to address public health emergency.
APRIL 05, 2021	Vaccine eligibility in Nevada opens to people 16 years of age and older.
OCTOBER 2021	COH's <i>Together We Can: A Primer for Recovery</i> named the National Resilience & Sustainability Award Winner for planning excellence by American Planning Association (APA). The plan that paved the way for the City's COVID-19 response.
JANUARY 09, 2022	7-day moving average of Henderson's COVID-19: <i>new cases</i> 953.00, related <i>hospitalizations</i> 38.3; and <i>deaths</i> 15.3.
FEBRUARY 10, 2022	Mask mandate lifted by the Governor of Nevada.
JUNE 19, 2022	Vaccine eligibility to include children ages 6 months to 5 years of age.
JULY 31, 2022	Almost half (approximately \$16m) of COH's SLFRF's funds expended.
JANUARY 08, 2023	7-day moving average of Henderson's COVID-19: <i>new cases</i> 28.29, related <i>hospitalizations</i> 20.4; and <i>deaths</i> 5.71.
MAY 11, 2023	Federal COVID19 public health emergency declaration ends.
DECEMBER 31, 2024	Projects closed.

Regional Identity and Population^{5,6}

Henderson, located in Clark County, Nevada, was incorporated in 1953 and spans approximately 118.5 square miles. At an elevation of 1,940 feet, the city 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 River and McCullough Mountains.

According to the World Population Review the population in Henderson for 2025 is approximately 349,460. Henderson's population dipped between 2019 and 2020 but has been growing steadily since 2020. The median age is 42.5 years. The average per capita income is \$55,124.00 and the poverty rate is 8.41%.

Henderson Facilities⁵

Henderson is home to a nationally recognized parks and recreation system. As part of the fifth-largest school district in the country, the city features 28 elementary schools, seven middle schools, and six public high schools. Additionally, there are 20 charter schools, 12 private schools, and several colleges and universities. Residents can also enjoy five public libraries, a museum, and a variety of places of worship across different denominations.

COVID-19 Overview⁷

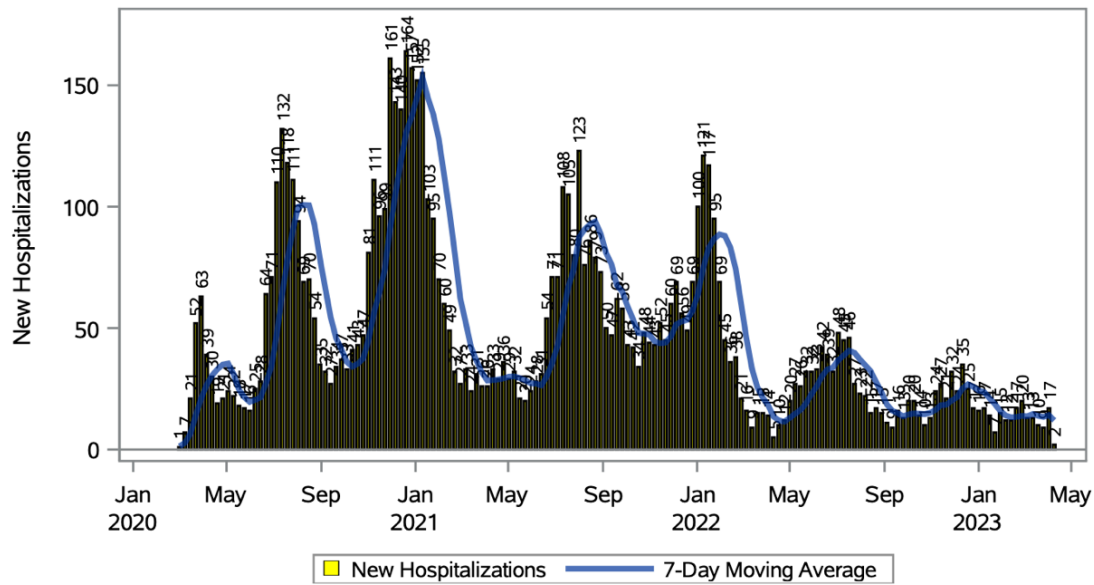
The Southern Nevada Health District (SNHD) is a decentralized state health department that serves Clark County. Its mission is to “*assess, protect and promote the health, the environment and the well-being of Southern Nevada communities and visitors*”. SNHD created and managed the COVID-19 dashboard for Clark County. The dashboard contains archived reports on COVID-19 surveillance data, including the weekly city reports. Cities that had their own set of reports included Henderson. One hundred and thirty-nine weekly city reports are available. Each report provided data on the number and 7-day moving average for new COVID-19 cases, percent of people receiving COVID-19 viral tests who had positive results, new COVID-19 related hospitalizations, and new COVID-19 related deaths. The data was further broken out by age groups.

Henderson Weekly Report Highlights⁸

Henderson data in the weekly reports was provided for fourteen zip codes. The weekly reports show that between March 2020 and April 2023 the biggest spike of new COVID-19 cases and 7-Day moving average in Henderson occurred around **January of 2022**. Several days in January saw some days with over 1000 new daily COVID-19 cases. Comparatively in April of 2023 the number of new daily COVID-19 cases were no higher than fourteen.

Henderson's COVID-19 hospitalizations had the highest peaks in December 2020 and January 2021. Other peaks were observed around July 2020, August 2021, and February 2022. Figure 2 provides the number of new COVID-19 hospitalizations for Henderson and the 7-day moving average between March 2020 and April 2023.

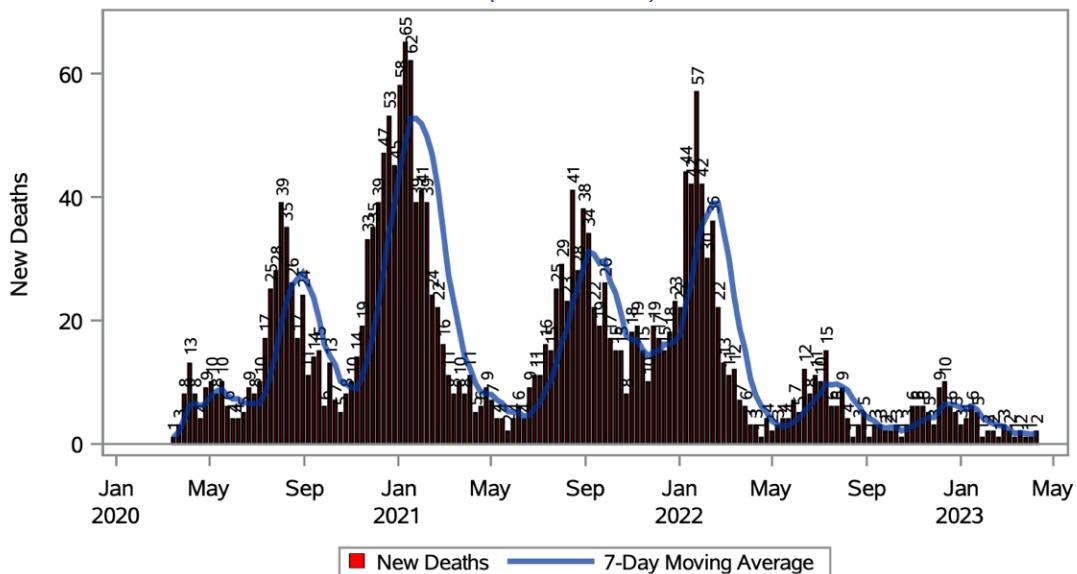
Figure 2. Henderson COVID-19 Hospitalizations (2020 to 2023)



Henderson zip codes include 89002, 89011, 89012, 89014, 89015, 89044, 89052, 89074, 89119, 89120, 89122, 89123, 89124, 89183.

Henderson COVID-19 deaths had four major spikes between January 2020 and April 2023. Those were observed in August 2020, January 2021, August 2021 and January 2022. Figure 3 provides the number of new COVID-19 deaths and the 7-day moving average between that timeframe.

Figure 3. Henderson COVID-19 Deaths (2020-2023)



Henderson zip codes include 89002, 89011, 89012, 89014, 89015, 89044, 89052, 89074, 89119, 89120, 89122, 89123, 89124, 89183.

Use of Funds

Guided by SLFRF eligible uses, COH identified the following areas/projects for funding:

- Promotion of COVID-19 vaccinations, testing, contact tracing
- Preventive measures in congregate settings
- Capital investments or physical plant changes to public facilities to allow for social distancing
- City Employee leave time
- Community violence interventions
- Decontamination efforts
- Early learning education
- Provision of mental health services, housing supports
- Assistance to seniors, assisted living facilities, and homeless
- Assistance to unemployed or underemployed workers, aid to other impacted industries
- Workforce development, public sector workforce services, construction costs
- Stormwater flood prevention, revenue recovery and project evaluation and data analysis

As the COVID-19 situation evolved, projects were launched and completed accordingly. COH leadership closely monitored each initiative to ensure funds were used efficiently and that project goals were met. Budget adjustments were made to align with project developments and changing needs.

