



City of North Las Vegas
Recovery Plan

State and Local Fiscal Recovery Funds
2023 Report



City of North Las Vegas

2023 Recovery Plan

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EXECUTIVE SUMMARY

On behalf of the Mayor Pamela Goynes-Brown, 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 2023 Recovery Plan to the U.S. Treasury for review and approval.

The City of North Las Vegas serves more than 274,000 residents within its 102 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 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, approved by 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

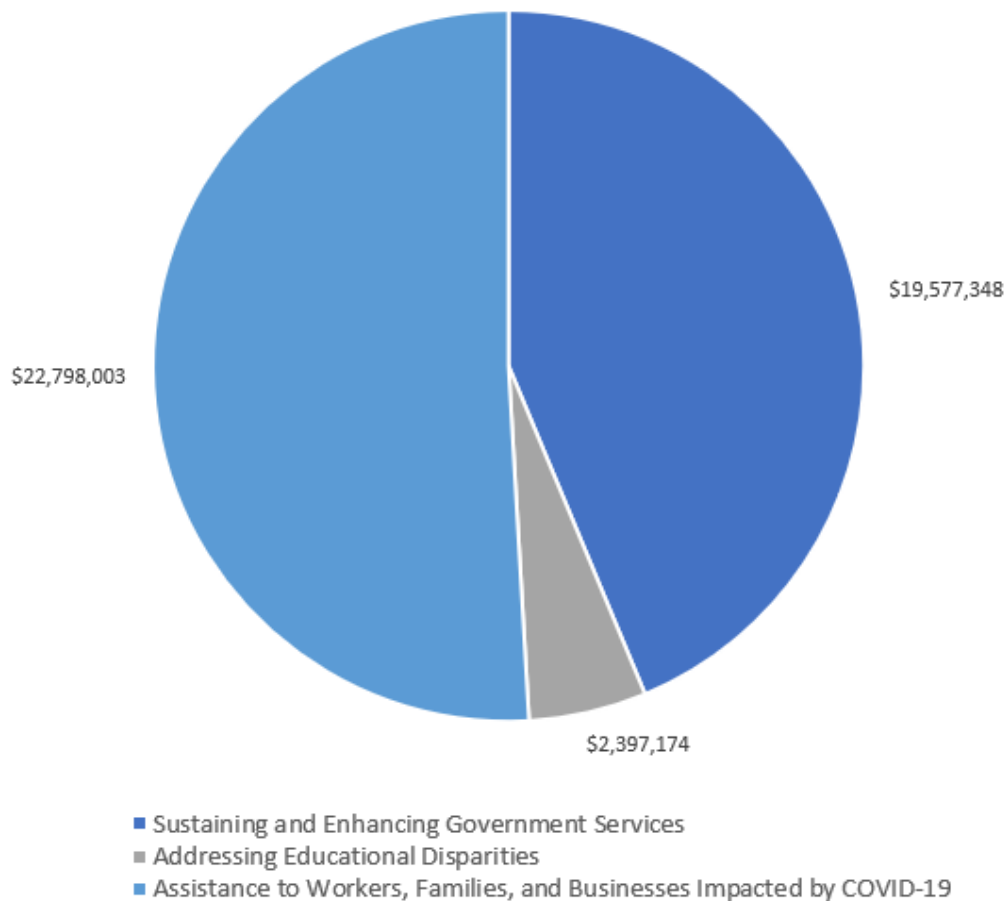
Maintaining and in some cases increasing the level of various City services utilizing a portion of the funding identified as “Revenue Replacement” per the legislative guidelines is an inclusive and far-reaching investment in our City’s present and future. Projects supported under this initiative will 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.



USE BY EXPENDITURE CATEGORY



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.



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 from July 1, 2021 and June 30, 2023. 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.

USE 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:

\$1,397,175 allocated as of June 30, 2023

North Las Vegas students are part of the Clark County School District (CCSD), the fifth largest public school system in that nation serving over 315,000 students. For school age children in North Las Vegas the population is 90% minority. 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 in our own community, when accounting for the fact that students from North Las Vegas make up only 16% of the district's population, the disproportionate outcomes are alarming. Data shows 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. A recent study concluded that our 4th graders reading scores dropped more than double the national average of other large urban districts. Additionally, the last three years have seen drops in graduation rates. Teaching vacancies are worse in North Las Vegas compared to the other regions of CCSD and a substitute teacher is needed an average of one day a week in each NLV classroom. These gaps in educational attainment today directly impact the economic landscape of tomorrow.

