

City of North Las Vegas
Recovery Plan

**State and Local Fiscal Recovery
Funds**
2022 Report

City of North Las Vegas
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GENERAL OVERVIEW

Executive Summary

On behalf of the Mayor John Lee, the North Las Vegas City Council, and City Manager Ryann Juden, the City of North Las Vegas submits the enclosed State and Local Fiscal Recovery Fund 2022 Recovery Plan to the U.S. Treasury for review and approval.

The City of North Las Vegas serves more than 262,000 residents within its 101 square mile jurisdiction, and each of them have been impacted by the unprecedented effects of the COVID-19 pandemic. The U.S. Treasury's State and Local Fiscal Recovery Fund (SLFRF) is a generational opportunity for the City to address the disparate and disproportionate effects of coronavirus on our communities to ensure an equitable, strategic, and lasting recovery. The enclosed report details North Las Vegas' plan and progress in programming these dollars in a way that meets both the immediate and ongoing needs of today while thoughtfully addressing the long-term opportunities of tomorrow. This includes supporting public health initiatives to stop the spread of COVID-19 and improve the outcomes for those infected; providing critical resources to families, children, and businesses struggling to make ends meet due to the economic impacts of the pandemic; and making investments into the City's operations and infrastructure to ensure North Las Vegas remains a high-quality community of choice in Southern Nevada now and in the future.

From the very beginning of this pandemic, the City of North Las Vegas has been focused on doing everything in our power to help constituents survive this pandemic. The City allocated \$20 million dollars -- 83 percent of the CARES Act funding we received -- directly back to the community in the form of small business grants, rental and mortgage assistance, utility assistance, broadband internet service, COVID testing, contact tracing, flu shots, mobile food pantries, and educational support. This was not an accident - it was by design, in order to maximize our impact in helping our constituents weather the fallout from the pandemic. It is logical then that our first step in developing this initial iteration of the North Las Vegas Recovery Plan was to solicit community input from a variety of stakeholders in the jurisdiction including residents, non-profit and community organizations, and businesses. This feedback, coupled with the City's overarching strategic goals and the priorities of its elected leaders, resulted in the following strategic areas for SLFRF investment, presented to the City Council on August 18, 2021:

- **Addressing Educational Disparities:** Students in the City of North Las Vegas have historically been subject to systemic inequity related to resources, accessibility, and other key metrics. The jurisdiction - which is part of the nation's 5th largest public school district - has had a disproportionate number of low-performing schools for the past 25 years. The pandemic greatly exacerbated existing inequalities and gaps in educational opportunity and attainment for our students, and SLFRF will be programmed to even the playing field and ensure children in North Las Vegas have access to high quality education.

- **Assistance to Workers, Families, and Businesses Impacted by COVID-19:** North Las Vegas led the nation in unemployment rate (nearly 30%) during the onset of the pandemic, and projections on joblessness and homelessness in our communities continue to be dire. SLFRF funds will be deployed to provide a safety net for those most vulnerable to the fallout from COVID-19, including working class families and local small businesses. It is imperative to a sustainable recovery that resources are targeted to these backbones of our community.
- **Sustaining and Enhancing Government Services:** Maintaining and in some cases increasing the level of various City services utilizing a portion of the funding identified as “Revenue Replacement” per the legislative guidelines is an inclusive and far-reaching investment in our City’s present and future. Projects supported under this initiative will improve the quality of life for residents in areas including roads and infrastructure, parks and recreation, public safety, and economic development. Investments in each of these areas will ensure North Las Vegas remains an outstanding community to work, live, and play.
- **Water, Sewer, and Broadband Infrastructure:** The SLFRF legislation recognizes the critical need for investments and improvements to the nation’s water and broadband infrastructure, and carved out a specific bucket of eligibility to address them. North Las Vegas is looking closely at our current water and broadband infrastructure, including collaborating with partners at the local, county, and state level to identify projects that would benefit from SLFRF investment. This includes projects to ensure all members of the community have access to reliable, high-speed internet service and that both residential and commercial customers have access to safe, clean water. While strategic long-term investments in this category can have a profound impact on economic diversification and creation of quality jobs for our residents, this is also an area with a number of existing and planned federal dollars outside of SLFRF. The City is cognizant of these complimentary funding streams and is working to leverage the full suite of federal assistance available for these types of investments in order to maximize the impact of SLFRF resources in other areas.

Each of these strategic investment areas align to the three overarching goals of North Las Vegas’ SLFRF fund deployment:

1. Identify and meet the immediate needs of the North Las Vegas community’s families, workers, and businesses impacted by COVID-19 and its effects on public and economic health.
2. Invest in eligible projects with clear and measurable long-term benefits to the City’s residents in the areas of education, workforce/business development, and resident quality of life.

3. Ensure an equitable recovery through targeted community engagement, intentional program design, and strategic investment in historically disadvantaged subgroups, especially those disproportionately affected by the pandemic.

With a 73% non-White population, North Las Vegas is the largest minority-majority community in the state of Nevada. Study after study confirms that historically disadvantaged groups and communities of color have been bearing a disproportionate burden across all aspects of the pandemic, from health outcomes to educational disparity to economic well-being. Every SLFRF dollar invested by North Las Vegas is spent with an eye toward an equitable recovery for all demographic, ethnographic, and geographic subgroups in our community. This is achieved through intentional planning and execution designed to provide inclusive access to all programs, projects, and benefits provided through the Recovery Plan.

Per legislation and Treasury Guidance, this annual Recovery Plan covers the City's SLRF activity between July 1, 2021 and June 30, 2022. Much has changed since the development of the initial Annual Recovery Plan, including a global supply chain crisis, historic national inflation, low affordable housing inventory, and an unprecedented workforce shortage. This version of the Recovery Plan reflects the ever-changing nature of the priorities and needs that must be met to ensure a successful recovery. With new issues constantly emerging, the City is committed to staying nimble and allocating resources where they are most needed. The City's response and subsequent programming of SLFRF funding will continue to evolve with these needs.

Uses of Funds

The City's SLFRF investment framework is designed to drive dollars to the highest priority needs of the community for a mix of near-term and long-term benefits. It is imperative that SLFRF funds fill the clear and present gaps created by the pandemic while also recognizing the opportunity for meaningful investment in our future. To this end, North Las Vegas continues to pursue state and federal funding sources outside of SLFRF to supplement programming and maximize the value and reach of the SLFRF allocation.

Addressing Educational Disparities:

\$1,240,000 allocated as of June 30, 2022

North Las Vegas students are part of the Clark County School District (CCSD), the fifth largest public school system in that nation serving nearly 340,000 students. COVID-19 has severely affected a North Las Vegas student population that was already struggling to access quality education in their community. Although North Las Vegas has high-performing schools in more affluent areas of the city, the majority are 1- and 2-star schools concentrated in less affluent neighborhoods. North Las Vegas has historically been subject to systemic inequity related to resources, funding and other key metrics. Unfortunately, the pandemic has exacerbated these issues, most notably the widening of the digital divide caused by the switch to remote learning. A report by the Economic Policy Institute confirms that the pandemic has widened the existing opportunity gaps for our most at-risk student populations. Low-income and minority students'

education continues to be disproportionately impacted by lack of connectivity, family economic instability, and a higher prevalence of COVID infection and severe health outcomes. There is evidence for this on our own community: 36% of the students who were “lost” during the Spring 2020 semester during distance learning (did not sign on regularly to their virtual classes) were from North Las Vegas. Similarly, 25% of the students who did not log-in to distance learning classes on the first day of the subsequent Fall 2020 semester were from North Las Vegas. When accounting for the fact that students from North Las Vegas make up only 10% of the district’s population, the disproportionate outcomes are alarming. These gaps in educational attainment today directly impact the economic landscape of tomorrow. A recent study by Yale economist Fabrizio Zilibotti predicts that ninth grade students from low-income communities like DPHS have lost 25% of their postsecondary earning potential due to distance learning. By comparison, there is no significant change expected for students from the wealthiest 20% of neighborhoods.

