THE CITY OF HENDERSON

A Place To Call Home

COMPREHENSIVE ANNUAL BUDGET REPORT

Fiscal Year 2016-2017 | Henderson, NV



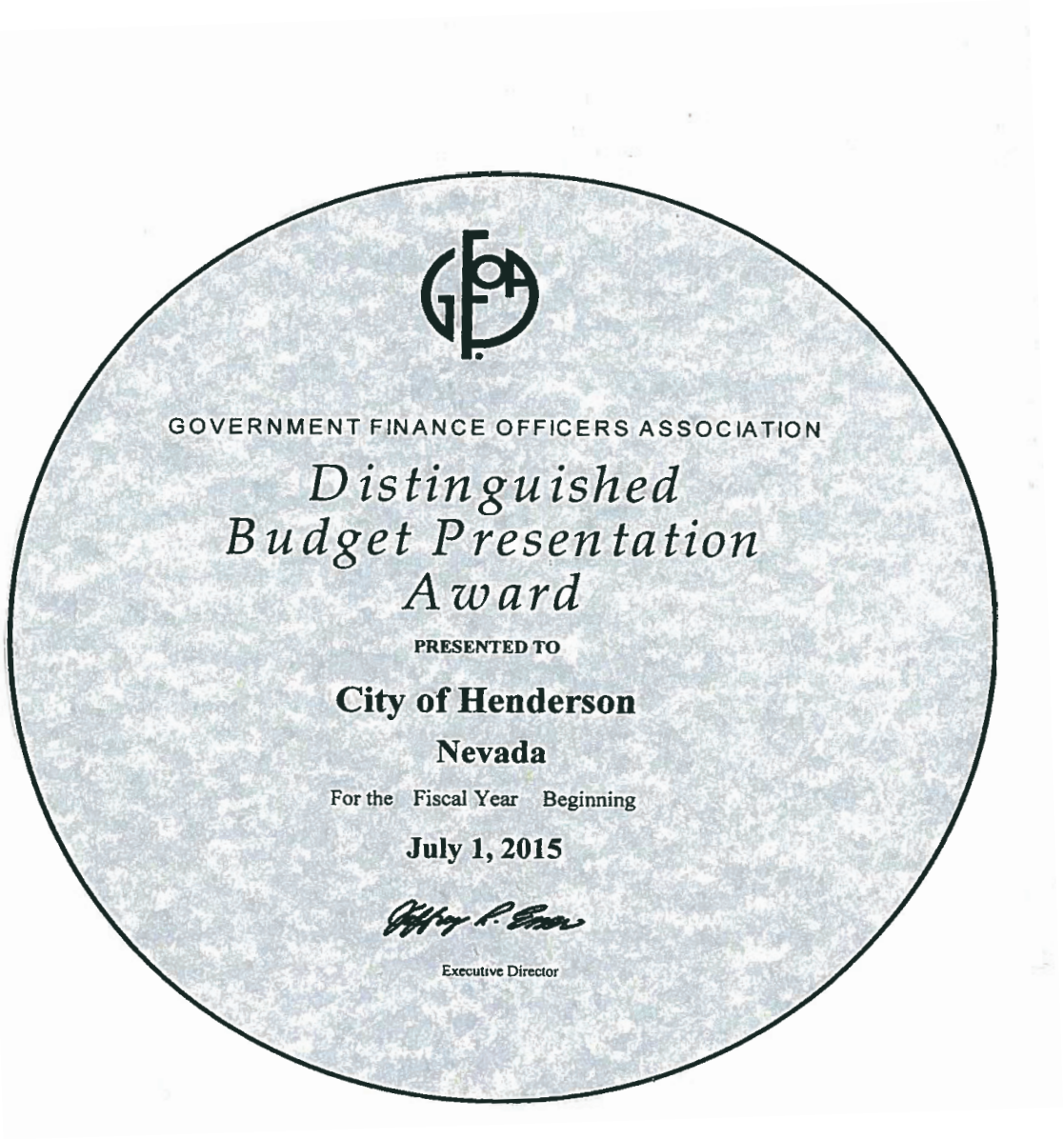


Henderson City Hall complex

Comprehensive Annual Budget Report

Prepared by:
Budget Office - Finance Department
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Henderson, NV 89015
cityofhenderson.com



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Henderson, Nevada, for its annual budget for the fiscal year beginning July 1, 2015.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.

Comprehensive Annual Budget Report
Fiscal Year 2016-2017



Debra March
Councilwoman Ward II

Andy Hafen
Mayor

John F. Marz
Councilman Ward III

Sam Bateman
Councilman Ward IV

Gerri Schroder
Councilwoman Ward I

City Management



Robert A. Murnane
City Manager



Gregory W. Blackburn
Assistant City Manager



Richard A. Derrick
Chief Financial Officer



Bristol S. Ellington
Assistant City Manager


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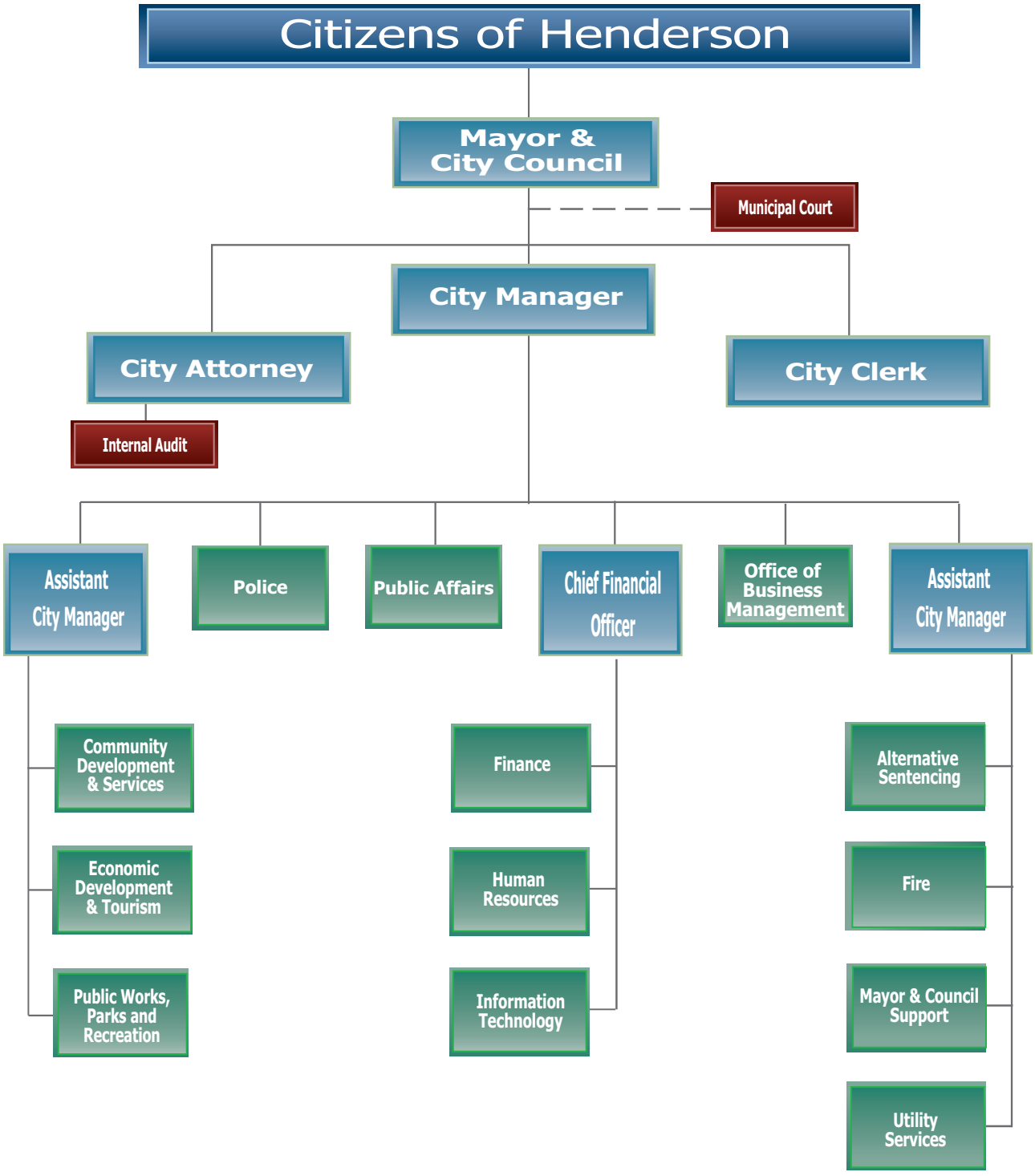
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City Organization Chart



July 1, 2016

To the Residents of Henderson,

I am pleased to present to you the Fiscal Year 2017 Comprehensive Annual Budget Report for the City of Henderson. Delivering a balanced, sustainable and fiscally sound budget and adhering to strong financial management practices ensure we continue to be good stewards of our resident's tax dollars. We are also proud to have one of the highest bond ratings of any city in Nevada.

The final budget for the period of July 1, 2016, to June 30, 2017, includes $509 million in expenditures. These expenditures include the costs for general government operations that are the cornerstone of our quality of life such as Police, Fire, Public Works, Parks and Recreation, Building & Fire Safety, and Utility Services.

Your City Council and city leaders remain committed to our mission to provide services and resources that enhance the quality of life to those who live, learn, work and play in our city. Working together with you, our residents, I am confident we can achieve our vision of becoming America's premier community.

Sincerely,

Mayor Andy Hafen
City of Henderson

Budget Message

Introduction

The Fiscal Year 2017 Annual Budget, which was adopted by the Mayor and Council on May 17, 2016, is a numerical reflection of the Fiscal Year 2017 City-wide Strategic Plan and Departmental Performance Management Plans. By allocating the City's resources through strategic alignment of citizen input, council goals, and department initiatives, it is believed that this budget will successfully meet today's challenges and set the stage for continued success.

Budget Highlights

Value driven City initiatives which contributed to the development of the Fiscal Year 2017 Budget include:

- Maintain the City of Henderson property tax at the same low rate of $.7108 per $100 in assessed valuation. This property tax rate continues to be one of the lowest rates in the State of Nevada.
- Provide efficient public services while maintaining one of the lowest employee to citizen ratios in the Las Vegas Valley.
- Plan to close out Fiscal Year 2017 with no transfers in from reserves for the fourth straight year.

Budget in Summary

The City's financial plan is developed within projected available resources and is presented by function within each fund. Fiscal Year 2017 total budgeted revenue and other financing sources for all funds, excluding transfers in, is $487.8 million. Budgeted expenditures excluding transfers out is $509.4 million. The budgeted ending balances for all Governmental Funds total $119.9 million, consisting primarily of resources dedicated to ongoing capital projects and reserves. The Fiscal Year 2017 budget is balanced, prudent and responsive to community needs.

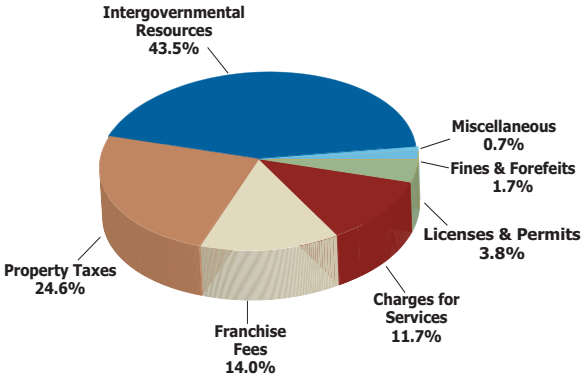
The Redevelopment Agency is a component unit of the City of Henderson. The total budgeted revenue for Fiscal Year 2017 is $8.8 million, with $8.8 million in expenditures. The fund balance at the end of Fiscal Year 2017 is estimated to be $27.2 million.

General Fund

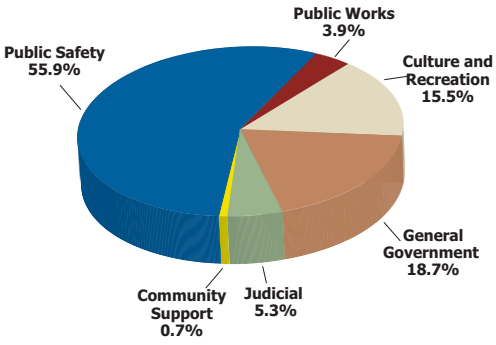
The General Fund is the largest fund and includes the budget necessary to provide most of the core services and day-to-day activities. General Fund revenues are projected to be $244.3 million, a 3.3 percent increase over Fiscal Year 2016. Total General Fund expenditures excluding transfers out are expected to be $243.9 million, a 3.9 percent increase over the previous year. Approximately 56 percent of the General Fund expenditures support public safety for our community.

The General Fund Ending Fund Balance is projected to be $21.7 million, or 8.9 percent of the General Fund's budgeted revenue.

General Fund Revenue by Source



General Fund Expenditures by Function



General Fund

	FY 2015 Actual	FY 2016 Estimate	FY 2017 Budget	Percent Change
Beginning Fund Balances	**$ 18,250,450**	**$ 22,740,756**	**$ 22,370,702**	**-1.6%**
Revenues				
Property & Other Taxes	56,905,962	58,553,424	60,014,122	2.5%
Franchise Fees	32,677,892	33,150,000	34,250,000	3.3%
Licenses and Permits	9,469,188	9,090,500	9,340,200	2.7%
Intergovernmental Resources	97,812,733	101,838,868	106,246,638	4.3%
Charges for Services	28,365,652	28,357,633	28,500,661	0.5%
Developer Contributions	27,035	100,000	100,000	0.0%
Fines and Forfeits	4,308,262	3,777,765	4,292,409	13.6%
Miscellaneous	1,507,502	1,511,462	1,533,457	1.5%
Total Revenues	**$ 231,074,226**	**$ 236,379,652**	**$ 244,277,487**	**3.3%**
Operating Transfers In	150,000	-	-	0.0%
Total Revenue/Other Sources	**$ 231,224,226**	**$ 236,379,652**	**$ 244,277,487**	**3.3%**
Total Resources	**$ 249,474,676**	**$ 259,120,408**	**$ 266,648,189**	2.9%
Expenditures by Function				
General Government	39,096,148	45,337,318	45,649,665	0.7%
Judicial	11,461,622	12,294,947	12,977,745	5.6%
Public Safety	122,536,522	130,390,301	136,129,203	4.4%
Public Works	6,781,537	8,657,060	9,567,390	10.5%
Culture & Recreation	33,578,052	36,282,794	37,859,106	4.3%
Community Support	1,770,944	1,684,317	1,686,384	0.1%
Total Expenditures	**$ 215,224,825**	**$ 234,646,737**	**$ 243,869,493**	**3.9%**
Operating Transfers Out	11,509,095	2,102,969	1,050,000	-50.1%
Total Expenditures/Other Uses	**$ 226,733,920**	**$ 236,749,706**	**$ 244,919,493**	**3.5%**
Ending Fund Balance	**$ 22,740,756**	**$ 22,370,702**	**$ 21,728,696**	**-2.9%**

Other Funds

The City has 20 active Governmental Funds excluding the General Fund. Governmental Funds account for proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes. For Fiscal Year 2017, revenue and other financing sources are projected at $47.3 million and total expenditures and other uses are projected at $56.5 million. The budgeted ending balances for these funds are $98.2 million.

The budget also contains twelve Proprietary Funds with estimated revenues and other sources of $201.3 million and expenditures and other uses of $213.1 million. These funds are used to account for services provided to internal departments on a cost-reimbursement basis or operations that are financed and operated in a manner similar to private business enterprises.

Staff Complement

The adopted full-time positions for Fiscal Year 2017 total 2,032. This represents a net increase of 5 positions over the Fiscal Year 2016 staff complement. In the General Fund, 16 new positions include eleven in Public Safety, one to support General Government, one Judicial, two support Public Works activities, and one to support Parks & Recreation activities. Six added positions in other funds are to support recovering building and development activities in the city including three in Utilities and three in the DSC. These additions were offset by the elimination of seven grant funded positions and ten Cultural Arts funded positions.

Additional details on specific staff changes can be found in the financial overview of the individual departments in the Performance Budget Section and in the Schedules & Summaries sections of this document.

Strategic Plan

The City's Strategic Plan serves as the foundation for the City's annual performance budgeting process. The strategic goals and strategies contained within the plan are guiding factors in planning and resource allocation decisions. The City's priorities are presented on page 8. Additional information on the Strategic Plan can be found in the Long-Range Planning and Performance Budget sections of this document.

CIP Capital Projects

Governmental fund capital improvements for the Fiscal Year 2017 CIP total $129.7 million. This amount includes: $14.9 million from Grants & Contributions, $22.2 million from the Clark County Regional Flood Control District (CCRFCD), and $61.4 million from the Regional Transportation Commission (RTC). Additional funding sources comprise the other $31.2 million. Another $34.0 million in capital projects are included in proprietary funds. The Water Fund provides for $22.7 million funding and the Sewer Fund provides the remaining $11.3 million.

The City continues to partner with developers and other entities, such as CCRFCD and RTC, to fund various projects including flood channels, street projects, and parks. Additionally, the City successfully receives numerous federal grants to support various projects.

The City annually updates the Capital Improvement Plan, a multi-year planning document that identifies and prioritizes the need for a variety of public improvements and coordinates the City's financing and construction time frames. The document covers a six-year horizon and provides order and continuity for the repair, replacement, construction, and expansion of the City's capital assets. Additional information can be found in the Capital Improvement section of this document.

Financial Condition

The City continues to recover from the recession. For the second year in a row, the General Fund was closed out in Fiscal Year 2015 without the use of reserves. Fiscal Years 2016 and 2017 are expected to close in an operating surplus as well. The City will continue to focus on building back reserves and on infrastructure reinvestment.

After experiencing a period of stagnation, visitor volume in the Las Vegas valley reached the highest level it has ever been, a record high of 42.7 million visitors for the year ending April 2016. Visitor spending also reached the highest level it has ever been with spending exceeding $22 billion in 2015. Convention growth has exceeded expectations and hotel room occupancy rates are reaching capacity on both midweek and weekend levels.

The City of Henderson is focusing its efforts on recruiting new businesses from a select list of target industries including medical, industrial, financial, educational, and administrative offices. These new businesses help create job opportunities for residents, while also helping to diversify the local economy. Businesses that may be interested in relocating and local businesses planning to expand may be eligible for a number of incentive programs and services. As municipal stewards, it is essential that the financial integrity of the City of Henderson is maintained regardless of the effects of outside forces and economic conditions.

Financial Reserves

Another indicator of a City's financial strength is the level of its financial reserves. The City of Henderson continues to maintain reserves in fund balances and net assets of the various operating funds at levels sufficient to protect the City's credit worthiness, as well as its financial position from unforeseeable emergencies. The current status of reserves includes:

- The General Fund undesignated fund balance at the end of Fiscal Year 2017 is estimated to be $21.7 million, or 8.9% of the projected revenue.
- The Financial Stabilization Special Revenue Fund ending fund balance is projected to be $20.3 million at the end of Fiscal Year 2017, or 8.3% of General Fund revenue.
- All Enterprise Funds are projected to have adequate cash balances to maintain operations and provide sufficient reserves for emergencies and revenue shortfalls.
- Insurance Reserves are reviewed annually by an actuary and rates have been adjusted to reflect the recommendations. Existing reserves were deemed sufficient when combined with purchased insurance policies to adequately indemnify the City's capital assets.