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 SUNMA for the '21-'22 school year, which ended in late May of 2022.

Education Advisory Committee Initiatives (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 has identified the several initiatives. Additionally, the North Las Vegas Non-Profit Program funded six non-profits focused on education or youth support services.

Initiative	Description
Mariachi Student Music Festival at Craig Ranch Regional Park	"Music in the Mojave," NLV created and held the first School Mariachi Festival, to celebrate students and music, promote family engagement, and raise funds for NLV school Mariachi and Ballet folklorico programs. Funds provided for instrument start up packages, instrument and uniform replacement.
CNLV C.A.R.E.S Campaign	The CNLV will provide at least one yearly touchpoint with all 50 NLV schools. This includes incentives for reading programs or support during teacher appreciation week.
Student Academy for Government Engagement (S.A.G.E)	An immersive student experience with a deep dive into city government. The office of the Education Initiatives Manager, Community Services and Engagement, City Clerk's Office, City Manager, City Council, Mayor, and others will welcome High School Seniors to take part in experiences at City Hall to connect them with their community and highlight potential careers in government.



Initiative	Description
Teacher Language Course	Teachers will be provided with a customized Spanish language course over summer break at the College of Southern Nevada. This will enable them to communicate with the families of their students and can be used as CEU's in increase their pay.
Education Micro-Grants	37 awards (of \$5,000 or \$10,000) were given to schools for teachers and administrators to find creative solutions to increase student attendance, family engagement and teacher retention.
Focus Schools	Four of the lowest performing schools (2 elementary, 1 middle, 1 high school) were selected for more intensive assistance at approximately \$100,000 per school.
Mayor's Innovative Teacher Award	A new annual event is the Mayors Innovative Teacher Award, principals can nominate a teacher annually for exemplary performance.

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

\$22,798,003 allocated as of June 30, 2023

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, and 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. The City has been awarded HUD funding to expand this program and offer additional technical supports such as, a credit builder program, web and tech building programs, and marketing assistance.



NLVCares Community Non-Profit 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. \$7.9M in SLFRF funding has been allocated to the NLVCares Community Non-Profit 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. Priority was 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 scored the submissions, with the City Council approving all final funding decisions. In November, 13 were selected for awards. Data collection and program evaluation will be a critical piece in gauging the effectiveness of funded programs. Therefore, the City separately funded a technical advisor to develop an evaluation component to measure impact and progress toward target goals in order to guide future investment decisions and scale successful programming models. The programs are creating amazing impact among youth, families, veterans, job seekers, and those with medical challenges.

Subrecipient	Program Name
Baby's Bounty	Diaper Bank
Blind Center of Nevada	Affordable Housing
Boys & Girls Club	James Clubhouse Youth
CORE	Middle School Wraparound
Folded Flag Foundation	Gold Star Tuition Scholarships
Foundation for Positively Kids	Children's Mental Health
Forgotten Not Gone	Veteran Trike Brigade
Jobs For Nevada Graduates	Dropout Prevention
Nevada Diabetes Association	Emergency Medication
The Just One Project	Farmers Market
Opportunity 180	NLV School Accelerator
Opportunity Village	Workforce Services
Three Square	Holiday Food

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

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: 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: hire consultants for deeper capacity building for referred nonprofits. Services include: 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 offers 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.

The CNLV Community Grant Program established a 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 report regularly on 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.

Downtown Redevelopment Area Improvements

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 will be completed July of 2023. Additionally, an EPA Brownfield grant was recently awarded which will accelerate the work of redeveloping this area.

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 and Community 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 and Community 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.

Dolores Huerta Hispanic and Community Resource Center

Negative Economic Impacts (EC 2):

The Dolores Huerta Resource Center, slated for opening in 2023, will be the first facility of its kind in Nevada, operated by the City of North Las Vegas and supported by service providers from across the Las Vegas Valley, providing a welcoming and inclusive one-stop-shop for residents to access a wide variety of services and programs. All resources and information will be offered in both English and Spanish. The center will focus on serving the Hispanic/Latino community, while working to build connections



between the diverse populations represented in our great city and bringing critical services to the community.

