

# Public Safety

## **Objective 1: Decrease traffic fatalities and serious injuries on city roads to improve safe mobility for the community**

- Incorporate Vision Zero elements and safety improvements in arterial reconstruction program
- Use Highway Safety Improvement Program grant funding to deliver neighborhood traffic calming projects on residential streets
- Assess and inventory previous traffic safety campaigns to determine the most effective approach of the city's next campaign

## **Objective 2: Implement strategies to prevent crime and enable our community to feel safe**

- Audit existing accessible data sources to improve data utilization within the Department of Public Safety
- Implement urban programming to increase involvement, participation, and perception in downtown districts
- Administer security improvement grants to incentivize public safety investments
- Develop a Crime Strategy Support Program to increase officer presence and reduce crime through data-driven and evidence-based methods
- *Use the voices of businesses and residents to discuss the work the city of Las Vegas is doing around safety*
- *Focus resources on high-harm locations using real-time analytics, increase visibility through directed patrol and technology, and strengthen legitimacy through community engagement and coordinated partnerships*
- *Deploy real-time data dashboard and implement weekly COMPSTAT*
- *Explore the development of a Crime Strategy Support Program aimed at increasing officer presence in the field and supporting overall crime reduction efforts*
- *Reduce crime in 5 hotspot locations*
- *Compliment cultural affairs by financing security operations for large events*
- *Engage in business development to lower number of vacant lots and buildings*

## **Objective 3: Improve the city's preparedness and emergency response capabilities to meet the needs of our expanding community**

- Conduct bi-annual table-top exercises to identify gaps in emergency preparedness
- Conduct annual emergency incident simulations to improve emergency response capabilities across agencies
- Explore technology to improve emergency response capabilities
- Implement artificial intelligence (AI) powered RapidSOS capabilities in dispatch center to enhance emergency response
- *Assign and train at least one officer as a certified drone pilot assigned to the fusion center, with the capability to deploy drones to city properties to support situational awareness and enhance response operations*

- *Improve CAD data to improve pre-incident, mitigation, and recovery of emergency response capabilities across agencies in Southern Nevada*
- *Target key demographics to educate the community on the importance of having an emergency preparedness plan*
- *Expand internal emergency response training*
- *Marketing campaign to build public knowledge of emergency preparedness and fight apathy*
- *Incorporate animals into emergency response and preparedness strategies*
- *Evaluate and document existing data across Public Safety departments (DPS, LVFR, EOC) to inventory systems, identify available data, and define practical ways it can support operational decision-making*

**Objective 4: Improve community perceptions of the criminal justice system to foster trust, collaboration and awareness of services**

- *Develop resource pamphlets for victims of crime*
- *Plan a Public Safety Open House at Municipal Court*
- *Expand outreach efforts to increase community-oriented engagement events*
- *Launch a communications plan to improve public understanding of the municipal court process*
- *Expand Municipal Court Community Resource Fair to include or provide opportunities for Community Service and allow community to participate in restorative justice*
- *Increase social media followers, of CLVDPS, by 5% by improving proactive communication, increasing transparency, and sharing consistent, engaging content about DPS services and community impact*

# Healthcare

## **Objective 1: Expand and retain healthcare workforce across priority occupations to ensure timely and equitable access to high demand providers**

- Expand healthcare ecosystem within the Medical District
- Incentivize healthcare property owners to increase capacity
- Recruit and attract healthcare businesses/services
- Partner with UNLV to increase the behavioral health workforce and clinical services
- Develop housing units for healthcare students/workers
- *Build, collaborate, and develop relationships with institutions of healthcare higher education*
- *Monitor and make strategic real estate plays to expand medical district and healthcare delivery system*
- *Host Southern Nevada Healthcare Meetings*
- *Focus & support Las Vegas Medical District partners efforts to retain and expand their workforce and work with KKSOM to support jobs after graduation*
- *Develop and implement a Healthcare Innovation & Workforce Lab at the Strong Future Technology Center that introduces youth and young adults to high-demand healthcare careers through technology-driven learning, media production, and simulation-based experience*
- *Provide, improve, and expand capacity of high-quality school-based mental health providers through partnership between UNLV College of Education, City of Las Vegas Ward 1 and YDSI ReInvent Schools Las Vegas*
- *Expand Batteries Included, Batteries Included Next Gen, Strong Future Youth Employment, And WETC programming to include healthcare related career exploration activities, healthcare related internships, and stipends for trainees completing healthcare related occupational skills training*

