

2023 | RECOVERY PLAN PERFORMANCE REPORT



City of Henderson

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State and Local Fiscal Recovery Funds (SLFRF)

City of Henderson

Recovery Plan

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2023 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 COVID-19. As the urgent and immediate needs of the pandemic transition to longer term strategic supports, the City continues to adjust identified projects within eligibility and funding guidelines, while maintaining focus on the original intent of the funds.

During the reporting period of *July 1, 2022, to June 30, 2023*, the City continued to comply with funding terms and conditions; additionally quarterly reports were successfully submitted to the US Department of Treasury. As of June 30, 2023, **\$30,028,383.00** of the City's funds have been expended and projects are in various completion stages. The City's plan has been systematically monitored by leadership to ensure funding is utilized with the greatest return on investment that addresses the economic and public health impacts of COVID-19.

Highlights

- March 2020, the World Health Organization (WHO) declared the COVID-19 outbreak to be a pandemic, and states of emergency were declared by the city, the State of Nevada, and the United States of America.
- July 2020, COH develops a COVID-19 Recovery Action Plan, [Together We Can: A Primer for Recovery](#). The plan was named the National Resilience & Sustainability Award Winner for planning excellence by the American Planning Association.¹ The plan was developed to mitigate the effects of pandemic on the health, economy, and quality of life of Henderson's residents and businesses.
- March 2021, Congress passed the \$1.9 trillion American Rescue Plan Act of 2021. This Act allocated funding to states, counties, and cities through SLFRF. The City of Henderson was a recipient of approximately \$37 million dollars.
- March 3, 2021, to December 31, 2024, designated SLFRF award obligation period.
- July 2021, COH publishes the [Annual Action Plan](#) that outlines how the City will spend funding on providing affordable housing, promote suitable living environments, and create economic opportunities for low income residents.
- February 10, 2022, mask mandate lifted by the Governor of Nevada.
- October 2022, the City amends its earlier 2017 [Henderson Comprehensive Plan](#). This plan provides insight into the potential economic impacts that allowed planners to modify existing strategies in the short-term that support local businesses, while planning for a sustainable long-term economic recovery from the pandemic.
- December 2022, COH publishes the [Strategic Plan Progress Report](#) that provides results and progress of the City's [2019-2023 Strategic Plan](#).
- January 2023, Social Entrepreneurs Inc. produces the Organizational & Program Assessment Report that was developed to assess COH's organizational and program capacity to provide social services across department and programs within the Community Development and Services (CD&S) Department.
- **May 11, 2023, Federal COVID-19 public health emergency declaration ends.**

Regional Identity

The City of Henderson is located in Clark County, Nevada. Covering nearly 118.5 square miles.² Henderson occupies the southern rim of the Las Vegas Valley stretching east of Boulder Highway to just east of Interstate 15.² 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.²

Approximately 331,415 individuals call Henderson home.³ About one third of the City's racial makeup are from minority groups; with the two largest being Hispanic at 18.6% and Asian at 9.1%.³ A little over half of the population or 54% of are between the ages of 18 and 65; while 19.7% of Henderson residents are 65 years and older.³ The median age for the Henderson resident is 43 years.³

COVID-19 Snapshot

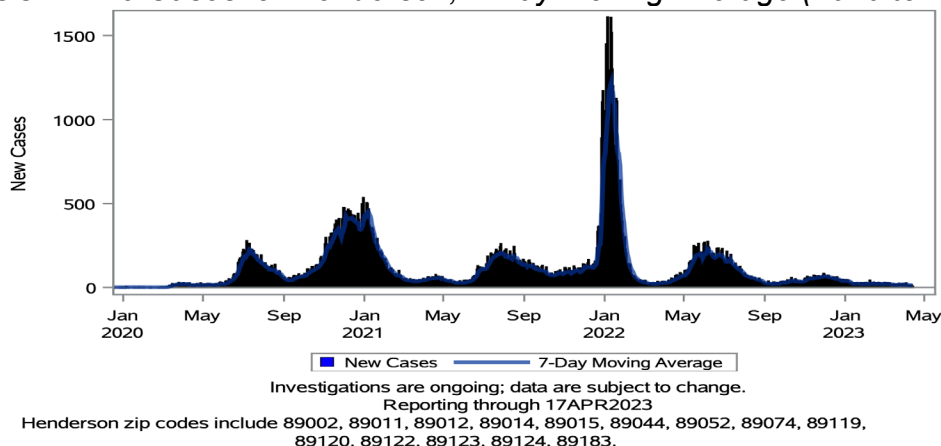
The number of new COVID-19 cases, hospitalizations, and related deaths have declined significantly in the City of Henderson since last reporting. The Southern Nevada Health District (SNHD) hosted a COVID-19 [dashboard](#) throughout the pandemic that provided data that included the City of Henderson.⁴ The last City reports were posted in April of 2023. The following table shows the reduction in new cases, hospitalizations, and deaths comparatively for two points in time, January 2022 and April 2023.