Revenues

Revenue levels continue to increase at a moderate pace. Management continues to monitor revenue changes to ensure that City finances are responsibly managed.

The City is highly reliant on consolidated tax, which consists of liquor taxes, cigarette taxes, the Government Services tax, the Real Property Transfer tax, the Basic City County Relief tax (BCCRT), and the Supplemental City County Relief tax (SCCRT). The BCCRT and SCCRT are strictly sales tax based, and generally make up in excess of 85% of consolidated tax. Once compiled at the state level, these funds are then distributed to municipalities according to a formula outlined in NRS 360. Because consolidated tax is so closely tied to sales tax, economic indicators which affect sales tax, such as visitor volume, can have a critical impact on the City.

Property tax caps were put into effect by the Nevada State Legislature in Fiscal Year 2005. This legislation limits the amount that a property tax bill can increase from one year to the next for existing property. For owner occupied residential property the growth in the property tax bill is the lesser of 3% or the commercial cap. The commercial cap is calculated as the greater of 2 times the Consumer Price Index (CPI) OR the average 10 year assessed valuation growth rate, however, the commercial cap cannot exceed 8%. Due to the decline in assessed valuation during the economic downturn the 10 year average change in assessed valuation is negative in Clark County and much of the state of Nevada.

Since Fiscal Year 2013, the commercial cap has been determined by 2 times the CPI. With many economic driving factors, one being the low gas prices in 2015, the CPI that was used to determine the cap for Fiscal Year 2017 property tax billing was .1%. For all existing property in Clark County the tax bills could only grow at .2% between Fiscal Years 2016 and 2017. Assessed valuation in Henderson grew by over 10% between these two fiscal years, but the total Property Tax bill for the average homeowner grew by less than $7.00. Only 24% of this increase will go to the City of Henderson. This comes at a time when the service demands upon the City continue to increase as the City expects about 8,500 more residents this year or a growth of 3%.

This is a statewide issue as it impedes the economic recovery of all municipalities and school districts. Discussions are taking place across the state at all levels of local and state government about this issue and potential language changes are being considered for introduction at the 2017 State Legislative session.

Bond Ratings

The City's bond rating reflects the credit industry's faith in the City of Henderson's financial management and its ability to repay outstanding debt. Higher rated bonds indicate less risk to prospective bond buyers, which translates to lower interest costs to the City.

The City of Henderson has one of the highest bond ratings of any city in the State of Nevada. In April 2015, Moody's Investors Services affirmed the City's Aa2 rating. At the same time, Standard & Poor's Ratings Services affirmed the City's general obligation bond rating of AA with a stable outlook.

Nevada's Highest "AA" Rated City

Moody's Investors Services
Aa2

STANDARD &POOR'S

Standard & Poor's
AA

In Moody's words: "The city's overall credit profile continues to improve. Although the city's tax base remains well-below pre-recession highs, preliminary 2016 figures from the county assessor show another double-digit increase, to an enormous $30.4 billion (appraised value). Financial performance continues to improve, with just a small utilization of available reserves in 2014."

Standard & Poor's ratings cited specific credit characteristics of the City including:

- Strong economy, with access to a broad and diverse metropolitan statistical area (MSA), but a concentrated employment base;
- Very strong management, with "strong" financial policies;
- Adequate budgetary performance, with balanced operating results in the general fund but an operating deficit at the total governmental fund level;
- Very strong budgetary flexibility, with an available fund balance in fiscal 2014 of 17% of operating expenditures;

This is a testament to the proactive steps taken to ensure the City remains financially sustainable in the future.

Challenges

An ongoing challenge for public entities in Nevada has been the slow economic recovery from the recession, though taxable sales have shown a modest recovery in recent years. Total taxable sales in Nevada for the 12-month period ending May 2016 increased 5.2 percent.

While population growth had been a key driver of the Southern Nevada economy in the past, it will probably play less of a role in growing the economy in the near-term. Instead, it will be economic growth that will drive recovery for the next few years.

Nevada's economy has been driven for years by gaming and construction. The reliance on these two industries was devastating to the economy when the recession hit. Lessons learned, now Nevada's efforts are focused on economic diversification, and these efforts are helping to grow the state in the right direction. Jonas Peterson, president and CEO of the Las Vegas Global Economic Alliance (LVGEA) states, "We have opportunities to attract many different types of companies, but in the short-term we're best poised to attract light manufacturers and distributors. When we become aware of opportunities, we are definitely going to eagerly explore those, but we're also focused on developing our own talent pool of young entrepreneurs who could go on to create the next Fortune 500 company right here."

Our Vision

To Be America's Premier Community

Our Mission

Provide services and resources that enhance the quality of life to those who live, learn, work and play in our city

Our Values

Safety | Teamwork
Excellence | Professionalism

Our Priorities

Infrastructure
Invest in the community's infrastructure

Financial Sustainability
Ensure long-term financial resiliency

Maturing Neighborhoods
Revitalize historic neighborhoods, and strengthen economic and community development

Community Safety
Provide quality public safety services and programs

Public Service Excellence
Deliver effective and efficient services to the community

Environmental Resources
Provide solutions to environmental issues affecting the community

THE CITY OF HENDERSON
A Place To Call Home









Property Tax Overview

Population & Assessed Valuation

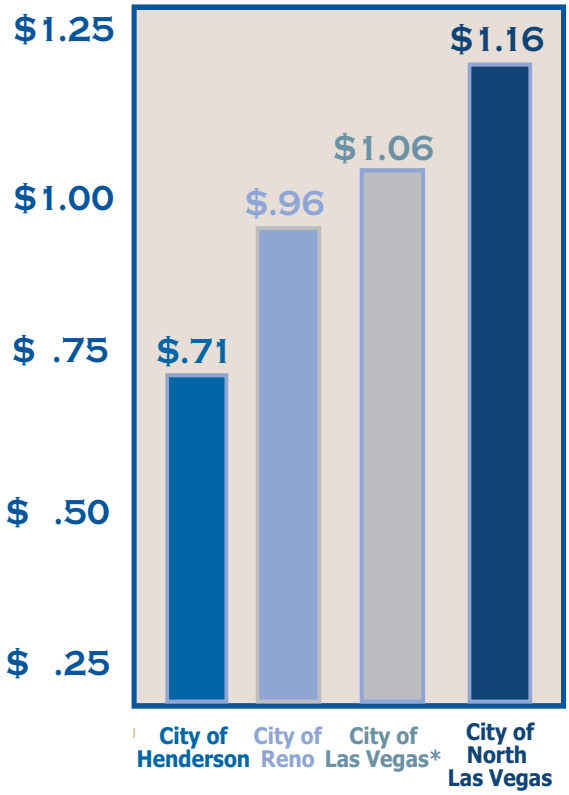
	FY 2015 Actual	FY 2016 Estimate	% Change	FY 2017 Budget	% Change
Population					
Henderson	280,928	287,828	2.5%	296,328	3.0%
Clark County	2,118,353	2,191,000	3.4%	2,225,000	1.6%
Las Vegas	610,637	620,935	1.7%	620,935	0.0%
North Las Vegas	226,199	230,491	1.9%	235,395	2.1%
Boulder City	15,635	15,627	-0.1%	15,813	1.2%
Mesquite	17,477	18,262	4.5%	19,061	4.4%
Assessed Valuation					
Henderson	$ 9,599,639,616	$10,630,915,219	10.7%	$11,630,054,583	9.4%
Clark County *	62,898,942,089	69,258,468,466	10.1%	74,586,653,697	7.7%
Las Vegas	13,852,723,777	15,520,077,988	12.0%	16,578,456,154	6.8%
North Las Vegas	4,730,877,154	5,505,886,141	16.4%	6,064,962,361	10.2%
Boulder City	609,805,199	671,380,330	10.1%	687,380,048	2.4%
Mesquite	583,373,057	641,450,284	10.0%	681,450,543	6.2%

* Less net proceeds from mining
Source: S-2 Form from State Budget Forms

Property Tax Rates
Nevada Cities of Comparable Size



City of Henderson participating in the Emergency Kit Cook Off as part of National Preparedness Month



* Includes Las Vegas portion of the Las Vegas Metropolitan Police Department.
Note: Rates per $100 of assessed valuation.

Overlapping Property Tax Rate Breakdown

	FY 2017	Percent
State	$ 0.1700	6.0%
County		
Operating	0.6541	23.0%
Debt	0.0000	0.0%
Subtotal County	0.6541	23.0%
School District		
Operating	0.7500	26.0%
Debt	0.5534	19.0%
Subtotal School District	1.3034	45.0%
City of Henderson		
Operating	0.3198	11.0%
Voter Approved Overrides	0.2310	8.0%
Debt	0.1600	5.0%
Subtotal City	0.7108	24.0%
Special Districts		
Henderson Library District	0.0602	2.0%
Subtotal Special Districts	0.0602	2.0%
Total Property Tax Rate	**$ 2.8985**	**100.0%**

Property Tax Calculation



Market Value	$ 200,000
Assessed Value (35% of Market Value)	$ 70,000
Divide by 100	$ 700
Property Tax Rate	x 2.8985
Property Tax Assessment	$ 2,029

Breakdown:

State of Nevada	$ 119
Clark County	458
School District	912
City of Henderson	498
Library District	42
	$ 2,029

Source: Nevada Department of Taxation Property Tax Rates for Nevada Local Governments Report.
Note: Rates per $100 of assessed valuation.

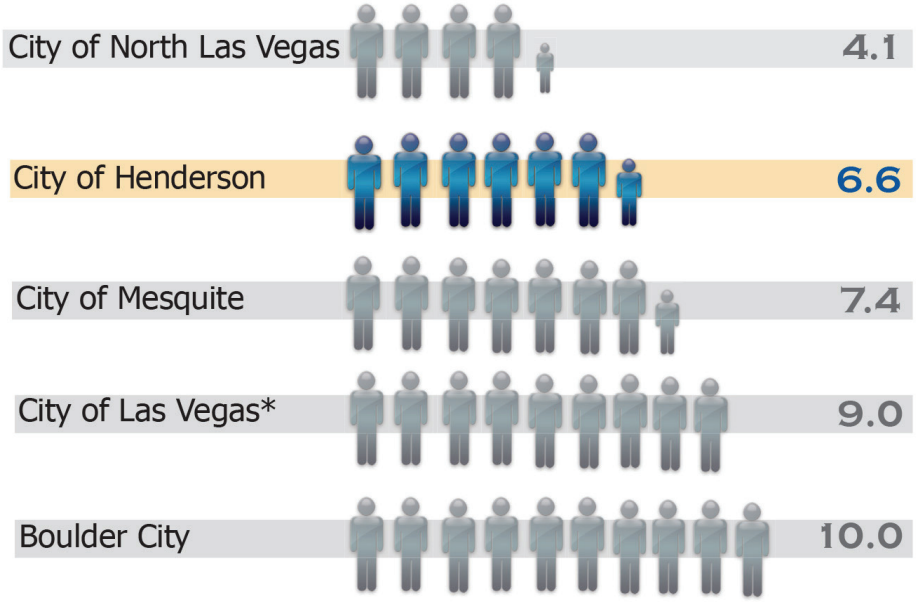


Theresa's Lemonade Stand to benefit Police

Employee Productivity

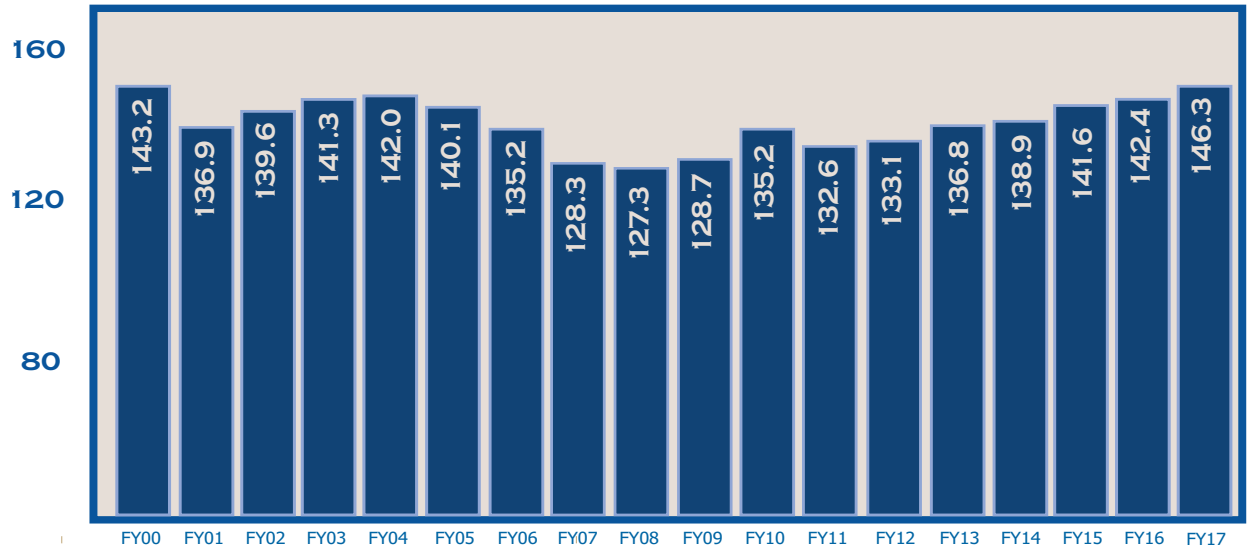
The chart below is a comparison of employees per 1,000 population for cities in Clark County.

Number of Full-Time Employees Per One Thousand Residents



* City of Las Vegas includes portions of the Metropolitan Police Department and Las Vegas Valley Water District.
Information compiled by City of Henderson Community Development Department May 2016.

Henderson Population Per Full-Time City Employee*

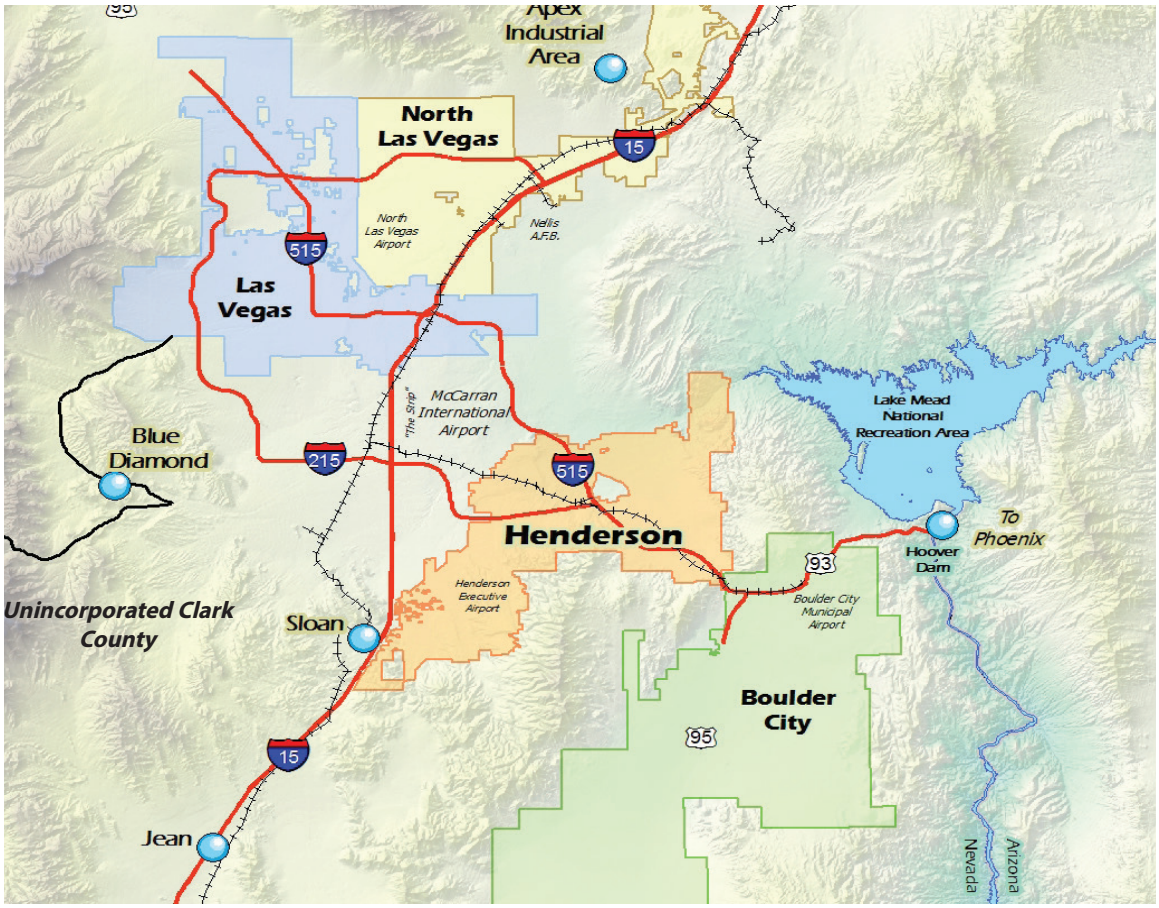


The changes in the ratio from Fiscal Year 2009 to Fiscal Year 2010 represent a reduction in staffing levels as a result of the local economic recession. More specifically, staff levels were reduced in the DSC fund during Fiscal Year 2010 and 2012. During Fiscal Year 2011, additional employees were hired to staff the new jail expansion. We anticipate the ratio of citizens per employee will continue to increase as the City continues to look for efficiencies in providing services to its citizenry.

* As reported in the Comprehensive Annual Financial Report.

Community Profile

Map of Henderson and Surrounding Area



Incorporated in 1953, the City of Henderson received its charter in 1965 from the Nevada State Legislature. The city charter established a council/manager form of government, in which the Mayor and Council are vested with the legislative power of the City and the City Manager is responsible for executive duties and administration of the City.

The Mayor and four City Council members are elected at large on a nonpartisan basis, although no two council members can be from the same ward of the City's four wards. The Council appoints a City Manager, City Attorney, and City Clerk who directly report to the Council. All other City department heads, including the Police Chief and the Fire Chief, are hired by the City Manager.

Fiscal Year 2017 Assessed Taxable Property Valuation:

$ 11,630,054,583

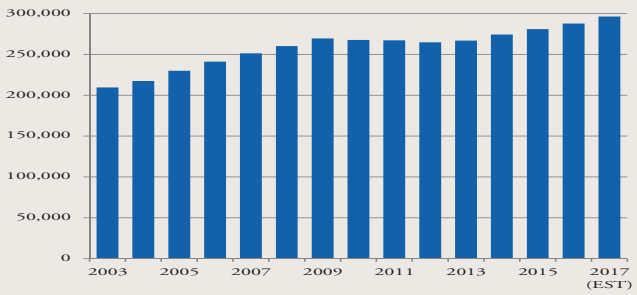
Bond Ratings:

Moody's Investors Services	Aa2
Standard and Poor's	AA

Fiscal Year 2017 Budgeted Expenditures:	
General Government	$509,435,435
Redevelopment Agency	8,808,274
City Total	$518,243,709

City of Henderson Property Tax Rate:	
Operating	.3198
Voter Approved Overrides	.2310
Debt	.1600
Total	.7108

Population



Population as of July 1 of each fiscal year.