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

\$19,577,347 allocated as of June 30, 2023

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 and Rebuild

Revenue Replacement (EC 6):

Fire Station 51 opened in 1973 and is the oldest active fire station in the region. Station 51 is centralized in not only the city's busiest Fire/EMS response area, but provides services to the most racially diverse and low-income population in the region. 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 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 history of lead-based paint and asbestos as well as excessive mechanical and electrical deficiencies, plumbing issues, and its lack of modern energy efficiency results in higher-than-average operational costs. 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. The cost estimate is based on regional price per square foot averages of new stations.

The City contracted with an Architectural firm in November of 2022 to further this project. When design is complete a bid will be held for the construction of the new station. The total project will exceed \$10,000,000. A justification for the cost exceeding \$10,000,000 is available upon request.

Police Command Renovation

Revenue Replacement (EC 6):

The office space dedicated to the North Las Vegas Police Department in City Hall has been renovated to add offices 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.

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.

Southern Nevada Health District Lab Facility

Public Health (EC 1):

All jurisdictions in the region have dedicated a portion of their SLFRF funding to build a lab and testing facility. With a valley wide population over 2 million, the Health District found that it did not have the resource to process the COVID tests and many were being sent to other states. This investment will ensure that in the event of another pandemic, the region can serve its residents. In non-pandemic times it can be used for other testing or lab purposes.

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.

Potential 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. At this point, all funds have been channeled into planned projects. However, if a plan is not complete or is underspent, 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 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.



PROMOTING EQUITABLE OUTCOMES

As Nevada's largest minority-majority city, decision-making in all aspects of municipal management is made through an equity lens. The staff and leadership reflect the community being served. Our new Mayor, Pamela Goynes-Brown is the first African-American mayor in Nevada. 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.
- The development of 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**
 - The 11-member Committee includes 9 female, 5 Hispanic, and 4 Black members.
- **Education Initiatives**
 - Education programming targets minority students and Title I schools within the City.
 - Focused Investment in the four lowest performing schools (2 elementary, 1 middle, 1 high).
- **North Las Vegas Business Connector**
 - Small Business Development Center
 - 78% of businesses receiving services have an MBE designation.
 - 58% of businesses receiving services have a WBE designation.
 - 5% of businesses receiving services have a Veteran-Owned Business designation.
 - EmployNV
 - 40% of businesses receiving services have an MBE designation.
 - 31% 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 Non-Profit 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.
 - 13 Non-profits were funded to serve the community, all focus on serving one or more of the following client types: Free and Reduced Lunch Students, Seniors (60+), Veterans, Active-Duty Military Racial/Ethnic Minorities, Socially/Economically Disadvantaged
- **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 and Community Resource Center**
 - Client focus is on serving retired and active-duty military and their families.
- **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 to 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.

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 has identified various evidence-informed practices to increase educational achievement and equity in North Las Vegas schools

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

- **NLVCares Community Non-Profit Grant Program:** Evidence-based approaches were 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 are required to have a third-party program evaluation component so that the efficacy of the various approaches can be measured.
- **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.
- **NLV Small Business Connector:** Businesses are surveyed periodically on their experience with the SBC and the benefits derived. Metrics are also tracked by the provider to understand if we are serving the targeted businesses.



- **Veteran’s and Community Resource Center:** Evidence-informed interventions are provided or referred out through the VRC.

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.

Conclusion

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 AND PROJECT INVENTORY

Note: The Funding Amounts listed in this project inventory are current as of June 30, 2023 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.