North Las Vegas is allocating SLFRF resources to the following projects to address the educational disparities faced by our students:

Southern Nevada Urban Micro-Academy (SNUMA)

Negative Economic Impacts (EC 2)

During the summer of 2020, it was evident that COVID-19 was not subsiding and schools would not be returning to in-person instruction. The combination of a disproportionate lack of North Las Vegas student participation in virtual learning and the need for dependable and safe child supervision for our working families led to the development of the Southern Nevada Urban Micro Academy (SNUMA). Launched in Fall of 2020 this innovative, first-of-its-kind public-private partnership microschool provides a blended learning environment with a learning guide and online curriculum that meets Nevada Academic Content Standards, including a focus on STEAM. The program was open to students in grades K-8 across three City-owned locations and there was no cost for participation. SNUMA followed the Southern Nevada Health District’s best practices and directives from the State -- everyone wears masks, seating is socially-distanced, there is frequent cleaning and sanitizing in the rooms and around the facilities. The program delivered on its vision to provide a safe space for students to continue their education, but an unexpected outcome also emerged. SNUMA students were thriving. 75% of the nearly 100 children who attended SNUMA last year arrived at least two grade levels behind in their mastery of English language arts and math. 100% of SNUMA students made at least one full year’s academic growth during the year in reading/English language arts, and 87% posted at least two years’ growth. The results in math were equally exciting: 92% finished the year having accomplished at least one school year’s academic growth in math, and 35% completed at least two years of academic growth.

SNUMA was originally seeded with CARES Coronavirus Relief Fund (CRF) funding, which expired in December 2021. SLFRF resources were allocated to continue SNUMA for the ’21-’22 school year, which ended in late May of 2022.

Education Advisory Committee (EAC)

Negative Economic Impacts (EC 2):

Founded in February 2022, the North Las Vegas Education Advisory Committee has been established to advise City Council on strategies, programs, and interventions that will assist in accomplishing North Las Vegas' transformational educational goals. The Committee recognizes accomplishments of students, educators, and schools; identifies challenges and barriers to success in education; monitors and promotes student achievement; identifies areas of development and improvement; and works to expand future workforce and career development pathways for North Las Vegas students. The EAC includes current and former educators, parents, students, and business and community leaders, and is a reflection of the City's diverse student population.

The EAC is currently exploring several initiatives for the upcoming school year that could potentially be supported with SLFRF funding. Specific resulting programs will be reported on in future cycles.

Assistance to Workers, Families, and Businesses Impacted by COVID-19:

\$14,420,000 allocated as of June 30, 2022

The pandemic continues to exacerbate long-standing inequalities in social and economic opportunity in addition to creating its own new brand of challenges for workers, families, and small businesses. A combination of immediate aid and strategic long-term investment is necessary to effectively combat the varied issues brought on by the COVID-19 health crisis. During the early stages of the emergency, the City of North Las Vegas quickly identified the importance of supporting families and small businesses during an unprecedented time of economic uncertainty. North Las Vegas experienced unemployment as high as 28.2% (a national high) and nearly 43% of our small businesses had to close their doors, some of which never opened again. The City responded by providing CARES CRF resources for three pivotal aid programs: the Small Business Assistance Program (SBAP), the regional CARES Housing Assistance Program (CHAP), and the NLVCares Utility Assistance Program. Through these three initiatives, the City provided \$8.3M in aid to 370 small businesses; \$2.1M in rental and mortgage assistance to nearly 500 households; and more than \$2.7M in gas and energy bill assistance in the second half of 2020. The City's commitment to supporting stable housing continued in 2021 through an additional \$7.6M investment of Emergency Rental Assistance Program funds in the CHAP program to serve North Las Vegas residents, while exploring complimentary programming options to more rapidly meet the growing housing demand.

North Las Vegas has leveraged SLFRF funding to support the following programs in support of our workers, families, and businesses:

North Las Vegas Small Business Connector

Negative Economic Impacts (EC 2)/Revenue Replacement (EC 6)

The struggles of the City's small business community - particularly those owned by disadvantaged groups – throughout the pandemic is well documented. In order to widen the pathway to recovery for our small businesses and ensure a strong economic environment for the City and the region, North Las Vegas launched the NLV Small Business Connector (SBC)

on the ground floor of City Hall in October 2021. Centrally located within the jurisdiction and conveniently set in the same building as the City's permitting and planning departments – in addition to the Nevada Secretary of State's office – the SBC provides a one-stop shop experience for new and existing small business owners. The SBC features three distinct elements:

- NLV Small Business Development Center (SBDC): A partnership between the City and the UNLV Small Business Development Center, the mission of the NLV Small Business Development Center is to promote entrepreneurship, small business growth and the North Las Vegas economy by providing guidance to small business owners through 1:1 advisory sessions, workshops and facilitating connections to resources, including capital. This developmental programming supports low-moderate income, women and minority entrepreneurs across the City with individual counseling from expert consultants, workshops tailored to new and experienced business owners, and technical assistance for completing loan applications and accessing affordable products for their businesses. The program is designed to deliver up-to-date counseling, training and technical assistance in all aspects of small business management, including assisting small businesses with financial, marketing, production, organization, engineering and technical problems and feasibility studies. The SBDC also makes special efforts to reach minority members of socially and economically disadvantaged groups, veterans, women and the disabled. Assistance is provided to both current and potential small business owners.

- EmployNV Hub: Developed in partnership with Workforce Connections, the region's Workforce Development Board, the EmployNV Hub is an employer-focused center concentrating on the employment and training needs of businesses. Employers connect with the resources they need to access staffing pipelines and grow at no cost to their bottom line. The Hub is staffed with workforce development personnel trained to offer employers access to financial resources, training programs, talent development, staff recruitment campaigns, and more. The variety of services provided to businesses includes:
 - Workforce development
 - Access to work-ready alternative talent pools
 - Employer-driven training programs
 - Financial incentives for hiring and training Nevadans and providing work experience for youth
 - Connectivity to short-term talent development at community college
 - Connectivity to mid and long-term talent development at K-12
 - Employer-specific job postings
 - Customized recruitment campaigns and specialized hiring events
 - Assistance with lay-offs or closures
 - Unemployment employer services
 - Labor market information
 - Work opportunity tax credit

- Conference spaces equipped with the latest technology; computers and WiFi for small business owners or start-ups
- Overall unique areas to host employer and industry networking events and workshops
- **INVESTNLV Revolving Loan Fund:** A standalone product that is marketed and accessed through the NLV SBDC, the North Las Vegas Revolving Loan Fund (RLF) will be a revolutionary, first-of-its-kind program in Southern Nevada. Funded with SLFRF dollars and administered by a partner local CFDI Access Community Capital, the RLF provides high impact financing for start-ups, early-stage businesses, and expansion efforts generally not available through commercial lenders. A capital solution is desperately needed to address the gap in affordable funding available to early-stage entrepreneurs as well as existing underserved populations. Through INVESTNLV, the City provides higher volume, low-dollar financing via a low interest direct loan program. Proceeds from loan interest are reinvested into the program to provide additional capital, perpetuating the program and increasing its impact. Required technical assistance is baked-in to underwriting for the loans, increasing risk mitigation and providing the support needed for new and emerging businesses to succeed in their launch and growth.

This suite of small business services addresses three core needs of small businesses emerging from the pandemic. First, the SBDC provides a wide array of general technical assistance services to businesses in every stage of development through a proven approach supported by the federal Small Business Administration (SBA). Second, the EmployNV Hub offers focused staffing and workforce development assistance, connecting businesses to a high quality employee pipeline. Finally, INVESTNLV infuses microloans into the North Las Vegas ecosystem to facilitate the pivots and expansion necessary in a post-pandemic economy. The entire array of programming will conduct outreach and prioritize services to those traditionally left behind in business support programming, including minority-owned businesses, women-owned businesses, and veteran-owned businesses.

The Hub initiative fits into a larger economic development strategy designed to stabilize and grow the City's business and workforce environment over the next five years. This includes existing One-Stop Career Centers located in our libraries. Located in North Las Vegas Library branches, the centers provide a wide array of employment services for jobseekers and connects them to work-related training and education. Additional workforce development programming may also be considered through the NLVCares Community Grant Program (see below). The City is also actively seeking funding through the Economic Development Administration (EDA) to advance projects that will further attract new, large-scale business development and lead to an increase in mid to high-wage jobs for our residents.

