

**TOGETHER WE CAN:**

**A PRIMER FOR  
RECOVERY**



**COVID-19 RECOVERY ACTION PLAN, JULY 2020**

Prepared by: City of Henderson, Community Development & Services Department

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## A LETTER FROM MAYOR DEBRA MARCH

COVID-19 was identified as a pandemic across the United States on March 11, 2020 and very quickly grew to be a critical public health emergency with extensive impacts for the entire nation. The City of Henderson's Emergency Operations Center was activated to a Level 1 response on Sunday, March 15, at which time I officially declared a State of Emergency.

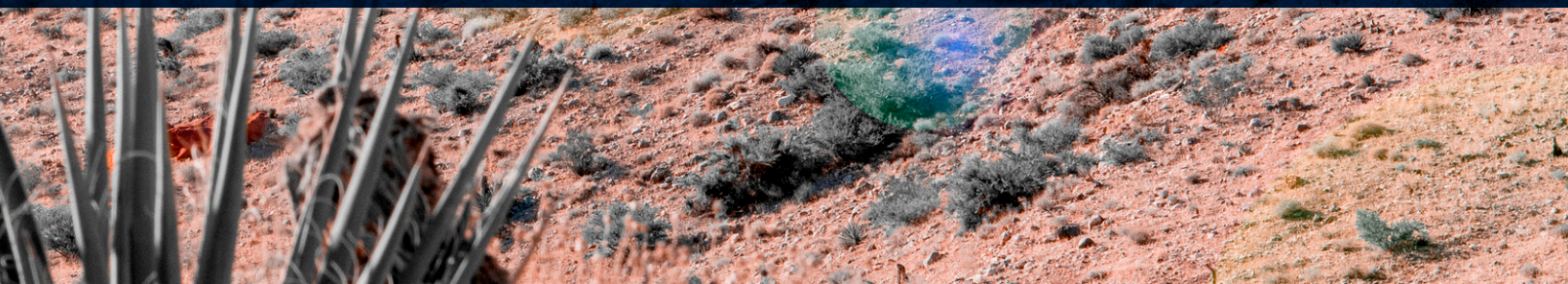
Over the following nine weeks, the City of Henderson took extraordinary measures to help slow the spread of the virus and ensure that our residents, healthcare providers and first responders remained safe and had the resources they needed during the public health emergency. The response by the City and our community partners to the COVID-19 pandemic was extraordinary and continues to create a sense of unity and purpose during these challenging times. The City has diligently worked to provide guidance to residents and businesses as we prepared for the transition from our emergency response to recovery and I am very grateful for the effort our staff has made in responding to this unparalleled crisis.

The City of Henderson transitioned from emergency response to recovery support on May 18, 2020. The recovery support efforts focus on action items that seek to ease the long-term impacts of the COVID-19 pandemic. The recovery efforts associated with COVID-19 are an ongoing and evolving process that will continue for quite some time, but I am confident that we can protect our most vulnerable residents and restore our community.

The City of Henderson's COVID-19 Recovery Action Plan takes a whole community approach wherein residents, local business leaders, partner agencies, nonprofit and faith-based organizations, as well as regional, state, and federal agencies will take ownership of the process to strengthen and revitalize our community. Together, we can and will come back from the COVID-19 public health emergency a stronger and more resilient community.



**Mayor Debra March**





# ACKNOWLEDGEMENTS

## **CITY COUNCIL**

Mayor Debra March  
*City of Henderson*

Councilwoman Michelle Romero  
*Ward I*

Councilman Dan Shaw  
*Ward II*

Councilman John Marz  
*Ward III*

Councilman Dan Stewart  
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## **CITY FACILITIES**

### **REOPENING COMMITTEE**

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*Director, Human Resources*

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*Planner II*

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*Emergency Manager*

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*Election & Admin Services Supervisor*

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Miles Dickson  
*Nevada State Treasurer's Office*

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*Redevelopment Manager*

D'Ann Buggia  
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Edward Kirby  
*Tourism Sales Representative*

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Juan Vazquez  
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*Business Operations Manager*

Michael Walsh  
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Paul Anderson  
*Boyd Gaming*

Perry Ursem  
*Las Vegas Global Economic Alliance*

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*Senior Administrative Analyst*

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Nat Hodgson  
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Xanie Gann  
*Recreation Services Manager*



# TOGETHER WE CAN

## A PRIMER FOR RECOVERY: INTRODUCTION

The community recovery efforts associated with the Novel Coronavirus (COVID-19) are an ongoing and evolving process that will not conclude for quite some time. Though the City of Henderson's planning efforts for disaster recovery situations began prior to the COVID-19 Pandemic, the process for recovery will continue long after the city, state, and nation return to work from this unprecedented state of emergency. It is likely our community will continue to see the lingering effects of the COVID-19 Pandemic for months and years to come. The City of Henderson's Disaster Recovery Plan and the subsequent COVID-19 Recovery Action Plan is centered upon the core belief that the "Whole Community" – local business leaders, members of the community, partner agencies, non-profit, and faith-based organizations, as well as regional, state, and federal partners – will take ownership of the process to continue to strengthen and revitalize our community both now and for many years to come. Together, we can and will come back from this event a stronger and more resilient community.





# BACKGROUND

COVID-19 was identified as a pandemic across the United States on March 11, 2020 and has grown to be a critical issue with extensive impacts for the entire nation. This significant public health and economic event served as a severe shock to the entire community.

## Public Health Impacts

As of July 1, 2020, there have been 16,180 cases, 2,033 hospitalizations and 432 deaths reported in Clark County. Of those, it is estimated that 1,417 Henderson residents contracted the virus.

## Economic Impacts

Additionally, because of the region’s reliance on the hospitality and tourism industry, Southern Nevada rapidly became the epicenter of an economic crisis. Unemployment rose from 3.5% in February to 34% in April, with early estimates indicating over 1 in 3 residents in Southern Nevada will experience unemployment in the month of May. With peak filing of over 33,000 Henderson residents filing for unemployment two consecutive weeks in May, it is clear that Henderson residents were directly impacted by the mandatory closures of businesses throughout the State and region. The projected job loss as a share of total private sector employment in Nevada could be as high as 14.2%.<sup>1</sup>