Table 1. Henderson 7-Day Moving Average of New Cases, Hospitalizations, & Death⁵

COVID-19	Date	7-Day Moving Average		Date
New Cases	1.11.22	972.57	10.71	4.13.23
Hospitalizations	1.2.22	43.7	12.0	4.9.23
Related Deaths	1.9.22	15.3	1.71	4.9.23

The graph below shows the seven-day moving average of positive COVID-19 cases from January 2020 to April 2023, with the most significant spike occurring in early 2022.

Figure 1. COVID-19 Cases for Henderson, 7-Day Moving Average (2020 to 2023)⁶



With life returning to somewhat normal as COVID markers which include new cases, hospitalizations and deaths falling and masking policies lifted; the City of Henderson continues to work diligently to respond to the economic and public health impacts of COVID-19 on its residents and especially on those populations that were disproportionately affected.

Use of Funds

The SLFRF funding has been used to support COH projects and programming dating back to March of 2021. SLFRF recipients have been allowed to spend funds on four major categories: Public Health/Negative Economic Impacts, Premium Pay, Revenue Loss and Investments in Water, Sewer, and Broadband. The figure below displays some of the subcategories that are part of the city’s Recovery Plan.

Figure 2. SLFRF Funding Priorities



During the third year of funding, projects were in various stages of progress. Some were closed or completed, others had funds reallocated, and many made substantial progress. Some challenges that were encountered during the year were:

- Continued inflation and supply chain issues resulted in higher bids for proposed projects due to the increased costs of goods and services.
- The initial cybersecurity vendor suffered a security breach and was not able to adequately respond or address the associated issues. COH had to discontinue the contract and move the work to the alternative vendor.
- Delays have also been encountered in the processing of claims for the enhanced non-network project, however this is expected to be resolved and the volume of claims is anticipated to increase significantly.

Overall, the city has been able to pivot and adjust spending despite these setbacks.

A. Public Health (EC 1)

VACCINATION AND TESTING

The City of Henderson continued to follow Federal guidelines regarding vaccination and testing; however, by mid-year in 2022, the COH 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 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 reassigned.

CONTACT TRACING

As the volume of COVID 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 began working on a transition plan as the program was phased out. As processes became fully automated, the COVID Coordinator positions were eliminated. By first quarter of 2023 the project concluded.

PREVENTION IN CONGREGATE SETTINGS

During 2022, the key system project worked on vendor selection. In the early part of 2023 negotiations were completed and a purchase order issued. The KeyWatch system has been purchased and approved by IT Security. Installation is expected to be completed by early 2024.

Funding is being used for two projects to make physical modifications to the detention center. These modifications were identified to reduce the spread of contagious diseases and improve officer safety from physical assault, by greatly reducing the number of face-to-face interactions. The City will be adding almost 100 food flaps to cell doors, this project is moving forward. The second project is to create a barrier to enclose the work area. This project was delayed due to supply chain issues and significant increased costs to the bids.

DECONTAMINATION OF PUBLIC SPACES

The City continued to deep clean and decontaminate 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 by adding touchless fixtures. As of last reporting, touchless fountains were installed at Whitney Ranch indoor pool, Downtown Recreation Center, Downtown Senior Center, the Justice facility, and the Emergency Services facility lobby.

MENTAL HEALTH SERVICES

Since last reporting, the City of Henderson has made great strides in addressing the mental health crisis for both its employees and the community. Several positions funded through SLFRF funds have been filled. A Wellness Plan has been developed. The Wellness committee has been established with representatives from all departments to ensure program engagement. Programs and training related to mental health are being integrated into city plans and activities. The Wellness Center (city employees) and the Community Resource and Resilience Center (community members) provide related services aimed at providing a culture that promotes wellness and enhances the quality of life for those who work and live in Henderson.

Working directly with COH employees the Mental Health and Wellness Coordinator, provides psychoeducational resources, direct referrals, and assisted in Critical Incident Stress Management (CISM) debriefings. Wellness Center staff have distributed suicide awareness cards, made contacts with mental health providers, coordinated nutrition summits, provided parenting resources, and scheduled SafeTalk (suicide prevention) trainings.

The Mental Health and Wellness Coordinator facilitated the development of the Wellness Plan and is responsible for overseeing the program. The City of Henderson is invested in the wellness of every employee. The mission of the wellness program is to promote five areas of health those being: (1) mental & emotional wellbeing, (2) social environment & culture, (3) physical activity and movement, (4) fulfillment & purpose, and (5) food & nutrition. The plan outlines specific activities and actionable items to promote each of the five areas. The plan is meant to be transparent and inclusive and will welcome feedback throughout the year from employees.