Federal Category	Name	Program Name	Portal Budget
1.2	ARPA PROJ 6 - COVID Testing	Covid Testing	\$1,587.36
1.7	ARPA PROJ 18 - SNHD Facility	SNHD Testing Facility	\$1,100,000.00
2.18	ARPA PROJ 15 – Affordable Housing	Affordable Housing Development	\$12,000,000.00
2.25	ARPA PROJ 7 - SNUMA	Pandemic Education	\$239,135.49
2.25	ARPA PROJ 10 - Education Initiatives	Education Initiatives	\$795,000.00
2.25	ARPA PROJ 16 - Education Feeder Schools	Education Feeder Schools	\$363,038.99
2.31	ARPA PROJ 12 - Downtown Business Rehab	Downtown Business Rehab	\$1,000,000.00
2.32	ARPA PROJ 9 - UNLV SBDC	UNLV – SBDC	\$865,282.08
2.34	ARPA PROJ 13 - Community Non-Profit Grant Program	Community Non-Profit Grant	\$7,925,000.00
2.34	ARPA PROJ 14 - Non-Profit Accelerator	Non-Profit Accelerator	\$250,000.00
2.37	ARPA PROJ 8 - Veterans Res Center	Veterans and Community Resource Center	\$757,721.00
2.37	ARPA PROJ 17 - Hispanic Resource Center	Hispanic and Community Resource Center	\$1,000,000.00
6.1	ARPA PROJ 2 - SBDC Loans	Small Business Revolving Loans	\$1,201,800.00
6.1	ARPA PROJ 4 - Fire Station 51 Design	Fire Station 51 Design	\$1,000,000.00
6.1	ARPA PROJ 11 - PD Remodel	Police Department Remodel	\$114,320.20
6.1	ARPA PROJ 19 - Fire Station 51 Construction	Station 51 Construction	\$16,000,000.00
7	ARPA PROJ 5 - Oracle PNG	Oracle Modification	\$159,640.00

City of North Las Vegas Recovery Plan 2023

State & Local Fiscal Recovery Funds



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

Funding amount: \$1,201,800

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.

<https://accesscdfi.com/investnorthlasvegas>

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

Outcomes	Outputs	Results
1. The INVESTNLV Revolving Loan Program will responsibly provide capital to small businesses in North Las Vegas to provide operational continuity and growth.	1.1 – Total dollars loaned. 1.2 – Total number of loans in late/default status.	1.1 - \$530,450 1.2 - 6
2. Ensure equitable access to SBC resources.	2.1 – Number of MBE, WBE, and Veteran-Owned Businesses served.	2.1 - MBE -25, WBE - 13





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

Funding amount: \$865,282

Project Expenditure Category: 2.32-Business Incubators and Start-Up or Expansion Assistance

Project Overview

A partnership between the City, UNLV Small Business Development Center and EmployNV, 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. 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. Assistance is provided to both current and potential small business owners.

<https://www.cityofnorthlasvegas.com/business/small-business-connector>

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

Outcomes	Outputs	Results
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.	1.1 - 1,381
2. The SBC will provide assistance to new entrepreneurs, including those displaced from their traditional jobs by the economic effects of the pandemic.	2.1 – Total number of new businesses started through SBC assistance.	2.1 - 114
3. Ensure equitable access to SBC resources.	3.1 – Number of MBE, WBE, and Veteran-Owned Businesses served by the SBC.	3.1 - 1,954
4. Connect growing businesses with qualified employees.	4.1 – Number of EmployNV businesses served.	4.1 – 315
4. Employ people and create jobs.	5.1 – Number of jobs filled or created.	5.1 - 46

<https://www.reviewjournal.com/business/north-las-vegas-small-business-hub-booming-2562442/>



Project USDT-ARPA 4: Fire Station 51 Design

Funding amount: \$1,000,000

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 has contracted with an architectural firm to do the design.

Outcomes	Outputs	Results
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.	1.1 Pending





[Project USDT-ARPA 19: Fire Station 51 Construction](#)

Funding amount: \$16,000,000

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. Construction is expected to begin in April of 2024 and be complete May of 2025.

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 has contracted with an architectural firm to do the design.

Outcomes	Outputs	Results
1. Provide effective and efficient EMS and Fire services to the Fire Station 51 service area.	1.1 – Completion of Fire Station 51 construction.	1.1 Pending



Project USDT-ARPA 5 : Oracle PnG Upgrades

Funding amount: \$159,640

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 worked 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, automated indirect cost charges, an Accounts Receivable reconciliation report. The project is now complete.