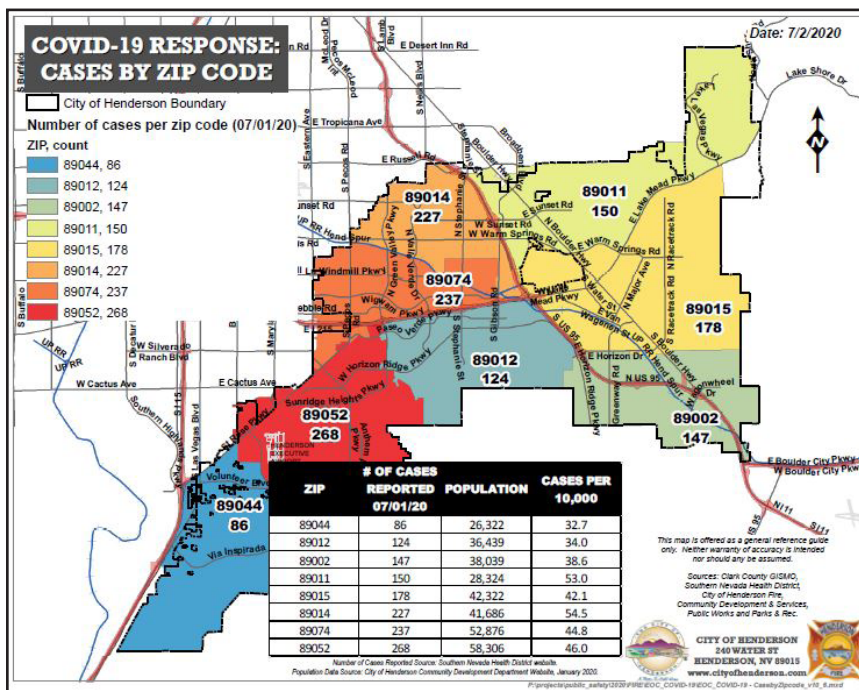


Figure 1: COVID-19 cases by ZIP code.

# COMMUNITY RESILIENCE AND SUSTAINABILITY

The City of Henderson’s Disaster Recovery Plan describes a successful recovery framework as one that promotes practices that seek to minimize a community’s risk of future impacts from all hazards as well as strengthens its ability to withstand and bounce back from future disasters, which constitutes the community’s resilience. Resilience and sustainability relate to all aspects of a community, including:

- **Comprehensive and all-inclusive planning processes that engages the community;**
- **Thriving economies with diversified and sustainable industries;**
- **Healthy families and high-quality educational systems;**
- **Access to affordable and safe housing and services;**
- **Infrastructure that stimulates economic growth and provides for future City needs; and**
- **Protection of the natural, historical, and cultural resources that make Henderson a great place to live, learn, work, play and visit.**

# COVID-19 EMERGENCY RESPONSE

The City of Henderson took extraordinary measures to help slow the spread of the virus and ensure that our residents, healthcare providers, and first responders remain as safe as practical. The steps included adopting recommended best practices and intensive efforts to obtain the resources needed to combat the Pandemic.

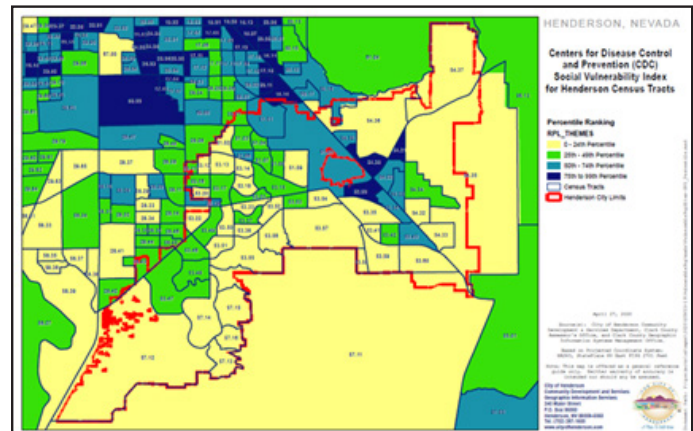
During this period, the City made it a priority to expand its communication with all City employees and residents providing up-to-date information on suggested precautionary measures and information about what the City is planning for the near future. A call center was established to answer any questions or concerns from Henderson residents and to ensure the consistency of all public messaging. Social media sites and City websites consistently provided updated information to the public as the depth and scope of the emergency unfolded.

The City utilized data published by the Center for Disease Control (CDC) to accurately assess and prepare to deploy resources to our most vulnerable populations as needed during the crisis. Figure 2 provides a visual representation of areas in Henderson with highly vulnerable populations.

According to the CDC, social vulnerability refers to the resilience of communities when confronted by external stresses on human health, stresses such as natural or human-caused disasters, or disease outbreaks. Reducing social vulnerability can decrease both human suffering and economic loss. CDC's Social Vulnerability Index uses 15 U.S. census variables at the census tract level to assist communities when responding and recovering from disaster. These variables include datasets that represent socioeconomic status, age, race/ethnicity, access to vehicular transportation and type of housing development.<sup>2</sup>

The City worked to ensure first responders were as safe as possible and that appropriate numbers of supplies were available, distributing those supplies, as necessary. The City instituted a standard check-in procedure along with guidance regarding

potential exposure to all first responders, expanded fit testing for N95 respirators, and enhanced training on personal protective equipment (PPE) usage for appropriate personnel. These measures, combined with daily precautions, helped to ensure our first responders could perform their duties with little interruption during the crisis.



**Figure 2: Social Vulnerability for Henderson Census Tracts. Percentile ranking values range from 0 to 100, with higher values indicating greater vulnerability. The darker blue areas on the map indicate areas in Henderson with the highest social vulnerability.**

The City encouraged staff to practice recommended social separation by arranging for telecommuting for all feasible roles in the organization. For those who could not work remotely, the City asked each division manager to ensure groups are kept to a minimum with sanitizing supplies readily available as well as constant reminders for employees to practice the recommended hygiene practices. The City made additional paid leave available to ensure all personnel could practice social separation with minimal impact to annual and sick leave.

The City has been in regular contact with the rest of the Southern Nevada Emergency Management Team through various channels to assure up-to-date situational awareness. The Emergency Operations Center (EOC) created a standard daily schedule of events and briefings, including multiple meetings with City leadership, EOC section chiefs and

1. Falcone, M., Saladino, C., Brown, W.E. (2020). COVID-19: Projected Job Loss in Mountain West States. The Data Hub at The Lincy Institute & Brookings Mountain West. Economic Development & Workforce Fact Sheet No. 17, 1-2. [https://digitalscholarship.unlv.edu/bmw\\_lincy\\_econdev/19](https://digitalscholarship.unlv.edu/bmw_lincy_econdev/19)

2. Centers for Disease Control and Prevention/ Agency for Toxic Substances and Disease Registry/ Geospatial Research, Analysis, and Services Program. Social Vulnerability Index 2018 Database NV. [data-and-tools-download.html](https://www.cdc.gov/geospatial/data-and-tools-download.html). Accessed April 2020.



department heads throughout the day to ensure objectives were met, new objectives were identified, and to ensure we were successful in meeting all newly identified needs to prepare for potential future requirements necessary to respond to the ongoing emergency.

The City's overall response to the COVID-19 Pandemic was effective and continues to create a sense of unity and purpose during these challenging times. The City has diligently worked to provide guidance to employees and residents as we prepared for the transition from our emergency response to recovery. By updating our objectives daily to coincide with any new developments, we are confident the City's efforts will play a major role in minimizing the impacts experienced by our residents and business community over the course of this crisis.