SLFRF and other grant funding have been braided to implement a diversion and deflection program by offering comprehensive crisis care to divert persons in crisis. A Licensed Mental Health clinician was recruited and has been working since the beginning of 2023. This position works alongside Police Officers in the Mobile Crisis Intervention Team (MCIT) to address the needs of those experiencing a behavioral health crisis. The purpose of MCIT is to divert persons in crisis from emergency rooms and/or jails and link them to appropriate services. A vehicle was also purchased with SLFRF funds so that the clinician can initiate in-person interactions with clients.

SURGE LEAVE

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, like many other cities in the nation, will continue to be impacted economically by the pandemic for many years. The City has used SLFRF funding in conjunction with other funding sources to counter the impact and assist its residents and business rebuild.

HOMELESS SUPPORT AND CODE ENFORCEMENT

Funds were reassigned to code enforcement and homeless support. Following the pandemic there has been a rise in unsheltered individuals in Henderson. The City is subcontracting services from HELP of Southern Nevada (local non-profit) to provide emergency housing assistance and services for people experiencing homelessness. HELP of Southern Nevada has assisted with staffing of the Henderson Homeless Response Team (HHRT). HHRT is a street outreach team dedicated to serving people experiencing homelessness in Henderson. Although there are outreach teams located in the Las Vegas valley, this is the first of its kind to service Henderson specifically. The outreach team perform various services such as conducting needs assessments, coordinating intakes, ordering vital documents (birth certificates), as well as placing individuals in emergency lodging.

In conjunction to the increase in unsheltered individuals, Henderson has experienced a rise in vandalism in its parks. In tandem with Parks and the Henderson Homeless Outreach team code enforcement staff are ensuring compliance with park rules and assisting in providing an after-hours presence. Part of the funding has been assigned to hire several full and part-time positions to assist with the City's response to park vandalism and complaints from community stakeholders. Two full time and three part-time positions have been filled. As a result of this program, several individuals and unsheltered family units have been placed into emergency lodging. Staff have been trained on overdose risk and have begun distributing overdose kits containing Naloxone (medication to reverse or reduce the effects of opiates). Funds have also been used to purchase two vehicles; one is an all-terrain vehicle that is being used to reach unsheltered individuals along trails in the desert to provide water and resources.

WORKFORCE DEVELOPMENT - TRAINING AND JOBS

The Henderson Workforce Training Center will be a 25,000 square foot multi-purpose facility focused on creating a skilled advanced manufacturing workforce that spurs growth in this sector for small businesses. The College of Southern Nevada (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. The building is substantially complete and final installations have been ongoing. Occupancy is expected later this year when installations are completed.

SMALL BUSINESS ASSISTANCE

The City is working with the College of Southern Nevada (CSN) to provide support to small businesses wanting to expand, by offering them counseling services. This project is still in the planning phase.

RECRUITMENT/RETENTION PAY

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

Outreach to local charter schools is underway for participation in the Hope Squad program. 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. An informational meeting was held in April 2023 and two schools elected to implement Hope Squad to their middle and high school aged students. An additional informational meeting will be held in August 2023 to answer questions and see if new schools would like to participate in the program.

The Education Initiatives Unit (EDU) is coordinating with local Head Start providers to discuss programming and receive assistance for a new program. Planning continues and building design will begin.

HEALTH AND SOCIAL SERVICES

Social Entrepreneurs, Inc (SEI) was contracted with the use of SLFRF funds to conduct a program assessment of City services. The goal of this project was to identify opportunities to strengthen and build capacity to provide social services to the residents of Henderson. The assessment focused on two main objectives:

- (1) Understand current service delivery by establishing a clear understanding of programs, staffing, and service provision models used across COH departments.
- (2) Plan for the future through recommendations to build capacity and structure service delivery to ensure the city's approach to social service provision is effective and efficient.

The *Organization & Program Assessment Report 2022* was received and presented to the City Manager's office during the early part of 2023. Recommendations from SEI were organized into three categories: systemic, structural, & process. The table below provides a summary of the report recommendations.

Table 2. Summary of Report of SEI's Recommendations

RECOMMENDATIONS	
Systemic	<ul style="list-style-type: none">• Collaboratively develop a vision, mission, and service delivery strategy.• Develop and provide consistent, ongoing messaging between all stakeholders.• Establish a hub and spoke model to provide services (national best practice).• Ensure enough resources to implement model.
Structural	<ul style="list-style-type: none">• Develop sufficient infrastructure to align with delivery approach.• Establish staffing levels and qualification to respond to the defined priority areas.• Develop policies and procedures for implementation of the model.• Create a formalized structure for data reporting across and between stakeholders.
Process	<ul style="list-style-type: none">• Implement the model with fidelity.• Implement a process for triaging and prioritizing individuals to be served.• Develop case management resources and discharge planning.