NLVCares Community Grant Program

Negative Economic Impacts (EC 2):

To best meet the needs of those residents hit hardest by the pandemic, North Las Vegas recognizes the importance of relying on the expertise of the subject matter experts who are

closest to the issues impacting our communities. \$7.5M in SLFRF funding has been allocated to the NLVCares Community Grant Program. In May 2022, nonprofit and community organizations were invited to submit applications for funding for various eligible projects. More than 150 applications requesting over \$70M in support were received and are currently under review. Priority will be given to projects that align with the results of the City's public input sessions: Education, Economic Development/Job Creation, Public Health, and Housing. Program design will include weighted scoring for evidence-based, innovative, and collaborative approaches. A panel of City leaders and community stakeholders will score the submissions, with the City Council approving all final funding decisions. Data collection and program evaluation will be a critical piece in gauging the effectiveness of funded programs. Therefore, each funded project will have an evaluation component to measure impact and progress toward target goals in order to guide future investment decisions and scale successful programming models.

This approach allows the City to leverage the vast expertise of a large network of community service providers across all sectors to initiate innovative and effectual programming. Casting a wide net will result in a large pool of recovery initiatives that will provide a mix of short and long-term benefits. Routing this funding through community organizations also strengthens implementation; these organizations have the dedicated staff, volunteers, and resources necessary to see the proposed projects to completion. The City looks forward to awarding funds this October to a diverse array of community organizations to identify and address emerging needs throughout the jurisdiction.

CNLV Nonprofit Accelerator Program

Negative Economic Impacts (EC 2):

The CNLV Nonprofit Accelerator Program is a three-pronged initiative focused on increasing the capacity of Southern Nevada's nonprofit community to provide impactful programming for North Las Vegas residents. Developed in partnership with Nevada GrantLab, a first-of-its kind nonprofit dedicated to increasing federal assistance for Nevada-based community organizations, the program will include three initiatives at launch:

- **Targeted Assistance:** A tranche of SLFRF funding will be subawarded to GrantLab to hire national grant writers to support nonprofit applications for programs that improve the lives of NLV residents and citizens in our most distressed communities. GrantLab has completed a national RFI process to build a deep bench of grant writers across all disciplines that our referred nonprofits will be able to utilize at no cost.
- **Long-term Capacity Building:** A separate tranche of SLFRF funding will be subawarded to Grantlab to hire consultants for deeper capacity building for referred nonprofits - ie: community needs assessments, program evaluators, strategic planning, and developing internal controls. This engagement will create and/or strengthen all the organizational elements necessary to be competitive in proposing and managing federal grant dollars, both now and in the future.

- **General Capacity Building:** CNLV will offer space for GrantLab's various workshops, seminars, and other nonprofit technical assistance activities, in addition to resources offered by other State, local, and national providers. CNLV will also look at the need for specific technical assistance programs for North Las Vegas nonprofits. This piece of the work has already begun, and will be further refined as the overall Accelerator implementation progresses.

The CNLV Community Grant Program will establish an initial pipeline of projects and organizations that can benefit from the Accelerator's services. Promising projects that are unable to be funded through CNLV's limited ARPA contribution will receive warm hand-offs into the Accelerator program in order to identify alternative funding opportunities and provide the targeted assistance and organizational capacity building necessary to secure federal resources needed to bring the project to life. Beyond the projects identified through the Community Grant process, nonprofits working with the City's vulnerable populations will also be engaged on an ongoing basis and on-boarded as Accelerator "partners" so that they can receive the support they need to succeed.

The Accelerator will report regularly on metrics, including: number of nonprofits served; number of grant applications submitted; amount of funding requested; number of awards received; total amount of award funding received; and the number of consultant/training hours delivered. An official launch is planned for September 2022.

Downtown Redevelopment Area Improvement Fund

Negative Economic Impacts (EC 2):

The North Las Vegas Downtown Redevelopment Area (DRA) was established in 1990 to focus economic growth efforts within a sector of the City's downtown that has since been designated as a federal Opportunity Zone. More than 68% of the residents in the DRA are persons of color, and the median household income is less than \$39,000. Less than 5% of residents in the area have attained a Bachelor's degree. The North Las Vegas Redevelopment Agency has been investing in the subject area for more than 25 years. Since its inception in 1995, the Agency has acquired over 109 parcels in the DRA and has invested \$16.7M in funds from a variety of municipal, state, and federal funding sources to both acquire properties and demolish structures that have fallen into disrepair and present a public risk. The City has also invested \$792,000 in facade improvements on behalf of business owners in the DRA in the last decade. The economic effects of the pandemic hit this already struggling area hard, wiping out many of the struggling businesses in the DRA and further dilapidating the surrounding neighborhoods. In July 2022, the City was awarded an EDA Technical Assistance grant to update its 2009 master plan and develop a path forward for the area. The final report is expected by the fourth calendar quarter of 2023.

SLFRF resources are being deployed to create a special DRA Improvement Fund, which will dedicate funds for facade and building improvements within the area. The fund will cover the cost of improvements for both homeowners and businesses in order to revitalize the area, attract private investment and employers, and improve the quality of life for the disproportionately impacted communities that live and work there.

Veterans Resource Center

Negative Economic Impacts (EC 2):

North Las Vegas is home to Nellis Air Force Base and its more than 40,000 active and retired military and family members. On May 17, 2022, the City broke ground on its new Veteran's Resource Center (VRC). Located adjacent to the Sky View Recreational Center and less than a mile from the region's largest VA hospital, the VRC will provide a variety of resources to both retired and active military and is the first in Nevada to be established and run by a City government. Services include mental health, job training and workforce development, and a variety of social service referrals, including housing. The VRC, housed in an almost 2,000 square foot trailer, will provide space for up to 10 services providers. Development of the trailer and the programming within it is expected to conclude by the end of the calendar year, with services beginning in early 2023.

Affordable Housing – Land Acquisition/Blight Reduction

Negative Economic Impacts (EC 2):

A portion of SLFRF funding has been allocated to support the increase of affordable housing inventory through the acquisition of land parcels for future development and the removal of current residential and commercial blight. This initiative is in its earliest phase of development, and will be supplemented by more than \$600M in state and county funding targeting the development of affordable housing through direct assistance to developers/operators. More details on this project will be available in future reporting cycles.

Sustaining and Enhancing Government Services

\$30,151,587 allocated as of June 30, 2022

In FY 2019, and prior to the onset of COVID-19 in FY 2020, the City experienced double-digit growth in general fund revenues due to increases in business licensing, permitting, investment income, and intergovernmental tax collections. In March 2020, the City's economic reality shifted dramatically as the pandemic forced businesses to alter operations with many being shut down temporarily or permanently. The general fund revenue projection was slashed by \$29.7 million (16.9%) from the submitted Tentative Budget to the Adopted FY 2021 Budget. As the economic outlook changed course rapidly, the City's leadership took quick and decisive action to counteract the new reality. Several planned capital improvement projects were either cancelled or delayed and budgeted operational cost increases related to expansion were put on hold. 65 full-time positions were eliminated and \$6M of infrastructure replacement funding was cut. The City is continuing to monitor the short and long-term direction of the local economy and the impact it has on revenues the City receives. With the levels of economic uncertainty due to persistent health issues related to COVID-19, the global supply chain crisis, and record inflation, the city must continue to exhibit fiscally responsible behavior with the ongoing goal of recurring revenues meeting or exceeding that of recurring expenses.

North Las Vegas has elected to use the Treasury's calculation methodology to determine eligible revenue replacement, and is committing SLFRF funds to the following initiatives for sustaining and enhancing government services:

Fire Station 51 Design

Revenue Replacement (EC 6):

Fire Station 51 opened in 1973 and is the oldest active fire station in the region. The station houses four units (Battalion Chief, Engine, Rescue (ambulance) and a Squad staffed with a minimum of nine personnel per day. The station has a great deal of mechanical and electrical deficiencies, plumbing issues, and its lack of modern energy efficiency results in higher than average operational costs. Station 51 is centralized in not only the city's busiest Fire/EMS response area, but provides services to a racially diverse and low-income population. This response area also has the highest concentration of homeless populations in the City. The pandemic has exacerbated the fact that many of these residents do not have proper healthcare to manage chronic issues or to provide preventative healthcare, resulting in more emergent and immediate healthcare issues requiring EMS response. The building has been assessed and it has been determined that the best course of action to deal with the existing issues is to demolish the station and build new. SLFRF funding will be used to complete the design of a new station to replace the existing one.