### **Specific Actions Taken To-Date**

On Sunday, March 15, 2020, the City's EOC was activated to a Level 1 response. During this activation, Mayor Debra March officially declared a State of Emergency to be in effect through April 30, 2020. Since the declaration, the City's EOC has taken the following actions:

### **Emergency Response Efforts**

- **Ensured appropriate staffing levels to maintain emergency information center operations, continued to maintain premier level of public safety services, implemented a procedure for City personnel to socially separate for 15 days without having to use annual leave or sick leave.**
- **Established procedures and distributed 50 thermometers for daily employee check-ins at City facilities and developed employee return-to-work guidelines considering evolving CDC recommendations.**
- **Developed childcare services for city employees, health care workers and first responders within 12 hours of activating the Emergency Operations Center. The Center provided care for 3,985 attendees through May 24, 2020.<sup>3</sup>**
- **Completed limited in-field testing with "WebEx" and "Microsoft Teams" on the Henderson Fire Department's (HFD) and the Henderson Police Department's (HPD) Mobile Data Terminal (MDT) to allow for real-time mass field communications between emergency responders and HPD. The Communications Center contacted the City's 911**

**provider to research the feasibility of remote 911 dispatching utilizing current technology.**

- **Partnered with Henderson-based company, Polar Shades, to develop various pieces of PPE for first responder use, including reusable N-95 Masks with replaceable filters, medical gowns, and surgical masks. Manufacturing of these items started the week of March 23rd.**
- **Ordered additional resources, including: 10,000 finger prick test kits and a few hundred nose swab COVID-19 tests for employee use. 10,000 KN-95 masks have arrived from another vendor for first responder use.**
- **Ordered 3,000 reusable masks for City employees.**
- **Partnered with Station Casinos to utilize the Fiesta Henderson parking garage as a Point of Distribution for COVID-19 Test Kits for the public with drive through testing capability.**
- **Performed more than 1,400 COVID-19 tests for the public over a two-day timeframe.**
- **Identified 4 hotels that could be utilized on an as needed basis for quarantine of first responders who may have become exposed.**
- **Participated in meetings with the Collecting and Testing Branch of the Clark County Multi-Agency Coordination Center (MACC) to support wide-scale COVID-19 testing and contact tracing and the Medical Surge Branch in the MACC completed the development and table-top exercise of the Clark County Medical Surge plan.**
- **Based the Battelle Critical Care Decontamination System at the Henderson Armory. This system can sterilize up to 80,000 N95 masks per day. To prevent a shortage of personal protective equipment, the Federal Emergency Management Agency (FEMA) offered Southern Nevada healthcare providers with a way to decontaminate and reuse their N95 respirator masks for no charge.**
- **Due to the widespread and potentially long-lasting effects of the COVID-19 Pandemic, Emergency Support Function 14 (ESF-14) was activated by the EOC. ESF-14 is responsible for long-term recovery efforts. The Long-Term Recovery Team conducted a variety of recovery-related action items during the emergency response phase, including:**

## Business Response Efforts

- Worked closely with the private sector and business community regarding ongoing challenges and re-opening protocols.
- Confirmed 20 local businesses to participate in social media campaigns, engaged with 21 restaurants and 13 hotels for reopening procedure updates, and received 24 requests from the Business Resource Platform launch.
- Conducted small business outreach for the “Save Small Business” grant
- Drafted the Reopening Henderson for Business Phased Plan



## Community Response Efforts

- Answered 4,496 phone calls to the 267-INFO line from concerned constituents, received 888 direct messages, designed 852 social media posts with 3.44 million impressions, 53,000 interactions and 2,300 comments for the response period beginning on March 15, 2020 and extending through May 18, 2020.
- Developed a contact database for organizations serving vulnerable populations
- Conducted weekly and bi-weekly needs assessments with more than 20 non-profit organizations and community partners, 24 low-to moderate-income housing providers and 35 assisted living and group home facilities that serve vulnerable populations in Henderson
- Facilitated a total of 1,175 volunteer hours to-date by our employees redeployed at Central Christian Church, Polar Shades, Our Saviors Lutheran Church, St. Therese Center, and Three Square Food Bank.
- Distributed over \$80,000 worth of donated food and children’s supplies to community partners

- Delivered 1,195 bags of food to senior residents.
- Expanded the Meals on Wheels program with 13,482 meals delivered during a six-week timeframe from March 30, 2020 to May 10, 2020.
- Created a senior grocery delivery program to serve Henderson Seniors in 8 complexes, 1,162 residential units. Supplies were originally sourced from food rescues and later supplies were funded through grants.
- Collaborated with Three Square Food Bank, Central Christian Church and Dignity Health’s Helping Hands of Henderson to ensure all seniors who were voluntarily sheltering in place received home delivered food.
- Coordinated charitable donations including: Project 4 Humanity committed to bread deliveries M-F, Ethel M. donated 270,000 pieces of candy for food banks, and Henderson Hyundai donated funding towards supplies for seniors.
- Due to the Executive Order mandating school closures for the remainder of the school year and the mobilization of distance learning initiatives for students, the City contributed \$200,000 to the Clark County School District for the purchase of 2,000 Chromebooks to ensure students had access to distance learning programs.
- Created a preliminary plan for the distribution of Community Development Block Grant COVID-19 (CDBG-CV) funding made available through the Coronavirus Aid, Relief, and Economic Security Act (CARES Act).
- All recreation and sports programs were cancelled, recreation centers and indoor pools were closed, and special events at city facilities were stopped until relevant guidance from the Governor was made available.
- Registration for summer programs was postponed until recreation facilities are able to be reopened safely. The City continues to actively plan to reopen recreational facilities in accordance with the Governor’s directives.
- Presented the initial Recovery Action Plan structure to the Henderson City Council.

## Organizational Response Efforts

- The City of Henderson closed City Hall to the public beginning on March 16, 2020 and remained

3. City of Henderson Department Parks and Recreation. The figure represents the total number of attendees at the childcare facilities established through the City’s emergency response efforts from March 16, 2020 to May 24, 2020.



closed until resuming in-person operations on May 18, 2020.

- Increased bandwidth and virtual private network (VPN) licensing needed for city employees to telecommute. Approximately 900 employees per day use remote means to access the city network.
- Completed work to identify, procure, distribute, and maintain a supply-line of general cleaning

supplies (wipes, sanitizer, general needs) to support City sites and the re-opening of City services.

- Developed COVID-19 testing protocol and researched and developed a “Quick Response Force” (QRF) to address evaluation and treatment of symptomatic employees.

## RECOVERY ACTION PLAN FRAMEWORK

Recovery planning is the process of establishing a community-based, post-disaster vision and subsequent action plan to address the community revitalization efforts in the weeks, months, and years to come. The process involves identifying the needs of the community and develops specific action-based goals and strategies, projects, and sources of funding best suited to achieve the shared vision.

The City of Henderson transitioned from emergency support to recovery support on May 18, 2020. The recovery support efforts focus on action items that seek to help ease the long-term negative impacts on the community due to the COVID-19 Pandemic. It builds upon the framework established by the City’s Disaster Recovery Plan (DRP) and relies upon lessons learned from this significant public

health and economic crisis. The City of Henderson is developing this plan according to accepted recovery planning best practices.