Information for 2016 and prior provided by the Nevada State Demographer. Information for 2017 provided by the City of Henderson Community Development Department.

FY 1998	143,721
FY 1999	155,859
FY 2000	171,217
FY 2001	179,144
FY 2002	196,780
FY 2003	209,486
FY 2004	217,448
FY 2005	229,984
FY 2006	241,134
FY 2007	251,321
FY 2008	260,161
FY 2009	269,538
FY 2010	267,687
FY 2011	267,270
FY 2012	264,839
FY 2013	266,846
FY 2014	274,270
FY 2015	280,928
FY 2016	287,828
FY 2017 Estimate	296,328

Median Age
40.7

Median Household Income
$63,830

Number of Households
120,504

Elevation
1,940 ft.

Full Service and Specialty Hospitals
6

Schools

Elementary	25
Middle	7
Senior High	6
Colleges	15

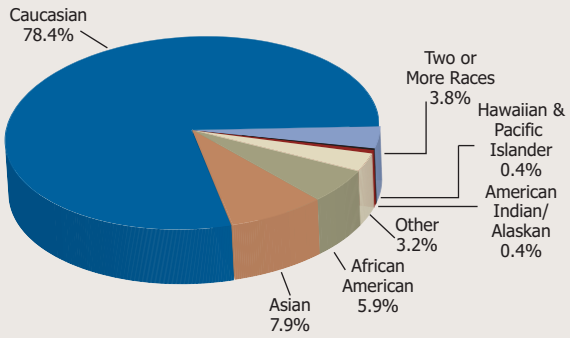
Public Libraries
4

Source: 2016 Las Vegas Perspective , City of Henderson and Clark County School District



2015 Winterfest Parade

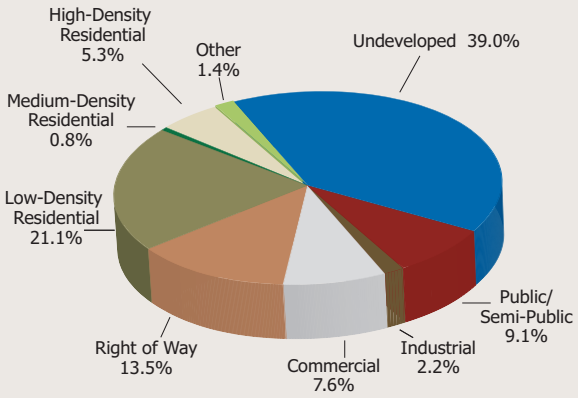
Racial Composition



Racial Composition	% of Total
Caucasian	78.4%
Asian	7.9%
Black or African American	5.9%
American Indian/Alaskan Native	0.4%
Native Hawaiian & Other Pacific Islander	0.4%
Other	3.2%
Two or more races	3.8%
Total	**100.0%**

Source: Henderson Community Development Department Aug, 2016.

Land Use



Land Area	*71,468 Acres*

Land Use	% of Total
Residential - Low Density	21.1%
Residential - Medium Density	0.8%
Residential - High Density	5.3%
Right of Way	13.5%
Commercial	7.6%
Public/Semi-Public	9.1%
Industrial	2.2%
Other	1.4%
Undeveloped	39.0%
Total	**100.0%**

Source: Henderson Community Development Department Aug, 2016.

Hispanic or Latino - Culture*

Non-Hispanic or Latino	85.1%
Hispanic or Latino (of any race)	14.9%

Source: U.S. Census Bureau American Community Survey 2010-2014.

* The federal government considers race and Hispanic origin to be two separate and distinct concepts. For this reason, Hispanics may be of any race. For more information, please visit www.census.gov.

Land Use

	Square Footage
Industrial Space	9,454,001
Retail Space	13,306,940
Office Space	7,010,914

Source: Applied Analysis 2016

Henderson Major Industrial Parks

Facility	# of Acres
Black Mountain Industrial Center	1,500
Henderson Executive Airport	720
Gibson Business Park	260
South 15 Airport Center	170
Conestoga Industrial Area	153
Black Mountain Business Park	140
Green Valley Business Park	112
Sunpac	56
Pacific Business Center	48

Source: Las Vegas Perspective 2016

Major Private Employers In Henderson

	Employer	Product/Service	Employees
1	St. Rose Dominican Hospitals - Siena	General Medical and Surgical Hospitals	2,000 to 2,499
2	Green Valley Ranch Station Casino	Hotel/Casino	1,500 to 1,999
3	M Resort LLC	Hotel/Casino	1,000 to 1,499
4	Sunset Station Hotel & Casino	Hotel/Casino	1,000 to 1,499
5	Barclays Services, LLC	Credit Card Issuing	800 to 899
6	St. Rose Dominican Hospitals - De Lima	General Medical and Surgical Hospitals	700 to 799
7	Fiesta Henderson Station Casino	Hotel/Casino	600 to 699
8	Titanium Metals Corp	Other Nonferrous Metal Production	500 to 599
9	Wal-Mart Supercenter	Warehouse Clubs and Supercenters	400 to 499
10	Levi Strauss & Co	Mens/Boys Clothing Merchant Wholesalers	300 to 399
11	Cashman Equipment Company	Construction Equip Merchant Wholesalers	300 to 399
12	Costco Wholesale Corp	Warehouse Clubs and Supercenter	300 to 399
13	Wal-Mart SuperCenter - Lake Mead	Warehouse Clubs and Supercenters	300 to 399
14	LOEWS Lake Las Vegas Hotel	Hotels (except Casino Hotels)	300 to 399
15	Life Time Fitness	Fitness and Recreational Sports Centers	300 to 399
16	Captioncall, LLC	Translation and Interpretation services	300 to 399

Source: State of Nevada Department of Employment, Training, & Rehabilitation - Fourth Quarter 2015.

Twelve Largest Taxpayers in Henderson

	Taxpayer	Type of Business	Taxable Assessed Value**	% of Total Assessed Value*
1	Station Casinos, Inc	Hotel/Casino	$ 102,870,728	0.97%
2	W. L. Nevada Incorporated	Developer	101,231,043	0.95%
3	Green Valley Ranch Gaming, LLC	Hotel/Casino	87,603,439	0.82%
4	Basic Management Incorporated	Developer	77,453,094	0.73%
5	M Resort LLC	Hotel/Casino	72,086,593	0.68%
6	Greenspun Corporation	Developer	48,217,588	0.45%
7	Harsch Investment Properties	Real Estate	41,557,501	0.39%
8	Picerne Real Estate Group	Real Estate	37,192,812	0.35%
9	Ranch Center Associates Ltd. Partnership	Developer	29,685,073	0.28%
10	Camden Property Trust	Real Estate	23,917,779	0.22%
11	Olen Properties	Real Estate	19,033,165	0.18%
12	D.R. Horton	Developer	17,885,959	0.17%
	TOTAL		**$658,734,774**	**6.20%**

Source: Clark County Assessor's Office. October 2015.

* Based on the estimated Fiscal Year 2016 total assessed valuation for the City of $10,630,915,219 as reported by the State of Nevada Demographer.

** Taxable Assessed Value is 35% of Appraised Value

Recreation & Attractions

The City of Henderson has been named a Playful City USA for the ninth consecutive year by KaBOOM!, a national nonprofit dedicated to bringing play back into children's lives. Henderson is the only community in Nevada to receive this prestigious designation. The City's Parks and Recreation Department is also the only agency in Nevada to currently hold national accreditation through the Commission for Accreditation of Park and Recreation Agencies, successfully passing all 144 accreditation standards. The department won the National Recreation and Park Association's 2014 Gold Medal Award for Excellence in the field of Park and Recreation Management. Residents enjoy having premier parks and recreation facilities within a mile of almost every Henderson home.

Recreation Centers: 8
Including the Heritage Park Senior Facility and the largest multigenerational recreation center in the state

City Parks: 64
Including the Henderson Bird Viewing Preserve and the skate park at Anthem Hills Park

Ball Fields/Multiuse Fields: 105
(many lighted)
Including one of the largest sports complexes in the state

Tennis Courts: 64
(many lighted)

Public Pools: 13
In 7 locations, including 3 aquatic complexes

Golf Courses: 10
6 Public
1 Municipal
3 Private

Performing Arts Center: 1
The Henderson Pavilion hosts an estimated 30,000 attendees per year.

Trails:
More than 120 linear miles of bicycle and pedestrian trails

Hotels & Resorts:
Offering gaming, shows, concerts, fine dining, day spas, and luxury accommodations

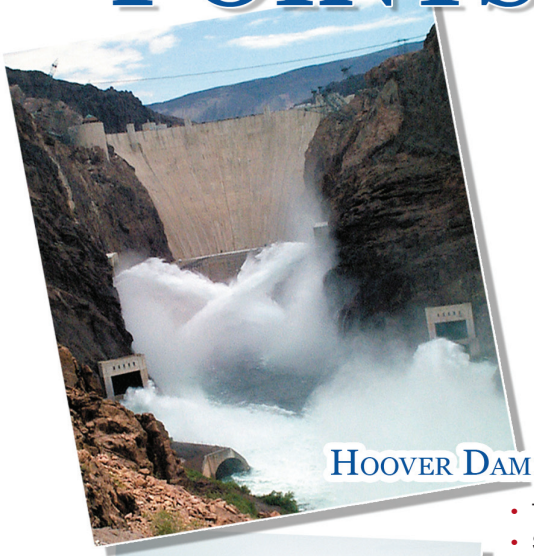
Water Street District:
Cultural arts, special events, art galleries, shopping, and dining

Major Shopping:
Galleria at Sunset mall
Largest commercial corridor in the state (Sunset & Stephanie area)
Montelago Village at Lake Las Vegas Resort
The District at Green Valley Ranch



Paradise Pointe Park Grand Opening

Points of Interest



Hoover Dam 14 miles

- Tours
- Sight-seeing



Mount Charleston 45 miles

- Hiking
- Snow Skiing
- Horseback Riding



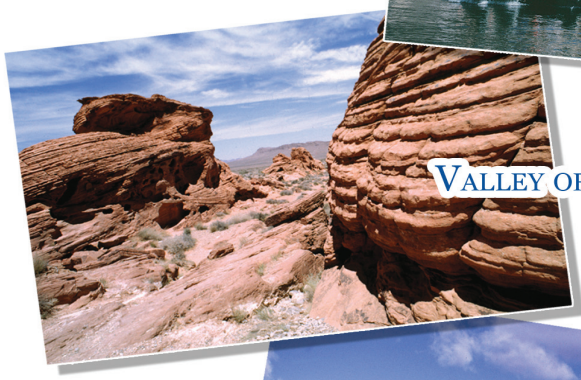
Colorado River 14 miles

- Fishing
- Rafting
- Canoeing



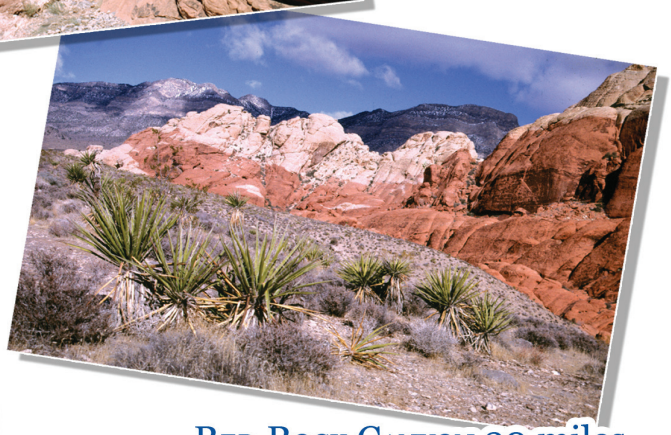
Lake Mead 6 miles

- Fishing • Swimming
- Paddle Boat Cruises



Valley of Fire 49 miles

- Hiking • Camping



Red Rock Canyon 30 miles

- Hiking • Camping • Rock Climbing



Las Vegas Strip 14 miles

- Gaming • Fine Dining • Entertainment • Shopping

All mileage approximated from City Hall on Water Street.

A Brief History

Henderson was born in "America's defense" in 1942 with the construction of Basic Magnesium Inc., a magnesium factory controlled by the U.S. Defense Plant Corporation. The plant was opened to supply magnesium for munitions and airplane parts for the war effort. The town provided housing, stores, and recreational facilities to the plant workers. The site was chosen for its location about midway between the railroads of Las Vegas and the water available from Hoover Dam.

In 1944, Henderson almost became a ghost town as magnesium production had been sufficient to meet the needs of the federal government and the plant was closed down. In the United States War Asset Administration, Office of Real Property Disposal, the entire town was actually offered for sale. A brochure was distributed on "Townsite, Plancor 201-H" which provided the following description of Henderson:

> *"This development constitutes what can be considered a complete community establishment, providing housing and recreation for approximately 3,500 persons, based on an average of 3.48 persons per unit. As constructed, the community development consists of a well-conceived town plan layout of hard-surfaced streets, graded service alleys, complete utilities such as sewer, water, and electrical services, 703 two-bedroom houses, 297 three-bedroom houses, all constructed on a standard plan of shiplap on wood frame, composition roof, tongue and groove wood flooring, electric heating, evaporative cooling, full sanitary plumbing, hot and cold water, open garage and driveway. Also included are school buildings, two 'bachelor type' apartment buildings of 29 apartments each; theater building; recreation building housing a drug store and market building; nursery-school building; post office building; maintenance shop; paint shop; fire station; small shop building; Protestant Church; Catholic Church; Red Cross building; Boy Scout building; library building; athletic field and field house; asphalt-surfaced tennis court, baseball diamond; and complete hospital serving the area."*

In 1947, the Nevada Legislature approved a bill to give the Colorado River Commission of Nevada the authority to purchase the plant. Soon portions of the plant were used to house other manufacturing firms and in 1951, Basic Management Inc. (BMI) was formed by



these tenants to generate income tax and free the state from managerial duties. BMI managed and acquired the facility's "residual assets," the several thousand acres of undeveloped land and utilities common to the complex. BMI purchased the property from the state in 1952. Henderson was saved from destruction as war surplus property.

Incorporated in 1953, Henderson was named for Charles P. Henderson, a former U.S. senator from the State of Nevada, who was instrumental in the financing and building of the magnesium plant. On May 27, Dr. James French became the first Henderson Mayor and a five-member City Council was sworn into office. The first official town meeting was held one month later in the high school auditorium.

For the next few decades, Henderson remained a small factory town. Many of the original townsite homes still stand in downtown Henderson, some occupied by families of original plant workers.

In the early 1980s, the Greenspun family began Henderson's first master-planned community, Green Valley. This sparked a much-needed surge in the Henderson economy.

Since that time, Henderson has experienced tremendous growth in population, diversification in industry, and has become a cultural and recreational destination.

The City has transformed from a small industrial town to a full-service premier community. Henderson is known for having small town values with big city efficiencies. An ever increasing number of shopping malls, theater complexes, restaurants, casino/resorts, and other entertainment venues offer residents and visitors a variety of choices for leisure time. Henderson's park and recreation system is recognized nationwide.

Henderson is now home to 28 master-planned communities, many national corporations, and a defined gaming district. Some of the businesses operating in Henderson are: Medco Health Solutions, Ford Motor Credit, Good Humor-Breyers Ice Cream, Wal-Mart, Ethel M Chocolates, Levi Strauss & Company, Station Casinos, Cashman Equipment, Westin Lake Las Vegas Resort and Spa, and the M Resort Spa Casino. In addition, the Redevelopment Agency has several major redevelopment projects under way.

While keeping up with a growing community, we have been able to attain national accreditation for the Henderson Police Department, Fire Department, Public Works, Parks and Recreation Department, and Building & Fire Safety Division

Henderson has come a long way from its humble beginnings. We have worked hard to get to where we are today and want to ensure that our future is just as bright.



Henderson Fire Department Training Center

Contact Information

This document is produced annually by the Budget Office of the Finance Department.

Anyone needing additional information is urged to contact us at:

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The Fiscal Year 2017 Budget in Summary and the Fiscal Year 2017 Comprehensive Annual Budget Report will be available on our website.

A BIG Thank You!

Special thanks go to the following individuals who assisted in the production of this document; Robin Cutler, Jan Fullmer, Tom Madsen, and Doris Steckel. Each of the City's Departments and offices are also to be commended for their invaluable input and support. The coordination of this document could not be completed without the cooperation of everyone involved.

City Departments

Alternative Sentencing	Ian Massy, Chief of Alternative Sentencing
City Attorney's Office	Josh Reid, City Attorney
City Clerk's Office	Sabrina Mercadante, City Clerk
Community Development and Services	Stephanie Garcia-Vause, Director
Economic Development & Tourism	Barbra Coffee, Director
Finance	James McIntosh, Director
Fire	Matthew L. Morris, Chief
Human Resources	Jennifer Fennema, Director
Information Technology	Laura Fucci, Chief Information Officer
Mayor & Council Support	Bud Cranor, Director
Municipal Court	Bill Zihlmann, Court Administrator
Neighborhood Services Division	Barbara Geach, Manager
Office of Business Management	Laura Shearin, Manager
Police	Patrick Moers, Chief
Public Works, Parks and Recreation	Robert Herr, Director
Public Affairs	Javier Trujillo, Director
Redevelopment Agency	Mark Hobaica, Manager
Utility Services	Priscilla Howell, Director

Related Websites

cityofhenderson.com/



hendersonlive.com/
visithenderson.com/
hendersonmeansbusiness.com/

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Financial & Budget Policies

Operating Budget Policies

Basis of Presentation

The accounts of the City are organized and operated on the basis of funds and account groups. A fund is an independent fiscal and accounting entity with a self-balancing set of accounts. Fund accounting segregates funds according to their intended purpose and is used to aid management in demonstrating compliance with finance-related, legal, and contractual provisions.

Accounting Basis

Under the modified accrual basis of accounting, revenues are recognized only when they become measurable and available to finance expenditures during the fiscal period. Expenditures are recognized when the fund liability is incurred. The exception is unmatured interest on general long-term debt which is recognized when due, and the non-current portion of accrued vacation and sick leave, which is recorded in the general long-term debt account group. At year end, open encumbrance balances lapse.

The budgets for Enterprise Funds (Water and Sewer, Cultural Arts & Tourism, Municipal Golf Course, and Development Services Center) and Internal Service Funds (Citywide, Engineering, LID Revolving Loan, City Shop, Self-Insurance, Health Insurance, and Workers' Compensation) are prepared on the full accrual basis of accounting. Under the full accrual basis, expenditures are recognized when the liability is incurred. Revenues are recognized when they are obligated to the City (e.g., water user fees are recognized as revenue when bills are prepared).



Key Fact

The City of Henderson has developed a set of comprehensive financial management policy statements that set forth guidelines against which budgetary performance can be measured and proposals for future programs can be evaluated.

Budgetary Basis

The annual budget is legally adopted for all funds and uses a basis of accounting consistent with generally accepted accounting principles (GAAP). The Governmental Fund types are budgeted on a modified accrual basis and can be directly compared to the operating statements in the City's annual report. Encumbrance accounting is employed as an extension of formal budget integration in the governmental fund types. Encumbrances are commitments to unperformed (executory) contracts for goods and services such as open purchase orders. They are not expenditures or liabilities, but represent the estimated amount of expenditures that will ultimately result if unperformed contracts in process are completed. While all appropriations lapse at fiscal year-end, outstanding encumbrances for capital purchases (reported as a reservation of fund balance) are customarily reauthorized in the subsequent year.