Police Command Renovation

Revenue Replacement (EC 6):

The current office space dedicated to the North Las Vegas Police Department in City Hall will be renovated to allow for the growth of the department to hire additional staff to address more than 100 current vacancies. Space will be provided for positions that include a Talent Acquisition Partner, Crime Analysis Manager, Body Worn Camera Officer, Internal Affairs Sergeant, and multiple Background Investigators. These positions are necessary to both adequately protect North Las Vegas residents and increase department accountability.

Future Revenue Replacement Projects

Revenue Replacement (EC 6):

City leadership has been working closely with staff, residents, community stakeholders, and experts to identify enhancements and additions to essential City services that are necessary to achieve an equitable and effective recovery. These projects will also be aligned with results of various public input forums to determine which investments best fit into the strategic framework of North Las Vegas' Recovery Plan and can be supported with SLFRF funding. While evaluation of potential projects is still occurring, a sampling of the types of projects that could be funded from this allocation include:

- Investments in affordable housing infrastructure and programming.
- Parks, Recreation, and Trails projects - including master planning - to develop and execute a future vision for recreation in our communities.
- Public works projects - including master planning – to improve roadways, walkways, infrastructure and increase traffic and pedestrian safety.
- Investments in Public Safety, including critical North Las Vegas Fire Department and North Las Vegas Police Department infrastructure, equipment, and programming to keep

our residents safe and healthy.

- Leveraging SLFRF dollars to meet match requirements for other grant opportunities in order to bring additional federal investment into the City.

This strategic area also provides a ripe opportunity to collaborate with adjacent jurisdiction, including Clark County and the State of Nevada, to leverage ARPA and other federal recovery dollars and magnify impact. Active discussions are currently ongoing with leaders of jurisdictions at all levels to find areas of intersecting interest where resources can be pooled to the produce regional benefit. These conversations are not just limited to SLFRF funds; regional collaborators are looking at various grants and financial assistance buckets to increase the level of services provided for residents across Southern Nevada.

COVID Testing

Public Health (EC 1)

SLFRF funding was utilized to staff a pop-up regional testing site in the parking lot of a shuttered local casino. Support for the site was requested by the Southern Nevada Health District and Clark County due to a spike in cases coupled with incredibly low home testing inventory in winter of 2022.

Oracle Financial Management System Upgrades

Administrative Expenses (EC 7):

SLFRF funding has been utilized to update the City's financial management system and increase functionality related to financial tracking and reporting related to grants. These updates will allow the City to effectively manage and report on SLFRF funding and ensure all compliance requirements are met. Improvements include modules for reconciliation with the general ledger, subaward expense tracking, monthly cost reconciliation reporting, tracking indirect costs, and streamlining expenditure reporting,

Water, Sewer, and Broadband Infrastructure

\$528,961 allocated as of June 30, 2022

Critical Government Infrastructure

Water, Sewer and Broadband Infrastructure (EC 5)

Historically underfunded by traditional federal assistance programs, water, sewer, and broadband infrastructure are explicitly singled out as an eligible expense category in the Treasury's Interim Final Rule. Clean, accessible drinking water not only helps ensure public health, it also is a catalyst for economic development and the resulting job creation in undeveloped and underdeveloped parcels of land. Ensuring a safe public water distribution system and expanding its reach are vital to the City's recovery framework. Much like cellular phones in the 2010's, high speed internet access has become a fundamental and essential tool for all. The lack of access to broadband and the perils of those gaps were prominently exposed during the pandemic.

The City is still analyzing current eligible infrastructure needs and will report on specific projects funded from this use category in future reporting cycles.

Promoting Equitable Outcomes

As Nevada's largest minority-majority city, decision-making in all aspects of municipal management is made through an equity lens. Our vibrant and diverse communities are filled with historically underserved populations. According to US Census Bureau estimates, 41% of North Las Vegas residents are Hispanic or Latino, 21% are Black or African American, and 6% are a mix of two or more races. 14% of our families live at or below the federal poverty line and North Las Vegas is also home to nearly 17,000 veterans. The City has always worked tirelessly to level the playing field for these populations by providing services, supports, and access in an intentional way.

The disproportionate effects of COVID-19 on disadvantaged subpopulations strengthened this focus for North Las Vegas leadership. From a health perspective, black and brown communities are almost three times as likely to contract coronavirus compared to their white counterparts. Through the first two months of the pandemic, two-thirds of the North Las Vegas residents who died of COVID-19 were Black. Individuals making less than \$50,000 per year are twice as likely to suffer serious health outcomes related to contracting COVID-19 compared to those making over \$50,000. A study conducted by the Bob Woodruff Foundation has shown that emergent trauma, loneliness due to social isolation, and unplanned wage loss or job termination can create or exacerbate mental health challenges for veterans. Accessing mental health services was already an area of concern for the veteran population, and now, there may be a surge in demand for these resources. But the inequality of pandemic effects is not purely health related; the groups are also disproportionately affected by the economic effects of pandemic-related business shutdowns. Workers of color are overrepresented in the sectors most affected by the shutdown. Members of Nevada's diverse racial and ethnic groups are more likely to rent their homes, placing them at greater risk of evictions following the gradual lift of the state eviction moratorium. Across Nevada, there remains a shortage of rental homes available to extremely low-income households living at or below the poverty line.

Recognizing these burdens early in the emergency, North Las Vegas took swift action. Equity-driven responses by the City have included:

- The adoption of Resolution 2655, which condemned historic discrimination against the residents of North Las Vegas, and urging action to address the public health crises caused by systemic racism and greatly magnified by the COVID-19 pandemic in Nevada.
- Developing a targeted outreach strategy for the North Las Vegas small business grant program that resulted in 58% of applicants being minority-owned businesses, 35% women-owned businesses, and 28% both minority and women-owned. This included a bilingual application.

- Working with community partners, including our library system, to provide assistance to residents completing housing assistance applications. 78% of rental and mortgage assistance recipients were Black and/or Hispanic. This included a bilingual application.
- Developing a comprehensive vaccination outreach plan for underserved communities, including setting up bilingual registration stations in low-income and minority-dense neighborhoods; Conducting pop-up vaccination clinics in recreation centers and low-income housing units; Bilingual phone calls and emails to residents in targeted ZIP codes; Public service announcements in English and Spanish on community radio stations and in grocery stores in under-vaccinated areas

North Las Vegas will continue taking affirmative steps toward an equitable recovery in its administration of ARPA dollars. Fund deployment focuses on closing existing gaps for underserved communities, reaching universal levels of service, and disaggregating progress by race, ethnicity, and economic status.

Data highlighting the promotion of equitable outcomes through the deployment of SLFRF funding include:

- **SNUMA**
 - 61% of SNUMA's enrolled students identified as Black, Hispanic, or Two or More Races/Other.
- **Education Advisory Committee (EAC)**
 - The 11-member Committee includes 9 female, 5 Hispanic, and 4 Black members.
 - Potential programming targets low-performing schools with minority-majority populations in the lowest-income areas of the City. Details will follow in future reporting cycles.
- **North Las Vegas Business Connector**
 - Small Business Development Center
 - 80% of businesses receiving services have an MBE designation.
 - 58% of businesses receiving services have a WBE designation.
 - 7% of businesses receiving services have a Veteran-Owned Business designation.
 - EmployNV
 - 40% of businesses receiving services have an MBE designation.
 - 29% of businesses receiving services have a WBE designation.
 - 3% of businesses receiving services have a Veteran-Owned Business designation.
 - INVESTNLV Revolving Loan Fund
 - 96% of loans were issued to an MBE.
 - 50% of loans were issued to a WBE.
- **NLV Community Grant Program**
 - Application and instructions were available in both English and Spanish.

- Marketed opportunity to nonprofits through partners United Way and GrantLab to maximize exposure.
- Demographic details of program beneficiaries will follow in future reporting cycles.
- **Downtown Redevelopment Area Improvement Fund**
 - Demographics of the Downtown Redevelopment Area, which the fund will support:
 - 68.2% of residents classify themselves as people of color.
 - Median Household income <\$39,000.
 - 5% of residents have a bachelor degree or higher.
 - Details on residents/businesses served by the fund will follow in future reporting cycles.
- **Veteran’s Resource Center**
 - 100% of clients will be retired and active duty military and their families.
 - Demographics of service population will follow in future reporting cycles.
- **Fire Station 51 Design**
 - Building a new station to serve an economically distressed, high minority population service area.