There are six Recovery Support Functions (RSFs) that need to be considered in any long-term recovery plan, though the specific event will determine the level of focus that each RSF demands. Due to the significant duration and extent of impact of the COVID-19 Pandemic, the EOC recommended activating all of the RSFs for the recovery planning process (Table 1). The Primary RSF focuses listed are a standard Federal Emergency Management Agency (FEMA) approach, however the City made the decision to customize and adapt the focus because of the unique nature of the COVID-19 emergency.

<b>RSF</b>	<b>Primary Focus (FEMA-recommended)</b>	<b>COVID-19 Focus</b>
RSF 1 - Community Planning and Capacity Building	Long-range and master plans, community planning, land use, permitting, zoning	Capacity development, legislative advocacy, communication, education, grant seeking, technical assistance
RSF 2 - Economic Recovery	Assessment, re-development, business, tourism	Technical assistance, industry attraction, business retention, workforce development, financial resilience
RSF 3 - Health and Social Services	Public health system, environmental risk, mental health, unmet needs, advocacy, social systems	Medical assistance, needs assessment, access to resources
RSF 4 - Housing	Housing programs, Community Development Block Grant, shelter	Housing and utility stabilization, vulnerable population protection, homelessness assistance, quarantine housing
RSF 5 - Infrastructure Systems	Utilities, flood control, engineering, roadways/bridges, debris management	Capital Improvement Projects, smart infrastructure, community preparedness, broadband access
RSF 6 - Natural and Cultural Resources	Trails, rivers, parks, historical sites, animal species, records, art, museums	Future events, parks, trails, and recreation center maintenance, community partnerships

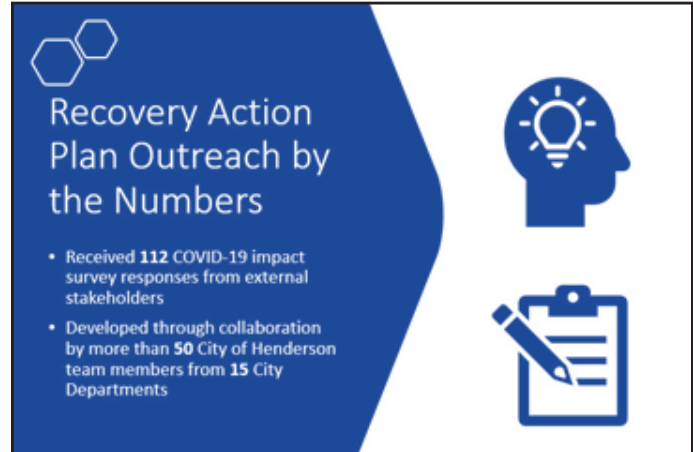
The recovery process relies upon these RSFs to first stabilize, then rebuild and revitalize damaged community assets in each impacted category. Internal and external stakeholder engagement is essential throughout the development of the plan, as well as to guide proper implementation and refinement over time.

### Community Outreach

The City relied on its community partners to provide feedback and guidance for the development of the recovery action plan. Virtual meetings, phone interviews and online surveys were the methods utilized to collect information.

- Received 112 COVID-19 impact survey responses from external stakeholders
- Hosted more than 20 virtual meetings

- Drafted through collaboration by more than 50 City of Henderson team members representing 15 City departments



## RECOVERY ACTION PLAN ASSUMPTIONS

The Recovery Action Plan is based on the following assumptions:

- Large-scale disasters may occur in the City in both rural and urban settings and may take place in multiple locations simultaneously.
- Recovery activities will be initiated concurrently with response and will occur in short-term, intermediate, and long-term phases, with the initial focus on population protection.
  - Short term—ESF-14 performed the short-term recovery activities during the response effort.
  - Intermediate—This document serves as the Intermediate Recovery Plan.
  - Long term—The City’s Long-Term Recovery activities will be captured via an update to the City’s Strategic Plan.
- Prompt and effective recovery operations will require coordination across the whole community, including emergency services, disaster relief, volunteer organizations, the private sector, and the public. All entities requested to assist will do so to the fullest extent of their ability.
- The EOC will be activated, and implementation of the EOP will begin before emergency conditions subside. This allows recovery actions to be implemented according to this Recovery Action Plan, quickly and efficiently.
- Strategies in the Recovery Action Plan may be used to update the Strategic Plan.
- Implementation of local recovery operations will require partnerships among local, tribal, state, federal, and voluntary organizations, and private partners.
- Events that do not meet damage threshold standards for federal assistance may require more long-term recovery actions by local, tribal, and state agencies to make up for the lack of federal assistance program resources.
- Local, tribal, and state level planning efforts may not rely on the assumption that federal level assistance will be available.
- Catastrophic disasters of national significance will be subject to modified, expedited actions and will not follow routine information gathering and detailed analysis of data prior to seeking supplemental federal disaster assistance.
- Short-term ESF 14 recovery operations address essential and immediate community and citizen needs by restoring vital services, stabilizing the situation, and preserving property. These short-term operations frequently overlap with the response operations, as well as intermediate and long-term recovery operations.



# RECOVERY ACTION PLAN

The following goals, strategies and actions represent the City of Henderson’s plan for recovery from the COVID-19 Pandemic for the coming weeks, months, and years ahead. Together, we can build a better and brighter future for all.

## RSF 1: COMMUNITY PLANNING & CAPACITY BUILDING

Build capacity and community resources to expedite the recovery effort.

COLOR KEY: STRATEGIC OPERATIONAL PROVISIONAL			
<b>1.1</b>	<b>CAPACITY DEVELOPMENT: Build capacity to respond to future disasters, including an After Action Report</b>	<b>LEAD/SUPPORT</b>	<b>TIMEFRAME 0-3 Months; 3+ Months</b>
1.1a	Assess ongoing needs in the community and develop a contingency plan for redeployment of staff and volunteers	CDS (L), HR (S), P&R (S)	0-3 Months
1.1b	Continue hosting the City of Henderson's Reopening Committee meetings to monitor potential setbacks and adapt accordingly	HR (L), CMO (S)	0-3 Months
1.1c	Increase community awareness regarding all hazards	CMO-EM (L), Fire (S), PIO (S)	3+ Months
1.1d	Develop an After Action Report specific to the COVID-19 emergency response efforts	CMO-EM (L), Fire (S), All Departments (S)	3+ Months
1.1e	Provide local community organizations with virtual meeting assistance so they can continue serving the needs of Henderson residents	CDS (L), P&R (S), IT (S)	0-3 Months
<b>1.2</b>	<b>LEGISLATIVE ADVOCACY: Advocate for funding, policies, and priorities at the federal, state, and regional levels as it relates to the recovery effort</b>	<b>LEAD/SUPPORT</b>	<b>TIMEFRAME 0-3 Months; 3+ Months</b>
1.2a	Continue to work with our congressional delegation, state legislature, and regional partners to respond to the needs of Henderson residents, businesses, non-profits, and faith-based organizations	GPA (L), All Departments (S)	3+ Months
1.2b	Advocate for funding that is specifically directed to local governments and inform how funds are distributed	GPA (L), All Departments (S)	0-3 Months
1.2c	Create a strategy and assign staff to seek opportunities for recovery related to the COVID-19 response for the 2021 State Legislative session	GPA (L)	0-3 Months
1.2d	Advocate for swift distribution of Southern Nevada Public Lands Management Act funds as a strategy to support recovery and create local employment opportunities	GPA (L), CDS (S), P&R (S)	0-3 Months
<b>1.3</b>	<b>COMMUNICATION: Maintain and update ongoing communications strategy to keep the public informed and to generate interest and confidence in the recovery effort</b>	<b>LEAD/SUPPORT</b>	<b>TIMEFRAME 0-3 Months; 3+ Months</b>
1.3a	Continue to provide a dedicated telephone information line specifically to answer COVID-19-related questions and monitor for emerging issues	PIO (L), CCO (S), GPA (S), Fire (S), CMO-EM (S)	0-3 Months
1.3b	Compile and provide information on tools and resources available to the community during the recovery process, especially for vulnerable populations	PIO (L), All Departments (S)	0-3 Months
1.3c	Share and promote positive messaging regarding the recovery process on all media platforms and monitor for emerging issues	PIO (L), All Departments (S)	0-3 Months
1.3d	Execute issue-specific communication strategies to reach identified target audiences	PIO (L), All Departments (S), Community Partners (S)	0-3 Months