Proprietary Fund types are budgeted on a full accrual basis and depicted in the annual report using a full accrual basis. Minor differences exist in the budgetary basis and the accounting basis in the preparation of the annual budget. These differences occur in the Enterprise and Internal Service Funds. For control purposes, the budget includes appropriations for capital purchases as an expenditure, as well as appropriations for the depreciation of the same assets. In the financial statements, only the depreciation of assets is shown as an expenditure, as the capital purchases are capitalized and shown on the balance sheet.

Balanced Budget Definition

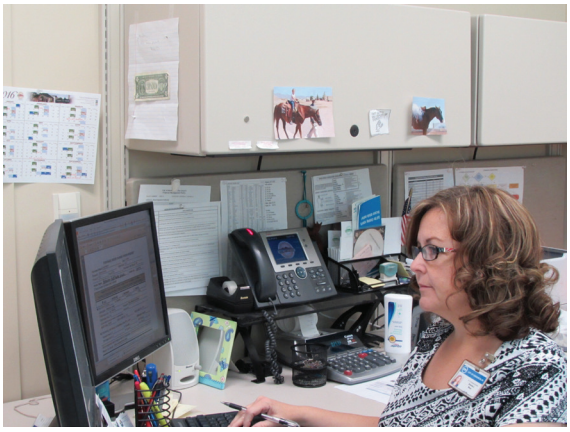
The City is required by law to submit a balanced budget each year to the state for approval. This is defined as a budget in which planned funds or revenues available are equal to or exceed planned fund expenditures. Many of the following policies support the development and management of a balanced budget.

Financial Management Policy Statements

In order to establish and document a policy framework for fiscal decision-making, the Finance Department has developed and maintained a comprehensive set of financial management policy statements. They set forth guidelines against which current budgetary performance can be measured and proposals for future programs can be evaluated. Henderson's financial policies are adopted by Council and demonstrate to the credit rating industry and prospective investors (bond buyers) the City's commitment to sound financial management and fiscal integrity. Financial policies also improve Henderson's fiscal stability by helping City officials plan fiscal strategies with a consistent approach. Adherence to adopted financial policies promotes sound financial management that can lead to improvement in City bond ratings and lower cost of capital. Specifically, this policy framework covers the following areas:

- Budget
- Revenues
- Expenditures
- Fund Balance/Net Position
- Capital Expenditures & Improvements
- Debt
- Investments
- Intergovernmental Relations
- Grants
- Fiscal Monitoring
- Financial Consultants
- Accounting, Auditing and Financial Reporting
- Internal Controls

A brief overview of each of the financial management policy statements follows.



Budget

To establish a budget that best reflects the needs and priorities of the City and enables the City to plan, control, and manage its programs, services, and finances.

Budget Time Period and Type—The City maintains an annual budget cycle. The City's budget process is performance-based. This type of system identifies a particular level of service performance for each type of service (program) and the resources it needs to operate. Resource allocation decisions are made based upon performance operational improvements identified in the City of Henderson Citywide Operations Overview and are identified in each department's Performance Budget. Tentative allocation decisions are made by the Budget Committee with final approval authority remaining with the City Council.
Status: In compliance. A budget timeline was established before the process began and departments continue to gather performance data to enhance resource allocation decisions.

Budget Calendar and Instructions—With each budget cycle, a budget handbook is issued to all departments and managers, which outlines the budget calendar and specifies when budget tasks are to be completed within identified timelines. This handbook also provides policy guidelines and budget preparation instructions for the departments.
Status: In compliance. The budget handbook was updated and provided to each department at the initial budget meeting. A financial overview was also provided identifying allocation targets for both recurring and non-recurring appropriations.

Budget Committee—The Budget Committee consists of a subset of the senior management team as appointed by the City Manager. The Budget division is responsible for preparation of materials and meeting facilitation. Based on departmental business plans and Council goals, the Budget Committee will make funding decisions which best promote the overall priority and financial stability of the City. The recommendations of the Budget Committee will be presented to the City Council for final approval.
Status: In compliance. The Budget Committee met during the budget preparation process to discuss economic conditions, funding requests, and established priorities.

Budget Reporting—The budget of the City shall be presented annually in the following formats:

- Final Budget (state forms format)
- Comprehensive Annual Budget Report (CABR)
- Budget In Summary
- Budget Brief

These documents are prepared with different audiences in mind in order to provide information to all interested parties. The Comprehensive Annual Budget Report and the Budget In Summary are designed to present the budget in clear and easy-to-use formats to the intended audience.

Status: In compliance. The Final Budget (state forms) was filed with the Nevada Department of Taxation on June 1, 2016. The Budget In Summary, Comprehensive Annual Budget Report (CABR) and Budget Brief have been completed.

Appropriation Carryover Policy—In order to establish an efficient and effective means to use the funds for budgetary items that cannot be expended within the fiscal year that the funds were approved, the City had established a carryover policy which requires that all carryover requests comply with the written criteria.

The carryover criteria to establish eligibility for the carryover of unexpended funds is as follows:

1) Any purchase order that has an encumbered balance and approved budget that will not be expended in the current fiscal year, and the project or approved usage of the funds has not yet been completed, will require a written justification requesting a carryover of the remaining funds.

2) Any unexpended funds, currently not encumbered, that have a reasonable explanation as to why the project or usage for the funds could not be completed in the current fiscal year, will require a written justification requesting a carryover of the remaining funds.

3) Any carryover request will not be used to further obligate the City funds over the previously approved budgeted amount.

4) All Capital Project Funds will be eligible for carryover without qualification.

The written justification must explain the reason for the request, the amount of funds to be carried forward, the intended usage, the general ledger account number, and, when applicable, the purchase order number and vendor's name.

The department's base budget will not be reflective of the carryover funds in the following year since the purpose of the carryover was a one-time initiative to complete a specific targeted goal. As the funds are one-time, they will not be eligible for transfer into other operating accounts. It will be incumbent upon the departments to clear any deficit balances carried forward in the Capital Projects Funds.

The carryover of funds will be reviewed by the Budget Manager and recommendations will be provided to the Budget Committee as to the funds that should be approved for carryover to the subsequent fiscal year.

Departmental requests that meet the eligibility requirements and have been approved by the reviewers will have the carryover balances augmented into their budget for the new fiscal year.

Status: In compliance. Appropriation carryovers were evaluated based on policy criteria and requests meeting the criteria were reappropriated from Fiscal Year 2015 to Fiscal Year 2016.

Transfer of Budget Appropriations—A department should process a budget transfer request form anytime a shortfall is anticipated in a line item. Transfers should include sufficient resources to cover all anticipated expenditures for the remainder of the fiscal year.



Appropriation transfers between line items may only be made within the following categories:

- Wages and Fringe Benefits
- Operating Expenses
- Capital Outlay

Transfers between categories require Budget Manager approval.

Further information on budget transfers can be found in the Annual Budget Preparation Handbook.
Status: In compliance. Appropriation transfers were made throughout the year and approved by the City Council in the Augmented Budget.

Limit Mid-Year Adjustments—The City shall limit mid-year adjustments, which circumvent the normal budget process and pose a risk to long-range financial planning. The development of the business plan and the integration with resource allocation should reduce the number of mid-year adjustments needed by departments. The mid-year adjustments that will be allowable through this policy will be in the event that a department has experienced a significant change within its business practices that would adversely affect the composition of the current adopted budget. All modifications to the budget will adhere to the established Budget Preparation Manual and Handbook.
Status: In compliance. Mid-year adjustments are maintained at a minimum level.

Revenue Estimates for Budgeting—In order to maintain a stable level of services, the City shall use a conservative, objective, and analytical approach when preparing revenue estimates. The process shall include analysis of probable economic changes and their impacts on revenues, historical collection rates, and trends in revenues. This approach should reduce the likelihood of actual revenues falling short of budget estimates during the year and should avoid mid-year service reductions.
Status: In Compliance.



Revenues

To design, maintain and administer a revenue system that will assure a reliable, equitable, diversified, and sufficient revenue stream to support desired City services.

Balance and Diversification in Revenue Sources—The City shall strive to maintain a balanced and diversified revenue system to protect the City from fluctuations in any one source due to adverse changes in economic conditions which impact that source. The City shall actively seek alternative revenue sources and potential revenue enhancements to further assist in maintaining a balanced budget while attempting to accommodate service level needs throughout the City.
Status: In compliance. The City continues to look for ways to further stabilize current sources and look for new opportunities.

Revenue Projections—The City shall prepare annual revenue forecasts for a five-year period. These projections will be updated as needed based on economic conditions, changes in federal, state, or local distribution formulas, property tax adjustments, rate changes, etc. These projections will be used to determine the future financial capacity and health of the City. At the close of each fiscal year, projections will be compared to actual revenues received to ensure that methodologies used in projection preparation are as precise as possible.
Status: In compliance. Prior to beginning the budget development process, the City's five-year revenue forecast was updated and allocation targets were determined. Prior year actuals were also compared to the forecast.

User Fees—For services that benefit specific users, the City shall establish and collect fees to recover the costs of those services. The City Council shall determine the appropriate cost recovery level and establish fees. Where feasible and desirable, the City shall seek to recover full direct and indirect costs. User fees shall be reviewed every two years to calculate their full cost recovery levels, to compare them to the current fee structure, and to recommend adjustments where necessary.

Status: In compliance. A study of Parks & Recreation User Fees was presented to Council in June of 2015. Adopted changes were incorporated into the FY 2017 budget.

Property Tax Revenues/Tax Burden—The City shall endeavor to reduce its reliance on property tax revenues by revenue diversification, implementation of user fees, and the balance of residential and commercial/industrial land use. The City shall also strive to minimize the property tax burden on Henderson citizens.
Status: In compliance. The City continues to have one of the lowest tax rates in the Las Vegas metropolitan area, as well as the State of Nevada.

Utility/Enterprise User Fees—Utility rates and enterprise fund user fees shall be set at levels sufficient to cover operating expenditures (both direct and indirect costs), meet debt obligations, provide additional funding for capital improvements, and provide adequate levels of working capital. The rates and user fees will be reviewed annually and amended when necessary.
Status: In compliance. Utility rate adjustments were effective January 1, 2015. On August 4, 2015, City Council approved four consecutive annual increases beginning January 2017.

Administrative Service Charges—The City shall establish a method to annually determine the administrative service charges for overhead and staff support due to the General Fund from the Enterprise Funds. Where appropriate, the enterprise funds shall pay the General Fund for direct services rendered. The City shall examine the existing methodology of administering the service charges on a regular basis to determine if modifications to the formula would better serve the cost recovery mechanism for the services provided.
Status: In compliance.

Revenue Collection and Administration—The City shall maintain high collection rates for all revenues by keeping the revenue system as simple as possible in order to facilitate payment. In addition, since a revenue should exceed the cost of producing it, the City shall strive to control and reduce administrative costs. The City shall pursue, to the full extent allowed by federal, state, local ordinance, and/or other pertinent law all delinquent licensees and other accounts that are overdue in payments to the City.
Status: In compliance.

Expenditures

To assure fiscal stability and the effective and efficient delivery of services through the identification of necessary services, establishment of appropriate service levels, and careful administration of the expenditure of available resources.

Current Funding Basis—The City shall operate on a current funding basis. Expenditures shall be budgeted and controlled so as not to exceed current revenues plus the planned use of fund balance accumulated through prior year savings. (The use of fund balance shall be guided by the Fund Balance/Net Position Policy Statements.)
Status: In compliance.

Avoidance of Operating Deficits—The City shall take immediate corrective actions if, at any time during the fiscal year, expenditure and revenue re-estimates are such that an operating deficit (i.e., projected expenditures in excess of projected revenues and planned use of Fund Balance) is projected at year-end. Corrective actions can include a hiring freeze, expenditure reductions, fee increases, or use of fund balance within the Fund Balance/Net Position Policy. Expenditure deferrals into the following fiscal year, short-term loans, or use of one-time revenue sources shall be avoided to balance the budget.
Status: In compliance.

Maintenance of Capital Assets—Within the resources available each fiscal year, the City shall maintain capital assets and infrastructure at a sufficient level to protect the City's investment, to minimize future replacement and maintenance costs, and to continue to provide adequate service levels.
Status: Not in compliance. For Fiscal Year 2017, sufficient resources exist in the beginning fund balance of the Capital funds to provide for critical, current year expenditures. The city is working to set aside additional funding each year to address long term infrastructure reinvestment needs.



Key Fact

The first Budget in Summary was issued for Fiscal Year 2002. The first CABR was prepared for Fiscal Year 2003.

Periodic Program Reviews—The City shall undertake periodic staff and third-party reviews of City programs for both efficiency and effectiveness. Privatization and contracting with other governmental agencies will be evaluated as alternative approaches to service delivery. Programs that are determined to be inefficient and/or ineffective shall be reduced in scope or eliminated. Benchmarking and performance measurements will be used to identify areas needing improvement for reallocation of resources or for program consolidation. These tools will also be used to predict growth needs relative to the specific department and to relate the department's effectiveness in the areas of responsiveness, accuracy, satisfaction, and cost.

The City will use surveys and other methods to identify citizen needs and evaluate potential changes in service levels to accommodate any change in direction reflective of the results obtained in the survey.
Status: In Compliance. The City alternates community surveys every two years between the ICMA National Citizen Survey and ETC Community Assessment Survey. The ICMA National Citizen Survey was conducted during the second and third quarters of Fiscal Year 2016 as part of the City's effort to assess citizen satisfaction with the quality of services and to establish priorities of service delivery. The information gathered from the survey will help the City establish budget priorities and refine policy decisions.

Purchasing—City employees directly involved in procurement activities shall comply with City Purchasing Procedures, Financial Management Policy 1300-01 and the Environmentally Preferable Purchasing (EPP) Program.

City employees directly involved in procurement activities shall ensure the acquisition of the most suitable goods and services that fulfill the requirement for a total cost that is most advantageous to the City.

The Purchasing Division of the Finance Department (Purchasing) is responsible for the administration of formal procurement activities that are classified under Nevada Revised Statute 338 (Invitations for Bids, Requests for Proposals, Requests for Qualifications, Purchase Orders).

The Public Works, Parks and Recreation Department is responsible for the administration of formal procurement activities that are classified under Nevada Revised Statutes 338, 623 and 625 (Invitations for Bids, Requests for Proposals, Requests for Qualifications, Professional Service Agreements).

The Department of Utility Services (DUS) is responsible for the administration of all formal procurement activities initiated by DUS that are classified under Nevada Revised Statutes 332, 338, 623 and 625 (Invitations for Bids, Requests for Proposals, Requests for Qualifications, Professional Service Agreements).
Status: In compliance.

Fund Balance/Net Position

To maintain the fund balance and net position of the various operating funds at levels sufficient to protect the City's creditworthiness, as well as its financial position from unforeseeable emergencies.

General Fund Unrestricted Ending Fund Balance—The City policy requires maintaining an adequate level of unrestricted ending fund balance in the General Fund to mitigate current and future risks (e.g., revenue shortfalls and unanticipated expenditures) and to ensure stable tax rates. Unrestricted fund balance as defined under GASB Statement No. 54 represents available financial resources for which there is no constraint placed on spending other than those imposed by the City itself. The Unrestricted Ending Fund Balance in the City's General Fund will be maintained at not less than 8.3% of General Fund revenue. A corrective action plan will be developed in the ensuing fiscal year should the ending balance fall below this minimum.
Status: In compliance. The General Fund fund balance at the end of Fiscal Year 2017 is estimated to be $21.7 million, or 8.9% of the projected revenue.

Financial Stabilization Special Revenue Fund Balance—In conjunction with NRS 354.6115, and Governmental Accounting Standards Board (GASB) Statement No. 54, the city will restrict 0.25% of SCCRT Loss Ad Valorem revenue to financial stabilization and maintain a balance of 8.3% of the General Fund Revenue. Any balances in the Financial Stabilization Special Revenue Fund may be made available to the General Fund to compensate for shortfalls in actual revenues of 2% or greater as compared to the Final Budget filed with the Department of Taxation, or in the event of a natural disaster or terrorist attack that is declared by Council.

Status: In compliance. The Financial Stabilization Special Revenue ending fund balance is projected to be $20.3 million at the end of Fiscal Year 2017, or 8.3% of projected General Fund revenue.

Net Position of Enterprise Operating Funds—In enterprise operating funds, the City shall strive to maintain positive net position to provide sufficient reserves for emergencies and revenue shortfalls.
Status: In compliance. All Enterprise Funds are projected to have adequate cash balances to maintain operations.

Use of Fund Balance/Net Position—Fund balance/net position shall be used only for emergencies, non-recurring expenditures, or major capital purchases that cannot be accommodated through current year savings. Should such use reduce the balance below the appropriate level set as the objective for that fund, restoration recommendations will accompany the decision to utilize said balance.
Status: In compliance.

Self-Insurance Reserves—Self-insurance reserves shall be maintained at a level, which together with purchased insurance policies, adequately indemnify the City's capital assets. Annual reviews of reserves shall be performed by an independent actuary, and recommendations will be utilized to set the appropriate rates and reserve requirements.
Status: In compliance. Insurance Reserves are annually reviewed by an actuary and rates have been adjusted to reflect the recommendations. Existing reserves were deemed adequate.

Debt Service Funds—The City shall maintain sufficient reserves in its debt service funds which equal or exceed the reserved fund balances required by bond ordinances while avoiding fund balances in excess of required principal and interest payments.
Status: In compliance. Projected balances are sufficient to meet bond ordinances.

Contingency Policy—The City has established a contingency fund that equals one-quarter of one percent (0.25%) of General Fund revenue. This contingency will be used to bridge any gap that would occur as a result of unforeseen fiscal events and circumstances. The funds would be used to supplement the existing available funds on a provisional basis in an effort to sustain existing service levels.
Status: In compliance. During Fiscal Year 2017, the budgeted amount of contingency is $585,000.

Capital Expenditures & Improvements

To annually review and monitor the state of the City's capital equipment and infrastructure, setting priorities for its replacement and renovation based on needs, funding, alternatives, and availability of resources.

Capital Improvement Planning Program—The City shall annually review the needs for capital improvements and equipment, the current status of the City's infrastructure, replacement and renovation needs, and potential new projects, and update its five-year capital improvement program as required by NRS 350.013. All projects, ongoing and proposed, shall be prioritized based on an analysis of current needs and resource availability. All related costs for every capital project, including but not limited to operation, maintenance, and replacement costs shall be fully identified by funding source.
Status: In compliance.

Capital Expenditure Financing—The City recognizes that there are three basic methods of financing capital requirements: 1) budget the funds from current revenues; 2) take the funds from fund balance/net position as allowed by the Fund Balance/Net Position Policy; or 3) borrow money through debt. Guidelines for assuming debt are set forth in the Debt Policy Statements.
Status: In compliance. All three methods are utilized for capital projects.

Infrastructure and Technology Refresh and Reinvestment Program—The City has elected to maintain a fund that will provide an avenue to allocate citywide funds for reinvestment and refresh for technology issues and infrastructure through the allocation of available resources. These funds will be used to upgrade or rehabilitate City structures or technological systems that will enhance the City's investment for assets or technical knowledge and improved tools. All departments responsible for maintaining the City's infrastructure or capturing the City's technological needs will be represented in this fund.
Status: In compliance. For Fiscal Year 2017, sufficient resources exist in the beginning fund balance of the funds to provide for current year expenditures.