Outcomes	Outputs	Results
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 – Launch of various new functionalities. 1.2 – Number of audit findings related to SLFRF funding.	1.1 Complete 1.2 Pending



Project USDT-ARPA 6 : COVID Testing

Funding amount: \$1,587

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.

<https://www.8newsnow.com/news/health/coronavirus-health/north-las-vegas-now-offering-covid-19-vaccination-registration-for-those-ages-65/> This project does not qualify as an evidence-based intervention under the SLFRF definition.

Performance Report

Given the wide availability of testing and updated CDC guidance, this project is now closed. There will be no further performance updates.

Outcomes	Outputs	Results
1. Reduce the spread of COVID-19 in the community.	1.1 – Number of COVID tests administered.	1.1 - 38,248



[Project USDT-ARPA 7 : Southern Nevada Urban Micro Academy \(SNUMA\)](#)

Funding amount: \$239,135

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 project goal was to improve academic outcomes for students disproportionately impacted by the effects COVID-19. This project is now closed.

Performance Report

Outcomes	Outputs	Result
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.	1.1 - A total of 69 students were served by the SLFRF-supported iteration of SNUMA during the 2021-22 school year. 1.2 – A total of 69 students received evidence-based tutoring services during their enrollment. 1.3 –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 8: Veteran’s and Community Resource Center](#)

Funding amount: \$757,721

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 and Community 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 provides 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 will provide space for up to 10 services providers.

<https://www.cityofnorthlasvegas.com/residents/veterans-and-community-resource-center?locale=en>

Use of Evidence

The goal of this project is to reduce the service gap for veterans in the region.

<https://ncoa.org/article/tip-sheet-engaging-veterans-evidence-based-programs>

Performance Report

Outcomes	Outputs	Results
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.	450

<https://news3lv.com/news/local/north-las-vegas-breaks-ground-on-veteran-resource-center>



Project USDT-ARPA 17: Hispanic and Community Resource Center

Funding amount: \$1,000,000

Project Expenditure Category: 2.37-Economic Impact Assistance: Other

Project Overview

The Dolores Huerta Resource Center will be the first facility of its kind in Nevada, operated by the City and supported by service providers from across the Las Vegas Valley, providing a welcoming and inclusive one-stop-shop for residents to access a wide variety of services and programs. All resources and information will be offered in both English and Spanish. Through the Dolores Huerta Resource Center, the City and its service providers will offer resources centered around education, financial wellbeing, health and wellness, legal services, job training, technology, and art, culture and recreation.

<https://silverstatetimes.com/stories/630468860-city-of-north-las-vegas-announces-plans-for-first-of-its-kind-community-resource-center>

Use of Evidence

The goal of this project is to reduce the service gap and community involvement gap for our Hispanic residents. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC8057412/>
<https://www.mayo.edu/research/centers-programs/center-for-health-equity-community-engagement-research/community-engagement/engagement-strategies/engaging-hispanic-latinx-populations>

Performance Report

Outcomes	Outputs	Results
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.	450

<https://news3lv.com/news/local/north-las-vegas-breaks-ground-on-veteran-resource-center>



City of North Las Vegas Recovery Plan 2023

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Project USDT-ARPA 13: NLVCares Community Non-Profit Grant Program

Funding amount: \$7,634,465

Project Expenditure Category: 2.34 - Assistance to Impacted Nonprofit Organizations

Project Overview

To best meet the needs of North Las Vegas residents, the City recognizes the importance of relying on the expertise of the subject matter experts who are closest to the issues. 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. Priority was given to projects that align with the results of the City’s public input sessions: Education, Economic Development/Job Creation, Public Health, and Housing. The City included weighted scoring for evidence-based, innovative, and collaborative approaches. A panel of City leaders and community stakeholders scored submissions, with the City Council approving all final funding decisions. Data collection and program evaluation is 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.