**COLOR KEY: STRATEGIC OPERATIONAL PROVISIONAL**

1.3e	Analyze 211 data to monitor regional and Henderson-specific needs and respond accordingly	CDS (L)	3+ Months
<b>1.4</b>	<b>EDUCATION: Support schools on reopening plans and reduce setbacks from school closures and technology gaps</b>	<b>LEAD/SUPPORT</b>	<b>TIMEFRAME 0-3 Months; 3+ Months</b>
1.4a	Continue to invest in affordable, high-quality childcare and early education	CMO-Ed (L), RDA (S)	3+ Months
1.4b	Ensure that all students have one-to-one access to devices (such as a Chromebook or iPad) and access to reliable internet service	CMO-Ed (L), RDA (S)	3+ Months
1.4c	Continue to promote low-cost technology strategies that increase access	CMO-Ed (L), PIO (S)	3+ Months
1.4d	Provide opportunities for additional learning to bridge the COVID-slide educational gap students experienced due to school closures	CMO-Ed (L), P&R (S)	3+ Months
1.4e	Support schools and staff in delivering education successfully with unique solutions that respond to student needs	CMO-Ed (L), RDA (S)	3+ Months
<b>1.5</b>	<b>VULNERABLE POPULATIONS: Ensure vulnerable populations are addressed throughout the recovery effort and increase capacity of partner organizations to respond to requests</b>	<b>LEAD/SUPPORT</b>	<b>TIMEFRAME 0-3 Months; 3+ Months</b>
1.5a	Develop an outreach plan and capacity building training sessions with non-profits, UNLV's School of Public Health, NV 211, representatives of senior networks such as AARP, minority community leaders, healthcare organizations, and faith-based groups, to address topics such as rent mediation, accessing and managing federal funds, recruiting and deploying volunteer support, conducting well checks to combat loneliness, and develop contact databases for quick notifications, identification of issues, and to match vulnerable populations with resources	CDS (L), CMO-EM (S), Fire (S), PD (S), P&R (S)	3+ Months
1.5b	Develop a database of contact information for all organizations that serve vulnerable populations for enhanced communication	CDS (L), CMO-EM (S), Fire (S)	3+ Months
1.5c	Provide capacity building support to care givers of vulnerable populations, if requested, to ensure practices are being implemented consistently to reduce transmission of disease	CMO-EM (L), Fire(S), SNHD (S), NV-DEM (S)	0-3 Months
1.5d	Monitor RTC bus services, changes, and reductions to routes and impacts to transit-dependent riders and coordinate with public and private partners to identify alternatives and reduce impacts	CDS (L), PW (S)	3+ Months
<b>1.6</b>	<b>GRANT SEEKING &amp; TECHNICAL ASSISTANCE: Identify opportunities for the City to seek competitive grants as well as build capacity among organizations in Henderson to seek and access grants</b>	<b>LEAD/SUPPORT</b>	<b>TIMEFRAME 0-3 Months; 3+ Months</b>
1.6a	Leverage stimulus funds and provide support to organizations to access funds	Finance (L), All Departments (S)	0-3 Months
1.6b	Continue to provide feedback, guidance, and suggestions on how funding is directed	Finance (L), All Departments (S), Community Partners (S)	0-3 Months
1.6c	Partner with non-profits and the private sector to seek competitive grant opportunities	CDS (L), Finance (S)	3+ Months
1.6d	Promote and supplement technical assistance resources to assist with grant-writing capabilities	CDS (L), Finance (S), PIO (S)	3+ Months
1.6e	Continue to coordinate with federal agencies to share information and best practices as well as to gain technical assistance and peer community support	CDS (L)	3+ Months
1.6f	Continue to improve the City's grant award success by coordinating grant seeking, peer review, and capacity building through the City's Grants Team	Finance (L), All Departments	3+ Months



# RSF 2: ECONOMIC RECOVERY

Support businesses as we reopen and build a more resilient economy.

COLOR KEY: STRATEGIC OPERATIONAL PROVISIONAL			
<b>2.1</b>	<b>SETTING THE STAGE: Evaluate how City departments interact with the business community to ensure that we are setting the stage for success</b>	<b>LEAD/SUPPORT</b>	<b>TIMEFRAME 0-3 Months; 3+ Months</b>
2.1a	Conduct a COVID-19 business impacts survey to better understand the needs of our business community and address results accordingly	ED (L), RDA(S), Finance (S), CDS (S)	0-3 Months
2.1b	<p>Identify and remove any barriers or adjustments necessary for social distancing that exist in Henderson Municipal Code (HMC), potentially including changes to entitlements, permitting, and enforcement processes. These changes could include:</p> <ul style="list-style-type: none"> <li>• Reduced requirements on drive-thrus and curbside pick-up</li> <li>• Temporary relaxing of sign permit regulations for temporary signs in landscaping buffers or on building façades</li> <li>• Expedited plan review for commercial remodel permits needed to operate under new social distancing rules or to repurpose operations</li> <li>• Expedited review and resolution of Code Enforcement infractions necessary to reopen with appropriate social distancing</li> <li>• Proactively offering abatement support for Code Enforcement, focusing continued enforcement efforts on safety issues</li> <li>• Relaxed temporary use requirements and fire code enforcement for reopening events unless safety concerns exist</li> <li>• Renewal fee forgiveness for permits expired due to City Hall closure</li> <li>• Continuing to ensure that entitlement holders receive additional time to apply for an extension as mandated by the State of Nevada</li> </ul>	CDS (L), ED (S), RDA (S), BFS (S)	0-3 Months
2.1c	<p>Identify and remove any barriers to adjustments necessary for social distancing that exist in HMC related to the licensing of businesses. These changes could include:</p> <ul style="list-style-type: none"> <li>• Extension of business license renewal for negatively impacted businesses</li> <li>• Relaxed requirements for curbside alcohol along Water St.</li> <li>• Evaluating the need for temporary changes to privileged licenses based upon social distancing directives</li> <li>• Exploring the possibility of hosting appropriately distanced retail “open houses” in areas like Water Street, The District, and Galleria at Sunset, potentially branding as “Make-up Holidays”</li> </ul>	Finance (L), ED (S), RDA (S)	0-3 Months
<b>2.2</b>	<b>BUSINESS RETENTION: Connect existing businesses to existing and emerging resources, including stimulus funds</b>	<b>LEAD/SUPPORT</b>	<b>TIMEFRAME 0-3 Months; 3+ Months</b>
2.2a	Develop a comprehensive database with contact information for all businesses licensed in COH for streamlined communication	Finance (L), ED (S), RDA (S), CDS (S)	3+ Months
2.2b	Implement a grant program for most impacted businesses utilizing one-time CDBG allocation made available by the CARES Act	ED (L), CDS (S), RDA (S)	0-3 Months
2.2c	Work with federal, state, and regional partners to develop collateral and educational materials that build consumer confidence in businesses as reopening occurs	ED (L), Finance (S), PIO (S)	0-3 Months