The City of Henderson also recruited and hired a Community Health Program Coordinator. This position is expected to begin work in July of 2023. The position is

expected to perform complex research, analysis, and community health program creation and coordination to improve individual and community health. The Community Health Program Coordinator will also advocate for services for vulnerable populations such the homeless and chronically mentally ill.

COMMUNITY VIOLENCE INTERVENTIONS

A portion of the SLFRF funds is being used to provide various community violence interventions. These interventions include the purchase of a Liquid Chromatograph/Mass Spectrometer (LC/MS), 3D Laser scanners, and adding of one full-time Victim Advocate. These tools and services will and are helping the city to respond to criminal activity in a more efficient and effective manner. The Henderson Police Department (HPD) strives to make Henderson one of the safest communities.

Advocacy has proven to be an essential and effective component of a coordinated approach to working with victims. To improve services and increase the number of contacts between victims of all crimes the HPD hired one full time Victim Advocate. This position was filled in late 2022. This position provides administrative support, direction, and information to victims and witnesses of domestic violence (DV) and other crimes for the city Attorney’s Office and HPD. The Victim Advocate helps to increase HPDs 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 coordinate resources and services. The diagram shows the major activities of the Victim Advocate.

Figure 3: Major Activities of Victim Advocate



Victim assistance and advocacy involves working with clients, detectives, District Attorneys, landlords, and more. Each case is unique with its own set of needs. Court accompaniment includes temporary protective order (TPO), criminal, and divorce/custody hearings. The Victim Advocate attends numerous meetings and participates in committees such as the Clark County Child Death Review.

To keep abreast of information, this position attends monthly educational opportunities offered by agencies like the Nevada Coalition to End Domestic Violence (NCEDSV) and the National Criminal Justice Training Center (NCJTC). In addition to training and meetings, the Victim Advocate stays engaged with the community by participating in events like the National Night Out.

As accountability is an essential part of ensuring the Victim Advocate is providing the necessary services and making an impact for all Henderson victims of crime. The Victim

Advocate provides monthly reports that includes information such as monthly activities, number and type of victim services provided, and client satisfaction data.

On average the Victim Advocate had 95 new victims each month and provided 234 follow-up contacts. From November 2022 to June 2023, the Victim Advocate served a total of 756 individuals. Victims came from all age groups and ethnicities. Two-thirds or 66% of the victims identified as female. The table below provides the highest three percentage groups by age group, ethnicity, and primary crime category. Over the past eight months three quarters of the victims have been victims of domestic violence.

Table 3. Top Three Victim Categories by Age Group, Ethnicity, and Primary Crime

	Age Group	%	Ethnicity	%	Primary Crime	%
1	30-44	34%	Caucasian	48%	Domestic Violence	69.3%
2	18-29	29%	African American	25%	Assault/Battery	15.9%
3	45-59	18%	Hispanic	19%	Child Sexual Assault	4.9%

All individuals that receive services can 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? Since the Victims Advocate started collecting the surveys a total of 323 have been received. Responses show that 70% agreed with the first statement, while 22% did not and 9% said it was not applicable. Results show that 81% agreed with the second question, 12% did not and 7% said it was not applicable. Some respondents did indicate that they needed additional services those were bus passes, cell phones to call 911, baby food, window locks, door stoppers, and house funding.

A Liquid Chromatograph/Mass Spectrometer (LC/MS) was identified to be purchased for the Henderson Police Department’s Crime Lab. This piece of equipment will help increase the lab’s capacity and reduce the backlog of evidence. The LC/MS has been delivered and is waiting instrument validation that is required before it can become operable.

The 3D Laser Scanners for Crime Scene and Traffic will be used at crime scenes and fatal traffic accidents to provide scene documentation that is currently provided by tape measures and laser measuring tools. The scanners will reduce time spent on scene by analyst and office and provide more accurate, consistent results. This will also allow HPD to scan other incidents that are currently going unscanned due to limited resources. Items are still pending purchase.

TECHNOLOGY RESPONSE

Using SLFRF funds COH is working with a vendor to install a software citywide to increase security and efficiency while reduce the risk of unauthorized access. There has been a delay in the project due to a change in vendor selection. The project is currently in the process of moving the testing environment from the commercial cloud to the government cloud. Roll out will continue once this process is successfully completed.

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

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 closing on the SLFRF side, COH will pursue other funding sources.

F. Revenue Replacement (EC 6)

The City used approximately 68% of SLFRF allocated funding for lost tax revenue (revenue replacement) as a result 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, COH received approximately \$36 million less in projected tax revenue in 2020 than the prior year.