Community Engagement

Meaningful community input has been a cornerstone of the development of the City’s initial SLFRF recovery framework and will continue to inform and influence our decision-making throughout the life of the Fund. Central to North Las Vegas’ SLFRF investment strategy is the recognition that SLFRF funding is fueled by taxpayer dollars for taxpayer benefit. All decisions, from designing the strategic framework to allocation of funds for specific projects, are made through this lens and with our resident’s interests front and center.

To ensure a diverse range of community input was received, a comprehensive outreach plan was developed by the North Las Vegas Communications department. Elements of the plan included:

ARPA Community Survey

In July 2021, the City released an online survey to capture input and feedback from the community at large on prioritization of SLFRF funding. The survey was provided in both Spanish and English and was promoted through various channels, including as a pop-up on the City’s homepage, a dedicated press release, social media posts through official City accounts, paper flyers at all City recreation centers and library locations, City Council newsletters, an inserts in all August utility bills, and a digital billboard promotion at Craig Ranch Regional Park.

Staff at libraries and recreation centers were also available to assist residents with completing the survey on-site for those without internet access or uncomfortable with technology. The survey garnered 791 responses, which were captured, compiled, and analyzed.

ARPA Town Hall Events

In addition to the survey, public forums were scheduled in late July across all four Wards of the City to collect in-person input for the SRFLF investment plan. City staff, the Mayor, and City Council members facilitated the community engagement forums. Each city council member hosted their forums in their represented wards at recreation centers and libraries, which was well received by community members and stakeholders. Community members, organizations, and other stakeholders presented their priorities and were encouraged to submit an ARPA Town Hall comment card for the City's records. City Council members and City officials responded to each presentation and ensured that residents understood the value of their input.

City Council Meetings

On August 18, 2021 the City included a discussion of SLFRF funding and an update on the development of the strategic investment framework on the regular City Council meeting agenda. This provided an opportunity for public comment in an open forum, as well as an open discussion on the progress of the Recovery Plan.

Exploratory Meetings

Since the announcement of the City's SLFRF allocation, a number of community organizations and coalitions have met with City officials to express critical recovery needs from their unique vantage point. These informal meetings led to the development of the NLVCares Community Grant program, a formal vehicle through which these and other organizations will be able to develop program-driven solutions for funding consideration. As described in the Use of Funds section, the NLVCares Community Grant program will drive resources to community organizations on the front lines of recovery efforts, enabling them to execute programs and projects in support of populations facing barriers to service, including people of color, people with low incomes, limited English proficiency populations, and other traditionally underserved groups.

Feedback from each of these engagement methods revealed the following community priorities for SLFRF investment, in descending order:

- Education
- Economic Development and Job Opportunities
- Housing
- Public Health
- Infrastructure
- Social Justice and Equity

These community priorities led the initial development of the investment strategy and overall Recovery Plan; and they will continue to drive the creation and approval of new projects under the strategy from both internal and external stakeholders. As part of the recovery process, the City will routinely return the community for input on new ideas for implementation as well as to measure the success and suggested course changes for ongoing projects.

Labor Practices

Strong labor practices for infrastructure investments are an effective tool for further combating the economic fallout caused by the pandemic. The City of North Las Vegas will comply with all required local, state, and federal labor laws for construction and infrastructure projects funded through SLFRF resources. At the core of these requirements is Nevada Revised Statute (NRS) section 338, which requires the use of prevailing wage, overtime, and utilization of apprenticeship in public works projects.

- **Prevailing Wage:** Pursuant to NRS 338.020 and Assembly Bill (AB) 136 passed during 2019 Legislative Session (for Redevelopment Projects the contract amount is \$100,000 NRS 279.500), every contract over \$100,000 to which a public body is a party and that requires the employment of skilled or unskilled labor in the performance of a public work must contain in expressed terms the rate of wages to be paid to each of the classes of workmen. The rate wages must not be less than the rate of such wages then prevailing in the county in which the public work is located. Prevailing wage rates are published by the Office of the Labor Commissioner each-odd numbered year, see NRS sections 338.025 and 338.030 and Senate Bill (SB) 243 (2019 Legislative Session). These rates become effective October 1st. Amendments to those rates are published on an as needed basis and in even numbered years based on certain conditions and contain a specific effective date. Prevailing wage rates and amendments are posted on the Labor Commissioner's website www.labor.nv.gov.
- **Overtime:** Pursuant to the provisions of NRS 338.020, a contractor or subcontractor must pay any mechanic or workman 1 1/2 times the applicable prevailing wage rate for work performed on a public work over 40-hours in a workweek or 8-hours in any workday. Zone Rates are added to the hourly rate, and then overtime is calculated on that rate. Premium Pay for work over 8-hours or 12-hours or such other time increment set forth in the Collective Bargaining Agreement or on a weekend or holiday.
- **Apprenticeship:** Nevada's Apprenticeship Utilization Act requires a contractor or subcontractor to use one or more apprentices for at least 10% of the total hours of labor worked for each apprenticed craft for vertical construction and 3% of total hours worked for horizontal construction for any public project in which more than three workers are employed.

There are no projects in the current reporting period that required construction or capital improvements in which labor standards would be applicable.

Use of Evidence

The size and scope of the SLFRF recovery investment strategy provides an opportunity for the City to gain valuable insight into the efficacy of the various programs and projects being implemented. Many of these approaches will have the potential for post-pandemic utility, particularly programs within the Small Business Support Hub and NLVCares Community Grant program designed to increase equity. In order to capture valuable data and make informed, impact-based decisions, North Las Vegas has included a rigorous evidence and evaluation component in our recovery framework.

Addressing Educational Disparities

- **SNUMA:** Students standardized test scores from the beginning and end of the program to measure growth. See results in the Project Inventory. Additionally, all students received evidence-based tutoring.
- **EAC Initiatives:** The Committee is exploring various evidence-informed practices to increase educational achievement and equity in North Las Vegas schools. Specifics on evidence-base/evaluation for funded initiatives will be included in future reporting cycles.

Assistance to Workers, Families, and Businesses Impacted by COVID-19

- **NLVCares Community Grant Program:** Evidence-based approaches are weighted on the scoring rubric in the sub-grant application process to prioritize the use of solutions with a strong track record of success. Additionally, all funded projects will be required to have a third-party program evaluation component so that the efficacy of the various approaches can be measured. This will provide valuable data that the City will analyze to identify successful programming to scale up and sustain. North Las Vegas is engaging with traditional evaluators (universities, research organizations, policy think tanks, etc.) to develop an over-arching evaluation plan for projects funded under this initiative.
- **CNLV Nonprofit Accelerator Program:** Various data points will be analyzed in order to gauge program effectiveness, including: total capacity-building contact hours, total training/professional development hours, total grant dollars received. This information will be included in future reporting cycles once the program has officially launched.
- **NLV Small Business Connector:** Businesses are surveyed periodically on their experience with the SBC and the benefits derived. Results will be shared in future reporting periods.

- **Veteran’s Resource Center:** Specific programming for the VRC is still under development. It is anticipated that one or more evidence-informed interventions will be provided or referred out through the VRC. Details will be provided in future reporting cycles.

Sustaining and Enhancing Government Services

Where applicable, program evaluation will also be included in the provision of government services to measure progress toward intended impact. This may include a mix of professional third-party and internal evaluation models.

Water, Sewer, and Broadband Infrastructure

The City’s Utilities staff will evaluate water infrastructure projects internally to measure progress toward intended impact. Any future broadband projects will include an internal or external evaluation component, as appropriate. .

The opportunity to collect invaluable data on a wide range of interventions and initiatives is one the City must capitalize on. The information, analysis, and evidence-base that results from these studies has the potential to inform decision-making not only during the recovery process, but for years to come. We look forward in engaging with qualified research partners to capture and report out on the results of our investment framework.

Performance Report

All SLFRF projects work toward the City’s overarching goal of achieving an effective and equitable recovery for its citizens. Below is a description of the relevant performance indicators (outputs and outcomes) for each project funded by SLFRF funding in the reporting period, along with an update on those performance metrics.

SNUMA

Outcomes	Outputs
1. SNUMA students will receive high quality, in-person education leading to academic growth.	1.1 – Number of students receiving high-quality, in-person instruction. 1.2 – Number of students receiving evidence-based tutoring, 1.3 – Change in standardized test scores.