Pay-As-You-Go Capital Development—Annually, the Budget Committee may allocate to the Pay-As-You-Go Capital Development Program a portion of the City's non-recurring resources based on availability and citywide goals. The use of this money will be prioritized and recommendations will be forwarded to the City Council for approval.
Status: In compliance.

Debt

To utilize debt financing which will provide needed capital equipment and infrastructure improvements while minimizing the impact of debt payments on current revenues.

Use of Debt Financing—Debt financing, to include general obligation bonds, revenue bonds, lease/purchase agreements, and other obligations permitted to be issued or incurred under Nevada law, shall only be used to purchase capital assets that cannot be acquired from either current revenues or fund balance/net position and to fund infrastructure improvements and additions. The useful life of the asset or project shall exceed the payout schedule of any debt the City assumes.
Status: In compliance.

Assumption of Additional Debt—The City shall not assume more tax-supported general-purpose debt than it retires each year without conducting an objective analysis as to the community's ability to assume and support additional debt service payments. When appropriate, self-supporting revenue bonds shall be issued before general obligation bonds.
Status: In compliance. The City reviews all debt annually and updates its Debt Management Policy in accordance with NRS 350.013 1(c).

Key Fact

The City manages a pooled investment portfolio of approximately $330 million. The City's cash management program seeks to achieve three objectives in this order of priority: safety of principal, adequate liquidity to meet daily cash needs, and finally, a reasonable yield commensurate with the preservation of principal and liquidity.

Investments

To ensure the absolute safety and integrity of the City's financial assets.

Cash Management—The policy mandates the pursuit of the following overall goals and objectives:

1) Cash management activities shall be conducted in full compliance with prevailing local, state, and federal regulations. Furthermore, such activities shall be designed to adhere to guidelines and standards promulgated by such professional organizations as the Governmental Accounting Standards Board (GASB) and the Government Finance Officers Association (GFOA).

2) Operating within appropriately established administrative and procedural parameters, the City shall pursue optimum financial rewards, while simultaneously controlling related expenditures. Therefore, cash management functions involving outside financial intermediaries, shall be conducted in the best financial and administrative interests of the City.

Status: In compliance.



Investment Strategy—The City of Henderson maintains a portfolio in which it pools its funds for investment purposes. The City's cash management program seeks to achieve three objectives in this order of priority: safety of principal, adequate liquidity to meet daily cash needs, and finally, a reasonable yield commensurate with the preservation of principal and liquidity. Investments of the City shall be made with judgment and care, under prevailing circumstances, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital, as well as the probable income to be derived while ensuring funds are available to meet the City's cash needs.
Status: In compliance.

Intergovernmental Relations

To coordinate efforts with other governmental agencies to achieve common policy objectives, share the cost of providing government services on an equitable basis, and support favorable legislation at the state and federal levels.

Interlocal Cooperation in Delivering Services—In order to promote the effective and efficient delivery of services, the City shall actively seek to work with other local jurisdictions in joint purchasing consortia, sharing facilities, sharing equitably the costs of service delivery, and developing joint programs to improve service to its citizens.
Status: In compliance.

Legislative Program—The City shall cooperate with other jurisdictions to actively oppose any state or federal regulation or proposal that mandates additional City programs or services and does not provide the funding to implement them. Conversely, as appropriate, the City shall cooperate with other jurisdictions to actively support legislative initiatives that provide more funds for priority local programs.
Status: In compliance.

Monitor/Participate in Regional Planning Activities—The City shall participate with other jurisdictions in regional planning activities to ensure the City's quality of life is maintained and costs of improvements are shared by all jurisdictions receiving benefits.
Status: In compliance.

Grants

To seek, apply for, and effectively administer federal, state, and foundation grants-in-aid that address the City's current priorities and policy objectives.

Grant Guidelines—The City shall apply and facilitate the application by others for only those grants that are consistent with the objectives and high priority needs previously identified by Council. Grant applications shall follow procedures as outlined by the Finance Department, which shall encompass the grant clearinghouse and direction on seeking, applying for, and administering grants. The potential for incurring ongoing costs, to include the assumption of support for grant-funded positions from local revenues, will be considered prior to applying for a grant.

The Finance Department will offer grant training throughout the year. Employees seeking grant funding should contact Finance for scheduled training.
Status: In compliance.

Grant Indirect Costs—The City shall recover full indirect costs unless the funding agency does not permit it. The City may waive or reduce indirect costs if doing so will significantly increase the effectiveness of the grant.
Status: In compliance.

Grant Review—All grant submittals shall be reviewed for their cash match requirements, their potential impact on the operating budget, and the extent to which they meet the City's policy objectives. If there are cash match requirements, the source of funding shall be identified prior to application. All City Council agenda items for grant funding must be accompanied by approval from the Grant Clearinghouse Working Group or a representative from the Finance Department.
Status: In compliance.

Grant Program Termination—The City shall terminate grant-funded programs and associated positions when grant funds are no longer available unless alternate funding is identified.
Status: In compliance.

Fiscal Monitoring

The fiscal monitoring policy includes the preparation and presentation of regular reports that analyze, evaluate, and forecast the City's financial performance and economic condition.

Financial Status Reports—Monthly reports shall be prepared comparing year-to-date expenditures and revenues to current budget and noting the status of fund balances to include dollar amounts and percentages. These reports shall be sent to all City departments and shall be made available to the citizens of Henderson by request.
Status: In compliance. A Monthly Financial Status Report is issued.

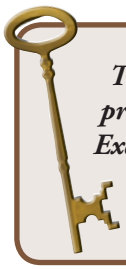
Five-year Forecast of Revenues and Expenditures—A five-year forecast of revenues and expenditures, to include a discussion of major trends affecting the City's financial position, shall be prepared in anticipation of the annual budget process. The forecast shall also examine critical issues facing the City, economic conditions, and the outlook for the upcoming budget year.
Status: In compliance. A five-year forecast is prepared annually and updated throughout the fiscal year as needed.

Compliance with Council Policy Statements—The Financial Management Policy Statements will be reviewed annually and updated, revised, or refined as deemed necessary. Policy statements adopted by the Council are guidelines, and occasionally, exceptions may be appropriate and required. However, exceptions to stated policies will be specifically identified and the need for the exception will be documented and fully explained in the Comprehensive Annual Budget Report.
Status: In compliance. Financial Management Polices were reviewed during the year. No changes were recommended prior to the end of the fiscal year.

Financial Consultants

To employ the assistance of qualified financial advisors and consultants as needed in the management and administration of the City's financial functions. These areas include but are not limited to investments, debt administration, financial accounting systems, program evaluation, and financial impact modeling.

Financial Consultants—Within available resources, the City shall seek and employ the assistance of qualified financial advisors and consultants in the management and administration of the City's financial functions. Advisors shall be selected using objective questionnaires and requests for qualifications/proposals based upon demonstrated expertise relative to the scope of work to be performed and appropriately competitive fees.
Status: In compliance.



Key Fact

The City of Henderson has received the prestigious Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association for 34 consecutive years.

Accounting, Auditing, and Financial Reporting

To comply with prevailing local, state, and federal regulations, as well as current professional principles and practices relative to accounting, auditing, and financial reporting.

Conformance to Accounting Principles—The City's accounting practices and financial reporting shall conform to Generally Accepted Accounting Principles (GAAP) as promulgated by the Governmental Accounting Standards Board (GASB), and the recommended best practices by the Government Finance Officers Association (GFOA).
Status: In compliance.

Selection of Auditors—Every five years, the City shall request proposals from qualified auditing firms, including the current firm if their past performance has been satisfactory. The City Council shall select an independent firm of certified public accountants to perform an annual audit of the books of accounts, records, and transactions, certifying the financial statements of the City.
Status: In compliance.

Fund Balance Classification—Fund balance classifications describe the nature of net resources reported in a governmental fund. Classifications include non-spendable resources and amounts that are restricted, committed, or assigned (and unassigned in the case of the General fund). Restricted amounts result from constraints placed on the use of resources externally imposed by creditors, grantors, contributors, or laws and regulations of other governments or imposed by law through constitutional provision or enabling legislation. Committed amounts result from constraints imposed by formal action of the City Council. Assigned amounts are constrained by the City's intent to use the funds for specific purposes. City Council delegates authority to assign fund balance amounts to the Chief Financial Officer. For expenditures for which both restricted and unrestricted fund balance is available, the City considers the restricted fund balance spent. For expenditures of unrestricted fund balance for which any classification may appropriately be used, the City considers the fund balance spent in the following order 1. committed, 2. assigned and 3. unassigned.
Status: In compliance.

Continued Enhancement of Financial Systems—The City shall continue to ensure that its financial systems provide efficient and effective financial reporting to optimize the use of available resources for the citizens of Henderson. The City will continue to seek improvement through its participation in the Government Finance Officers Association (GFOA) awards programs as well as implementation of best practice strategies.
Status: In compliance. The City receives, tests, and has implemented changes to its enterprise-wide fully integrated PeopleSoft financial and human resource system throughout the year. Both the City's CAFR and CABR are submitted to the GFOA and continue to receive awards. Recommendations are implemented to ensure best practices are being followed.



Internal Controls

To establish and maintain an internal control structure designed to provide reasonable assurance that City assets are safeguarded and that the possibility for material errors in the City's financial records is minimized.

Fiscal Signature Authority—Signature authority for contracts/agreements shall be determined by the fiscal impact amount reflected in the documents as follows:

Signing on behalf of the City:
- Contracts/agreements with an amount greater than $50,000.00 and ALL interlocal agreements:
  - Require City Council approval
  - Signature by the Mayor or City Manager (City Manager may designate an Assistant City Manager or Department Director to sign contracts/agreements on his/her behalf.):
- Contracts/agreements with an amount of $50,000.00 and below:
  - Department Director

City Clerk shall attest:
- All interlocal agreements
- All contracts/agreements over $50,000
- Any agreements requiring City Clerk attestation pursuant to HMC 2.44

City Attorney shall sign as approval of legality and form:
- All interlocal agreements
- All contracts/agreements over $10,000

Chief Financial Officer shall sign as approval of funding:
- All interlocal agreements
- All contracts/agreements over $10,000

Department Director shall sign as approval of content:
- All contracts/agreements over $50,000, where the Mayor or City Manager has signed on behalf of the City

Amendments:
- If the original contract/agreement was presented to Council for approval, all subsequent amendments must also be presented to Council for approval, regardless of the dollar amount.
- All amendments must be signed by the same parties that executed the original contract/agreement.
- Matter Engagement Letters pursuant to an executed Retainer Agreement for Legal Services may be executed by the City Attorney.

Legal Settlements:
- The City Manager and the City Attorney may approve legal settlements on behalf of the City so long as the settlement is less than the tort cap limit found in NRS 41.035. Legal Settlements above the tort cap limit must be approved by the City Council. Legal settlements shall be executed by the City Manager, City Attorney and the Chief Financial Officer.
- Employment Related Legal Settlements shall be approved and executed pursuant to HMC 2.10.040(G).

Status: In compliance.

Separation of Duties—Job duties will be adequately separated to reduce to an acceptable level the opportunities for any person to be in a position to both commit and conceal errors and irregularities in the normal course of assigned duties.
Status: In compliance.

Proper Recording—Procedures shall be developed and maintained that will ensure financial transactions and events are properly recorded and that all financial reports may be relied upon as accurate, complete and up to date.
Status: In compliance.

Access to Assets and Records—Procedures shall be designed and maintained to ensure that adequate safeguards exist over the access to and use of financial assets and records.
Status: In compliance.

Ongoing Evaluations—Ongoing evaluations will be performed to determine whether internal controls over financial reporting are present and functioning. In the event deficiencies are identified, they will be timely communicated to those responsible for taking corrective action and to management as appropriate. Policies, procedures and internal controls are subject to independent audit (internal and external).
Status: In compliance.

Returned Check Policy—City collection centers will develop procedures for handling returned checks. Procedures will address updating customer accounts, recovery efforts, assessing collection fees as authorized under NRS 597.960 and managing future customer payments as appropriate under the circumstances.
Status: In compliance.

Costs and Benefits—Internal control systems and procedures must have an apparent benefit in terms of reducing and/or preventing losses. The cost of implementing and maintaining any control system should be evaluated against the expected benefits to be derived from the system.
Status: In compliance.

Declared Emergency or Disaster

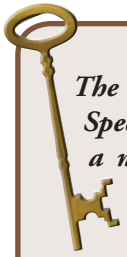
To establish policy and guidance for the funding and accounting of incident-related costs and ensure authorized financial procedures are followed before, during and after an emergency or disaster.

Declared Emergency or Disaster—In the event an emergency or disaster is declared in accordance with Henderson Municipal Code Chapter 2.24.060, the Budget Division will evaluate City resources including revenues, donations, stabilization balances, insurance reserves and unrestricted fund balances in order to determine how much funding is readily available to respond to the incident and to assist the City in expeditiously requesting outside assistance as needed.

In order to capture costs related to an emergency or disaster, the Finance Department will assign one or more project numbers as appropriate. The number(s) will be used on all transactions (payroll, purchasing cards, vouchers, requisitions, purchase orders, journals, etc.) in order to track associated costs.

All existing financial policies and procedures apply before, during and after an emergency unless specifically superseded by emergency policies and/or directives of authorized officials.

Finance staff is directed to the Finance Continuity of Operations (COOP) Plan, which includes helpful information for emergencies including alert notification procedures, contact list, personnel coordination, lines of succession, delegation of authority, mission essential functions, and vital records and resources. Staff is also directed to the City's All-Hazard Emergency Operations Plan which establishes process/structure for the delivery of emergency services to address the consequences of a declared city emergency or disaster.
Status: In compliance.



Key Fact

The City maintains a Financial Stabilization Special Revenue Fund for use in the event of a natural disaster or economic uncertainty. The fund is 8.3% of General Fund Revenues and would enable the City to continue providing critical services to its citizens during unforeseen events.

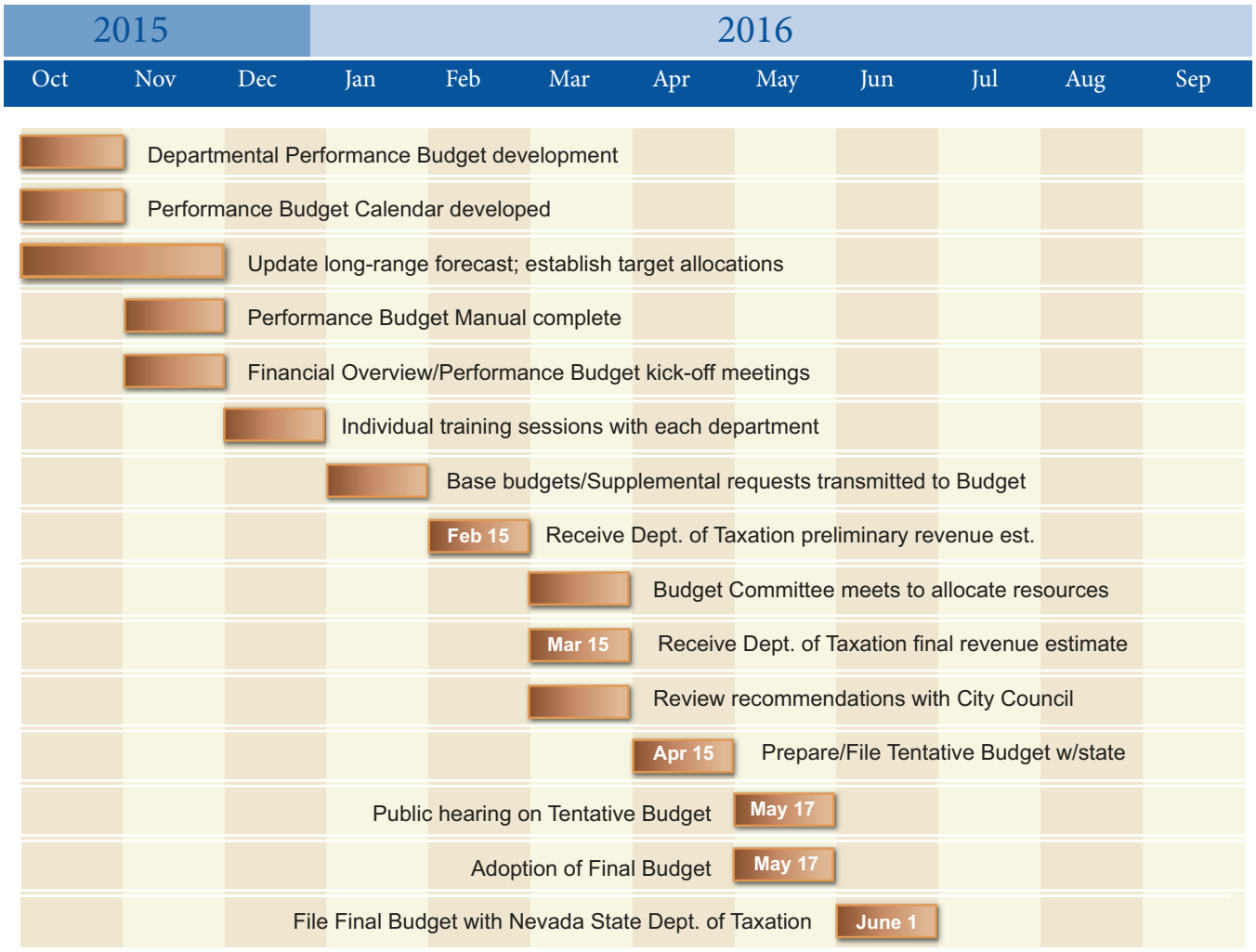
Budget Process

The City's Performance Budget is developed over a nine-month period, beginning in October, with the development of the Budget Calendar and an update of long-range forecasts, and ending in June, with submission to the Nevada Department of Taxation. The City's Budget Committee works diligently to evaluate and prioritize departmental requests. Recommendations are then submitted to the City Manager, Mayor, and Council for review and approval. Budget monitoring and analysis occurs year round. The City of Henderson's fiscal year runs from July 1 through June 30.

Key Fact

The Budget Committee consists of a sub-set of the senior management team as appointed by the City Manager.

FY 2017 Performance Budget Timeline



How the Budget Was Created

The Performance Budget process has been refined to complement the staff and tools that are available to the City in order to provide an environment conducive to the development and preservation of a fiscally sound budget. The process is designed to link funding decisions to high level strategic priorities identified by the citizens, Mayor and Council, and City management. By creating this linkage, any additional resources the City receives may be directly channeled to help meet the City's strategies in a systematic approach.

The Performance Budget process will continue to be modified to be more responsive to citizens' needs and, as required, due to technology, legislation, and to improve its presentation. Changes will be made accordingly to increase expediency and enhance efficiency for everyone involved in the process. It is hoped that change will stimulate innovation and creativity from all departments.

In addition, by allowing department heads to participate in funding decisions, they become stakeholders in meeting citywide strategies. This provides a forum to communicate with their peers and gain insight and appreciation for other departments regarding desired program outcomes. They also approach the evaluation process from a big picture perspective, giving them insight toward future planning, as well as a vested interest in citywide services.