Promoting equitable outcomes

The City of Henderson is committed to ensuring equitable outcomes for its residents and businesses. Although the City serves all residents, it recognizes groups of

individuals that have been historically underserved and disproportionately impacted by the pandemic. The desire for equitable outcomes is an essential City value that was recognized before COVID and will continue to be addressed as the City recovers. All current and future City plans use strategies that engage the City’s underserved, disadvantaged, and vulnerable citizens when appropriate. The table provides an overview of the populations served by federal category.

Table 4. Equitable Outcomes Overview

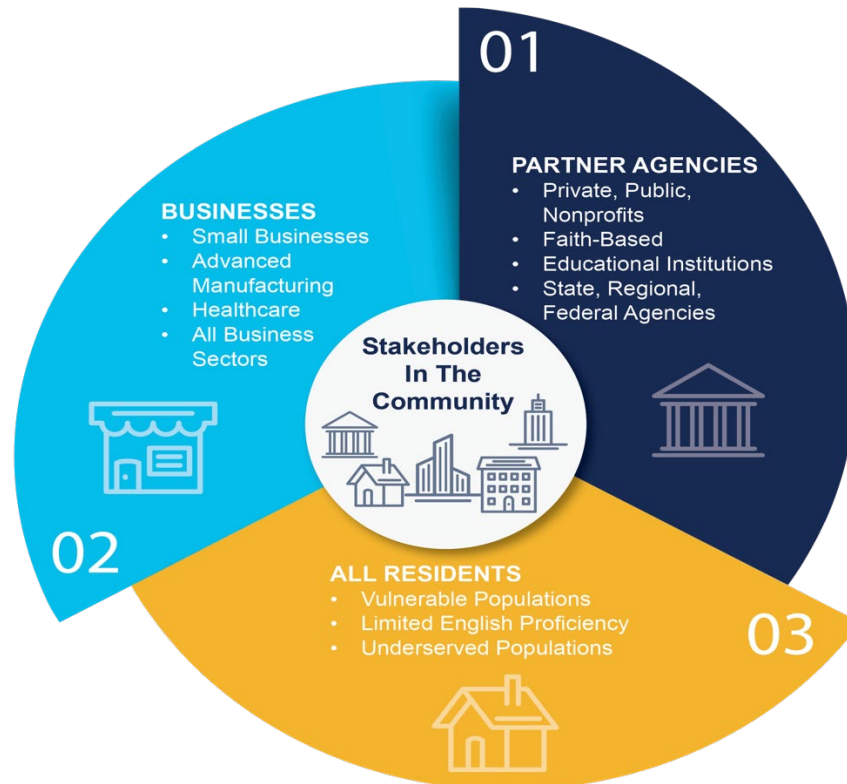
Federal Category	Program/Projects	Populations Served	
1.1	COVID-19 Vaccination	Vaccination	General Public/African American
1.11	Community Violence Interventions	Victim Advocate	General Public, Low-or moderate-income households or communities
1.12	Mental Health Services	Mental Health Services	General 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 takes a “Whole Community” approach in all its practices and has sought input and data collection from the community through various measures. This

information has assisted in the development of the recovery plan and subsequent versions as the plan has evolved. The Henderson community is made up of many stakeholders that include all residents, businesses, and agencies/organizations. The diagram below reflects this interconnected environment.

Figure 4. City of Henderson Community Stakeholders



During the past year, COH 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. After analyzing the data, SEI identified findings and provided recommendations that are summarized on page 8.

Past Engagement

Since the start of the pandemic COH 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.

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. Nevada Revised Statute (NRS) [338.020](#) states that “hourly and daily rate of wages must not be less than prevailing wage in region; rate must be included in contract and posted on-site; payment of overtime; wages paid in accordance with jurisdictional classes recognized in region”. Regarding "hiring local" the NRS does not allow for a local set-aside but does allow for bidder's preference for Nevada businesses paying taxes with a certificate issued by the Nevada Contractors Board.

An [Equal Opportunity Employer](#) 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 received an outstanding score of 100 in the [National Municipal Equality Index for 2022](#).⁷ Cities are rated on non-discrimination laws, employment policies, municipal programs, law enforcement and leadership on LGBTQ+ equality.⁷ The figure below shows the score for the first of five sections, non-discrimination laws.

Figure 5. 2022 Municipal Equality Index Scorecard for Non-Discrimination Laws⁷



The city also achieved the designation of Best Place for Working Parents from the Children’s Cabinet for 2023.⁸

Use of Evidence

The City of Henderson is committed to using SLFRF funds in ways that are efficient and effective and that contribute to improved outcomes for its Henderson residents. Table 5 provides an overview of the projects that must identify if funding was allocated to evidence-based interventions. During the current reporting period, \$76,570.26 were allocated to evidence-based interventions.