2022 Performance Update: A total of 69 students were served by the SLFRF-supported iteration of SNUMA during the 2021-22 school year. All of these students received evidence-based tutoring services during their enrollment (69). Across all grades (K-8), students had an average 15% increase in combined reading and math standardized test scores between the first assessment and final assessment.

SNUMA is now complete and there will be no additional performance reporting metrics in future reporting cycles.

EAC Initiatives

Outcomes	Outputs
1. Improved educational outcomes for students in North Las Vegas’ most underperforming schools.	1.1 - TBD

2022 Performance Update: Specific projects are pending. Performance metrics will be created and reported for specific projects in future reporting cycles.

North Las Vegas Small Business Connector

Outcomes	Outputs
1. The SBC will provide technical assistance to small businesses impacted by the economic effects of COVID-19 to stabilize the local economy.	1.1 – Total number of businesses served by the suite of SBC services.
2. The INVESTNLV Revolving Loan Program will responsibly provide capital to small businesses in North Las Vegas to provide operational continuity and growth.	2.1 – Total dollars loaned. 2.2 – Total number of loans in late/default status.
3. The SBC will provide assistance to new entrepreneurs, including those displaced from their traditional jobs by the economic effects of the pandemic.	3.1 – Total number of new businesses started through SBC assistance.
4. Ensure equitable access to SBC resources.	4.1 – Number of MBE, WBE, and Veteran-Owned Businesses served by the SBC.

2022 Performance Update: The NLV Small Business Connector has been a tremendous success since the day it opened by any metric. A total of 875 businesses have received technical assistance from one or more of the SBC’s three partners. This includes the creation of 18 new businesses. The INVESTNLV Revolving Loan Program has processed 666 applications and disbursed 24 loans totaling \$469,450. To date, all loans in repayment are current. A remarkably diverse business pool is accessing these services, as shown in the Promoting Equity section above. In April 2022, the EmployNV Hub was named Program of the Year by the National Association of Workforce Development Professionals. A group of attendees from the NAWDP Annual Conference in Las Vegas came and toured the SBC in order to learn best practices and provide the groundwork for replication in their own regions.

NLVCares Community Grant Program

Outcomes	Outputs
1. Assist disadvantaged and disproportionately impacted populations with direct service programming in the areas of Education, Public Health, Job Creation/Economic Development, and Housing.	1.1 – Number of dollars allocated to each of the four target areas.

2022 Performance Update: The City released a Request for Proposal for the competitive grant program in May and received 151 applications requesting over \$70M in support. Final funding of \$7.5M to support nonprofit projects in the four target areas will be completed in October 2022. Future reporting cycles will include additional outcome/output measures specific to the funded projects.

NLV Nonprofit Accelerator Project

Outcomes	Outputs
1. Increase the capacity of nonprofits serving low-income and disadvantaged populations in the City to develop, fund, and deliver impactful programming.	1.1 – Total number of nonprofits receiving services. 1.2 – Total capacity building contact hours. 1.3 – Total training/professional development hours.
2. Increase the total amount of resources supporting programming for targeted populations in North Las Vegas.	2.1 – Total amount of grant funding secured for participating nonprofits.

2022 Performance Update: The City is finalizing a subaward agreement with GrantLab to provide services to nonprofits and anticipates beginning Accelerator activities in October 2022.

Downtown Redevelopment Area Improvement Fund

Outcomes	Outputs
1. Revitalize a distressed area of the City with a high concentration of low-income and disproportionately impacted communities.	1.1 – Total dollars disbursed for residential improvements. 1.2 – Total dollars disbursed for business improvement.
2. Spur economic growth and job creation in an area of the City with a high concentration of low-income and disproportionately impacted communities.	PENDING

2022 Performance Update: This project is in the early stages of development. More detail on performance metrics will be included in future reporting cycles.

Veterans Resource Center

Outcomes	Outputs
1. Provide high-quality services and referrals to retired and active military members and their families.	1.1 – Number of veterans receiving services through the VRC.

2022 Performance Update: This project is in the early stages of development. More detail on performance metrics will be included in future reporting cycles.

Affordable Housing – Land Acquisition/Blight Reduction

Outcomes	Outputs
1. Increase the availability of affordable housing in North Las Vegas.	1.1 – Acreage of land purchased and dedicated for affordable housing. 1.2 – Number of new affordable housing units developed.
2. Revitalization of targeted areas through the removal of unoccupied blight.	2.1 – Total square footage of blight removed.

2022 Performance Update: This project is in the early stages of development. More detail on performance metrics will be included in future reporting cycles.

Fire Station 51 Design

Outcomes	Outputs
1. Provide effective and efficient EMS and Fire services to the Fire Station 51 service area.	1.1 – Completion of Fire Station 51 architecture and design plans.

2022 Performance Update: The North Las Vegas Public Works Department is currently going through the required procurement steps to select a contractor to provide design services.

Police Command Renovation

Outcomes	Outputs
1. Increase public safety through the hiring of key NLVPD positions.	1.1 – Number of new employee workspaces created. 1.2 – Number of new employees hired to occupy those spaces.

2022 Performance Update: This project is in the early stages of development. More detail on performance metrics will be available in future reporting cycles.

COVID Testing

Outcomes	Outputs
1. Reduce the spread of COVID-19 in the community.	1.1 – Number of employee COVID tests administered.

2022 Performance Update: A total of 38,284 PCR tests were administered to the public at the pop-up testing pod at the Texas Station. Given the wide availability of testing and updated CDC guidance, this project is now closed. There will be no further performance updates.

Oracle Financial Management System Upgrades

Outcomes	Outputs
1. The City's financial system will be able to effectively track and manage SLFRF and other federal grant funding and support various compliance requirements.	1.1 – Total programming hours. 1.2 – Launch of various new functionalities. 1.3 – Number of audit findings related to SLFRF funding.

2022 Performance Update: The City has been working closely with a vendor to enhance Oracle functionality. Completed upgrades include: A new Accounts Payable reconciliation report, a customizable expenditure report, and a workflow for grant-related expense approvals. Still in progress are programming to automate indirect cost charges, an Accounts Receivable reconciliation report, and a dashboard feature for summarizing YTD expenses and balances across grant awards. The first year of SLFRF spending will be audited as part of the City's Single Audit this Fall.

Critical Government Infrastructure

Outcomes	Outputs
1. Provide high quality water infrastructure to benefit North Las Vegas residents.	1.1 – TBD
2. Provide reliable broadband infrastructure to connect residents to the internet.	2.1 - TBD

2022 Performance Update: Projects under this eligible use category are still being explored.

PROJECT INVENTORY

Note: The Funding Amounts listed in this project inventory are current as of June 30, 2022 and may not align with previously reported funding amounts in the Project and Expenditure Reports. North Las Vegas is continuing to adjust its SLFRF plan in real-time to effectively meet the new and emerging challenges caused by the pandemic.

Project USDT-ARPA 2 : NLV Small Business Connector - Revolving Loan Program

Funding amount: \$1,000,000.00

Project Expenditure Category: 6.1-Provision of Government Services

Project Overview

The INVESTNLV revolving loan program provides low interest loans of up to \$45,000 to small businesses located in and/or serving the City of North Las Vegas. Proceeds from loan interest are reinvested into the program to provide additional capital, perpetuating the program and increasing its impact. Required technical assistance is baked-in to underwriting for the loans, increasing risk mitigation and providing the support needed for new and emerging businesses to succeed in their launch and growth.

Use of Evidence

The goal of INVESTNLV is to provide much needed capital for small businesses impacted by the pandemic to stabilize and/or grow their operation. This project does not qualify as an evidence-based intervention under the SLFRF definition.

Performance Report

The NLV Small Business Connector has been a tremendous success since the day it opened by any metric. A total of 875 businesses have received technical assistance from one or more of the SBC's three partners. This includes the creation of 18 new businesses. The INVESTNLV Revolving Loan Program has processed 666 applications and disbursed 24 loans totaling \$469,450. To date, all loans in repayment are current. A remarkably diverse business pool is accessing these services, as shown in the Promoting Equity section above. In April 2022, the EmployNV Hub was named Program of the Year by the National Association of Workforce Development Professionals. A group of attendees from the NAWDP Annual Conference in Las Vegas came and toured the SBC in order to learn best practices and provide the groundwork for replication in their own regions.