A. Public Health (EC 1)

Vaccination and Testing (CLOSED EARLY 2023)

Following Federal guidelines, funding was used to promote vaccine delivery and testing to Henderson residents and employees. A memorandum of understanding was established between COH and SNHD to implement the work of COVID-19 vaccinations and testing. The City staffed and supported vaccine Points of Distributions (POD) and partnered with SNHD within the City of Henderson limits to support vaccine delivery through the satellite PODs.

The City setup and supported testing for COVID-19 for its community and employees. Curative a third-party vendor, provided testing at various recreation centers. During the January 2022 spike a mega site was established at the Fiesta parking garage to increase testing capacity. Between January 15th to February 2nd, 2022, a total of 12,498 appointments were scheduled and 13,726 PCR and 1,892 Rapid tests were conducted. A robust and intentional testing program was established for Henderson employees. The City supported testing centers established by the SNHD and promoted distribution of at-home test kits for its community and employees.

Henderson participated in vaccine incentive programs in collaboration with SNHD. The City also partnered with multiple agencies to promote campaigns like the Back to Life campaign that was designed to increase COVID-19 vaccination rates within the 89052, 89121 and 8914 zip codes. Vaccination rates did increase in those targeted zip codes.

By mid-year in 2022 Henderson began to wind down the vaccine program and by the fourth quarter of the year the program was suspended. The project closed in early 2023.

For most of 2022 COVID 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. The testing project was closed by first quarter of 2023 and unspent funds reassigned.

Contact Tracing (CLOSED EARLY 2023)

Funding was used to hire staff to conduct contact tracing for City employees. SNHD conducted contact tracing when exposure occurred in public settings such as a school or business. During 2021 and 2022 COH developed tools to make contact tracing and employee notifications efficient. The tools included: a Master Tracker; a COVID-19 Questionnaire; a COVID Coordinator email inbox and direct phone line with automated phone tree info; an employee guide; a supervisor's guide; and a City Share Point page. While the project was active City staff ensured that all positive employees were contacted, and close contacts were reviewed and confirmed.

During the summer of 2022 the number of COVID cases decreased significantly. COH implemented an automated system to manage cases and began developing a transition plan as the program was phased out. As processes became fully automated, the COVID Coordinator positions were discontinued. The project was officially closed in the first quarter of 2023.

Prevention in Congregate Setting (CLOSED JUNE 2024)

At the height of the pandemic, the City held weekly check-in calls and sent a medical team to group homes, nursing homes, and long-term care facilities to conduct COVID-19 testing and administer vaccines as needed. Staff also provided vital information and educational outreach to ensure that seniors, especially those who were homebound or lacked access to resources, knew how to obtain testing and vaccines.

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. The City identified the correctional facility to make such modifications, as this would reduce the spread of contagious diseases and improve officer safety from physical assault. The number of face-to-face interactions of officers and detainees were significantly reduced by adding 85 food flaps to cell doors at the Henderson Detention Center. With three meals served daily, the installed food flaps reduce face-to-face interactions by approximately 102,930 annually. This project was complete as of June 30, 2024. Since the flaps were permanent, this reduction in face-to-face interactions will continue.

The other project that took place under this category included the fleet key organizer touchless system. The system was sourced, purchased and installed in the Inspirada Police station once the building was completed in early 2023.

Decontamination of Public Spaces (CLOSED JUNE 2023)

During the pandemic, funding was allocated to purchase cleaning supplies aimed at reducing COVID-19 transmission. Staff and contractors were hired to perform deep cleaning and decontamination in areas affected by positive tests, including workspaces, public areas, and jails. Even as transmission rates began to decline, the city continued its deep cleaning efforts to ensure a safe environment.

Capital Investments to Respond to COVID-19 (CLOSED JUNE 2023)

Using the funding the City made physical modifications to public spaces to allow for appropriate social distancing and full capacity video meeting capabilities which allowed ongoing public participation in local government. Touchless modifications were employed at parks and public facilities based on guidance from the CDC and best practices of other cities.

Touchless fountains and faucets were installed at Whitney Ranch indoor pool, Downtown Recreation Center, Downtown Senior Center, Multigeneration Recreation Center, the Justice facility, the Emergency Services facility lobby, Weston Hills and Madera Canyon Parks. Furniture was installed in training rooms at Green Valley, Legacy, Silver Springs and South Valley Ranch facilities.

Mental Health Services

SLFRF funding was used by COH to launch several mental health initiatives to address the ongoing mental health crisis. With many individuals grappling with anxiety, depression, and trauma, these initiatives were vital for addressing the psychological impacts of the pandemic. Additionally, suicide rates in Nevada have historically been higher than the national average. While each suicide has different contributing factors some groups are considered more at risk than others. Public safety officers are a particularly vulnerable group.⁹ These initiatives targeted all Henderson residents, however the COH prioritized staff such as first responders and those employees working in departments such as Municipal Court, Police, Fire, Community Development and Park & Recreation as these employees serve some of the most vulnerable members of the Henderson community.

The Mental Health Services projects included funding for two positions (Mental Health & Wellness Manager and a Wellness Center Administrative Assistant), the creation and delivery of mental health services and training, and the expansion of access to mental health and substance abuse providers. Overall funds supported the five domains of wellness and their related goals, with a strong emphasis on mental health wellness and suicide prevention.

The Mental Health and Wellness Coordinator, was hired in September 2022, focused on developing programs and coordinating crisis and proactive support for City employees. This role evolved into the Mental Health & Wellness Manager, expanding to include more in-depth training and clinical oversight for the police and fire peer support teams. The Mental Health & Wellness Manager lead the Mental Health Services project and oversees operations at the Wellness Center for city employees. This position has

become vital in providing essential mental health support to the employees and community of Henderson; by facilitating training, presentations, and debriefings, making referrals, building resources, and establishing the infrastructure for comprehensive mental health services primarily in Henderson.

The Mental Health & Wellness Manager has collaborated with community partners, including mental health professionals, nutritionists, non-profits (e.g., Alzheimer's Association), chaplain programs, and third-party contractors specializing in programs like Suicide Alertness and CISM training. These partners help provide training and services to the Henderson community. Additionally, external resources are available to employees and their families, covering specialties such as autism and resiliency. The Manager has also built relationships with other Southern Nevada public safety agencies to ensure regional well-being.

The Administrative Assistant was and is necessary to supporting the Mental Health & Wellness Manager and the Wellness Center's initiatives. This includes assisting with summits, wellness events, and training, managing suicide alertness surveys, and distributing 988 suicide cards. The position also coordinates Wellness Committee meetings, organizes and inputs data, and maintains regular communication with external agencies and contractors. Additionally, the assistant oversees the SharePoint page for mental health resources and ensures that wellness flyers are updated and available across city buildings.

During the funding period, a city-wide Wellness Committee was formed, implementing programming across all five wellness domains through sub-committees representing every department. The Wellness Team, which includes the Program Manager, two Public Safety Wellness Coordinators, and a Health & Wellness Officer, supports both mental and physical wellness by creating proactive programs, offering clinical oversight, and assisting with employee assistance programs and critical incident debriefings. Meeting monthly the team's work helps ensure that employees and their families are healthy and prepared to serve the community. Training attendance and feedback steadily increased, with programs like suicide safeTALK showing improved awareness and challenging misconceptions.

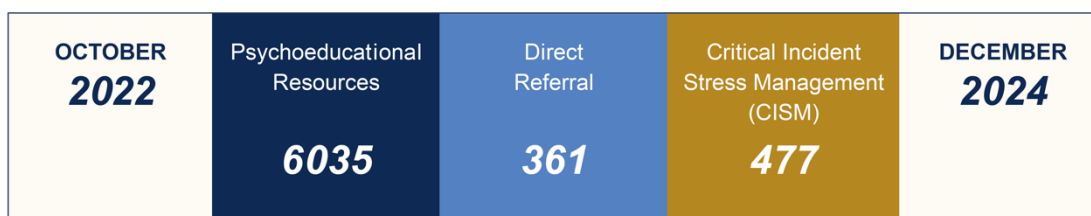
The Peer Support Team for the police and fire departments grew to 46 members, aiming to represent ten percent of each department. The Mental Health & Wellness Manager, along with the peer support team, provides training on self-care and mental health for both internal and external applications. The team, including peer support officers and fire engineers, has also responded to critical incidents within the city's public safety departments, as well as in the community.

Training in SafeTALK (suicide alertness for everyone) and ASIST (Applied Suicide Interventions Skills Training) were ongoing during and beyond the funding period. Many City departments have trained most of their staff. During 2025 trainings have been scheduled monthly.

A wide range of services were delivered over 27 months of the funding period, spanning from October 2022 through December 2024. Figure 5 provides a comprehensive summary of service delivery metrics during this time. In total, more than 6,000 resources were distributed. Additionally, 361 direct referrals were made to partner agencies and service providers, ensuring employees had access to critical follow-up care and wraparound support. The program also facilitated 477 Critical Incident Stress Management (CISM) debriefings, which play a vital role in supporting first responders, victims, and others exposed. These debriefings helped mitigate the long-term psychological effects of trauma and supported emotional recovery.