Equity Highlights

The population of the City of Henderson is approximately 331,415 and roughly a third of the city’s residents identified as non-White.³ Among city residents, the medium household income was higher for White residents than other racial groups.⁹ Similarly male medium incomes were higher than female medium incomes.⁹ The poverty rates in Henderson are highest amongst American Indian and Alaska Natives, Black or African Americans, and Native Hawaiian or Pacific Islanders.⁹

Table 5. 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	\$76,570.26
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	N/A
2.16	Housing Security G22FS	N/A
2.19	Social Determinants of Health G22FT, G22FL	N/A

Funding was used to pay for the evidence-informed program Vitanya; 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.

Performance Report

The table below provides the total appropriated and expended by the identified project. Of the total amount awarded **\$37,368,428.00** to COH, eighty percent (80%) of the funds have been expended as of June 30, 2023. Projects are 28 months into a 46-month spending period, with 18 months left to complete the work and spend down the remaining **\$7,340,045.00**.

Table 6. Total Appropriation & Cumulative Expenditure by Project (as of June 30, 2023)

Federal Category	Project ID	Project Category	Total Appropriation	Cumulative Expenditure
1.1	G22FV	Vaccination	\$451,760.00	\$451,759.00
1.2	G22F3	Testing	\$150,281.00	\$150,280.00
1.3	G22F7	Contact Tracing	\$149,527.00	\$149,527.00
1.4	G22F1	Touchless System/KeyWatch	\$24,000.00	\$24,630.00
1.4	G22F5	Food Flaps & DCT Enclosure	\$643,415.00	\$0.00
1.4	G22FI	Physical Changes to Public Spaces	\$390,000.00	\$286,889.00
1.7	G22FA	Surge Leave	\$927,796.00	\$927,796.00
1.11	G22FU, G22F2 G24F1	Community Violence Interventions	\$1,793,500.00	\$573,666.00
1.12	G22FB, G22FD G22FC, G23F1 G22FF, G22FJ G23F2	Mental Health Services	\$1,749,713.00	\$338,715.00
1.14	G22FG	Wellness Center	\$60,019.00	\$30,746.00
2.25	G22FR	Education Assistance	\$60,000.00	\$5,600.00
2.16	G22FS	Other Housing Assistance – Homeless Outreach	\$866,000.00	\$6,048.00
2.17	NEW	Housing Support	\$260,000.00	\$0.00
2.19	G22FT	Community Health Program Coordinator	\$210,000.00	\$0.00
2.19	G22FL	Code Enforcement & Homeless Support	\$1,314,000.00	\$388,105.00
2.29	G22FN, G22FH	Small Business Economic Assistance	\$105,000.00	\$5,289.00
3.2	G22F8	Recruitment/Retention Pay	\$38,875.00	\$38,875.00
3.1	G22F4	Decontamination	\$290,000.00	\$154,336.00
3.3	G22FM	Job Training Assistance	\$1,003,634.00	\$728,780.00
3.5	G22FP	Technology Response	\$247,000.00	\$0.00
3.5	G22FZ	Evaluation & Data Analysis	\$190,000.00	\$20,366.00
5.6	G22FY	Stormwater	\$300,000.00	\$250,479.00
6.1	G22FW	Provision of Government Services	\$25,226,057.00	\$25,226,057.00
7.1	G22FX	Administrative Expenses	\$917,851.00	\$270,440.00
TOTAL			\$37,368,428.00	\$30,028,383.00

Project Inventory

EC1: PUBLIC HEALTH

Project ID		Funding	\$451,760.00
G22FV		Amount	
Project Expenditure Category	1.1	COVID-19 VACCINATION	
Project Overview	<ul style="list-style-type: none"> FEMA disallowed expenses for vaccine Vaccine incentives Vaccine costs (POD) distribution 		
Performance Report	<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. This project has closed.</p>		

Project ID		Funding	\$150,281.00
G22F3		Amount	
Project Expenditure Category	1.2	COVID-19 TESTING	
Project Overview	<ul style="list-style-type: none"> Testing program UMC & community ambulance Testing supplies, site work and logistics Supervisor and Testing Coordinator Building lease Modifications, supplies, technology 		
Performance Report	<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. Project closed in early 2023.</p>		

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

EC1: PUBLIC HEALTH

Project ID		Funding	\$667,415.00
G22F1, G22F5		Amount	
Project Expenditure Category	1.4	PREVENTION IN CONGREGATE SETTINGS	
Project Overview	<ul style="list-style-type: none"> 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. Projects include adding food flaps on doors and creating barriers in work areas 		
Performance Report	<p>KeyWatch system went through procurement process and was purchased. Approval has been granted by IT security and installation is pending.</p> <p>Food flap project received two bids that were higher than initial budget, funding was approved to make up the difference. Contractor has 90 days to complete work. The barrier project is on hold due to cost.</p>		
Use of Evidence	No funds allocated this reporting period		