Citywide Goals

Performance Management Plans

With the goals set, the operations of the City are reviewed and redirected to bring the strategic plan to life. Specific actions, programs, capital purchases, staffing requirements, and funding levels are developed in response to the needs identified in the strategic plan. The plans are an outgrowth of the strategic priorities, capturing the City's vision in a quantifiable form, improving decision making and creating a framework for resource allocation. This is combined with internal strategies and operational improvements identified by the departments to enhance or maintain ongoing service levels to form a comprehensive blueprint for future improvements. The departmental Performance Management Plans serve as the focal point for budget requests and evaluation.



Annual Operating Budget

In developing the Fiscal Year 2017 operating budget, departments analyzed existing and potential services with consideration to the strategic priorities. The Performance Management Plans identified, enhanced, added, and condensed services, which were then quantified in the line item budget. They reflect not only the strategic priorities, but also incorporated internal departmental operational improvements and actions to maintain and enhance services and contribute to the long-term financial stability of the City.

Departments develop operational improvements to meet the needs identified by the strategic priorities. Operational improvements are measured through process indicators. In this way, the performance budget becomes a tool to monitor, rather than control, operating performance. This linkage between the Strategic Plan and the Performance Budget process continues to evolve within the City and is becoming more fully integrated. Customer feedback from departments has continued to enhance and strengthen the process linkages.

Performance Budget Methodology

The budget process for the City of Henderson has evolved into a performance-based budgeting system. This type of budgeting system identifies a particular level of performance for each type of service (program) and the resources needed to achieve it. Each department's performance budget is separated into the following components:

Purpose Statement - identifies the particular purpose for the department or function and how it relates to the City's overall mission.

Core Services - a listing of the fundamental services that the program or function is designed to provide.

Key Services - a fairly high level list of the most important services, or outputs, the core service area provides to the City.

Organization Chart - outline of program structure within the department.

Past Accomplishments - represents past goals and objectives that have been completed.

Performance Objectives by Major Challenge Areas - planned improvements that result in improved efficiency, effectiveness, productivity, quality, or cost. These are related to the Major Challenge Areas for each department as prioritized in the Strategic Plan.

Category/Program Expenditure Summary - the budget for the department, summarized by category, program, and by funding source. The categories include:

Salaries and Wages - includes salaries, overtime and other pay including holiday, part time and shift differential.

Employee Benefits - retirement contributions, FICA, health insurance, and other benefits.

Services and Supplies - supplies, repairs, utilities, services, and other costs.

Capital Outlay - buildings, improvements, infrastructure, machinery and equipment over $10,000.

Performance Measures - indicators designed to measure the success and/or failure of specified goals and objectives.

Performance Budget Format

A municipal budget document should provide sufficient, meaningful, and useful information to elected officials, City staff, and to the public. To that end, the City has developed a budget document based on the Government Finance Officers Association's best practices that services four primary functions:

- Policy Document
- Financial Plan
- Operations Guide
- Communications Device

Together, these budget elements define what the City of Henderson has done, what it plans to do, and how it will accomplish its goals. The budget is a performance-based plan that links prescribed organizational goals and strategies with the financial resources necessary to achieve them. Each of the performance management plan's programs represent a "product" of the City. Contained within each program are planned operational improvements, performance objectives, and accomplishments. The performance management plan is integrated with line item financial information to ensure optimal budget control.

This performance management plan enables the City Council and the public to analyze priorities based on program goals and strategies rather than line item costs. In addition, this format provides information so that the City Council and the public will have a better understanding of the allocation of resources among programs and the measurable work that each department will accomplish.

The Fiscal Year 2017 Comprehensive Annual Budget Report includes the following sections: Introduction, Budget Overview, Capital Improvement, Long-Range Planning, Performance Budget, Schedules and Summaries, and Appendix.

Performance Budget Process

The resource allocation decisions are made based on strategies and operational improvements identified in each department's Performance Management Plan. Even though the Mayor and Council may hear the budget and officially adopt it in May, its preparation begins at least seven months prior with projections of City reserves, revenues, and expenditure limit requirements. It is within this framework that departmental expenditure requests are made and reviewed.



Financial Forecast

Forecasting is an integral part of the decision-making process. Both long-range and short-range projections are prepared. The City's long-range forecast is updated annually to assess not only the current financial condition given existing City programs, but also the future financial capacity, given the long-range goals and strategies. A five-year financial forecast is completed prior to the beginning of the Performance Management process.

Policy/Strategy Phase

The Council and City Manager's priorities and directives set the tone for the development of the budget. As a result of continuous citizen input, citywide priorities are identified that provide the direction and framework of the budget. These priorities are addressed in Departmental Performance Management Plans to enhance service provided to residents. It is within this general framework that departments' supplemental requests are formulated. In addition to the Council and City Manager's goals, the department heads also identify and discuss their own operational issues.

The presentation at the performance management plan kickoff meeting includes discussion of citywide priorities and strategies, budgeting guidelines for the operational and capital budgets, timelines, an overview of fiscal constraints, and resources available for allocation. The Performance Management Plan Manual distributed at this meeting is designed to assist the departments in preparing all budget requests and forms.

Needs Assessment Phase

During the departmental performance budget planning process, the departments have an opportunity to assess current and future conditions, programs, and needs. Examination of current departmental programs or positions for possible trade-offs, reductions, or elimination is strongly suggested. During this phase, departments are encouraged to thoroughly review all programs and services, assessing their value and priority to the citizens of Henderson. Consideration is given to all programs and services and their role in meeting the Council's strategic priorities and the department's service level goals. From this performance management plan update, preliminary departmental budgets can be prepared.

Review/Development Phase

Within the framework of the City's financial forecast, Council and City Manager priorities, and departmental Performance Management Plans, budget requests are reviewed and a preliminary citywide operating budget takes shape. The departments initially prepare and submit base budget worksheets reflecting allocation targets.

The Budget Office works with the departments to establish their allocation targets based on Budget Committee established parameters.

Once the base budget is completed, departments prepare the strategic tactics using information from their Performance Budgets. The Budget Committee reviews the requests and a recommendation is forwarded to the City Manager and ultimately the City Council.



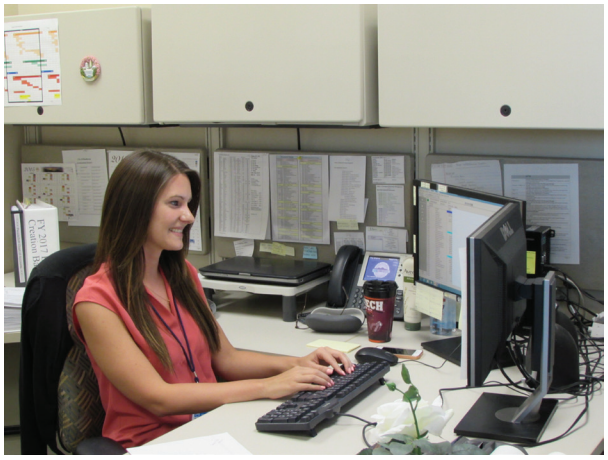
Adoption/Implementation Phase

In April, the City Manager submits to the City Council a tentative operating budget for the fiscal year commencing the following July 1. The operating budget includes proposed expenditures and the means with which to finance them. Per Nevada Revised Statute (NRS) 354.596, a public hearing is conducted to allow citizen comments related to the tentative budget. Assembly Bill No. 19 of the 2015 Legislative Session requires the public hearing of the Tentative Budget be held not sooner than the third Monday in May and not later than the last day in May. Any changes made during the public hearing may be incorporated into the final budget, which must be adopted by the City Council and forwarded to the Nevada State Department of Taxation by June 1.

Budget Monitoring Process

Budget staff works continuously with departments to facilitate a smooth budget process from development through monitoring on a year-round basis. Staff review all requests to fill vacancies to verify that the position has been approved, funded, and is contained within the staff complement. All purchases are verified for availability of funding sources and one-on-one contact is made with each department to resolve any discrepancies or deficiencies. Assistance is provided to departments for augmentation requests and budget transfers. All agenda items are monitored for financial impact.

Management control of the budget is maintained by preparing and disseminating a monthly Financial Status Report for the Mayor and Council and senior management. It is aimed at examining expenditure patterns to assist in identifying corrective action that may need to be taken during the year.



Amending the Budget

If, during the course of the fiscal year, it becomes evident that a particular fund is unable to provide the required level of service to the community due to unexpected higher costs of providing the service or shortfalls in revenue, the budget may be amended. The Budget Manager submits to the City Council, for their approval, a request to amend the budget. The request contains explanations written by the director of the department. The request also includes a proposal for financing additional expenditures, usually by appropriating from ending fund balance or submittal of evidence of expected surplus in current year revenue.



Fund Balance Overview & Tables

Fund balance is the difference between resources and uses. The beginning fund balance represents the residual funds brought forward from the previous year (ending fund balance).

The following tables depict a reconciliation of the changes in fund balance/net position for each fund group.

Change in Fund Balance/Net Position

FY 2017 Budget	General	Special Revenue	Debt Service	Capital Projects	Proprietary	Total	RDA
Beginning Fund Balances	$ 22,370,702	$ 32,251,738	$ 6,999,133	$ 68,153,037		$ 129,774,610	$ 27,194,201
Beginning Net Position *					$ 1,072,858,319	$ 1,072,858,319	
Revenues							
Property & Other Taxes	60,014,122	10,712	4,095,473	1,250,000	7,000,000	72,370,307	8,688,103
Franchise Fees	34,250,000	-	-	-	-	34,250,000	-
Licenses and Permits	9,340,200	-	-	-	5,098,867	14,439,067	-
Intergovernmental Resources	106,246,638	25,632,161	-	2,700,000	1,677,000	136,255,799	-
Charges for Services	28,500,661	70,000	-	100,000	175,342,196	204,012,857	-
Developer Contributions	100,000	-	-	-	-	100,000	-
Fines and Forfeits	4,292,409	677,821	-	-	-	4,970,230	-
Special Assessments	-	-	83,672	-	-	83,672	-
Miscellaneous	1,533,457	596,200	145,593	1,873,750	4,759,310	8,908,310	135,000
Total Revenues	$ 244,277,487	$ 26,986,894	$ 4,324,738	$ 5,923,750	$ 193,877,373	$ 475,390,242	$ 8,823,103
Capital Contributions	-	-	-	-	7,400,000	7,400,000	-
Land Sales	-	-	-	5,000,000	-	5,000,000	-
Proceeds of Long-Term Debt	-	-	-	-	-	-	-
Other Financing Sources							
Operating Transfers In	-	173,000	4,688,219	172,895	-	5,034,114	-
Total Revenue/Other Sources	$ 244,277,487	$ 27,159,894	$ 9,012,957	$ 11,096,645	$ 201,277,373	$ 492,824,356	$ 8,823,103
Total Resources	$ 266,648,189	$ 59,411,632	$ 16,012,090	$ 79,249,682	$ 1,274,135,692	$ 1,695,457,285	$ 36,017,304
Expenditures by Function							
General Government	45,649,665	313,242	-	2,910,669	41,413,089	90,286,665	8,189,974
Judicial	12,977,745	948,548	-	-	-	13,926,293	-
Public Safety	136,129,203	16,944,238	-	1,150,000	16,187,557	170,410,998	-
Public Works	9,567,390	4,171,926	-	11,079,132	19,644,240	44,462,688	-
Culture & Recreation	37,859,106	600,000	-	3,912,560	7,187,588	49,559,254	-
Community Support	1,686,384	2,417,665	-	-	-	4,104,049	-
Utility Enterprises	-	-	-	-	121,689,441	121,689,441	-
Debt Service	-	-	10,048,205	-	4,947,842	14,996,047	618,300
Total Expenditures	$ 243,869,493	$ 25,395,619	$ 10,048,205	$ 19,052,361	$ 211,069,757	$ 509,435,435	$ 8,808,274
Operating Transfers Out	1,050,000	90,000	172,895	1,698,321	2,022,898	5,034,114	-
Total Expenditures/Other Uses	$ 244,919,493	$ 25,485,619	$ 10,221,100	$ 20,750,682	$ 213,092,655	$ 514,469,549	$ 8,808,274
Ending Fund Balance	$ 21,728,696	$ 33,926,013	$ 5,790,990	$ 58,499,000	$ -	$ 119,944,699	$ 27,209,030
Ending Net Position *					$ 1,061,043,037	$ 1,061,043,037	
Total Applications	$ 266,648,189	$ 59,411,632	$ 16,012,090	$ 79,249,682	$ 1,274,135,692	$ 1,695,457,285	$ 36,017,304

* Net Position reflects accumulated balances in Proprietary Funds. Net Position includes the assets purchased by or donated to Proprietary Funds less accumulated depreciation. Presentation of Proprietary Funds in terms of changes in Net Position conforms to GASB 34 and GASB 63 reporting standards.

General Fund

	FY 14 Actuals	FY 15 Actuals	FY 16 Estimate	FY 17 Budget	% Change
Beginning Fund Balances	$ 17,328,221	$ 18,250,450	$ 22,740,756	$ 22,370,702	-1.6%
Revenues					
Property & Other Taxes	54,993,388	56,905,962	58,553,424	60,014,122	2.5%
Franchise Fees	31,481,739	32,677,892	33,150,000	34,250,000	3.3%
Licenses and Permits	8,079,773	9,469,188	9,090,500	9,340,200	2.7%
Intergovernmental Resources	91,584,835	97,812,733	101,838,868	106,246,638	4.3%
Charges for Services	23,064,070	28,365,652	28,357,633	28,500,661	0.5%
Developer Contributions	-	27,035	100,000	100,000	0.0%
Fines and Forfeits	4,353,572	4,308,262	3,777,765	4,292,409	13.6%
Special Assessments	-	-	-	-	-
Miscellaneous	678,957	1,507,502	1,511,462	1,533,457	1.5%
Total Revenues	$ 214,236,334	$ 231,074,226	$ 236,379,652	$ 244,277,487	3.3%
Capital Contributions	-	-	-	-	-
Land Sales	-	-	-	-	-
Proceeds of Long-Term Debt	-	-	-	-	-
Other Financing Sources					
Operating Transfers In	-	150,000	-	-	-
Total Revenue/Other Sources	$ 214,236,334	$ 231,224,226	$ 236,379,652	$ 244,277,487	3.3%
Total Resources	$ 231,564,555	$ 249,474,676	$ 259,120,408	$ 266,648,189	2.9%
Expenditures by Function					
General Government	37,202,718	39,096,148	45,337,318	45,649,665	0.7%
Judicial	11,290,399	11,461,622	12,294,947	12,977,745	5.6%
Public Safety	118,681,510	122,536,522	130,390,301	136,129,203	4.4%
Public Works	6,396,438	6,781,537	8,657,060	9,567,390	10.5%
Culture & Recreation	33,625,419	33,578,052	36,282,794	37,859,106	4.3%
Community Support	1,512,649	1,770,944	1,684,317	1,686,384	0.1%
Utility Enterprises	-	-	-	-	-
Debt Service	-	-	-	-	-
Total Expenditures	$ 208,709,133	$ 215,224,825	$ 234,646,737	$ 243,869,493	3.9%
Operating Transfers Out	4,604,972	11,509,095	2,102,969	1,050,000	-50.1%
Total Expenditures/Other Uses	$ 213,314,105	$ 226,733,920	$ 236,749,706	$ 244,919,493	3.5%
Ending Fund Balance	$ 18,250,450	$ 22,740,756	$ 22,370,702	$ 21,728,696	-2.9%
Total Applications	$ 231,564,555	$ 249,474,676	$ 259,120,408	$ 266,648,189	2.9%
Fund Balance Change	5.3%	24.6%	-1.6%	-2.9%	

Fund balance declines in FY 2016 and FY 2017 can be attributed to the City's conservative budgeting practices. Revenues are budgeted conservatively low while expenditures are budgeted high. In addition, a conscientious effort has been made since FY 2015 to increase the ending fund balance beyond the City's financial policy requirement of 8.3%.

Special Revenue Funds

	FY 14 Actuals	FY 15 Actuals	FY 16 Estimate	FY 17 Budget	% Change
Beginning Fund Balances	**$ 32,084,188**	**$ 29,717,464**	**$ 32,574,878**	**$ 32,251,738**	**-1.0%**
Revenues					
Property & Other Taxes	13,571	12,239	11,114	10,712	-3.6%
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Intergovernmental Resources	32,460,946	36,868,137	24,791,959	25,632,161	3.4%
Charges for Services	78,615	117,841	70,000	70,000	0.0%
Developer Contributions	-	-	-	-	-
Fines and Forfeits	1,305,420	1,242,375	841,772	677,821	-19.5%
Special Assessments	-	-	-	-	-
Miscellaneous	677,942	660,693	529,550	596,200	12.6%
Total Revenues	**$ 34,536,494**	**$ 38,901,285**	**$ 26,244,395**	**$ 26,986,894**	**2.8%**
Capital Contributions	-	-	-	-	-
Land Sales	-	-	-	-	-
Proceeds of Long-Term Debt	-	-	-	-	-
Other Financing Sources					-
Operating Transfers In	711,259	1,250,000	450,000	173,000	-61.6%
Total Revenue/Other Sources	**$ 35,247,753**	**$ 40,151,285**	**$ 26,694,395**	**$ 27,159,894**	1.7%
Total Resources	**$ 67,331,941**	**$ 69,868,749**	**$ 59,269,273**	**$ 59,411,632**	0.2%
Expenditures by Function					
General Government	1,494,384	905,921	47,743	313,242	>300%
Judicial	768,556	863,646	1,340,915	948,548	-29.3%
Public Safety	12,567,712	13,673,712	16,266,116	16,944,238	4.2%
Public Works*	8,157,490	10,837,104	4,543,759	4,171,926	-8.2%
Culture & Recreation*	7,454,566	7,593,991	1,681,097	600,000	-64.3%
Community Support	6,091,505	2,949,740	3,070,905	2,417,665	-21.3%
Utility Enterprises	-	-	-	-	-
Debt Service	-	-	-	-	-
Total Expenditures	**$ 36,534,213**	**$ 36,824,114**	**$ 26,950,535**	**$ 25,395,619**	**-5.8%**
Operating Transfers Out	1,080,264	469,757	67,000	90,000	34.3%
Total Expenditures/Other Uses	**$ 37,614,477**	**$ 37,293,871**	**$ 27,017,535**	**$ 25,485,619**	**-5.7%**
Ending Fund Balance **	**$ 29,717,464**	**$ 32,574,878**	**$ 32,251,738**	**$ 33,926,013**	**5.2%**
Total Applications	**$ 67,331,941**	**$ 69,868,749**	**$ 59,269,273**	**$ 59,411,632**	**0.2%**
Fund Balance Change	**-7.4%**	**9.6%**	**-1.0%**	**5.2%**	

* The large decrease in spending in Public Works and Cultural & Recreation functions is largely due to grant funding received in prior years that is being spent down. Any unused funds will be carried forward to FY 2017.

* * The decrease in Ending Fund Balance in FY 2014 was due to planned use of Special Revenue funds received in prior years.