## **Objective 2: Increase community access to healthcare for residents in need**

- Implement outreach & engagement to educate the community on importance of primary care and connect residents to a primary care/home provider
- Establish formal partnerships with insurance providers for underserved residents
- Sustain and expand 911 Crisis Response Team coverage and leverage the new 988 Lifeline Crisis Response System
- Increase preventive care utilization among city employees
- Create a campaign to educate the public on when to use 988 versus 911
- *Conduct strategic healthcare business development and recruitment*
- *Build, collaborate, and develop relationships with institutions of healthcare higher education*

## **Objective 3: Enhance street-medicine and delivery of crisis intervention services to improve patient outcomes and limit over-burdening of hospitals**

- Implement outpatient psychiatric services at Homeless Resource Center

- Guide residents to healthcare resources through partnerships & software improvements
- Increase access to Crisis Stabilization Center
- Coordinate with local courts to develop and implement at least one new resource or program designed to increase access to services for inmates
- *Coordinate with local courts to develop and implement at least one new resource or program designed to increase access to services for inmates, such as behavioral health support, substance use treatment, or reentry planning*

**Objective 4: Increase access to fitness and recreation infrastructure to support wellbeing, reduce healthcare costs and improve health outcomes**

- Evaluate gaps in fitness needs for community
- Complete and implement the Fitness Court Master Plan
- Leverage Recreational Trails Program grant funding to implement the Bureau of Land Management trail plan
- Implement a campaign to educate the public on our multi-use trail system and encourage the public to use them

# Economic Development

**Objective 1: Pursue opportunities to secure dedicated funding sources to maintain existing infrastructure, support redevelopment and reduce long-term deferred maintenance burdens**

- Complete proposed study of Redevelopment Area 3
- Research best practices to address deferred maintenance on public and private assets
- Strategically direct federal dollars toward new construction projects to preserve local funds for maintenance and operations
- *Strategically direct federal dollars toward new construction projects, preserving local funds for maintenance and operations*

**Objective 2: Create, expand, and/or support workforce development and training opportunities for unemployed and underemployed individuals to increase job attainment in high wage, high demand career pathways**

- Create digital advertising campaign for workforce development and training opportunities
- Partner with College of Southern Nevada to deliver occupational skills in high demand sectors via new education and training centers (i.e., WETC, ETC, and METC)
- Explore additional partnerships for pre-apprenticeship training in construction trades
- *Strong Start Academy at Wardelle Childcare Support for Workforce Attainment*
- *Improve data infrastructure at Strong Start Academy to better measure Workforce Attainment*
- *Provide Safekey families with youth enrichment before-and after-school childcare programming on elementary school campuses in order for parents/guardians to be able to go to work and/or school while their elementary aged students attend Safekey*
- *Provide Safekey hourly staff with before—and after-school youth enrichment workforce development support, training opportunities and hands-on work experience to help them attain full-time employment in their chosen career path*
- *Support the delivery of leadership and career development training, with attention to the needs of system-impacted youth, among CLV residents in Ward 3 and Ward 5*
- *Partner with Tech Impact to conduct one or more cohorts of training and career exploration in the information technology sector at the Historic Westside Campus.*
- *Leverage ACCED assets to administer an array of youth and adult employment programming to increase employment among residents through the delivery of workforce development services*
- *Increase employment rates among CLV residents in thriving wage employment by leveraging the public workforce system and existing training opportunities at WETC and EETC to facilitate career pathways in regional high demand occupations and other employment opportunities*
- *YDSI will establish a formal partnership with PRCA, EUD, DNS, Public Works, Fire and Rescue, Public Safety, HR, Communications, and/or other internal stakeholders to*

*identify and create career pathways and lattices in high demand and/or hard to fill occupations to increase thriving wage employment among CLV residents*

- *Provide income eligible Safekey families with the opportunity to apply and receive 3rd party subsidy financial aid funding to cover the costs of Safekey youth enrichment before-and after-school childcare programming on elementary school campuses in order for parents/guardians to be able to go to work and/or school while their elementary aged students attend Safekey*