COLOR KEY: STRATEGIC OPERATIONAL PROVISIONAL			
2.2d	Partner with business community to collect and distribute resources that ease the path to reopening, including those centered around increasing digital and social media presence and model telecommuting policies	ED (L), CDS (S), PIO (S)	0-3 Months
2.2e	Work with the Henderson Chamber on updating and redeploying the Henderson Resource Business Center	ED (L), RDA (S)	3+ Months
<b>2.3</b>	<b>BUSINESS ATTRACTION: Develop strategies to attract businesses from target industries to diversify the local economy as part of the recovery</b>	<b>LEAD/SUPPORT</b>	<b>TIMEFRAME 0-3 Months; 3+ Months</b>
2.3a	Continue to focus business attraction efforts on the target industries identified in the City's Economic Development Strategy to continue to diversify the local economy	ED (L), RDA (S)	3+ Months
<b>2.4</b>	<b>WORKFORCE DEVELOPMENT: Aid businesses and workforce in aligning skills necessitated by evolving business models</b>	<b>LEAD/SUPPORT</b>	<b>TIMEFRAME 0-3 Months; 3+ Months</b>
2.4a	Partner with local education institutions to improve online learning environments and tailor content to meet emerging needs	ED (L), CDS (S), CMO-Ed (S)	3+ Months
2.4b	Continue efforts to pursue a public/private partnered workforce training center for Henderson businesses and residents	ED (L)	3+ Months
2.4c	Partner with business community to collect and distribute resources that highlight employee financial, physical, and mental health wellness	ED (L), CDS (S), PIO (S)	
<b>2.5</b>	<b>FINANCIAL RESILIENCE: Advocate for and leverage fiscal and policy changes, including stimulus funds, and seek additional grant opportunities to ensure the long-term financial stability of the City of Henderson as part of recovery efforts</b>	<b>LEAD/SUPPORT</b>	<b>TIMEFRAME 0-3 Months; 3+ Months</b>
2.5a	Advocate on behalf of Henderson business community with federal, state, and regional partners, including liability protection for reopening businesses	GPA (L), ED (S), Finance (S), CDS (S), PIO (S)	0-3 Months

## RSF 3: HEALTH & SOCIAL SERVICES

Monitor capacity for medical surge, testing, prevention, and the medical and service needs of vulnerable populations.

COLOR KEY: STRATEGIC OPERATIONAL PROVISIONAL			
<b>3.1</b>	<b>MEDICAL ASSISTANCE: Strengthen the capacity of health care delivery organizations to respond to escalating demand for care and treatment associated with COVID-19</b>	<b>LEAD/SUPPORT</b>	<b>TIMEFRAME 0-3 Months; 3+ Months</b>
3.1a	Maintain and support the Medical Surge Plan, ensure the City is monitoring progress, and maintaining resources for emergency response as needed	Fire (L), CMO-EM (S), PD (S)	0-3 Months
3.1b	Activate and normalize mental health resources for COH employees, as well as community members, using resources such as those provided by the National Alliance on Mental Illness: <a href="https://www.nami.org/covid-19-guide">https://www.nami.org/covid-19-guide</a>	HR (L), P&R (S), PIO (S)	3+ Months
3.1c	Develop and implement a testing program for City employees, Henderson Detention Center inmates, and high-risk individuals as needed while exploring the potential for a permanent testing site in Henderson	Fire (L), PD (S), CMO-EM (S), HR (S)	3+ Months
3.1d	Deploy medical team to group homes, nursing homes, and long-term care facilities to perform COVID-19 testing	Fire (L), CMO-EM (S), Community Partners (S)	0-3 Months



<b>COLOR KEY: STRATEGIC OPERATIONAL PROVISIONAL</b>			
3.1e	Monitor data and prepare for potential future outbreaks in accordance with state and federal guidance	CMO-EM (L), Fire (S), PD (S), CDS (S)	0-3 Months
3.1f	Identify potential locations for a juvenile assessment center to support young people with health, social, behavioral, psychological, or academic needs	CDS (L), CMO-EM (S), Fire (S), PD (S), Community Partners (S)	3+ Months
<b>3.2</b>	<b>NEEDS ASSESSMENT: Prioritize the needs of vulnerable populations for PPE including group home residents, nursing home, or long-term care facility residents who are at a higher risk of rapid transmission of COVID-19</b>	<b>LEAD/SUPPORT</b>	<b>TIMEFRAME 0-3 Months; 3+ Months</b>
3.2a	Establish a response team to coordinate with group homes, nursing homes, and assisted living centers to provide PPE, food, retired medical personnel as volunteer staff, and other basic needs	CMO-EM (L), Fire (S), Community Partners (S), CDS (S)	0-3 Months
3.2b	Strengthen the City's response to serving vulnerable populations by utilizing available data to better understand and anticipate their needs	Fire (L), CMO-EM (S), PD (S), CDS (S), IT (S)	3+ Months
3.2c	Perform a risk assessment and identify potential plans to serve vulnerable populations	CMO-EM (L), Fire (S), PD (S), CDS (S), IT (S)	3+ Months
3.2d	Coordinate with nursing homes, assisted living facilities, and long-term care facilities to utilize resources including the Battelle Critical Care Decontamination System to decontaminate N95 masks to ensure adequate supply of PPE	CMO-EM (L), Fire (S), PIO (S)	0-3 Months
3.2e	Create an information packet for nursing homes, assisted living facilities, and long-term care facilities with best practices on cleaning and sanitation, as well as isolation and quarantine procedures for residents	CMO-EM (L), Fire (S), PIO (S)	0-3 Months
<b>3.3</b>	<b>ACCESS TO RESOURCES: Ensure access to food and other necessities through existing pantries and supplement current programs with resources from community partners to meet any gaps that may emerge</b>	<b>LEAD/SUPPORT</b>	<b>TIMEFRAME 0-3 Months; 3+ Months</b>
3.3a	Conduct targeted messaging to independent seniors to provide specific and actionable safety measures and direct them to resources they may not normally need (such as food and grocery delivery) but should use to limit exposure	CMO-EM (L), Fire (S), PD (S), P&R (S), PIO (S)	0-3 Months
3.3b	Assess the feasibility of expanding the current food delivery program to include additional vulnerable populations, such as family affordable housing developments or to those with limited access to transportation	P&R (L), CDS (S), Community Partners (S)	3+ Months
3.3c	Partner with agencies like United Way and NV211 to maintain up-to-date information on community resources	CDS (L), CMO-EM (S), Fire (S)	3+ Months
3.3d	Continue to promote and provide information on emergency food distribution sites, including those offered by CCSD and Three Square	CDS (L), PIO (S)	3+ Months
3.3e	Maintain community policing efforts to ensure consistent messaging regarding available community resources for vulnerable populations at key locations such as senior centers, age-restricted communities, apartment complexes, and HOAs	PD (L), PIO (S)	3+ Months
3.3f	Continue to provide a uniformed officer presence and dedicated public safety resources to ensure the safety and security of community resource centers and food banks	PD (L)	0-3 Months
3.3g	Promote resources for victims of domestic violence or child abuse/neglect, including contact information for the Victim Advocates in Henderson Police Department	PD (L), PIO (S)	3+ Months