Alpha-Stim® devices, used as a non-invasive intervention for individuals experiencing symptoms of traumatic stress, continued to be actively utilized during the reporting period. The Vitanya program, designed to enhance brain performance, mental wellness, and overall resilience, remained in high demand. A consistent waiting list reflected the program's strong reputation and effectiveness. Participants who enrolled in the program continued to progress successfully through its stages, demonstrating measurable improvements in cognitive function and emotional regulation.

Figure 5. Total Individuals Served



The Mental Health & Wellness Manager created a program with external clinicians to support public safety personnel with mandated mental health check-ins. An application to track first responders' mental health and critical incidents is currently in the contractual phase. This app will connect with the CAD system to notify the peer team about critical incidents and offer resources and self-assessments for both first responders and their families.

The success of the mental health initiative is evident as the outcomes exceeded, with an increasing number of individuals served. These projects will continue to build on this success, proactively supporting employees and community members. The Mental Health & Wellness Manager will ensure best practices, innovation, training, clinical advisement, and peer support remain central to ongoing efforts.

SUSTAINABILITY

The SLFRF funding provided a solid foundation which will allow the work to continue. Throughout the process COH factored in sustainability to ensure training and programming will continue to serve Henderson employees and residents. Both positions were retained, and other programs and services will continue with minimal cost.

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

This project was implemented to expand access to mental health providers for counseling services for health plan participants enrolled in the City of Henderson Self-Funded Health Plan, beyond what was available through the contracted health plan provider network. The City's strategy focused on removing barriers to mental health care, particularly the cost of treatment and the delays in accessing qualified providers. Eligible participants in the plan include public safety employees of the Police and Fire Departments, and all non-union eligible full-time employees. In addition to the common stigma surrounding mental health treatment, public safety employees face an additional challenge: the lack of availability of culturally competent behavioral health providers who are trauma-informed and equipped to support public safety professionals. These employees active or retired experience daily trauma in their work roles and need specialized care that understands their unique experiences and needs.

The two overall goals of the project were to: **increase the number of unique member reimbursements** (or having claims paid direct to their out-of-network provider that bills insurance) year over year and **reduce out-of-pocket cost to health plan participants** who were utilizing out-of-network providers in the prior year. The desired outcome of this project was to ensure that first responders, and all other active and retired health plan participants had access to mental health care in a timely manner. As well as from mental health service providers that are well qualified to address any specialized mental health needs that may exist for the health plan participant. This was measured through increased utilization of out-of-network mental services, and reduction of complaints from health plan participants about access to appropriate mental health providers.

The goals of this project were met through member education and assistance with reimbursement claims. Education was provided via mailed communications, email updates, employee benefits orientations, and a network of wellness contacts in the field who guided members on the benefits. The Self-Funded Health Insurance committee shared information informally with colleagues and union members. In addition to planned education methods, word-of-mouth communication among members has been an unexpected and effective way to spread awareness. Project staff often heard that members learned about the benefit from coworkers and then sought information on program requirements and how to file claims for out-of-network care. Reimbursement claim assistance was provided directly by COH Benefits staff.

Utilization of the out-of-network benefit increased, and complaints about access to mental health providers from participants in the City Self-Funded Health Plan dropped to zero. Due to the nature of the project, insufficient incentivization for mental health providers to contract with insurance provider networks nationwide, and growing needs for access to mental health care on a nationwide level, the services that were implemented through this project will likely always be necessary, unless legislation is passed on a state or national level that requires appropriate incentivization for mental health providers to contract with insurance provider networks. The initiative has proven successful in improving access, but its sustainability will depend on broader systemic changes in mental health care.

Over a two-year period, the city processed numerous claims for behavioral health office visits. A total of **505** unique members utilized this benefit, resulting in **1,972** unique claims over the twenty-four months. This resulted in a total cost of **\$268,963.20** to the health plan, and an equal amount of savings to the affected members. Of these claims, **890** or 45% were attributable to Police/Fire public safety employees or dependents for a total of **\$144,942.78** or 54%. Over the two years the quarter that had the highest number of claims was quarter four (Q4) October through December 2023. Table 2 shows the number of unique members and claims paid by quarter.

Table 2. Non-Network Therapy Claims Paid from January 2023 and December 2024

Quarter	# Unique Members	# of Claims	Amount Paid	# of Claims, Public Safety*	Amount Paid**
Q1: 2023	21	64	\$8,092.54	25	\$3,545.86
Q2: 2023	45	223	\$31,531.54	103	\$13,284.92
Q3: 2023	77	351	\$42,692.53	144	\$17,731.87
Q4: 2023	123	447	\$59,971.45	229	\$31,715.37
Q1: 2024	48	173	\$25,604.85	95	\$14,291.23
Q2: 2024	78	334	\$45,804.08	159	\$20,608.02
Q3: 2024	67	230	\$33,678.01	39	\$30,371.48
Q4: 2024	46	150	\$20,918.20	96	\$13,394.03
Total	505	1972	\$268,293.20	890	\$144,942.78

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

**Amount paid out for Police/Fire public safety employees or dependents claims.

SUSTAINABILITY

The COH anticipates continuing to offer this benefit through health plan funds.

Surge Leave (CLOSED FEBRUARY 2022)

Funds were used for staff leave time for personal or family illness through the early part of 2022.

B. Negative Economic Impacts (EC 2)

Homeless Support and Code Enforcement

In the aftermath of the pandemic, Henderson experienced a noticeable increase in unsheltered individuals and incidents of vandalism in public parks. In response, the project aimed to address both issues through a dual approach: providing housing and support services for people experiencing homelessness and reducing park-related incidents through enhanced patrolling. SLFRF funding was allocated to hire both full-time and part-time staff to deliver a combination of code enforcement and homeless outreach services. In coordination with the Parks Department and the Henderson Homeless Outreach Team, code enforcement personnel helped ensure compliance with park regulations while also maintaining an after-hours presence in high-incident areas. Over time, their role expanded to include direct service provision, such as connecting individuals to resources and increasing the availability of emergency lodging units.

Services were made available to all individuals experiencing homelessness, with an emphasis on proactive engagement and support. To enhance mobility and efficiency, funding also supported the purchase of a utility trailer for transporting the team's off-road vehicle, allowing access to more remote or difficult-to-reach areas. Additionally, four ruggedized mobile data terminals were acquired, enabling staff to take case notes, log field activity, and make real-time referrals while in the field.

While outreach teams operate across the Las Vegas Valley, the Henderson Homeless Response Team (HHRT) is the first initiative specifically dedicated to serving individuals experiencing homelessness within the City of Henderson. This street outreach team plays a critical role in addressing the unique needs of the local unhoused population.

HHRT provided a comprehensive range of services, including conducting individualized needs assessments, coordinating intake processes, assisting with the retrieval of vital documents (such as birth certificates), distributing bus passes, and facilitating access to emergency lodging.

To expand the reach and impact of these efforts, the City of Henderson partnered with established service providers—HELP of Southern Nevada and The Salvation Army—through subcontract agreements. These partners contributed to the staffing of the HHRT team and the provision of emergency shelter, strengthening the city's coordinated response to homelessness.

Staff carried out a broad range of responsibilities aimed at enhancing public safety and supporting vulnerable populations in Henderson's parks and trails. Their duties included enforcing park regulations, mitigating vandalism and other park violations, and addressing the presence of homeless encampments in a respectful and solution-oriented manner.

In addition to enforcement activities, staff actively engaged with individuals experiencing homelessness—providing referrals to housing and supportive services, distributing water, and offering transportation to designated cooling stations during the summer months. They also played a critical role in harm reduction by identifying individuals at risk of overdose and distributing Narcan as needed.

While staffing challenges led to several vacancies during the reporting period, all part-time Park Code Compliance Officer positions were successfully filled by December 2024, strengthening the team's capacity to deliver these essential services. Table 3 shows the number of unsheltered cases served by year. The 2023 calendar year ended with a 63% increase in unsheltered cases that the team handled over the prior year. While 2024 saw a 37% increase in unsheltered cases over 2023. Cases were referred to the HHRT for housing opportunities.

Table 3. Number of Unsheltered Cases Served by Year

2022	2023	2024
145	390	623

Workforce Development – Training and Jobs (CLOSED SEPTEMBER 2023)

The City of Henderson Center for Excellence is a partnership between the City of Henderson and the College of Southern Nevada (CSN). Located in Via Inspirada in West Henderson, this 17,000-square-foot specialized training facility is designed to develop a skilled workforce in advanced manufacturing, addressing the demand for high-level training in the field. CSN offers instruction and curriculum developed in partnership with industry leaders. SLFRF funding was utilized to equip the center with cutting-edge manufacturing tools, replicating a real-world manufacturing environment. All purchases and installations were completed by September 30, 2023. The facility is fully operational and achieved a 2023 Green Globes certification for New Construction. Over the next five years, the center is expected to generate approximately 1,400 new jobs.¹⁰



Small Business Assistance

The City of Henderson launched the Henderson Small Business Assistance Program (HSBAP) to support small business owners by providing technical assistance. The program offered up to twelve months of high-level business support from skilled providers to late-stage startup businesses that met specific criteria. Eligibility included businesses that have their principal place of business in Henderson for at least two years, generating between \$50,000 and \$700,000 in revenue, and having a business plan. The program targeted underserved disproportionately affected small business founders in the City of Henderson, specifically late-stage startup businesses. The City contracted the CSN's Small Business & Entrepreneurship Development to serve as subject matter experts and administer the program.