**Objective 3: Attract and support businesses that diversify our economy and provide full-time, stable jobs**

- *Audit processes to improve speed and predictability of doing business with the city*
- *Activate events, deepen business engagement, strengthen key partnerships, and elevate visibility for talent and investment*
- *Use video storytelling to highlight business opportunities*
- *Enhance target industry business attraction, retention, and expansion system to strengthen the City of Las Vegas' ability to identify, recruit, support, and retain companies that diversify the local economy and create full-time, stable jobs*
- *Develop and implement a coordinated workforce pipeline strategy aligned to target industries that connects education, training providers, employers, and community partners to address skills gaps and create clear pathways to full-time, stable jobs*
- *Improve the business climate (speed, coordination, and predictability of the City of Las Vegas' internal processes) that impact business attraction, expansion, and retention*
- *Leverage, better align, and enhance the City of Las Vegas' existing portfolio of incentive programs, capital access tools, and business support resources to more effectively attract, retain, and grow target-industry businesses*
- *Leverage the Strong Future Technology Center, city partnerships, and high-profile event platforms to build a workforce development model that supports business growth, talent cultivation, and economic diversification in Las Vegas*
- *Support the attraction and development of businesses that diversify our economy and provide full-time, stable jobs by the city of Las Vegas Department of Youth Development and Social Initiatives supporting regional coordination, talent development, and workforce development related capacity building*

**Objective 4: Reduce impact of vacant/abandoned buildings to revitalize communities**

- *Adopt a formal program to address vacant/abandoned buildings*
- *Utilize outreach and incentives to increase occupancy of vacant commercial buildings*
- *Identify opportunity sites to convert vacant Class B and Class C office buildings to residential properties (i.e., adaptive reuse)*
- *Identify areas of abandoned and vacant buildings within NRSA area and devise plan for outreach*

**Objective 5: Support the development of cultural projects and performance venues that expand entertainment opportunities, strengthen the local arts ecosystem and drive economic activity**

- Evaluate current business licensing and permitting processes to identify regulatory barriers, redundancies, and gaps
- Implement a mural opportunity for artwork on fitness courts to support the development of cultural arts
- *Create a white paper describing common municipal-level support for the arts in tandem with Southern Nevada Arts Coalition*
- *Incentivize 9 Feed the Block events*
- *Investigate and Review Financials of potential 3rd Street partnership*
- *Collaborate and incentivize Mob Museum Expansion*
- *Complete RFP for artist housing*
- *Program East Fremont with performance entertainment; CRIT Race*
- *Activate Good Word Social Club through business development efforts*
- *Collaborate on Neon Museum expansion*
- *Incentivize Evel Knievel Experience*
- *Complete RFP for Ice Rink to expand cultural venues*
- *Develop outreach and surveying resources to additionally include the collection of input on cultural needs and event interest in the community*

# Housing and Homelessness

## **Objective 1: Pursue opportunities to secure dedicated funding sources to ensure the city is equipped to provide quality homeless services and effective housing programs**

- Dedicate staff time to pursue grant and philanthropic funding for homeless services and housing programs
- Pursue state legislation to retain the current redevelopment agency set-aside of 9% for affordable housing

## **Objective 2: Increase access to affordable and attainable housing**

- Complete Economic Impact Report for Jackson Avenue
- Engage the community stakeholders to better understand legislative priorities for attainable housing
- *Attract more companies offering higher wages*
- *Continue to support the City's attainable housing efforts, continue the implementation of Title 19.17 incentives, explore zoning reform feasibility and have dedicated staff providing planning entitlement and permit review for affordable housing development*
- *Support a Down Payment Assistance Program for essential workers*

## **Objective 3: Expand access to services for the unhoused population to help them achieve self-sufficiency**

- Finalize program design to expand transitional housing projects
- Enhance Courtyard Homeless Resource Center programs, such as targeted case management
- Leverage existing contracts for improved service rates
- *Expand the Integrated Housing Program to serve more individuals and families*
- *Pursue dedicated funding source(s) for homeless services provided by the city*
- *Improve engagement with community partners, stakeholders, elected officials and staff*
- *Improve alignment among community partners, stakeholders, and local governments*

## **Objective 4: Increase public knowledge of resources and benefits related to homeless services and housing affordability**

- Create specialized training for City Employees - including Public Safety and Las Vegas Fire and Rescue teams - to strengthen their understanding of homeless services
- Develop and distribute resource cards and trifold pamphlets to support victims of crime and individuals experiencing homelessness
- Promote stories to local news media outlets regarding the revamped MORE team
- *Assess and document the current status of the unhoused population in Las Vegas, evaluate the services being provided, identify gaps in support, and use this information to better leverage existing contracts and MOUs for more informed decision making*

**Objective 5: Implement homeless prevention initiatives to stop individuals and families from experiencing homelessness**

- Integrate the city's Prevention Program into the eviction-court process by partnering with legal and court agencies, creating a shared referral workflow, training staff, developing informational materials, and launching coordinated eviction-related referrals
- Use existing software to receive and process Prevention, Diversion, and Ticket to Home program applications to reduce staff workload and increase capacity