## RSF 4: HOUSING

Stabilize housing and provide housing & emergency assistance for Henderson residents, especially vulnerable populations.

COLOR KEY: STRATEGIC OPERATIONAL PROVISIONAL			
<b>4.1</b>	<b>HOUSING STABILIZATION: Help renters and homeowners stay in their homes by reducing the number of evictions and foreclosures due to COVID-19</b>	<b>LEAD/SUPPORT</b>	<b>TIMEFRAME 0-3 Months; 3+ Months</b>
4.1a	Provide resources to renters and non-profit partners regarding how to negotiate a repayment plan with their landlords, using Legal Aid Center of Southern Nevada (LACSN) resources	CDS (L), Community Partners (S)	3+ Months
4.1b	Promote foreclosure and forbearance negotiation training, both for homeowners and lenders, using resources from LACSN, the State Treasurer's Office and the Office of the Labor Commissioner	CDS (L), Community Partners (S)	3+ Months
4.1c	Provide guidance to the City's rental assistance subrecipients, including Salvation Army, St. Jude's Ranch for Children, and HopeLink, and encourage them to adapt procedures and apply regulatory relief provided by the Federal and State government to expedite the deployment of rental assistance funds	CDS (L), Community Partners (S)	0-3 Months
4.1d	Provide guidance and support to the City's emergency home repair subrecipient, Rebuilding Together, to ensure emergency home repair assistance and homeowner rehabilitation assistance continues to be available and regulatory relief measures are applied, while practicing social distancing	CDS (L), Community Partners (S)	0-3 Months
4.1e	Assess the feasibility of creating an eviction diversion program in partnership with State agencies and Henderson Justice Court	CDS (L)	3+ Months
4.1f	Coordinate with senior housing representatives to identify and respond to their needs, especially multifamily senior apartment communities as those residents primarily live alone, as well as age-restricted communities (HOAs)	CDS (L), P&R (S)	0-3 Months
4.1g	Promote the RDA residential improvement program for homeowners in the Eastside and Downtown Redevelopment Areas	RDA (L)	3+ Months
4.1h	Assist Clark County to quickly distribute stimulus funds for emergency assistance for housing, utilities, food, medical, and other needs, acting as a pass-through agency and providing technical assistance to non-profit organizations to expand their capacity to receive and deploy funds quickly and effectively	CDS (L)	0-3 Months
4.1i	Advocate for regulatory relief for Federal and State funding programs to ensure fast and effective distribution of funds	CDS (L)	0-3 Months
<b>4.2</b>	<b>UTILITY STABILIZATION: Assist low-income families with utility payments, helping them to get caught up with late payments</b>	<b>LEAD/SUPPORT</b>	<b>TIMEFRAME 0-3 Months; 3+ Months</b>
4.2a	Administer the CDBG-CV funds approved by City Council in May 2020 to assist residents affected financially by COVID-19 with utility payment assistance	CDS (L), DUS (S)	0-3 Months
4.2b	Evaluate the need and feasibility to extend halting water shut off and/or late fees	DUS (L)	0-3 Months
4.2c	Research how other local utility companies are handling late payments and forgiveness to determine best practices and implement as needed	DUS (L)	0-3 Months
<b>4.3</b>	<b>VULNERABLE POPULATIONS PROTECTION: Support vulnerable populations who may experience exacerbated hardships due to COVID-19</b>	<b>LEAD/SUPPORT</b>	<b>TIMEFRAME 0-3 Months; 3+ Months</b>



<b>COLOR KEY: STRATEGIC OPERATIONAL PROVISIONAL</b>			
4.3a	Administer the CDBG-CV funds approved by City Council in May 2020 to expand the City's Meals on Wheels program to provide food assistance to a larger number of people in need and provide delivery as seniors and those who are medically fragile especially, continue to socially distance themselves	P&R (L), CDS (S)	0-3 Months
4.3b	Educate and train staff on the use of the City's internal referral process to the Community Resources and Resiliency Center	Fire (L), CMO-EM (S)	3+ Months
4.3c	Increase Fair Housing enforcement activities through partnerships with Silver State Fair Housing Council to ensure families with children are not being harassed during quarantine and shelter in place orders and that families have information on how to file complaints	CDS (L)	3+ Months
4.3d	Develop a communications campaign to notify community partners and residents of resources available for rent, utility, and food assistance	PIO (L), CDS (S)	3+ Months
4.3e	Promote available programs through NV 211 and City Resource Guides for housing, utility, food, and medical assistance	PIO (L), CDS (S)	3+ Months
<b>4.4</b>	<b>HOMELESSNESS ASSISTANCE: Protect those who are homeless and in need of housing, providing referrals to homeless service providers and housing service providers</b>	<b>LEAD/SUPPORT</b>	<b>TIMEFRAME 0-3 Months; 3+ Months</b>
4.4a	Assist Clark County to prioritize immediate needs and effectively distribute Corona Virus Relief Funds to respond to the needs of people experiencing homelessness during the Pandemic	CDS (L)	0-3 Months
4.4b	Continue to participate in regional efforts through the Southern Nevada Homelessness Continuum of Care to prioritize immediate needs among homeless populations associated with COVID-19	CDS (L)	3+ Months
4.4c	Partner with service agencies to provide essential services and aid for those experiencing homelessness	CDS (L), Fire (S), CMO-EM (S), Community Partners (S)	3+ Months
4.4d	Advocate for affordable housing and permanent supportive housing units in alignment with the City's Housing & Community Development Strategy	CDS (L)	3+ Months
<b>4.5</b>	<b>QUARANTINE HOUSING: Provide comfortable, safe housing for those who may be exposed or become infected with COVID-19 and need to quarantine and cannot return home</b>	<b>LEAD/SUPPORT</b>	<b>TIMEFRAME 0-3 Months; 3+ Months</b>
4.5a	Continue to collaborate with hotels to provide quarantine housing for emergency and essential workers who may have been exposed or contract COVID-19 and cannot quarantine at home, if necessary	CDS (L), ED (S)	0-3 Months
4.5b	Work with regional partners to create a quarantine housing plan for visitors that travel to Southern Nevada, become infected with COVID-19, and need to quarantine prior to traveling home	CDS (L), ED (S)	0-3 Months

# RSF 5: INFRASTRUCTURE SYSTEMS

Assess smart cities strategy & infrastructure opportunities for recovery & resilience.