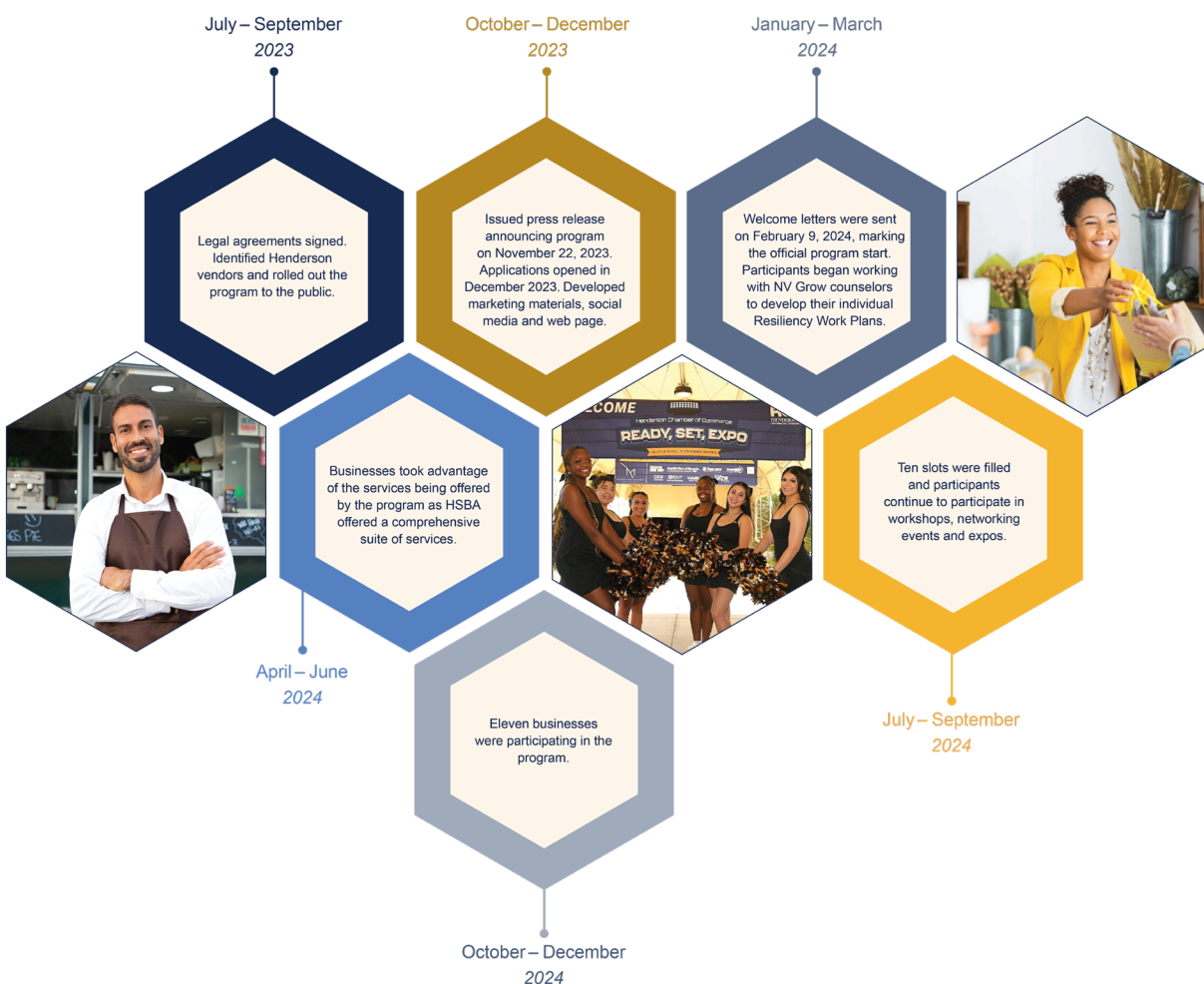
The goal of the program was to support small business owners by providing targeted services and resources that enhance long-term resiliency, capacity, and job creation. Businesses were able to select and participate in a comprehensive suite of specialized supports (see figure 4). Tailored solutions were provided based on each business's unique needs, helping them compete, secure funding, and thrive. In addition to receiving technical assistance, each business was guided in developing a customized Resiliency Work Plan—a strategic, individualized roadmap designed to strengthen long-term business resilience.

Figure 4. Technical Assistance Categories and Definitions

Technical Assistance Categories	Definition
BUSINESS SUPPORT	Business planning and strategy assistance Advice on hiring or managing employees
MARKETING ASSISTANCE	Social media strategy and management Branding and advertising support
FINANCIAL GUIDANCE	Budget, grant writing, and loan application assistance Help preparing financial statements Accounting software education Tax essential workshops
TRAINING AND RESOURCES	Connections to expos, trade shows, and business groups
NETWORKING OPPORTUNITIES	Connections to expos, trade shows, and business groups
WEBSITE ASSISTANCE	Website development, optimization, and e-commerce support
GIS DATA COLLECTION	Market research and customer demographic analysis
MEDIA & PUBLIC RELATIONS TRAINING	Press release guidance and media representation training
PHOTOGRAPHY & VIDEO CREATION	Professional head shots and product photography Business video production and promotional content
CERTIFICATION ASSISTANCE	Industry-specific and diversity support

Program planning and development officially commenced in the second quarter of 2023, laying the groundwork for a successful initiative. By the third quarter, significant progress had been made: legal agreements were finalized, and the process of identifying eligible participants was actively underway. As the year progressed, outreach efforts ramped up—by late 2023, a robust marketing campaign was in full swing. Shortly thereafter, the application period opened, inviting businesses to apply for participation. By early 2024, a cohort of selected businesses began engaging with dedicated counselors. Business types ranged from mobile notary services to a unique coffee shop. These businesses initiated the development of their personalized Resiliency Work Plans and started receiving targeted technical assistance aimed at strengthening their operations and positioning them for sustainable growth. Figure 5 displays a timeline of major program highlights.

Figure 5. HSBA Program Highlights Activity Timeline



Throughout the duration of the program CSN's Small Business & Entrepreneurship Development Division maintained a strong focus on accountability and impact measurement by delivering quarterly progress reports. These reports tracked each business's advancement toward the milestones outlined in their individualized Resiliency Work Plans. To evaluate the program's effectiveness and return on investment (ROI), an analysis was conducted, focusing on key indicators of business growth such as productivity, revenue increases, and job creation.

By the end of the year, the data revealed significant achievements and clear signs of progress among participating businesses. Notable outcomes include:

- A total of **124 hours of one-on-one mentoring** were delivered, offering hands-on guidance tailored to each business's unique challenges and goals.
- **All program participants** reported being **very satisfied** with their overall experience, citing the relevance of support and the practical value of the tools provided.

- Collectively, the participating businesses experienced a **combined increase of 2,497 in customer count** between 2023 and 2024.
- The group also reported a net gain of **14 new jobs**, reflecting improved capacity and operational growth.
- Most businesses saw a meaningful rise in their **annual revenue and net profits**, indicating stronger financial stability and market performance.
- Based on these outcomes, the project's **Return on Investment (ROI)** was calculated at **185%**, demonstrating that the resources invested in the program yielded significant economic and community benefits.

SUSTAINABILITY

The HSBA Program was key in driving economic recovery and fostering long-term sustainability in Henderson through the revitalization of small business development. By helping businesses grow and expand their workforce, the program directly contributed to job creation and greater economic stability within the community. Increased business revenues translated into higher local tax contributions, further supporting public services and infrastructure investment. By strengthening the resilience of small businesses, the HSBA Program laid the groundwork for sustained economic health and positioned Henderson for continued prosperity well into the future.

Recruitment/Retention Pay (CLOSED 2022)

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 were expended.

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

Educational Assistance (CLOSED SEPTEMBER 2024)

Hope Squad is a nationally recognized, school-based peer support program designed to prevent suicide through peer-led awareness, education, and stigma reduction. The program empowers students to recognize warning signs and connect their peers to trusted adults and mental health resources, creating a proactive and supportive school environment.

Using SLFRF funding the City of Henderson supported the implementation of Hope Squad at local middle and high schools. During the funding period, two informational outreach sessions were conducted for interested schools. These sessions introduced the Hope Squad model, outlined the steps for implementation, and provided essential materials to help schools successfully adopt the program.

As a result, participating schools received comprehensive training and curriculum necessary to launch Hope Squad on their campuses. SLFRF funding successfully enabled the introduction of the program at four charter school campuses in Henderson,

that serve three middle and three high schools, expanding access to peer-driven mental health support for approximately 3000 youth across the Henderson community.¹¹

SUSTAINABILITY

HOPE Squad programs are designed to be sustainable through a combination of community support, ongoing training, and integration into school systems. Overall, the sustainability of HOPE Squads lies in their ability to integrate into the broader school and community infrastructure, their reliance on peer support, and the ongoing training and partnerships that keep the program relevant and effective.