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

Outcomes	Outputs	Results								
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.	<table> <tr> <td>Education</td> <td>\$2,181,470</td> </tr> <tr> <td>Public Health</td> <td>\$2,089,732</td> </tr> <tr> <td>Job Creation</td> <td>\$1,863,264</td> </tr> <tr> <td>Housing</td> <td>\$1,500,000</td> </tr> </table>	Education	\$2,181,470	Public Health	\$2,089,732	Job Creation	\$1,863,264	Housing	\$1,500,000
Education	\$2,181,470									
Public Health	\$2,089,732									
Job Creation	\$1,863,264									
Housing	\$1,500,000									

Subrecipient	Program Name	Results
Baby's Bounty	Diaper Bank	6 Diaper Bank Events Held in North Las Vegas 650-680 families served at each event Approximately 3,990 families served to date Demographics: 100% low-income families
Blind Center of Nevada	Affordable Housing	Architectural/Engineering Stated, to be complete by January 2024
Boys & Girls Club	James Clubhouse Youth Tutoring & Coding	Power Hour Tutoring attendees: 126 Tynker Coding Participants: 154 Tynker Coding Projects Completed: 80 Demographics: 96% minority clients



Subrecipient	Program Name	Results
CORE	Middle School Wraparound	Identifying potential participants
Folded Flag Foundation	Gold Star Tuition Scholarships	Marketing in progress
Foundation for Positively Kids	Children's Mental Health	Outreach conducted Recipient requested grant cancellation due to staffing issues.
Forgotten Not Gone	Veteran Trike Brigade	Physical location established Tandem Bike, women trike, handcycles purchased Women's Warrior Rides – 53 Participants Craig Ranch Rides – 41 Participants Wednesday Night Rides – 70 Participants Morning Outreach – 20 Participants Total: 184 ride participants Demographics: 99% Veteran clients 87% NLV residents
Jobs For Nevada Graduates	Dropout Prevention	Total enrolled – 112 63% GPA improved their GPA Class of 2022 – 19 out of 29 students secured employment and 9 out of 29 enrolled in post-secondary education. Demographics: 97% minority clients
Nevada Diabetes Association	Emergency Medication	Community Outreach
The Just One Project	Farmers Market	6 Farmer's Markets in NLV Individuals Served 2,711 Case management requests: 125 Case Referrals Given: 25 Demographics: 89% minority clients
Opportunity 180	NLV School Accelerator	Challenges getting into CCSD schools
Opportunity Village	Workforce Services	209 citizens with intellectual and/or developmental disabilities received prevocational, employment training, and/or supported employment services totaling 42,741 hours of supports provided Demographics: 100% clients with disabilities 74% NLV residents
Three Square	Holiday Food	Easter/spring holiday meal - 324 North Las Vegas households served

City of North Las Vegas Recovery Plan 2023

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Project USDT-ARPA 11: Police Command Renovation

Funding amount: \$114,320

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 Sergeant, and multiple Background Investigators. These positions are necessary to both adequately protect North Las Vegas residents 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

Outcomes	Outputs	Results
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.	1.1 The construction is now complete. The furnishing will be purchased prior to new employee hirings.

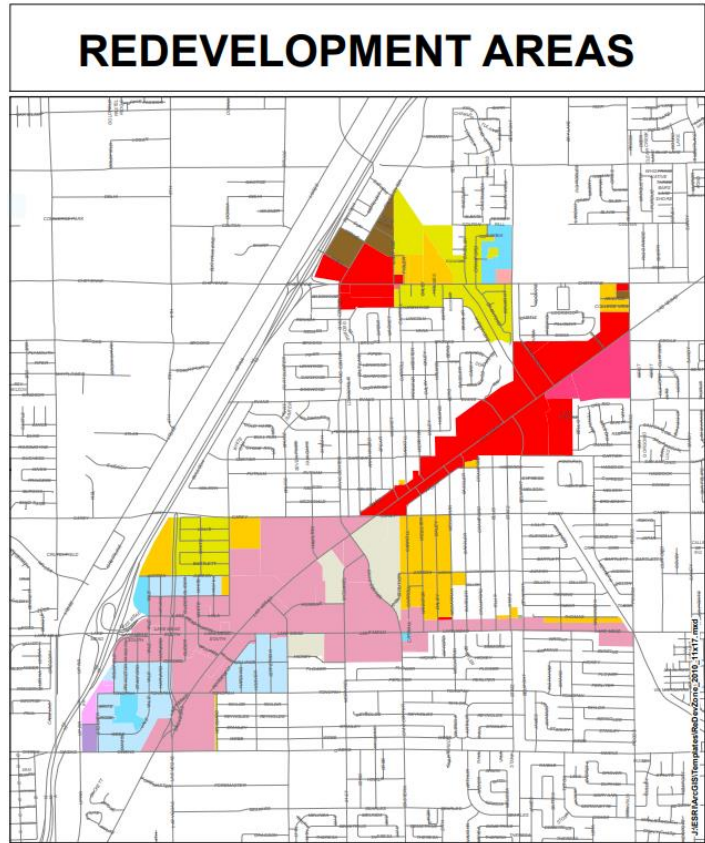
Project USDT-ARPA 12: Downtown Redevelopment Area Improvement