COLOR KEY: <b>STRATEGIC</b> <b>OPERATIONAL</b> <b>PROVISIONAL</b>			
<b>5.1</b>	<b>PRIORITIZE INVESTMENT IN OUR INFRASTRUCTURE: Enhance our strategic approach for prioritization of projects, leveraging federal, state, and other funding opportunities whenever possible</b>	<b>LEAD/SUPPORT</b>	<b>TIMEFRAME</b> <b>0-3 Months;</b> <b>3+ Months</b>
5.1a	Issue Municipal Bonds and fund major projects to stimulate the economy and put Henderson back to work	Finance (L), PW (S), DUS (S), CMO (S), P&R (S)	3+ Months
5.1b	Prioritize capital improvement projects of greatest need and impact	PW (L), DUS (S), P&R (S)	3+ Months
5.1c	Identify construction-ready projects citywide and utilize a uniform project template (i.e. briefing book) across City departments as funding opportunities emerge	PW (L), All Departments (S)	3+ Months
5.1d	Develop a completion or closure plan for partially built infrastructure during economic recessions	PW (L), CDS (S)	3+ Months
<b>5.2</b>	<b>SMART INFRASTRUCTURE: Identify and implement options for technologically enhanced public facilities and City services</b>	<b>LEAD/SUPPORT</b>	<b>TIMEFRAME</b> <b>0-3 Months;</b> <b>3+ Months</b>
5.2a	Increase and improve existing virtual customer information services to minimize reliance on in-person services, identify gaps and improve mobile friendliness functionality	IT (L), All Departments (S)	3+ Months
5.2b	Research best practices for HMC updates on future building design, evaluating building occupancy, to minimize adverse health effects of occupants	CDS (L), PW (S)	3+ Months
<b>5.3</b>	<b>INCREASE COMMUNITY PREPAREDNESS: Identify and quantify community needs through outreach, particularly with our most vulnerable populations, activation of underutilized public facilities, and expansion of city services to minimize impact</b>	<b>LEAD/SUPPORT</b>	<b>TIMEFRAME</b> <b>0-3 Months;</b> <b>3+ Months</b>
5.3a	Activate key public facilities such as Recreation Centers and Libraries as community hubs, ensuring access to computers, broadband, and other resources when needed	P&R (L), IT (S), PW (S), Community Partners (S)	3+ Months
5.3b	Research feasibility of concurrent activation of primary and backup 911 centers to allow synchronized operations and coordination in times of disaster	IT (L), Fire (S), PD (S), CMO-EM (S)	3+ Months
<b>5.4</b>	<b>ENABLE BROADBAND FOR TELEWORK AND EDUCATION: Increase access to broadband infrastructure citywide</b>	<b>LEAD/SUPPORT</b>	<b>TIMEFRAME</b> <b>0-3 Months;</b> <b>3+ Months</b>
5.4a	Structure telework operations with adequate home equipment, broadband access, network connectivity, technology stipends, and coordinated staff schedule to facilitate productivity	IT (L), All Departments (S)	3+ Months
5.4b	Analyze broadband needs citywide with special emphasis on students, engaging schools to ensure access	IT (L), CMO-Ed (S), CDS (S)	3+ Months



# RSF 6: CULTURAL & NATURAL RESOURCES

Reopen recreation centers & create events and programming that respond to social distancing.

<b>COLOR KEY: STRATEGIC OPERATIONAL PROVISIONAL</b>			
<b>6.1</b>	<b>ENHANCE EXISTING FACILITIES: Leverage resources for making improvements to existing facilities to ensure that opportunities are accessible to all</b>	<b>LEAD/SUPPORT</b>	<b>TIMEFRAME 0-3 Months; 3+ Months</b>
6.1a	Conduct a full facility evaluation for each recreation, aquatic, sports and park facility to determine necessary modifications to ensure safe access to programs and services	P&R (L), PW (S)	0-3 Months
6.1b	Provide researched recommendations for outdoor space use and monitoring. This includes physical distancing enforcement, Park Ambassador expansion, Sports leagues & tournaments, and an assurance of plans for transitioning for all areas of department operations	P&R (L)	0-3 Months
6.1c	Establish safety protocols necessary for all existing facilities including in-take process, screening requirements, facility signage, and necessary personal protective equipment	P&R (L), CMO-EM (S)	3+ Months
<b>6.2</b>	<b>PUBLIC EVENTS: Develop innovative and safe methods for hosting public and special events</b>	<b>LEAD/SUPPORT</b>	<b>TIMEFRAME 0-3 Months; 3+ Months</b>
6.2a	Research and provide recommendations for capacity and physical distancing strategies at events. Craft a detailed plan for public gatherings using industry best practices and partner agency plans of action	P&R (L)	0-3 Months
6.2b	Seek alternative methods for hosting events that encourage public safety, physical distancing, and potential capacity restrictions. Work with industry partners to enhance collaborative offerings to the public	P&R (L), Fire (S), PD (S), CMO-EM (S), Community Partners (S)	3+ Months
6.2c	Create a detailed plan for incorporating Cultural Arts into the city's recovery plan. Detail plans for events, programs, partnerships, and industry best practices	P&R (L)	3+ Months
<b>6.3</b>	<b>LEVERAGE PARTNERSHIPS: Work with federal, state, and local partners to identify new and emerging funding opportunities to improve our recreational, cultural, and service opportunities</b>	<b>LEAD/SUPPORT</b>	<b>TIMEFRAME 0-3 Months; 3+ Months</b>
6.3a	Research all available short-term grant and funding opportunities as it relates to department initiatives as well as vulnerable population services	P&R (L), Finance (S)	3+ Months
6.3b	Provide recommendations for partnerships or coalitions that may assist with expense controls and/or alternative revenue streams outside of traditional grants	P&R (L), Finance (S)	3+ Months



A wide-angle photograph of a desert landscape. In the foreground, there are several spiky agave plants. The middle ground features a valley with scattered red rock formations and sparse desert vegetation. In the background, a large, rugged mountain range stretches across the horizon under a clear, bright blue sky. The word "TOGETHER" is superimposed in the center of the image in a large, bold, white, sans-serif font.

**TOGETHER**



# WE CAN



*A Place To Call Home*