Health and Social Services (CLOSED SEPTEMBER 2024)

The goal of this project was to identify ways to strengthen and enhance the capacity for providing social services to Henderson residents. Funding was allocated to contract with Social Entrepreneurs, Inc. (SEI) and hire two staff members.

SEI conducted a Social Services Assets and Gaps Needs Assessment under contract. The report synthesized key findings and recommendations to address pressing social issues impacting the health and well-being of Henderson residents. The report outlined ten recommendations, each accompanied by actionable items.

1. Work with community groups to create and deliver effective, culturally and linguistically appropriate approaches, message, and materials to help address social determinants of health.
2. Promote the use of best practices for clear, equitable, and accessible communication, employing principles of health literacy to inform the public.
3. Develop strategies to ensure regulations and laws which impact health, such as housing and health codes or laws related to injury and violence prevention are in place to support residents and address priority populations' needs.
4. Support integrated, efficient use of resources for individuals, families, and communities impacted by violence.
5. Connect eligible community members to health and social services such as Medicaid including its medical, mental health, and housing benefits, Temporary Assistance for Needy Families, and Supplemental Nutrition Assistance Program.
6. Ensure health services, including behavioral and mental health services, are available and provided in a culturally and linguistically appropriate manner.
7. Collaborate with multisector partners (e.g. transportation, housing) to address and remove barriers to care.
8. Promote use of evidence-based practices such as tenant-based housing vouchers to address housing insecurity to improve health outcomes.
9. Actively engage governance bodies to understand and address SDOH and priority population gaps in services in the community.
10. Establish robust information technology services that allow for collection and sharing of SDOH and health equity data for priority populations.

The **Community Health Program Coordinator** position was created to identify opportunities to strengthen and build capacity to provide social services to residents of Henderson, by improving individual and community health. SLFRF funding was used to hire the coordinator in July 2023 and the position transitioned to general funds at the beginning of 2025. Job duties for this position include:

- Performing 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.
- Advocating for services for vulnerable populations with the city.
- Co-lead on the SEI Social Services Assets and Gaps Needs Assessment report, developing a report action plan.
- Partnering with state and local agencies on primary and secondary prevention activities.

SLFRF funding was used to hire a **Licensed Mental Health Clinician** to work in a Mobile Crisis Intervention Team (MCIT). The employee began work in March 2023 and worked under the SLFRF funding until February 2024. The position was retained and transitioned to other City funding. This position worked alongside police officers in the MCIT to address the needs of those experiencing a behavioral health crisis. The purpose of this team is to divert persons in crisis from emergency rooms and/or jails and link them to appropriate treatment. MCIT staff work to build relationships and empower clients to improve their quality of life through crisis intervention, psychoeducation, and connection to community resources.

Clinician duties included:

- Providing daily services to vulnerable populations, including harm reduction resources and evidence-based screenings like C-SSRS, AUDIT, and DAST.
- Provide outreach to people experiencing homelessness reside.
- Collaborating with Touro University medical team for mental health assessments and harm reduction tools.
- Training internal staff.
- Educating the community and service providers about the team's purpose and fostering relationships to enhance service delivery.
- Tracking client referrals to resources and contact interactions.

During the reporting period, COH transitioned to a new mobile crisis intervention model. To align with best practices outlined by the Best Practice National Guidelines for Crisis Care (SAMHSA) and Nevada Medicaid, COH has removed law enforcement from the mobile crisis team. The primary goals of the new 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.

SUSTAINABILITY

Both positions were successfully retained and transitioned to other City funding sources. This shift allowed the roles to remain integral to ongoing city initiatives without disruption as SLFRF funding ended. The positions will continue to provide valuable services while meeting the evolving needs of the community.

Community Violence Interventions

A portion of the SLFRF funds was allocated to various community violence intervention programs. The programs were implemented to support the City's efforts in making Henderson a safe community.

The purpose of this project was to enhance the Henderson Police Department's capacity to assist crime victims by adding a full-time **Victim Advocate**. This additional advocate enabled the department to provide increased support, education on legal rights, criminal law, and available resources, as well as emotional support. The advocate assisted victims in filing complaints, obtaining protection, and coordinating services. Since late 2022, the Victim Advocate, funded by SLFRF funds, played a crucial role in supporting victims of crime.

Each case received personalized attention, with the advocate collaborating with clients, detectives, legal representatives, and community agencies to address individual needs. Support included safety planning, court accompaniment for Temporary Protective Order (TPO) hearings, and criminal proceedings. The Victim Advocate has proven essential in offering comprehensive support to crime victims, particularly in cases of domestic violence, and is a vital resource for the Henderson community. The effectiveness of this role was evaluated through monthly reporting, which tracked both the quantity and quality of interactions with victims. In addition to assisting clients, the Victim Advocate participated in meetings, contributed to committees, attended training opportunities, and conducted training sessions and briefings throughout the project period.

All individuals who received services from the Victim Advocate were invited to complete a brief, three-question survey aimed at evaluating the effectiveness of the support provided. Although participation was voluntary, the response rate was notably strong—1,034 surveys were completed out of the 2,235 individuals served during the funding period, reflecting a 46% response rate.

The survey included the following questions:

1. **Do you better understand where your case is in the judicial process?**
– **78%** of respondents (808 individuals) agreed, indicating that the services provided by the Victim Advocate helped clarify the legal process and improve their understanding of the status of their case.

2. **Were you assisted by the services of the Victim Advocate?**
 - **85%** (880 individuals) responded affirmatively, demonstrating that most participants felt supported and benefited from the services provided.
3. **Were there any additional services that could have been helpful but were not available or offered by the Advocate?**
 - Some respondents identified needs for additional resources. In these cases, the Victim Advocate conducted follow-up outreach to ensure that the individuals received the items or services requested, demonstrating a proactive and client-centered approach. Additional services or items requested and subsequently addressed included:
 - Bus passes
 - Cell phones for emergency use (e.g., calling 911)
 - Food assistance
 - Clothing
 - Window locks and door jams (for improved safety)
 - Lease termination support
 - Gas cards
 - Utility bill (power) assistance
 - Relocation assistance

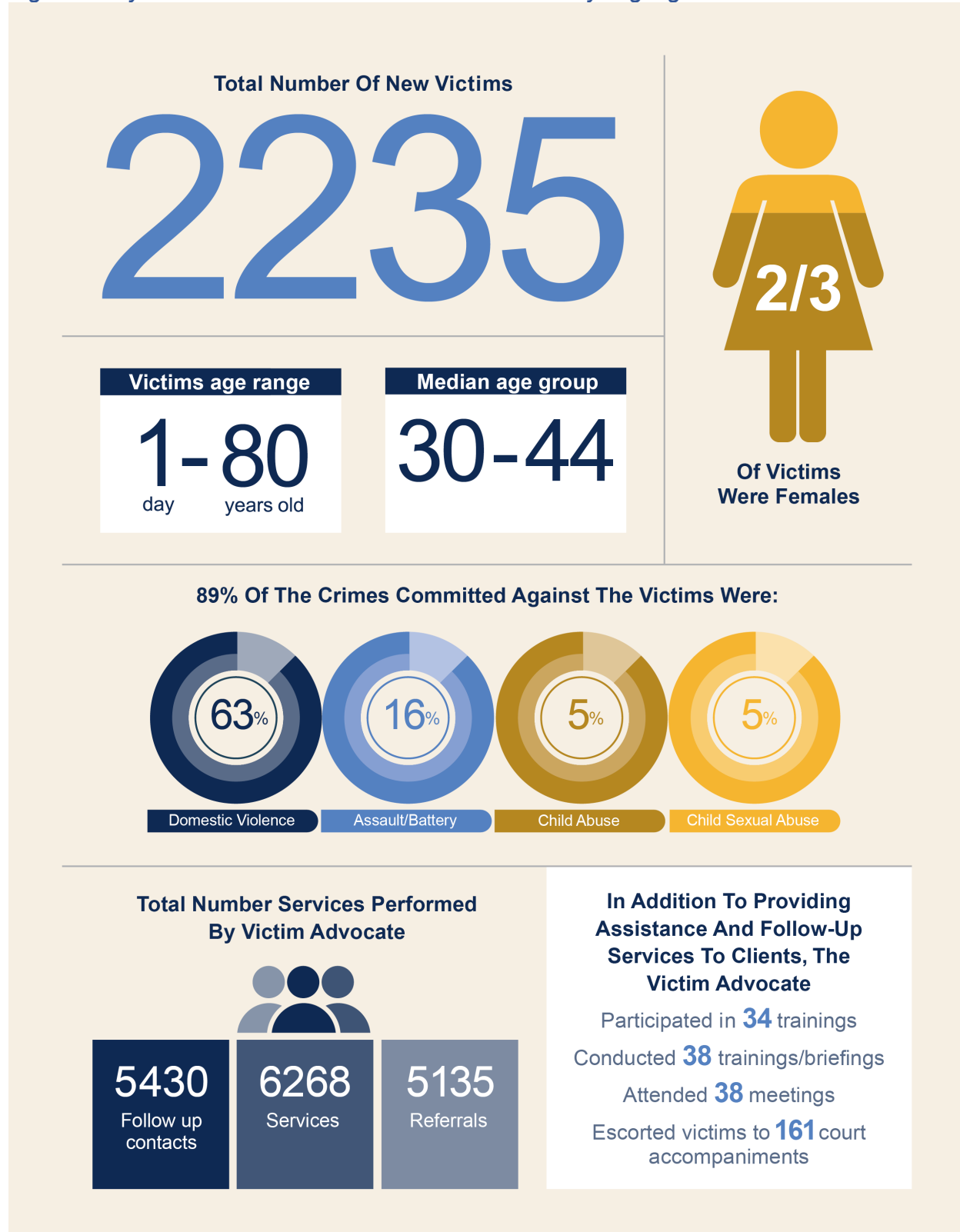
These responses highlight the dynamic nature of victim support work, emphasizing the importance of flexibility and resourcefulness in meeting the unique and evolving needs of crime victims. The survey feedback also served as a valuable tool for continuous improvement, helping to guide the Victim Advocate's outreach and resource coordination efforts.