Funding amount: \$1,000,000.00

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 funds will support improvements 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.

Downtown Redevelopment Area Improvement Fund

Outcomes	Outputs	Results
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.	Pending
2. Spur economic growth and job creation in the redevelopment area.	2.1 New Businesses in the RDA	Pending



Project USDT-ARPA 10: Education Advisory Committee Initiatives

Funding amount: \$795,000.00

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. <https://www.cityofnorthlasvegas.com/residents/education>

Use of Evidence

The goal of this project is to improve educational outcomes for students in North Las Vegas’ most underperforming schools. Evidence is noted in the hyperlink listed below each program developed.

Performance Report

Outcomes	Outputs	Results & Evidence
1. Develop Programs to aid in student achievement, reduce chronic absenteeism, increase family engagement, promote teacher retention.	1.1 – Develop a menu of programs to improve community-wide education.	1.1 The following program have been created: <ul style="list-style-type: none"> ● School Mariachi Competition https://oese.ed.gov/files/2020/10/equitable_family_engag_508.pdf ● Mariachi Grants for NLV Schools https://oese.ed.gov/files/2020/10/equitable_family_engag_508.pdf ● Mayors Innovative Teaching Awards https://files.eric.ed.gov/fulltext/EJ1282763.pdf ● Spanish Classes for NLV Teachers https://oese.ed.gov/files/2020/10/equitable_family_engag_508.pdf https://files.eric.ed.gov/fulltext/EJ1282763.pdf ● Garden Supplies for NLV Schools https://www.frontiersin.org/articles/10.3389/fpsyg.2022.963953/full ● Micro Grants for NLV Schools https://www.frontiersin.org/articles/10.3389/fpsyg.2022.963953/full ● Leadership Development Provided for NLV Teachers https://eric.ed.gov/?id=EJ1272710 ● Securing More Resources for NLV Schools https://ies.ed.gov/ncee/wwc/Study/78551
2. Engage with all CNLV schools, public, charter and private.	2.1 Discussion with each principal about CNLV opportunities to assist schools and students	2.1 – All 50 schools have been visited by the City’s Education Initiatives manager to engage them with available services and programs.

3. NLV School data analysis to understand the specific gaps and needs of our schools.	3.1 Complete data analysis on all CNLV schools.	3.1 The City contracted with Data Insight to conduct analysis to create common understanding of the current state of education in NLV.
4. Mariachi Event for student and community engagement	4.1 – Number of teams participating 4.2 – Number of schools participating 4.3 – Number of students participating 4.4 – Number of attendees	4.1 – 24 4.2 – 20 4.3 – 450 4.4 – approximately 3,500

<https://www.8newsnow.com/news/local-news/north-las-vegas-hosts-inaugural-mariachi-student-competition/>

<https://news3lv.com/news/local/north-las-vegas-mariachi-competition-winners-recognized>