Project USDT-ARPA 4: Fire Station 51 Design

Funding amount: \$1,000,000.00

Project Expenditure Category: 6.1-Provision of Government Services

Project Overview

Fire Station 51 opened in 1973 and is the oldest active fire station in the region. The station houses four units (Battalion Chief, Engine, Rescue (ambulance) and a Squad staffed with a minimum of nine personnel per day. The station has a great deal of mechanical and electrical

deficiencies, plumbing issues, and its lack of modern energy efficiency results in higher than average operational costs. Station 51 is centralized in not only the city's busiest Fire/EMS response area, but provides services to a racially diverse and low-income population. This response area also has the highest concentration of homeless populations in the City. The pandemic has exacerbated the fact that many of these residents do not have proper healthcare to manage chronic issues or to provide preventative healthcare, resulting in more emergent and immediate healthcare issues requiring EMS response. The building has been assessed and it has been determined that the best course of action to deal with the existing issues is to demolish the station and build new. SLFRF funding will be used to complete the design of a new station to replace the existing one. Design is expected to be complete by December 31, 2023.

Use of Evidence

The goal of INVESTNLV is to provide effective and efficient EMS and Fire services for the Station 51 service area. This project does not qualify as an evidence-based intervention under the SLFRF definition.

Performance Report

The North Las Vegas Public Works Department is currently going through the required procurement steps to select a contractor to provide design services.

Project USDT-ARPA 5 : Oracle PnG Upgrades

Funding amount: \$150,000.00

Project Expenditure Category: 7.1-Administrative Expenses

Project Overview

SLFRF funding has been utilized to update the City's financial management system and increase functionality related to financial tracking and reporting related to grants. These updates will allow the City to effectively manage and report on SLFRF funding and ensure all compliance requirements are met. Improvements include modules for reconciliation with the general ledger, subaward expense tracking, monthly cost reconciliation reporting, tracking indirect costs, and streamlining expenditure reporting. The project is expected to be completed by December 31, 2022.

Use of Evidence

The goal of this project is to ensure effective stewardship of SLFRF and other federal assistance. This project does not qualify as an evidence-based intervention under the SLFRF definition.

Performance Report

The City has been working closely with a vendor to enhance Oracle functionality. Completed upgrades include: A new Accounts Payable reconciliation report, a customizable expenditure report, and a workflow for grant-related expense approvals. Still in progress are programming to automate indirect cost charges, an Accounts Receivable reconciliation report, and a

dashboard feature for summarizing YTD expenses and balances across grant awards. The first year of SLFRF spending will be audited as part of the City's Single Audit this Fall.

Project USDT-ARPA 6 : COVID Testing

Funding amount: \$1,587.00

Project Expenditure Category: 1.2 COVID-19 Testing

Project Overview

SLFRF funding was utilized to staff a pop-up regional testing site in the parking lot of a shuttered local casino. Support for the site was requested by the Southern Nevada Health District and Clark County due to a spike in cases coupled with incredibly low home testing inventory in winter of 2022. The site was staffed for one week in January.

Use of Evidence

The goal of this project is to reduce the spread of COVID-19 in the community. This project does not qualify as an evidence-based intervention under the SLFRF definition.

Performance Report

A total of 38,248 tests were administered to the public at the pop-up testing pod at the Texas Station. Given the wide availability of testing and updated CDC guidance, this project is now closed. There will be no further performance updates.

Project USDT-ARPA 6 : Southern Nevada Urban Micro Academy (SNUMA)

Funding amount: \$240,000.00

Project Expenditure Category: 2.25-Addressing Educational Disparities: Academic, Social, and Emotional Services

Project Overview

During the summer of 2020, it was evident that COVID-19 was not subsiding and schools would not be returning to in-person instruction. The combination of a disproportionate lack of North Las Vegas student participation in virtual learning and the need for dependable and safe child supervision for our working families led to the development of the Southern Nevada Urban Micro Academy (SNUMA). Launched in Fall of 2020 this innovative, first-of-its-kind public-private partnership micro-school provides a blended learning environment with a learning guide and online curriculum that meets Nevada Academic Content Standards, including a focus on STEAM. The program was open to students in grades K-8 across three City-owned locations and there was no cost for participation. SNUMA followed the Southern Nevada Health District's best practices and directives from the State -- everyone wears masks, seating is socially-distanced, there is frequent cleaning and sanitizing in the rooms and around the facilities. SNUMA was originally seeded with CARES Coronavirus Relief Fund (CRF) funding, which expired in December 2021. SLFRF resources were allocated to continue SNUMA for the '21-'22 school year, which ended in late May of 2022.

Use of Evidence

The goal of this project is to improve academic outcomes for students disproportionately impacted by the effects COVID-19 had on learning. This project included evidence-based tutoring for 69 participants. \$200,000 was allocated for salaries for staff whose duties included providing the tutoring.

Performance Report

A total of 69 students were served by the SLFRF-supported iteration of SNUMA during the 2021-22 school year. All of these students received evidence-based tutoring services during their enrollment (69). Across all grades (K-8), students had an average 15% increase in combined reading and math standardized test scores between the first assessment and final assessment.

Project USDT-ARPA 9 : Small Business Connector – UNLV SBDC

Funding amount: \$450,000.00

Project Expenditure Category: 2.30-Technical Assistance, Counseling, or Business Planning.

Project Overview

A partnership between the City and the UNLV Small Business Development Center, the mission of the NLV Small Business Development Center is to promote entrepreneurship, small business growth and the North Las Vegas economy by providing guidance to small business owners through 1:1 advisory sessions, workshops and facilitating connections to resources, including capital. This developmental programming supports low-moderate income, women and minority entrepreneurs across the City with individual counseling from expert consultants, workshops tailored to new and experienced business owners, and technical assistance for completing loan applications and accessing affordable products for their businesses. The program is designed to deliver up-to-date counseling, training and technical assistance in all aspects of small business management, including assisting small businesses with financial, marketing, production, organization, engineering and technical problems and feasibility studies. The SBDC also makes special efforts to reach minority members of socially and economically disadvantaged groups, veterans, women and the disabled. Assistance is provided to both current and potential small business owners.

Use of Evidence

The goal of this project is to stabilize the local economy by supporting new and existing small businesses. This project does not qualify as an evidence-based intervention under the SLFRF definition.

Performance Report

The NLV Small Business Connector has been a tremendous success since the day it opened by any metric. A total of 617 small existing and potential business owners have received services from the SBDC. The SBDC has assisted in the formation of 18 new businesses.

- 80% of businesses receiving services have an MBE designation.
- 58% of businesses receiving services have a WBE designation.
- 7% of businesses receiving services have a Veteran-Owned Business designation.

Project USDT-ARPA 8 : Veterans Resource Center

Funding amount: \$1,470,000.00

Project Expenditure Category: 2.37-Economic Impact Assistance: Other

Project Overview

North Las Vegas is home to Nellis Air Force Base and its more than 40,000 active and retired military and family members. On May 17, 2022, the City broke ground on its new Veteran's Resource Center (VRC). Located adjacent to the Sky View Recreational Center and less than a mile from the region's largest VA hospital, the VRC will provide a variety of resources to both retired and active military and is the first in Nevada to be established and run by a City government. Services include mental health, job training and workforce development, and a variety of social service referrals, including housing. The VRC, housed in an almost 2,000 square foot trailer, will provide space for up to 10 services providers. Development of the trailer and the associated programming is expected to conclude by the end of the calendar year, with services beginning in early 2023.

Use of Evidence

The goal of this project is to reduce the spread of COVID-19 in the community. This project is still under development and it is unknown at this time whether services will qualify as an evidence-based intervention under the SLFRF definition.

Performance Report

This project is in the early stages of development. More detail on performance metrics will be included in future reporting cycles.