Over the twenty-six-month period from November 2022 through December 2024, the Victim Advocate provided consistent and compassionate support to individuals impacted by crime. On average, 86 new victims were served each month, reflecting both the sustained demand for services and the Advocate's commitment to meeting the needs of the community. In total, the Victim Advocate made 5,430 follow-up contacts, ensuring continuity of care, emotional support, and assistance navigating the legal and social service systems.

During this period, 2,235 unique individuals received services. These victims represented a diverse cross-section of the community, spanning all age groups, genders, and ethnic backgrounds. The Advocate addressed a wide range of needs—ranging from crisis intervention and safety planning to court accompaniment and referrals to mental health and housing resources.

Figure 4 provides a visual summary of key demographic information about the victims served, along with an overview of the types of services and activities delivered by the Victim Advocate. This data underscores both the scope and impact of the program, highlighting its vital role in promoting healing and justice for crime victims throughout the city.

Figure 4. By the Numbers: Victims Served and Activity Highlights from 10/2022-12/2024



As part of its commitment to public safety, COH allocated a portion of SLFRF resources to enhance law enforcement's response to violence through advanced technology and equipment. These purchases included:

- Acquisition of forensic lab equipment to reduce the backlog of cases at the Henderson Forensic Laboratory. Funds were used to purchase a SCIEX Triple Quad LC-MS/MS, related components like nitrogen generators and thermometers. Also inclusive was method development. This new laboratory information management system automated monthly reporting, including tracking backlogged cases. Along with the new lab facility, upgraded equipment, and ongoing backlog elimination efforts, these purchases greatly improved efficiency, increased capacity and case processing.
- The purchase of night vision devices (SWAT equipment) enhanced community safety by equipping officers for special event clearance, search and rescue operations, surveillance, apprehensions, hazardous material responses, and tracking and navigation. This purchase was intended to improve the overall safety of Henderson residents and visitors.
- Procurement of traffic equipment, including Automated License Plate Readers (ALPRs), to locate wanted vehicles and vehicles of interest. Locating wanted vehicles and persons is crucial for solving crimes and recovering stolen vehicles. To enhance this capability, the Police Department plans to expand its use of Automated License Plate Readers (ALPRs) by adding 54 fixed units to the existing 18 vehicle-mounted ones. Unlike a single officer, who can scan 150 plates per hour, each ALPR can scan 3,600 plates per hour, significantly boosting data collection for detectives by 2300%. ALPRs will be strategically placed at major intersections and roads, with the flexibility to be moved to target specific crime series.



Technology Response (FUNDS REPURPOSED)

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 (CLOSED JUNE 2022)

SLFRF funds contributed to the design services for Boulder Highway Storm Drain – Water Street to Major Avenue. The purpose of the overall project is to improve water quality through stormwater management and reducing the volume of stormwater runoff. This work was undertaken by Atkins North America, Inc. Design work included collecting and reviewing data such as utility maps, topography, and hydrology; analyzing stormwater runoff and flow rates; hydraulic modeling; and creating CAD drawings. Atkins coordinated with other infrastructure like roads and utilities, assessed environmental impacts, and helped with permitting.

F. Revenue Replacement (EC 6)

Revenue Replacement

The City allocated roughly 72% (\$27,019,312.10) of its SLFRF funding for revenue replacement due to the economic impact of the pandemic. The shutdowns and capacity restrictions on businesses significantly disrupted tax revenues, resulting in a projected loss of approximately \$36 million in 2020 compared to the previous year.



Promoting equitable outcomes

The City of Henderson is committed to fostering a fair and just environment for all who live, work, play, and do business here. Recognizing that not all residents have had equal opportunities, especially those most impacted by the pandemic, COH made equity a core value that drives both pre and post crisis efforts. The city actively involves underserved and vulnerable populations in shaping its plans and initiatives, ensuring all residents have the chance to thrive and contribute to a vibrant, inclusive community. The table provides an overview of the populations served by federal category.

Table 3. Equitable Outcomes Overview

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

Community Engagement

The City of Henderson (COH) continued to prioritize collaboration throughout the funding cycle, recognizing that all stakeholders play a crucial role in the success of the projects. Since the onset of the pandemic, COH actively gathered input and feedback from the community through various means. The City also utilized other strategic documents like the comprehensive community assessments to guide the recovery plan and process.

The *Together We Can Primer* report was the initial City plan that paved the way for simultaneous implementation design to reduce the spread of COVID-19 and lessen the impact of the economic crisis. Receiving the 2021 Resilience and Sustainability Award, the plan is centered upon the core belief that **“the “whole community” — local business leaders, members of the community, partner agencies, non-profits, and faith-based organizations, as well as regional, state, and federal partners — will take ownership of the recovery process to continue to strengthen and revitalize the community now and for many years to come”**. This principle is central to community engagement. Three prominent examples of community engagement and stakeholder success are described below:

Example 1 – Southern Nevada Health District

Early in the immediate response to the pandemic, the City of Henderson worked closely and collaboratively with the Southern Nevada Health District (SNHD), to ensure a unified and effective public health response. This alliance provided essential resources, guidance, and expertise, allowing the City to quickly implement critical health and safety measures for residents, businesses, and employees. The partnership between the COH and SNHD was instrumental in coordinating testing efforts, distributing personal protective equipment (PPE), and ensuring that accurate, timely information about COVID-19 was accessible to the community. The close collaboration also facilitated the development and execution of emergency health protocols, such as quarantine procedures, contact tracing efforts, and vaccination distribution plans, aimed at reducing the spread of the virus and safeguarding public health.

Additionally, the alliance enabled both entities to leverage their respective networks and resources, allowing for more efficient communication and rapid response to emerging public health challenges. Through this partnership, the City and SNHD were able to implement targeted outreach efforts to vulnerable populations, ensuring that the most at-risk individuals received the support and information they needed to navigate the pandemic. The combined efforts played a critical role in ensuring the City’s resilience during the early, uncertain stages of the pandemic, and laid a strong foundation for ongoing recovery efforts.



Example 2 – Multiple Stakeholders

COH undertook a comprehensive redesign of its health and safety programs to prioritize employee care and workplace safety. Collaborating with a diverse group of stakeholders, including public safety employee unions, benefits, finance, safety, workers' compensation, human resources, non-represented employees, and executive leadership, the City ensured a holistic overhaul of services. This collaborative effort led to improvements in pre-employment testing, medical surveillance screenings, workers' compensation claims administration, and mental health services. Among the key changes was the establishment of a near-site employee Wellness Center, offering both occupational medical services and mental health support for employees and their families. The City also assessed various employee well-being programs, aligning them with its mission, values, and heightened focus on mental health in the post-COVID era.

Example 3 – College of Southern Nevada (CSN) & Small Businesses

The Henderson Small Business Assistance Program (HSBAP) partnered with CSN's Small Business and Entrepreneurship Development to ensure the success of the initiative. The photograph to the right was taken on August 22, 2023, celebrating the grand opening of the state-of-the-art advanced training center.¹²



This collaboration proved vital, as CSN brought invaluable expertise and resources in small business development, entrepreneurship, and technical assistance, which were crucial to the program's outcomes. Working with a community partner that had both the knowledge and the capacity to offer specialized guidance was a key factor in achieving the program's objectives. This partnership helped foster a stronger sense of community by equipping local entrepreneurs with the tools they needed to succeed in an ever-evolving market. By leveraging CSN's established network and expertise, the HSBAP was able to deliver a high level of support to local businesses, ultimately contributing to their growth, sustainability, and long-term success.

City leadership remains deeply committed to engaging stakeholders, understanding that effective collaboration is an ongoing process that demands continuous interaction, feedback, and active participation. COH recognizes the importance of building lasting relationships with key community members, organizations, and local leaders to ensure that diverse perspectives are considered in decision-making. This commitment goes beyond one-time consultations; it involves regular communication through public meetings, surveys, focus groups, and other outreach methods to keep stakeholders informed, address emerging issues, and adapt strategies as needed. By fostering an open dialogue and maintaining a dynamic approach to community engagement, COH ensures that its initiatives remain responsive to the evolving needs of residents, businesses, and service providers, ultimately contributing to a more thriving community.