Debt Service Funds

	FY 14 Actuals	FY 15 Actuals	FY 16 Estimate	FY 17 Budget	% Change
Beginning Fund Balances	**$ 3,082,607**	**$ 5,016,568**	**$ 8,314,409**	**$ 6,999,133**	**-15.8%**
Revenues					
Property & Other Taxes	2,882,601	2,984,505	3,761,669	4,095,473	8.9%
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Intergovernmental Resources	-	-	-	-	-
Charges for Services	-	-	-	-	-
Developer Contributions	-	-	-	-	-
Fines and Forfeits	-	-	-	-	-
Special Assessments	130,820	130,274	81,365	83,672	2.8%
Miscellaneous	235,511	227,630	155,008	145,593	-6.1%
Total Revenues	**$ 3,248,932**	**$ 3,342,409**	**$ 3,998,042**	**$ 4,324,738**	**8.2%**
Capital Contributions	-	-	-	-	-
Land Sales	-	-	-	-	-
Proceeds of Long-Term Debt*	-	27,513,334	-	-	-
Other Financing Sources					
Operating Transfers In	7,052,393	8,156,977	4,818,219	4,688,219	-2.7%
Total Revenue/Other Sources	**$ 10,301,325**	**$ 39,012,720**	**$ 8,816,261**	**$ 9,012,957**	**2.2%**
Total Resources	**$ 13,383,932**	**$ 44,029,288**	**$ 17,130,670**	**$ 16,012,090**	**-6.5%**
Expenditures by Function					
General Government	-	-	-	-	-
Judicial	-	-	-	-	-
Public Safety	-	-	-	-	-
Public Works	-	-	-	-	-
Culture & Recreation	-	-	-	-	-
Community Support	-	-	-	-	-
Utility Enterprises	-	-	-	-	-
Debt Service*	8,094,693	35,514,846	10,001,463	10,048,205	0.5%
Total Expenditures	**$ 8,094,693**	**$ 35,514,846**	**$ 10,001,463**	**$ 10,048,205**	**0.5%**
Operating Transfers Out	272,671	200,033	130,074	172,895	32.9%
Total Expenditures/Other Uses	**$ 8,367,364**	**$ 35,714,879**	**$ 10,131,537**	**$ 10,221,100**	**0.9%**
Ending Fund Balance**	**$ 5,016,568**	**$ 8,314,409**	**$ 6,999,133**	**$ 5,790,990**	**-17.3%**
Total Applications	**$ 13,383,932**	**$ 44,029,288**	**$ 17,130,670**	**$ 16,012,090**	**-6.5%**
Fund Balance Change	**62.7%**	**65.7%**	**-15.8%**	**-17.3%**	

* Proceeds of Long-Term Debt and Debt Service expenditures reflect G.O. Bond Debt refinancing in FY 2015.

.**The decrease in Ending Fund Balance in FY 2016 and FY 2017 complies with statutory requirements.

Capital Projects Funds

	FY 14 Actuals	FY 15 Actuals	FY 16 Estimate	FY 17 Budget	% Change
Beginning Fund Balances	$ 153,575,035	$ 123,014,327	$ 122,909,883	$ 68,153,037	-44.6%
Revenues					
Property & Other Taxes	1,127,564	1,153,934	1,215,000	1,250,000	2.9%
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Intergovernmental Resources	2,970,729	2,809,970	2,844,188	2,700,000	-5.1%
Charges for Services	250,445	79,205	116,200	100,000	-13.9%
Developer Contributions	3,865,035	4,430,009	5,895,756	-	-100.0%
Fines and Forfeits	-	-	-	-	-
Special Assessments	-	-	-	-	-
Miscellaneous	3,321,593	3,532,891	2,647,150	1,873,750	-29.2%
Total Revenues	$ 11,535,366	$ 12,006,009	$ 12,718,294	$ 5,923,750	-53.4%
Capital Contributions	-	-	-	-	-
Land Sales	3,444,629	1,118,024	-	5,000,000	100.0%
Proceeds of Long-Term Debt	-	-	-	-	-
Other Financing Sources					
Operating Transfers In	272,671	6,764,649	1,130,074	172,895	-84.7%
Total Revenue/Other Sources	$ 15,252,666	$ 19,888,682	$ 13,848,368	$ 11,096,645	-19.9%
Total Resources	$ 168,827,701	$ 142,903,009	$ 136,758,251	$ 79,249,682	-42.1%
Expenditures by Function					
General Government	1,117,690	700,904	1,931,029	2,910,669	50.7%
Judicial	-	-	-	-	-
Public Safety	387,464	1,547,485	1,382,675	1,150,000	-16.8%
Public Works	38,494,164	5,914,041	55,426,401	11,079,132	-80.0%
Culture & Recreation	3,226,019	7,160,988	7,671,880	3,912,560	-49.0%
Community Support	-	-	-	-	-
Utility Enterprises	-	-	-	-	-
Debt Service	109,565	102,816	97,908	-	-100.0%
Total Expenditures	$ 43,334,902	$ 15,426,234	$ 66,509,893	$ 19,052,361	-71.4%
Operating Transfers Out	2,478,472	4,566,892	2,095,321	1,698,321	-18.9%
Total Expenditures/Other Uses	$ 45,813,374	$ 19,993,126	$ 68,605,214	$ 20,750,682	-69.8%
Ending Fund Balance *	$ 123,014,327	$ 122,909,883	$ 68,153,037	$ 58,499,000	-14.2%
Total Applications	$ 168,827,701	$ 142,903,009	$ 136,758,251	$ 79,249,682	-42.1%
Fund Balance Change	-19.9%	-0.1%	-44.6%	-14.2%	

* Capital project Ending Fund Balances vary dependent upon the scope of, and overlapping years of projects.

Proprietary Funds

	FY 14 Actuals	FY 15 Actuals	FY 16 Estimate	FY 17 Budget	% Change
Beginning Net Position *	**$ 1,086,577,440**	**$ 1,075,235,848**	**$ 1,085,237,573**	**$ 1,072,858,319**	**-1.1%**
Revenues					
Property & Other Taxes	6,160,172	6,720,073	6,600,000	7,000,000	6.1%
Franchise Fees	-	-	-	-	-
Licenses and Permits	3,777,930	4,969,940	5,482,781	5,098,867	-7.0%
Intergovernmental Resources	2,075,039	1,731,286	1,841,000	1,677,000	-8.9%
Charges for Services	152,266,399	163,427,949	174,585,998	175,342,196	0.4%
Developer Contributions	-	-	-	-	-
Fines and Forfeits	-	-	-	-	-
Special Assessments	-	-	-	-	-
Miscellaneous	5,640,022	5,266,570	5,397,169	4,759,310	-11.8%
Total Revenues	**$ 169,919,562**	**$ 182,115,818**	**$ 193,906,948**	**$ 193,877,373**	**0.0%**
Capital Contributions	20,319,198	16,585,675	10,286,000	7,400,000	-28.1%
Land Sales	-	-	-	-	-
Proceeds of Long-Term Debt	-	-	-	-	-
Other Financing Sources					
Operating Transfers In	2,747,516	2,767,913	756,442	-	-100.0%
Total Revenues/Other Sources	**$ 192,986,276**	**$ 201,469,406**	**$ 204,949,390**	**$ 201,277,373**	**-1.8%**
Total Resources	**$ 1,279,563,716**	**$ 1,276,705,254**	**$ 1,290,186,963**	**$ 1,274,135,692**	**-1.2%**
Expenditures by Function					
General Government	27,853,833	32,341,516	46,128,157	41,413,089	-10.2%
Judicial	-	-	-	-	-
Public Safety	10,514,415	13,073,971	15,327,371	16,187,557	5.6%
Public Works	16,088,607	15,934,703	17,450,101	19,644,240	12.6%
Culture & Recreation	7,565,864	6,610,629	7,408,604	7,187,588	-3.0%
Community Support	-	-	-	-	-
Utility Enterprises	134,214,744	115,762,453	123,064,457	121,689,441	-1.1%
Debt Service	5,742,945	4,852,402	5,190,583	4,947,842	-4.7%
Total Expenditures	**$ 201,980,408**	**$ 188,575,674**	**$ 214,569,273**	**$ 211,069,757**	**-1.6%**
Debt Refunding	-	195,992	-	-	-
Operating Transfers Out	2,347,460	2,696,015	2,759,371	2,022,898	-26.7%
Total Expenditures/Other Uses	**$ 204,327,868**	**$ 191,467,681**	**$ 217,328,644**	**$ 213,092,655**	**-1.9%**
Ending Net Position *	**$ 1,075,235,848**	**$ 1,085,237,573**	**$ 1,072,858,319**	**$ 1,061,043,037**	**-1.1%**
Total Applications	**$ 1,279,563,716**	**$ 1,276,705,254**	**$ 1,290,186,963**	**$ 1,274,135,692**	**-1.2%**
Net Position Change	**-1.0%**	**0.9%**	**-1.1%**	**-1.1%**	

* Net Position reflect accumulated balances in Proprietary Funds. Net Position includes the assets purchased by or donated to Proprietary Funds less accumulated depreciation. Presentation of Proprietary Funds in terms of changes in Net Position conforms to GASB 34 and GASB 63 reporting standards.

Total All City Funds

	FY 14 Actuals	FY 15 Actuals	FY 16 Estimate	FY 17 Budget	% Change
Beginning Fund Balances	**$ 206,070,051**	**$ 175,998,809**	**$ 186,539,926**	**$ 129,774,610**	**-30.4%**
Beginning Net Position *	**$ 1,086,577,440**	**$ 1,075,235,848**	**$ 1,085,237,573**	**$ 1,072,858,319**	**-1.1%**
Revenues					
Property & Other Taxes	65,177,296	67,776,713	70,141,207	72,370,307	3.2%
Franchise Fees	31,481,739	32,677,892	33,150,000	34,250,000	3.3%
Licenses and Permits	11,857,703	14,439,128	14,573,281	14,439,067	-0.9%
Intergovernmental Resources	129,091,549	139,222,126	131,316,015	136,255,799	3.8%
Charges for Services	175,659,529	191,990,647	203,129,831	204,012,857	0.4%
Developer Contributions	3,865,035	4,457,044	5,995,756	100,000	-98.3%
Fines and Forfeits	5,658,992	5,550,637	4,619,537	4,970,230	7.6%
Special Assessments	130,820	130,274	81,365	83,672	2.8%
Miscellaneous	10,554,025	11,195,286	10,240,339	8,908,310	-13.0%
Total Revenues	**$ 433,476,688**	**$ 467,439,747**	**$ 473,247,331**	**$ 475,390,242**	**0.5%**
Capital Contributions	20,319,198	16,585,675	10,286,000	7,400,000	-28.1%
Land Sales	3,444,629	1,118,024	-	5,000,000	100.0%
Proceeds of Long-Term Debt	-	27,513,334	-	-	-
Other Financing Sources					
Operating Transfers In	10,783,839	19,089,539	7,154,735	5,034,114	-29.6%
Total Revenue/Other Sources	**$ 468,024,354**	**$ 531,746,319**	**$ 490,688,066**	**$ 492,824,356**	**0.4%**
Total Resources	**$ 1,760,671,845**	**$ 1,782,980,976**	**$ 1,762,465,565**	**$ 1,695,457,285**	**-3.8%**
Expenditures by Function					
General Government	67,668,625	73,044,489	93,444,247	90,286,665	-3.4%
Judicial	12,058,955	12,325,268	13,635,862	13,926,293	2.1%
Public Safety	142,151,101	150,831,690	163,366,463	170,410,998	4.3%
Public Works	69,136,699	39,467,385	86,077,321	44,462,688	-48.3%
Culture & Recreation	51,871,868	54,943,660	53,044,375	49,559,254	-6.6%
Community Support	7,604,154	4,720,684	4,755,222	4,104,049	-13.7%
Utility Enterprises	134,214,744	115,762,453	123,064,457	121,689,441	-1.1%
Debt Service	13,947,203	40,470,064	15,289,954	14,996,047	-1.9%
Total Expenditures	**$ 498,653,349**	**$ 491,565,693**	**$ 552,677,901**	**$ 509,435,435**	**-7.8%**
Debt Refunding	-	195,992	-	-	-100.0%
Operating Transfers Out	10,783,839	19,441,792	7,154,735	5,034,114	-29.6%
Total Expenditures/Other Uses	**$ 509,437,188**	**$ 511,203,477**	**$ 559,832,636**	**$ 514,469,549**	**-8.1%**
Ending Fund Balance **	**$ 175,998,809**	**$ 186,539,926**	**$ 129,774,610**	**$ 119,944,699**	**-7.6%**
Ending Net Position *	**$ 1,075,235,848**	**$ 1,085,237,573**	**$ 1,072,858,319**	**$ 1,061,043,037**	**-1.1%**
Total Applications	**$ 1,760,671,845**	**$ 1,782,980,976**	**$ 1,762,465,565**	**$ 1,695,457,285**	**-3.8%**

* Net Position reflect accumulated balances in Proprietary Funds. Net Position includes the assets purchased by or donated to Proprietary Funds less accumulated depreciation. Presentation of Proprietary Funds in terms of changes in Net Position conforms to GASB 34 and GASB 63 reporting standards.

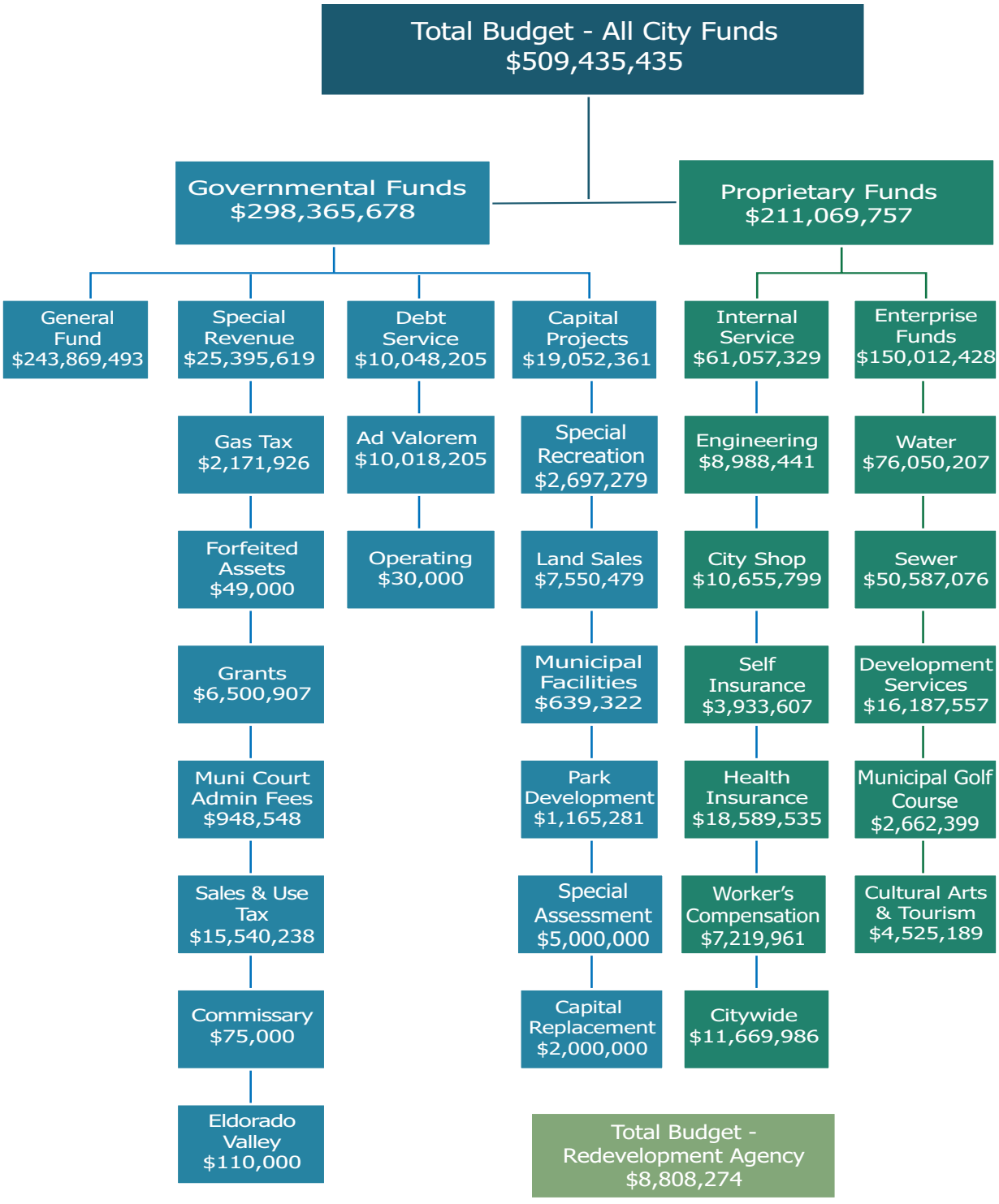
** See footnotes on individual Fund groups.

Redevelopment Agency

	FY 14 Actuals	FY 15 Actuals	FY 16 Estimate	FY 17 Budget	% Change
Beginning Fund Balances	**$ 29,418,639**	**$ 29,662,110**	**$ 27,523,021**	**$ 27,194,201**	**-1.2%**
Revenues					
Property & Other Taxes	4,954,393	6,496,019	7,438,773	8,688,103	16.8%
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Intergovernmental Resources	15,584	-	-	-	-
Charges for Services	-	-	-	-	-
Developer Contributions	-	-	-	-	-
Fines and Forfeits	-	-	-	-	-
Special Assessments	-	-	-	-	-
Miscellaneous	384,849	437,818	135,000	135,000	0.0%
Total Revenues	**$ 5,354,826**	**$ 6,933,837**	**$ 7,573,773**	**$ 8,823,103**	**16.5%**
Capital Contributions	-	-	-	-	-
Land Sales	-	-	-	-	-
Premium Refunding Bonds Issued	-	-	475,559	-	-100.0%
Proceeds of Long-Term Debt	-	-	9,365,000	-	-100.0%
Other Financing Sources					
Operating Transfers In	-	352,253	-	-	-
Total Revenue/Other Sources	**$ 5,354,826**	**$ 7,286,090**	**$ 17,414,332**	**$ 8,823,103**	**-49.3%**
Total Resources	**$ 34,773,465**	**$ 36,948,200**	**$ 44,937,353**	**$ 36,017,304**	**-19.8%**
Expenditures by Function					
General Government	3,762,234	8,076,298	6,324,223	8,189,974	29.5%
Judicial	-	-	-	-	-
Public Safety	-	-	-	-	-
Public Works	-	-	-	-	-
Culture & Recreation	-	-	-	-	-
Community Support	-	-	-	-	-
Utility Enterprises	-	-	-	-	-
Debt Service	1,349,121	1,348,881	1,208,929	618,300	-48.9%
Total Expenditures	**$ 5,111,355**	**$ 9,425,179**	**$ 7,533,152**	**$ 8,808,274**	**16.9%**
Payment to Refunding Escrow Agent	-	-	10,210,000	-	100.0%
Operating Transfers Out	-	-	-	-	-
Total Expenditures/Other Uses	**$ 5,111,355**	**$ 9,425,179**	**$ 17,743,152**	**$ 8,808,274**	**-50.4%**
Ending Fund Balance *	**$ 29,662,110**	**$ 27,523,021**	**$ 27,194,201**	**$ 27,209,030**	**0.1%**
Total Applications	**$ 34,773,465**	**$ 36,948,200**	**$ 44,937,353**	**$ 36,017,304**	**-19.8%**
Fund Balance Change	**0.8%**	**-7.2%**	**-1.2%**	**0.1%**	

* Use of reserves reflect project spending related to revenues received in prior years.