<https://cityofnorthlasvegas.primegov.com/portal/viewer?id=97134&type=2>

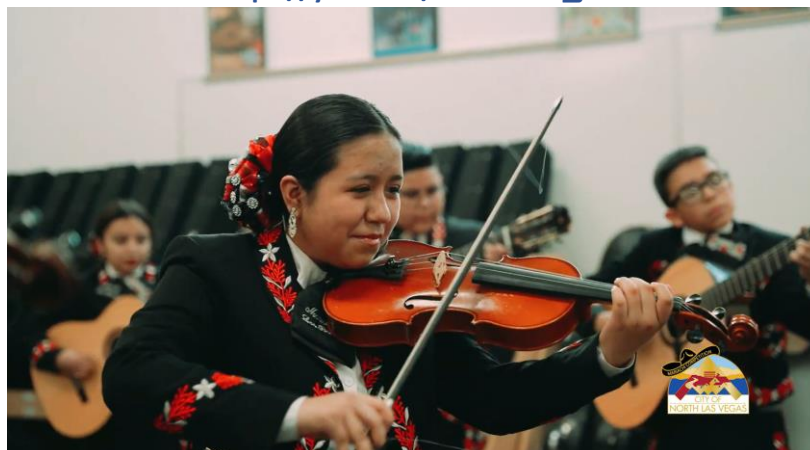
<https://cityofnorthlasvegas.primegov.com/portal/viewer?id=97138&type=2>

Mayors Innovative Teaching Awards 2023



Mariachi Program

https://youtu.be/7DWNmxz_jbM





Project USDT-ARPA 16: Targeted Schools Initiative

Funding amount: \$363,039.00

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

Project Overview

The North Las Vegas Education Advisory Committee researched under-performing schools in North Las Vegas and identified four schools to provide additional support for: Cheyenne High School, Sedway Middle School, Craig Elementary School and Antonello Elementary School. The City Council was presented with research and data for the project and allotted \$400,000 in education funding to this project. Each school provided insight to how they could benefit most from these funds. Both Elementary schools selected additional curriculum for their schools to create a buffer from staffing shortages. The secondary schools chose to partner and collaborate with the Nevada Association of School Administrators (NASA) to create a personalized professional learning roadmap for each location for the 23-24 school year. At no cost to the educator, this 24 pay column advancement credits for teachers and has been instrumental in teacher retention and hiring.

<https://www.cityofnorthlasvegas.com/residents/education>

Use of Evidence

The goal of this project is to improve educational outcomes for students in North Las Vegas’ most underperforming schools. Evidence is noted in the hyperlink listed below each program developed.

Performance Report

Outcomes	Outputs	Results & Evidence
1. Identify programs to increase education attainment.	1.1 – School will provide location appropriate needs list for project. 1.2- Elementary School Curriculum purchase 1.3 Middle/High School Professional Development	1.1 – Schools have identified needs. 1.2 Elementary school selected curriculum to offset the impact of routine substitutes. The bulk needed curriculum supplies have been purchased through the Public Education Foundation because they can purchase or pay invoices for schools at the CCSD negotiate price. 1.3 Middle/High school, a feeder school partnership will participate in a year long professional development. This will be served through all of the designated professional development days during the school year.



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

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.	1.1- 26 Organizations 1.2 – 196.5 hrs 1.3 - 16
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.	Pending

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

Funding amount: \$12,000,000.00

Project Expenditure Category: Housing Support: Other Housing Assistance

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.

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

The City had attempted to acquire a former hotel/casino site to develop into an affordable housing project. This proposal was split funded between the City and State. However, a development company secured the land before the State award was made available. The city has identified 43 parcels which could serve this purpose.

Outcomes	Outputs	Result
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.	1.1 Pending 1.2 Pending
2. Revitalization of targeted areas through the removal of unoccupied blight.	2.1 – Total square footage of blight removed.	2.1 - Pending

City of North Las Vegas Recovery Plan 2023

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Project USDT-ARPA 18: SNHD Lab Facility

Funding amount: \$1,100,000.00

Project Expenditure Category: Other COVID-19 Public Health Expenses

Project Overview

This grant project provides funding to the region’s local health department to strengthen the local infrastructure to address COVID-19 preparedness and response and to bolster the local public health workforce. The purpose is to support local health department infrastructure, include developing new facilities to meet pandemic operational needs, such as physical plant improvements to public hospitals and health clinics or adaptations to public buildings to implement COVID-19 mitigation tactics.

Use of Evidence

The goal of this project is to strengthen public health infrastructure. This project does not qualify as an evidence-based intervention under the SLFRF definition.

Performance Report

The City has recently entered into this interlocal agreement and will report on progress in future reports.

Outcomes	Outputs	Result
1. The intended outcomes are to strengthen public health infrastructure.	1.1 Completion of the new lab facility.	Pending



PENDING: Future Revenue Replacement Projects

Funding amount: \$1,568,022

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.