Labor Practices

During the performance period, the City of Henderson adhered to labor practices to ensure compliance with federal and state laws, as well as any applicable local policies. These practices included:

1. **Davis-Bacon Act Compliance:** For construction and infrastructure projects funded by federal sources, the city must pay workers at least the prevailing wages set by the Department of Labor, as outlined in the Davis-Bacon Act. This ensures fair compensation based on local wage standards.
2. **Equal Opportunity Employment:** The city must provide equal employment opportunities regardless of race, color, religion, sex, national origin, age, or disability. This is in line with federal anti-discrimination laws, including Title VII of the Civil Rights Act of 1964.
3. **Contractor Requirements:** Contractors hired for federally funded projects are required to adhere to labor standards, including proper documentation of wages paid and compliance with safety regulations.
4. **Local and State Law Compliance:** In addition to federal regulations, COH complies with any state or local labor laws that provide additional protections or wage standards for workers.

By adhering to these practices, COH ensures that federal funds are used responsibly and that workers are fairly compensated, treated with dignity, and provided with safe working conditions.

2024 Awards and Recognitions

During 2024 the City of Henderson received multiple awards, some are listed below. The full list for 2024 and for prior years can be found on the City's website.¹³

- The City of Henderson earned high marks on the Human Rights Campaign's Municipal Quality Index (MEI) for 2024.
- The Theo Award was given to the City of Henderson Workers Compensation, Safety and Wellness teams.
- The City Mayor Michelle Romero received the 2024 Champion for Charter Schools Award from the National Alliance for Public Charter Schools.
- Department of Utility Services was awarded the National Association of Clean Water Agencies 2024 Platinum Peak Performance Award.
- Three awards from the American Planning Association (APA) Nevada Chapter.
- The 2024 Malcolm Baldrige National Quality Award.
- The City Clerk's Office received the National Beacon Award.
- Received two honors from KNPR Best of the City 2024 by getting Best Outdoor Family Events Venue and Best Place to Birdwatch.
- The Henderson Fire Department received accreditation by the Commission on Fire Accreditation International (CFAI).
- Ranked number three by Smart Assets for cities that gained the most retirees.
- Designated by the National Park Service as an American World War II Heritage City.
- The city of Henderson was also named a 2024 Best Workplace for Commuters and earned a designation as Best Place for Working Parents for 2024.¹⁴

Use of Evidence

The City of Henderson was dedicated to strategically utilizing SLFRF funds to achieve meaningful outcomes for its residents. COH focused on prioritizing evidence-based solutions to ensure the most effective use of resources.

Over the course of the funding period, a total of **\$432,445.65** was allocated specifically to initiatives focused on delivery evidence-based, theory-informed programs and activities. These investments were made with the goal of delivering high quality services aligned with best practices in the field.

Three projects G22FB, G22FD, and G22FR used funding for evidence-based interventions targeting mental and behavioral health needs within the community. Projects G22FB and G22FD allocated a significant portion of their budgets toward evidence-based expenses. Collectively, their use of such expenditure accounted for 24% of total funding designated for mental health services, reflecting a strong commitment to data-driven and outcome-oriented programming. Notably project G22FR allocated all its funding toward evidence-based expenditures.

Table 4 provides a summary of allocation amounts by project.

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)	\$207,206.16 \$165,339.49
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)	\$59,900.00
2.16	Housing Security (G22FS)	N/A
2.19	Social Determinants of Health (G22FT, G22FL)	N/A
	TOTAL	\$432,445.65



Funding was allocated to support the implementation of a variety of evidence-based, theory-informed programs, activities, and services. These initiatives were selected for their effectiveness and are briefly described below.

Mental Health Services (1.12)

- **[Alpha Stim](#)**¹⁵ is a clinically validated, non-invasive medical device approved by the U.S. Food and Drug Administration (FDA) for the treatment of anxiety, insomnia, and pain. Additionally, it holds approval for the treatment of depression in countries outside the United States. Backed by extensive research, Alpha-Stim® utilizes Cranial Electrotherapy Stimulation (CES) to safely and effectively support mental and physical wellness, making it a valuable tool in holistic care and wellness programs.
- **Critical Incident Stress Management (CISM)**¹⁶ 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.
- **Emotional First Aid and Peer Support Training**¹⁷ equips emergency responders, law enforcement and hospitals 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).
- **Evolved Worldwide LLC**, Licensed Clinical Social Workers (LCSWs). These clinicians deliver professional mental health services grounded in the principles of evidence-based practice. Their work integrate the latest research, clinical expertise, and client values to ensure effective, client-centered care.
- **[Livewell Nutrition](#)**¹⁸ is a service offered by credentialed Registered Dietitian Nutritionists (RDNs). RDNs are recognized as experts in food and nutrition who use evidence-based knowledge to support the health and well-being of individuals, groups, and communities. Their education, training, and professional standards are rooted in using the best available scientific evidence.
- **[LivingWorks](#)**¹⁹, a leading provider of evidence-based suicide prevention training, offers four programs, 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.

- The [Resilient Minds](#)²⁰ 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.
- **Supporting Heroes in Mental Health Foundational Training (SHiFT) Wellness**²¹ provides psycho educational programs that are informed through theory. Trainings are designed for individuals exposed to child sexual abuse materials and mental health professional working with them.¹⁸
- **Tristan Thibault** Licensed Marriage and Family Therapist and Licensed Clinical Alcohol and Drug Counselor. A professional trained to use interventions and therapies that are back by scientific research.
- [Vitanaya](#)²² is a proprietary wellness program designed for military, law enforcement and first responders to support improved brain performance. This six-month program targets the following areas of brain performance among participants: reduction in trauma, depression, stress, and anxiety, increasing stress resiliency, improvement in sleep, resilience, and executive functioning.



Addressing Educational Disparities (2.25)

- [Hope Squad](#)²³ an evidence-based suicide prevention program recognized in the Suicide Prevention Resource Center's Practice Registry. Built upon two important theories peer-to-peer disclosure of suicide risk (Kakafat and Elias) and Joiner's Interpersonal Theory of Suicide this national suicide prevention initiative is aimed at changing the way young people talk about mental health. It forms school-based peer support teams made up of reliable and compassionate students. These team members are trained to identify at-risk peers, offer friendship, recognize warning signs of suicide, and connect with adults for help.

Table of Allocations by Expenditure Category

The table below provides the total appropriated and expended by the identified project. Of the total amount awarded to the COH, **\$37,368,428.00** all funds have been expended as of March 31, 2025.

Table 5. Total Appropriation & Expenditure by Project

Federal Category	Project ID	Project Category	Total Appropriation	Cumulative Expenditure
1.1	G22FV	Vaccination	\$472,619.20	\$472,619.20
1.2	G22F3	Testing	\$129,420.10	\$129,420.10
1.3	G22F7	Contact Tracing	\$149,526.80	\$149,526.80
1.4	G22F1	Touchless System/KeyWatch	\$23,630.49	\$23,630.49
1.4	G22F5	Detention Center Food Flaps	\$580,906.83	\$580,906.83
1.4	G22FI	Physical Changes to Public Spaces	\$451,449.45	\$451,449.45
1.7	G22FA	Surge Leave	\$927,795.54	\$927,795.54
1.11	G22FU, G22F2 G24F1	Community Violence Interventions	\$1,617,424.09	\$1,617,424.09
1.11	G24F2, G24F3	Traffic and SWAT Equipment	\$504,004.54	\$504,004.54
1.12	G22FB, G22FD G22FC, G23F1 G22FF, G22FJ G23F2	Mental Health Services	\$1,573,544.40	\$1,573,544.40
1.14	G22FG	Wellness Center	\$30,746.18	\$30,746.18
2.16	G22FS	Housing Assistance – Homeless Outreach	\$612,765.30	\$612,765.30
2.19	G22FT	Community Health Program Coordinator	\$74,298.17	\$74,298.17
2.19	G22FL	Code Enforcement & Homeless Support	\$1,248,627.47	\$1,248,627.47
2.25	G22FR	Education Assistance	\$59,900.00	\$59,900.00
2.29	G22FN	Small Business Economic Assistance	\$5,289.08	\$5,289.08
2.29	G22FH	Small Business Economic Assistance / CSN Partnership	\$95,881.78	\$95,881.78
3.1	G22F4	Decontamination	\$157,314.41	\$157,314.41
3.2	G22F8	Recruitment/Retention Pay	\$38,875.00	\$38,875.00
3.3	G22FM	Job Training Assistance / Center for Excellence	\$792,634.64	\$792,634.64
3.4	G22FZ	Evaluation & Data Analysis	\$53,744.00	\$53,744.00
5.6	G22FY	Stormwater	\$250,479.06	\$250,479.06
6.1	G22FW	Provision of Gov. Services	\$27,019,312.10	\$27,019,312.10
7.1	G22FX	Administrative Expenses	\$498,239.37	\$498,239.37
TOTAL			\$37,368,428.00	\$37,368,428.00

Project Inventory

The inventory offers a summary of all projects organized by category. Services and activities were delivered to the community as required, and projects concluded on their own.