Project USDT-ARPA 6 : NLVCares Community Grant Program

Funding amount: \$8,000,000.00

Project Expenditure Category: TBD - Various

Project Overview

To best meet the needs of those residents hit hardest by the pandemic, North Las Vegas recognizes the importance of relying on the expertise of the subject matter experts who are closest to the issues impacting our communities. \$8M in SLFRF funding has been allocated to the NLVCares Community Grant Program. In May 2022, nonprofit and community organizations were invited to submit applications for funding for various eligible projects. More than 150 applications requesting over \$70M in support were received and are currently under review. Priority will be given to projects that align with the results of the City's public input sessions: Education, Economic Development/Job Creation, Public Health, and Housing. Program design will include weighted scoring for evidence-based, innovative, and collaborative approaches. A panel of City leaders and community stakeholders will score the submissions, with the City Council approving all final funding decisions. Data collection and program evaluation will be a critical piece in gauging the effectiveness of funded programs. Therefore, each funded project will have an evaluation component to measure impact and progress toward

target goals in order to guide future investment decisions and scale successful programming models

Use of Evidence

The goal of this project is to fund various projects aligned to allowable Expenditure Categories in order to mitigate the effects of the pandemic on impacted and disproportionately impacted communities. The use of evidence-based practices will be reported on once the final funding selections have been made. All projects will be assigned a professional third party evaluator to measure effectiveness.

Performance Report

The City released a Request for Proposal for the competitive grant program in May and received 151 applications requesting over \$70M in support. Final funding of \$7.5M to support nonprofit projects in the four target areas will be completed in October 2022. An additional \$500,000 has been allocated for professional evaluation services. Future reporting cycles will include outcome/output measures specific to the funded projects.

Project USDT-ARPA 11: Police Command Renovation

Funding amount: \$115,000.00

Project Expenditure Category: 6.1-Provision of Government Services

Project Overview

The current office space dedicated to the North Las Vegas Police Department in City Hall will be renovated to allow for the growth of the department to hire additional staff to address more than 100 current vacancies. Space will be provided for positions that include a Talent Acquisition Partner, Crime Analysis Manager, Body Worn Camera Officer, Internal Affairs Sargent, and multiple Background Investigators. These positions are necessary to both adequately protect North Las Vegas resident and increase department accountability

Use of Evidence

The goal of this project is to increase public safety through the hiring of key positions. This project does not qualify as an evidence-based intervention under the SLFRF definition.

Performance Report

This project is in the early stages of development. More detail on performance metrics will be included in future reporting cycles

Project USDT-ARPA 12 : Downtown Redevelopment Area Improvement Fund

Funding amount: \$1,250,000.00

Project Expenditure Category: 2.31-Rehabilitation of Commercial Properties or Other Improvements

Project Overview

The North Las Vegas Downtown Redevelopment Area (DRA) was established in 1990 to focus economic growth efforts within a sector of the City's downtown that has since been designated as a federal Opportunity Zone. More than 68% of the residents in the DRA are persons of color, and the median household income is less than \$39,000. Less than 5% of residents in the area have attained a Bachelor's degree. SLFRF resources are being deployed to create a special DRA Improvement Fund, which will dedicate funds for façade and building improvements within the area. The fund will cover the cost of improvements for both homeowners and businesses in order to revitalize the area, attract private investment and employers, and improve the quality of life for the disproportionately impacted communities that live and work there.

Use of Evidence

The goal of this project is to revitalize a distressed and disproportionately impacted area of the City to spur economic growth and job creation. This project does not qualify as an evidence-based intervention under the SLFRF definition.

Performance Report

This project is in the early stages of development. More detail on performance metrics will be included in future reporting cycles.

Project USDT-ARPA 13: Education Advisory Committee Initiatives

Funding amount: \$1,000,000.00

Project Expenditure Category: 2.25-Addressing Educational Disparities: Academic, Social, and Emotional Services

Project Overview

Founded in February 2022, the North Las Vegas Education Advisory Committee has been established to advise City Council on strategies, programs, and interventions that will assist in accomplishing North Las Vegas' transformational educational goals. The Committee recognizes accomplishments of students, educators, and schools; identifies challenges and barriers to success in education; monitors and promotes student achievement; identifies areas of development and improvement; and works to expand future workforce and career development pathways for North Las Vegas students. The EAC includes current and former educators, parents, students, and business and community leaders, and is a reflection of the City's diverse student population.

The EAC is currently exploring several initiatives for the upcoming school year that could potentially be supported with SLFRF funding. Specific resulting programs will be reported on in future cycles.

Use of Evidence

The goal of this project is to improve educational outcomes for students in North Las Vegas' most underperforming schools. Specific initiatives have not yet been selected, but any evidence-based interventions will be reported on in future funding cycles.

Performance Report

Specific projects are pending. Performance metrics will be created and reported for specific projects in future reporting cycles.

Project USDT-ARPA 14 : CNLV Nonprofit Accelerator

Funding amount: \$250,000.00

Project Expenditure Category: 2.34-Assistance to Impacted Nonprofit Organizations (Impacted or Disproportionately Impacted)

Project Overview

The CNLV Nonprofit Accelerator Program is a three-pronged initiative focused on increasing the capacity of Southern Nevada’s nonprofit community to provide impactful programming for North Las Vegas residents. Developed in partnership with Nevada GrantLab, a first-of-its kind nonprofit dedicated to increasing federal assistance for Nevada-based community organizations, the program will include three initiatives at launch: Targeted Assistance, Long-term Capacity Building, and General Capacity Building.

Use of Evidence

The goal of this project is to develop the capacity of nonprofits serving disproportionately impacted populations to receive and manage external funding. This project does not qualify as an evidence-based intervention under the SLFRF definition.

Performance Report

The City is finalizing a subaward agreement with GrantLab to provide services to nonprofits and anticipates beginning Accelerator activities in October 2022.

Project USDT-ARPA 15: Affordable Housing – Land Acquisition/Blight Reduction

Funding amount: \$3,000,000.00

Project Expenditure Category: 1.2 COVID-19 Testing

Project Overview

A portion of SLFRF funding has been allocated to support the increase of affordable housing inventory through the acquisition of land parcels for future development and the removal of current residential and commercial blight. This initiative is in its earliest phase of development, and will be supplemented by more than \$600M in state and county funding targeting the development of affordable housing through direct assistance to developers/operators. More details on this project will be available in future reporting cycles.

Use of Evidence

The goal of this project is to increase the availability of affordable housing in North Las Vegas and reduce blight. This project does not qualify as an evidence-based intervention under the SLFRF definition.

Performance Report

This project is in the early stages of development. More detail on performance metrics will be included in future reporting cycles.

Project PENDING: Critical Government Infrastructure

Funding amount: \$528,961.00

Project Expenditure Category: 5 - Infrastructure

Project Overview

Historically underfunded by traditional federal assistance programs, water, sewer, and broadband infrastructure are explicitly singled out as an eligible expense category in the Treasury's Interim Final Rule. Clean, accessible drinking water not only helps ensure public health, it also is a catalyst for economic development and the resulting job creation in undeveloped and underdeveloped parcels of land. Ensuring a safe public water distribution system and expanding its reach are vital to the City's recovery framework. Much like cellular phones in the 2010's, high-speed internet access has become a fundamental and essential tool for all. The lack of access to broadband and the perils of those gaps were prominently exposed during the pandemic.

The City is still analyzing current eligible infrastructure needs and will report on specific projects funded from this use category in future reporting cycles.

Use of Evidence

It is unknown if any evidence-based interventions will be utilized within this expenditure category.

Performance Report

This project is in the early stages of development. More detail on performance metrics will be included in future reporting cycles.

Project PENDING: Future Revenue Replacement Projects

Funding amount: \$27,885,000.00

Project Expenditure Category: 6.1 Provision of Government Services

Project Overview

City leadership has been working closely with staff, residents, community stakeholders, and experts to identify enhancements and additions to essential City services that are necessary to achieve an equitable and effective recovery. These projects will also be aligned with results of various public input forums to determine which investments best fit into the strategic framework of North Las Vegas' Recovery Plan and can be supported with SLFRF funding. While evaluation of potential projects is still occurring, a sampling of the types of projects that could be funded from this allocation include:

- Investments in affordable housing infrastructure and programming.

- Parks, Recreation, and Trails projects - including master planning - to develop and execute a future vision for recreation in our communities.
- Public works projects - including master planning – to improve roadways, walkways, infrastructure and increase traffic and pedestrian safety.
- Investments in Public Safety, including critical North Las Vegas Fire Department and North Las Vegas Police Department infrastructure, equipment, and programming to keep our residents safe and healthy.
- Leveraging SLFRF dollars to meet match requirements for other grant opportunities in order to bring additional federal investment into the City.

Use of Evidence

It is unknown if any evidence-based interventions will be utilized within the provision of government services.

Performance Report

This project is in the early stages of development. More detail on performance metrics will be included in future reporting cycles.