Project ID		Funding	\$390,000.00
G22FI		Amount	
Project Expenditure Category	1.4	Physical Changes to Public Space	
Project Overview	<ul style="list-style-type: none"> 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	In progress, touchless fountains have been installed at Whitney Ranch indoor pool, Downtown Recreation Center, Downtown Senior Center, the Emergency Services facility lobby, and the Justice facility.		
Use of Evidence	No funds allocated this reporting period		

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

EC1: PUBLIC HEALTH

<i>Project ID</i>		Funding	\$1,793,500.00
G22F2, G22FU, G24F1		Amount	
<i>Project Expenditure Category</i>	1.11	COMMUNITY VIOLENCE INTERVENTIONS	
<i>Project Overview</i>	<ul style="list-style-type: none"> • Victim Advocate position and workstation costs. • Liquid Chromatograph/Mass Spectrometer (LC/MS) – reduces chances of disproportional criminalization of underrepresented populations. • New and replacement forensic lab equipment, inclusive of calibration. 		
<i>Performance Report</i>	<p>Victim Advocate was hired and has been providing administrative support, direction, and information to victims and witnesses of domestic violence and other crimes.</p> <p>LC/MS completed procurement process and has been purchased. Machine is awaiting installation but requires instrument validation.</p> <p>Purchasing of forensic lab equipment has not begun.</p>		
<i>Use of Evidence</i>	No funds allocated this reporting period		

<i>Project ID</i>		Funding	\$1,068,713.00
G22FB, G22FD, G22FC, G23F1		Amount	
<i>Project Expenditure Category</i>	1.12	MENTAL HEALTH SERVICES	
<i>Project Overview</i>	<ul style="list-style-type: none"> • Mental Health and Wellness Coordinator & Administrative Assistant positions • Facilitate training (Mental Health Suicide Signs Recognition, CISM training for PD/Fire staff, peer diffusing, Resilient Minds) • Implementation of trauma and stress programs (Vitanya, Alpha Stim, Peer Support Lifeline) 		
<i>Performance Report</i>	<p>Mental Health and Wellness Coordinator was hired in September 2022 and has been implementing programming, conducting trainings, implementing support groups to address the mental health needs of city employees especially those at-risk populations. Administrative Assistant was hired in November 2022 and has been providing support to the Coordinator and the Wellness Center.</p>		
<i>Use of Evidence</i>	Vitanya - \$76,570.26		

EC1: PUBLIC HEALTH

Project ID G22FG	Funding Amount	\$60,019.00
<i>Project Expenditure Category</i>	1.14	OTHER PUBLIC HEALTH SERVICES
<i>Project Overview</i>	<ul style="list-style-type: none"> Wellness Center operating expenses. 	
<i>Performance Report</i>	Moved in and functioning on the mental health and wellness side. Project has closed.	

Project ID G22FF, G22FJ	Funding Amount	\$531,000.00
<i>Project Expenditure Category</i>	1.12	MENTAL HEALTH SERVICES
<i>Project Overview</i>	<ul style="list-style-type: none"> Contract work for community needs assessment Licensed Mental Health Clinician position 	
<i>Performance Report</i>	<p>Social Entrepreneurs Inc. completed an Organization & Program Assessment Report for the city. COH is working on developing next steps based on report recommendations.</p> <p>A Licensed Mental Health Clinician was recruited and hired to work alongside police officers in the Mobile Crisis Intervention Team (MCIT). This team was formed to address the needs of those experiencing a behavioral health crisis, diverting individuals from ERs and jails and providing them related services. A vehicle was purchased for the clinician.</p>	
<i>Use of Evidence</i>	No funds allocated this reporting period	

Project ID G23F2	Funding Amount	\$150,000.00
<i>Project Expenditure Category</i>	1.12	MENTAL HEALTH SERVICES
<i>Project Overview</i>	<ul style="list-style-type: none"> Expand access and increase utilization of mental health and substance abuse treatment services by using out-of-network providers 	
<i>Performance Report</i>	The city has begun educating plan members about the program and begun processing claims for qualifying out-of-network providers.	
<i>Use of Evidence</i>	No funds allocated this reporting period	

EC2: NEGATIVE ECONOCMIC IMPACTS

Project ID		Funding	\$1,314,000.00
G22FL		Amount	
<i>Project Expenditure Category</i>	2.19	SOCIAL DETERMINANTS OF HEALTH	
<i>Project Overview</i>	<ul style="list-style-type: none"> • Manager and Code Enforcement positions to provide housing support and enforcement. 		
<i>Performance Report</i>	Code Enforcement officer hired in early 2023. A Park Code Compliance Officer began 4/10/23 and three part-time Park Code Compliance Officers began on 6/12/23. Two vehicles were purchased,		
<i>Use of Evidence</i>	No funds allocated this reporting period		

Project ID		Funding	\$105,000.00
G22FN, G22FH		Amount	
<i>Project Expenditure Category</i>	2.29	SMALL BUSINESS ECONOMIC ASSISTANCE	
<i>Project Overview</i>	<ul style="list-style-type: none"> • New hire sign on bonus • Building program with College of Southern (CSN) Nevada to offer counseling services to small businesses wanting to expand. 		
<i>Performance Report</i>	Funds expended for new hire program in year one, project closed. In planning phase of building program with CSN.		