EC1: PUBLIC HEALTH

<i>Project ID</i>	G22FV	Funding Amount	\$472,619.20
<i>Project Expenditure</i>	1.1	COVID-19 VACCINATION	
<i>Project Overview</i>		• FEMA disallowed expenses for vaccine • Vaccine incentives • Vaccine costs (POD) distribution	
<i>Performance Report</i>		Project provided paid vaccine expenses.	
<i>Project ID</i>	G22F3	Funding Amount	\$129,420.10
<i>Project Expenditure</i>	1.2	COVID-19 TESTING	
<i>Project Overview</i>		• Testing program UMC & community ambulance • Testing supplies, site work and logistics • Supervisor and Testing Coordinator • Building lease • Modifications, supplies, technology	
<i>Performance Report</i>		Services provided; locations scaled down in response to the decrease in COVID-19 cases. At home rapid tests made available.	
<i>Project ID</i>	G22F7	Funding Amount	\$149,526.80
<i>Project Expenditure</i>	1.3	COVID-19 CONTACT TRACING	
<i>Project Overview</i>		• Contract tracing contract staff	
<i>Performance Report</i>		Contract tracing conducted. Processes automated.	
<i>Project ID</i>	G22FA	Funding Amount	\$927,795.54
<i>Project Expenditure</i>	1.7	OTHER COVID-19 PUBLIC HEALTH	
<i>Project Overview</i>		• Staff leave time for personal or family illness during Spring surge	
<i>Performance Report</i>		Funds expended.	

EC1: PUBLIC HEALTH

Project ID G22F1, G22F5		Funding Amount \$604,537.32
Project Expenditure Project Overview	1.4	PREVENTION IN CONGREGATE SETTINGS - Fleet key organizer (PD) touchless system. - Modifications to the detention center to limit contact and reduce the spread of COVID-19 and other infectious illnesses.
Performance Report		KeyWatch system completed June 2023. Modifications to the Henderson Detention Center completed June 2024, eight-five (85) food flaps installed.
Use of Evidence		None
Project ID G22FI		Funding Amount \$451,449.45
Project Expenditure Project Overview	1.4	PHYSICAL CHANGES TO PUBLIC SPACES - Touchless faucets and modifications for city facilities. - Conference room, new furniture for social distancing set up in training room, other social distancing modifications.
Performance Report		Touchless fountains installed at eight Henderson locations. Furniture installed in training rooms.
Use of Evidence		None
Project ID G22F2, G22FU, G24F1		Funding Amount \$1,617,424.09
Project Expenditure Project Overview	1.11	COMMUNITY VIOLENCE INTERVENTIONS - Victim Advocate position and workstation costs. - Liquid Chromatograph/Mass Spectrometer (LC/MS) - New and replacement forensic lab equipment
Performance Report		Victim Advocate provided services for all victims of crime. LC/MS purchased and calibrated
Use of Evidence		None

EC1: PUBLIC HEALTH

Project ID **G24F2, G24F3** Funding Amount **\$504,004.54**

Project Expenditure	1.11	COMMUNITY VIOLENCE INTERVENTIONS
Project Overview	SWAT and Traffic Equipment	
Performance Report	SWAT and traffic equipment purchased and in use	
Use of Evidence	None	

Project ID **G22FB, G22FC, G22FD, G22FF, G22FJ, G23F1, G23F2** Funding Amount **\$1,573,544.40**

Project Expenditure	1.12	MENTAL HEALTH SERVICES
Project Overview	- Mental Health and Wellness Manager & Administrative Assistant positions - Contract work – Social Entrepreneurs Inc. - Licensed Mental Health Clinician position - Utilization of mental health and substance abuse treatment services by using out-of-network providers.	
Performance Report	All positions hired and provided services. Social Entrepreneurs Inc. completed contract work. Claims processed monthly for out-of-network providers.	
Use of Evidence	\$372,545.65	

Project ID **G22FL** Funding Amount **\$1,248,627.47**

Project Expenditure	2.19	SOCIAL DETERMINANTS OF HEALTH
Project Overview	Manager and Code Enforcement positions	
Performance Report	Positions hired and provided services. Purchases made.	
Use of Evidence	None	

Project ID **G22FG** Funding Amount **\$30,746.18**

Project Expenditure	1.14	OTHER PUBLIC HEALTH SERVICES
Project Overview	Wellness Center operating expenses.	
Performance Report	Moved in and site operational.	

EC2: NEGATIVE ECONOMIC IMPACTS

<i>Project ID</i> G22FH	Funding Amount \$95,881.78	
<i>Project Expenditure</i>	2.29	SMALL BUSINESS ECONOMIC ASSISTANCE
<i>Project Overview</i>	Collaborated with College of Southern (CSN) Nevada to offer technical assistance to small businesses	
<i>Performance Report</i>	Program recruited businesses and provided TA.	

<i>Project ID</i> G22FN	Funding Amount \$5,289.08	
<i>Project Expenditure</i>	2.29	SMALL BUSINESS ECONOMIC ASSISTANCE
<i>Project Overview</i>	New hire sign on bonus.	
<i>Performance Report</i>	Funds expended for program in year one.	

<i>Project ID</i> G22FT	Funding Amount \$74,298.17	
<i>Project Expenditure</i>	2.19	SOCIAL DETERMINANTS OF HEALTH
<i>Project Overview</i>	Community Health Navigator position	
<i>Performance Report</i>	The position was staffed and provided services.	
<i>Use of Evidence</i>	None	

<i>Project ID</i> G22FS	Funding Amount \$612,765.30	
<i>Project Expenditure</i>	2.16	HOUSING SECURITY
<i>Project Overview</i>	Contracted with HELP of Southern Nevada	
<i>Performance Report</i>	Outreach to homeless conducted.	
<i>Use of Evidence</i>	None	

<i>Project ID</i> G22F8	Funding Amount \$38,875.00	
<i>Project Expenditure</i>	3.2	RECRUITMENT/RETENTION PAY
<i>Project Overview</i>	Recruitment and/or retention pay for Parks and Recreation part time staff	
<i>Performance Report</i>	156 staff received recruitment pay and 118 qualified and received bonus pay.	

EC2: NEGATIVE ECONOMIC IMPACTS

<i>Project ID</i> G22FR	Funding Amount \$59,900.00	
<i>Project Expenditure</i>	2.25	EDUCATIONAL ASSISTANCE
<i>Project Overview</i>	HOPE Squad program	
<i>Performance Report</i>	Curriculum purchased and program implemented.	
<i>Use of Evidence</i>	\$59,900.00	

EC3: SERVICES TO DISPROPORTIONATELY IMPACTED COMMUNITIES

<i>Project ID</i> G22FZ	Funding Amount \$53,744.00	
<i>Project Expenditure</i>	3.5	EVALUATION & DATA ANALYSIS
<i>Project Overview</i>	Evaluation and data analysis of all projects	
<i>Performance Report</i>	External evaluator provided support to projects, reporting, evaluation efforts and technical assistance.	

<i>Project ID</i> G22F4	Funding Amount \$157,314.41	
<i>Project Expenditure</i>	3.1	PUBLIC SECTOR WORKFORCE
<i>Project Overview</i>	- Part time facilities staff for weekends deep cleaning and positive test work area decontamination. - HPD decontamination contract for vehicles.	
<i>Performance Report</i>	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 until closing	

<i>Project ID</i> G22FP	Funding Amount \$0.00	
<i>Project Expenditure</i>	3.5	PUBLIC SECTOR CAPACITY: ADMINISTRATIVE
<i>Project Overview</i>	Technology Response: Cyber Security	
<i>Performance Report</i>	Funds repurposed.	

EC3: SERVICES TO DISPROPORTIONATELY IMPACTED COMMUNITIES

<i>Project ID</i> G22FM	Funding Amount \$792,634.64	
<i>Project Expenditure</i>	3.3	PUBLIC SECTOR WORKFORCE: OTHER
<i>Project Overview</i>	• Job training assistance	
<i>Performance Report</i>	Building occupied and operating.	

EC5: STORM WATER

<i>Project ID</i> G22FY	Funding Amount \$250,479.06	
<i>Project Expenditure</i>	5.6	STORM WATER
<i>Project Overview</i>	• Planning for Water Street to Dondero flood prevention.	
<i>Performance Report</i>	Design services for Boulder Highway Storm Drain – Water Street to Major Avenue. Work undertaken by Atkins North America, Inc.	

EC7: ADMINISTRATIVE EXPENSES

<i>Project ID</i> G22FX	Funding Amount \$498,239.37	
<i>Project Expenditure</i>	7.1	ADMINISTRATIVE EXPENSES
<i>Project Overview</i>	• Indirect cost. City of Henderson applied modified indirect costs using the de minimums 10%	
<i>Performance Report</i>	N/A	

EC7: PROVISION OF GOVERNMENT SERVICES

<i>Project ID</i> G22FW	Funding Amount \$27,019,312.10	
<i>Project Expenditure</i>	6.1	PROVISION OF GOVERNMENT SERVICES
<i>Project Overview</i>	• Revenue Recovery	
<i>Performance Report</i>	N/A	

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