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

Project ID		Funding	\$210,000.00
G22FT		Amount	
<i>Project Expenditure Category</i>	2.19	SOCIAL DETERMINANTS OF HEALTH	
<i>Project Overview</i>	<ul style="list-style-type: none"> • Community Health Navigator position 		
<i>Performance Report</i>	Recruitment in process		
<i>Use of Evidence</i>	No funds allocated this reporting period		

EC2: NEGATIVE ECONOCMIC

Project ID	Funding	\$866,000.00
G22FS	Amount	
<i>Project Expenditure Category</i>	2.16	HOUSING SECUIRITY
<i>Project Overview</i>	<ul style="list-style-type: none"> Contracted with HELP of Southern Nevada as local nonprofit to provide homeless outreach 	
<i>Performance Report</i>	Contract was finalized to provide emergency shelter and staffing of the Henderson Homeless Response Team (HHRT). Outreach will include conducting needs assessments and coordinating intakes to assist in providing services for people experiencing homelessness.	
<i>Use of Evidence</i>	No funds allocated this reporting period	

Project ID	Funding	\$60,000.00
G22FR	Amount	
<i>Project Expenditure Category</i>	2.25	EDUCATIONAL ASSISTANCE
<i>Project Overview</i>	<ul style="list-style-type: none"> Planning for new ECE program Outreach to charter schools for participation in. HOPE Squad program 	
<i>Performance Report</i>	Informational meetings have been held and schools are beginning to sign on.	
<i>Use of Evidence</i>	No funds allocated this reporting period	

Project ID	Funding	\$260,000.00
NEW	Amount	
<i>Project Expenditure Category</i>	2.17	HOUSING SUPPORT
<i>Project Overview</i>	<ul style="list-style-type: none"> Facilitate lease agreement with Ingle’s Motel for people experiencing homelessness 	
<i>Performance Report</i>	Project will begin in the coming months.	

EC3: SERVICES TO DISPROPORTIONATELY IMPACTED COMMUNITIES

Project ID		Funding	\$290,000.00
G22F4		Amount	
<i>Project Expenditure Category</i>	3.1	PUBLIC SECTOR WORKFORCE	
<i>Project Overview</i>	<ul style="list-style-type: none"> Part time facilities staff for weekend 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. The project closed as of June 30, 2023.		

Project ID		Funding	\$1,003,634.00
G22FM		Amount	
<i>Project Expenditure Category</i>	3.3	PUBLIC SECTOR WORKFORCE: OTHER	
<i>Project Overview</i>	<ul style="list-style-type: none"> Job training assistance 		
<i>Performance Report</i>	Funds being used to purchase furniture and equipment in training rooms. Building will be occupied later this year when installation is completed.		

Project ID		Funding	\$247,000.00
G22FP		Amount	
<i>Project Expenditure Category</i>	3.5	PUBLIC SECTOR CAPACITY: ADMINISTRATIVE NEEDS	
<i>Project Overview</i>	<ul style="list-style-type: none"> Technology Response: Cyber Security 		
<i>Performance Report</i>	Purchase and install software to increase security and efficiency while reducing the risk of unauthorized access. Testing is still in progress and roll out will begin once testing is completed.		

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

EC5: STORM WATER

<i>Project ID</i> G22FY	Funding Amount	\$300,000.00
<i>Project Expenditure Category</i>	5.6	STORM WATER
<i>Project Overview</i>	<ul style="list-style-type: none"> Planning for Water Street to Dondero flood prevention. 	
<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 closed. COH will be seeking alternative funding.	

EC6: PROVISION OF GOVERNMENT SERVICES

<i>Project ID</i> G22FW	Funding Amount	\$25,226,057.00
<i>Project Expenditure Category</i>	6.1	PROVISION OF GOVERNMENT SERVICES
<i>Project Overview</i>	<ul style="list-style-type: none"> Revenue Recovery 	
<i>Performance Report</i>	N/A	

EC7: ADMINISTRATIVE EXPENSES

<i>Project ID</i> G22FX	Funding Amount	\$917,851.00
<i>Project Expenditure Category</i>	7.1	ADMINISTRATIVE EXPENSES
<i>Project Overview</i>	<ul style="list-style-type: none"> Indirect cost. City of Henderson applied modified indirect costs using the de minimums 10% 	
<i>Performance Report</i>	N/A	

Works Cited

Citations are presented in order of first appearance in the document.

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