Fund Overview



Capital Replacement

The Capital Replacement Capital Projects Fund uses an allocation of bond proceeds as well as other sources for the maintenance, repair, or improvement of assets/ infrastructure.

Projected expenditures for Fiscal Year 2017 include infrastructure repair and replacement. Included in this fund is approximately $2.9 million to fund Public Works projects including streets, sidewalks and street light replacement, copper wire replacement, and facility equipment repairs. Scheduled computer replacement formerly included in this fund will now be reported in the Citywide Internal Service Fund.



Boulder Highway Trail

Key Fact

Approximately $3 million was allocated for infrastructure repairs in Fiscal Year 2017. These streets/traffic projects include replacement of street poles, roadway or sidewalk maintenance or replacement, lane markers and restriping, wire theft replacement and railroad section maintenance.

Resources	FY 2017 Budget
Interest Earned	$ 94,000
Total Revenue	**$ 94,000**
Total Resources	**$ 94,000**

Applications	FY 2017 Budget
Public Works	
Capital Outlay	$ 2,000,000
Total Expenditures	**$ 2,000,000**
Operating Transfers Out	-
Total Applications	**$ 2,000,000**

City Shop

The City Shop is an Internal Service Fund that is responsible for the acquisition, maintenance, and replacement of all City vehicles. All of the operating costs, including fuel and repair costs, are billed to the applicable departments on a cost-reimbursement basis. These costs include replacement charges. The City Shop is a division of the Public Works, Parks and Recreation Department.

The Fleet Maintenance section has been recognized for its management practices and services for several years as a Top 100 Fleet in North America. Staff currently services a fleet of over 1,400 vehicles and pieces of equipment. Each vehicle is maintained and evaluated annually for continued performance to comply with safety standards and functional usage for City departments. The majority of the maintenance for City vehicles and equipment is completed in-house by City Shop staff.

Due to budget constraints, the City has deferred scheduled replacement of most vehicles. Fiscal Year 2011 through Fiscal Year 2016 maintenance expense increases reflect the costs of maintaining an aging fleet.

During Fiscal Years 2011 and 2012, vehicle replacements were limited to emergency response units. During Fiscal Years 2013 through 2015, replacement of vehicles was limited to only those units deemed critical to operations. Replacement of City fuel tanks are scheduled over the next several years as existing equipment reaches the end of its useful life.

Resources	FY 2017 Budget
Charges for Services	$ 5,255,471
Interest Earned	130,000
Total Revenue	**$ 5,385,471**
Total Resources	**$ 5,385,471**

Applications	FY 2017 Budget
Salaries and Wages	$ 1,705,899
Employee Benefits	740,224
Services and Supplies	4,909,676
Depreciation	3,300,000
Total Expenses	**$ 10,655,799**
Total Applications	**$ 10,655,799**

Key Fact

During Fiscal Year 2016, the City purchased 5 electric vehicles and chargers along with three street sweepers with NDOT funding.



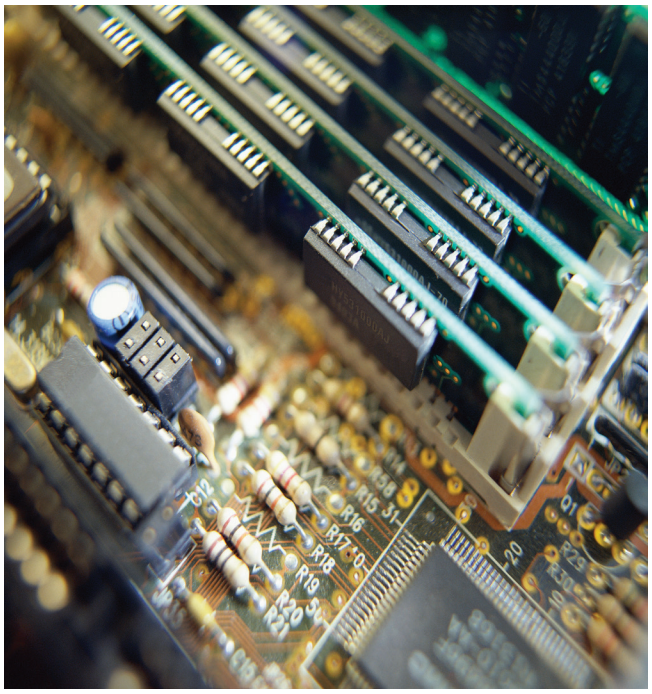
City Shop - Voted 100 Best Fleets

Citywide

The Citywide Internal Service Fund was established in Fiscal Year 2004 to account for technology services that are provided to all City departments. The revenues in this fund stem from internal service charges to departments that cover software licensing, radio communication, telephone charges, printer/copier maintenance, charges to City departments and also multi-jurisdictional business licensing.

These costs are consolidated for tracking purposes and to facilitate allocation of these costs to funds and departments based on specific license usage.

Included in this fund is a scheduled computer replacement program to keep up with technology and avoid extensive replacement costs in any one given year. Approximately $3.6 million was allocated for technology infrastructure replacement and repairs in Fiscal Year 2016. Some of these projects include Data Center Server Refresh, EVA Storage, Edge Switch, Router, PC and MDT Laptop replacement.



Key Fact

The City of Henderson Information Technology Department maintains an information management structure that includes: 654 database and application servers, 1974 desktop workstations, 800 laptops for the mobile workforce (including 428 for Public Safety), 2028 telephone sets, 371 networking device.

Resources	FY 2017 Budget
Charges for Services	$ 11,092,668
Interest Earned	55,000
Total Revenue	**$ 11,147,668**
Operating Transfers In	-
Total Resources	**$ 11,147,668**

Applications	FY 2017 Budget
Salaries and Wages	$ 415,876
Employee Benefits	197,383
Services and Supplies	11,056,727
Depreciation	-
Total Expenses	**$ 11,669,986**
Operating Transfers Out	-
Total Applications	**$ 11,669,986**

Commissary

The Commissary Special Revenue Fund was established in Fiscal Year 2011 in accordance with NRS 211.360. This fund is used to account for commissary operations in the Henderson Detention Center.

Inmates are permitted to purchase food, beverages, toiletries and other items. Any profits realized from operations of this fund will be expended only for the welfare of the inmates housed in the Henderson Detention Center and will go toward the purchase of tangible items for the facility.

The Commissary Fund can also be utilized to administer various inmate programs such as GED courses and life skills classes.

Resources	FY 2017 Budget
Charges for Services	$ 70,000
Interest Earned	1,700
Total Revenue	**$ 71,700**
Operating Transfers In	-
Total Resources	**$ 71,500**

Applications	FY 2017 Budget
Services and Supplies	$ 75,000
Total Expenditures	**$ 75,000**
Operating Transfers Out	-
Total Applications	**$ 75,000**



Henderson Detention Center

Cultural Arts & Tourism

The Cultural Arts & Tourism Fund (CAT) is separated into two funds and encompasses the business activities of the Henderson Convention Center, Henderson Events Plaza, and the Henderson Pavilion, as well as the revenues and expenditures related to the promotion of tourism within the City. A primary source of revenue for this fund is from the Transient Lodging Tax, as authorized under Nevada Revised Statute (NRS) 268.096. This revenue consists of a tax imposed upon the rental of hotel rooms and lodging within City limits and is designated for use in promoting tourism and special events within Henderson. A percentage of the total gaming license revenue received by the City is designated for the support of the convention center and the promotion of tourism and cultural arts.

Resources	FY 2017 Budget
Room Tax	$ 2,000,000
County Sources	1,377,000
City Gaming License	600,000
Rental Fees	345,000
Interest Earned	17,000
Miscellaneous	58,800
Charges for Services	199,000
Total Revenue	**$ 4,596,800**
Operating Transfers In	-
Total Resources	**$ 4,596,800**

Applications	FY 2017 Budget
Salaries and Wages	$ 1,953,650
Employee Benefits	805,073
Services and Supplies	1,643,266
Depreciation	123,200
Total Expenses	**$ 4,525,189**
Operating Transfers Out	527
Total Applications	**$ 4,525,716**



2015 Color Me Kind Run

Henderson Visitor Statistics

- In 2016, Henderson hotels generated an estimated 1,050,000 room nights, representing an increase of 15.8% since FY 2011.
- More than 617,000 visitors stayed in Henderson during 2016. Visitors to Henderson generated more than $250 million in economic impact to the local economy.
- The average daily room rate during 2016 was $98.46.
- The average citywide occupancy increased from 63% in 2011 to 76% in 2016.
- The current room inventory is more than 4,500 rooms.
- Visitors to Henderson stayed an average of 3.7 nights.



2015 Winterfest Parade



2015 Stroll n Roll

Debt Service

The City has two debt service funds, which account for the interest and principal payments on the City's General Obligation Bonds and Revenue-Supported Special Assessment Bonds. These funds also include the revenues from which these payments are made.

During periods of rapid growth like the City of Henderson experienced up through 2008, the City was challenged to meet the service demands of residents. This was due to the lag time between growth and the corresponding increases in revenue collected from taxes, fees, etc. Therefore, capital projects were required to be financed in order to keep up with the needed community services in a timely manner. Financing capital projects also allows the cost to be more evenly distributed over the lifetime of the project.



Outstanding Debt Obligations

	Issuance Date	Original Amount	Outstanding Balance 07/01/16	Current Year Principal & Interest Pmts	Final Payment Date
General Obligation Bonds					
Debt Service Fund					
Medium-Term Various Purpose Bonds	09/26/2006	$ 2,065,000	$ 244,000	$ 248,626	09/01/2016
Installment Purchase Agreement	03/04/2009	17,960,000	12,589,000	1,757,674	02/01/2024
G.O. Refunding Bonds, Series 2011A	12/21/2011	18,245,000	14,760,000	3,958,935	06/01/2020
G.O. Refunding Bonds, Series 2011B	12/21/2011	2,710,000	2,200,000	591,000	06/01/2020
G.O. Refunding Bonds, Series 2011C	12/21/2011	13,605,000	13,605,000	470,482	06/01/2025
G.O. Refunding Bonds, Series 2013B	04/16/2013	39,955,000	39,955,000	1,783,238	06/01/2035
G.O. Refunding Bonds, Series 2014	09/25/2014	24,305,000	24,305,000	1,176,250	06/30/2035
		$118,845,000	**$107,658,000**	**$9,986,205**	

General Obligation Bonds

General Obligation Bonds are backed by the full faith, credit, and taxing power of the government. This means that the City of Henderson is obligated to use its resources to make principal and interest payments on these debts. The revenues in this fund come from Ad Valorem Taxes (property taxes) and Interest Income as well as transfers in from the General Fund and other funds in support of the City's debt obligations.

Resources	FY 2017 Budget
Property Taxes	$ 4,095,473
Interest Income	32,000
Total Revenue	**$ 4,127,473**
Operating Transfers In	4,688,219
Total Resources	**$ 8,815,692**

Applications	FY 2017 Budget
Principal	$ 5,451,000
Interest	4,535,205
Administrative Costs	32,000
Total Expenditures	**$ 10,018,205**
Operating Transfers Out	-
Total Applications	**$ 10,018,205**

General Obligation Bonds Payment Requirements

Fiscal Year	Principal	Interest	Total
2017	$ 5,451,000	$ 4,535,202	$ 9,986,202
2018	5,417,000	4,373,366	9,790,366
2019	5,656,000	4,199,112	9,855,112
2020	7,686,000	4,008,223	11,694,223
2021 - 2025	30,978,000	16,002,573	46,980,573
2026 - 2030	23,345,000	10,060,313	33,405,313
2031 - 2035	29,125,000	4,304,700	33,429,700
Total	**$ 107,658,000**	**$ 47,483,488**	**$ 155,141,488**

Revenue-Supported Bonds

Revenue-Supported Bonds are issued for projects that, once complete, will generate their own new revenues from which principal and interest payments will be made.

The City of Henderson requires developers to fund their own infrastructure. In some instances, the City establishes assessment districts under NRS 271. These districts encompass developments benefiting from the construction of streets, water, wastewater, storm water, and other improvements. Assessments are then imposed upon the property owners in these districts to repay the city for the improvement projects. These assessments usually span a 10-to-20-year period.

Assessments received in this fund are being periodically transferred to the Special Assessment Capital Projects fund to reimburse the City for projects paid from that fund.

Resources	FY 2017 Budget
Special Assessments	$ 83,672
Interest Income	113,593
Miscellaneous	-
Total Revenue	**$ 197,265**
Operating Transfers In	-
Total Resources	**$ 197,265**

Applications	FY 2017 Budget
Principal	$ -
Interest	-
Administrative Costs	30,000
Total Expenditures	**$ 30,000**
Operating Transfers Out	172,895
Total Applications	**$ 202,895**

Development Services

The Development Services Center Fund is an Enterprise Fund that was created in February 2000. The purpose of the Development Services Center (DSC) is to create a one-stop shop to ease the development process for City of Henderson customers. The budget information in this section reflects operating revenues and expenditures. NRS 354.59891 provided for the creation of this Enterprise Fund.

The types of revenue collected in the DSC include: building permit fees, plan check fees, certificate of occupancy fees, hydrology study review fees, traffic study review fees, grading permit fees, inspection fees, fire prevention fees, records management fees, mapping fees, and technology fees.

Oversight of the DSC Fund is provided by the Community Development & Services department management team. DSC Staff includes personnel from the City Clerk's Office, Community Development & Services, Information Technology, and Public Works, Parks and Recreation.

DSC team members from these departments include a collection of permit technicians, plans examiners, engineers, inspectors, and support staff who provide centralized service delivery for customers using the City's development process.

Resources	FY 2017 Budget
Licenses & Permits	$ 4,498,867
Charges for Services	12,515,912
Interest Earned	137,454
Miscellaneous	3,356
Total Revenue	**$ 17,155,589**
Operating Transfers In	-
Total Resources	**$ 17,155,589**

Applications	FY 2017 Budget
Salaries and Wages	$ 6,437,048
Employee Benefits	2,813,058
Services and Supplies	6,922,896
Depreciation	14,555
Total Expenses	**$ 16,187,557**
Operating Transfers Out	2,371
Total Applications	**$ 16,189,928**



Development Services Center Lobby

Eldorado Valley

This special revenue fund was created in April 2014 to account for transactions and funding related to the Eldorado Valley Regional Public Safety Training Facility (EVRPSTF).

As required by interlocal agreement, this training facility has been established jointly with Boulder City under the First Amended Governance Agreement of the Eldorado Valley Regional Public Safety Training Facility between the City of Henderson and the City of Boulder City. This agreement was approved by the City of Henderson City Council on November 5, 2013. The agreement provides for a facility to be used by both agencies for emergency response training and education.

Any revenues realized from the facility's operation will be expended only for the upkeep, maintenance, and operation of the facility, in accordance with the Agreement. NRS 354.612 authorizes the City to establish the EVRPSTF Special Revenue Fund. The funding source used to finance the operations of the EVRPSTF Special Revenue Fund will be the fees that are earned through renting the facility to non-partnering agencies as well as funds contributed by the partnering agencies as dictated by the agreement.

Resources	FY 2017 Budget
Intergovernmental	$ 50,000
Miscellaneous	20,000
Total Revenue	**$ 70,000**
Operating Transfers In	50,000
Total Resources	**$ 120,000**

Applications	FY 2017 Budget
Salaries and Wages	$ 10,000
Services and Supplies	100,000
Total Expenses	**$ 110,000**
Operating Transfers Out	-
Total Applications	**$ 110,000**

Eldorado Valley Regional Public Safety Training Facility

Southern Nevada Police, Fire and Emergency Medical Services First Responders

cityofhenderson.com, bcnv.org

Engineering Services

The Engineering Services Fund (ESF) is an Internal Service Fund that was established to provide the functions of design, offsite inspection and construction management services for the City. The fund provides these services to City capital projects funded either by the City or external agencies such as the Clark County Regional Flood Control District (CCRFCD) or the Regional Transportation Commission of Southern Nevada (RTC). The fund is to account for the cost incurred and to recover those applicable charges on a cost-reimbursement basis.

This fund contains part of the Public Works, Parks and Recreation Department including Infrastructure Design and Construction and Facilities Design and Construction.

A significant portion of the ESF funded work is related to RTC roadway improvement projects, CCRFCD projects and parks and trail projects funded through the Southern Nevada Public Land Management Act (SNPLMA). These projects are developed and administered within the City of Henderson by ESF staff. Labor costs associated with these projects are billed to these agencies and reimbursed to this fund.

Engineering Service Fund employees are currently involved with over 50 projects. These projects include roads, flood control, traffic control, parks, trails, City facilities and utility improvements.

Due to the current economy, funding for new capital improvement projects is expected to continue being lower than what is needed. An upturn in developer projects has resulted in a need for increased staffing levels for Fiscal Year 2017.

Resources	FY 2017 Budget
Charges for Services	$ 6,897,516
Interest Earned	50,000
Total Revenue	**$ 6,947,516**
Operating Transfers In	-
Total Resources	**$ 6,947,516**

Applications	FY 2017 Budget
Salaries and Wages	$ 4,805,766
Employee Benefits	2,116,062
Services and Supplies	2,066,613
Depreciation	-
Total Expenses	**$ 8,988,441**
Operating Transfers Out	-
Total Applications	**$ 8,988,441**



Gibson Arterial Reconstruction

Engineering Services Projects

Completed Projects Fiscal Year 2016

- Horizon Ridge Parkway at I-515 Operational Improvements
- Boulder Highway / Magic Way Traffic Signal Project
- Pittman Wash – UPRR to Santiago
- UPRR Trailhead at Burkholder Park
- Galleria Drive, Pabco Road to Lake Las Vegas Parkway
- Anthem Neighborhood Rehabilitation Site #5
- Sunset Lift Station Retirement
- Strada Toscana LID Improvements
- Apache Place Improvements
- South Major Improvements
- On-Call Pavement Patching



College-Paradise Improvements

Forfeited Assets

Under NRS 179.1187, the Forfeited Assets Special Revenue fund was established to account for the proceeds from the sale of forfeited property. With a few exceptions, the money accumulated in this fund may be used for any purpose deemed appropriate by the Henderson Chief of Police. This fund accounts for both state and federal forfeitures.

Key Fact

Forfeited Assets funds are used to acquire necessary equipment to assist officers in safeguarding the community.



Detention Center Processing

During the 71st State Legislative Session in 2001, Senate Bill 36 introduced additional language to NRS. Per NRS 179.1187, seventy percent of any remaining funds over $100,000 at the end of each fiscal year are to be released to the school district. This applies only to state narcotic and general criminal seizures. Proceeds from federal forfeitures and fund balances accumulated prior to October 1, 2001 are exempt from this statute.

In Fiscal Year 2015, the ending fund balance in the state forfeiture fund was below the $100,000 allowable limit. As a result, no reimbursement to the Clark County School District was necessary.

Projected state forfeiture and interest revenues, less anticipated expenditures, are not expected to increase the ending fund balance for these programs above $100,000 during Fiscal Year 2016. For this reason, it is not anticipated that funds will be released to the school district at the end of Fiscal Year 2016.

Budgeted expenditures in Fiscal Year 2017 mainly represent funding received in Fiscal Year 2016 from federal agreements for cooperative sting operations. Participating entities receive a proportionate share of seizure proceeds for these joint operations.

Resources	FY 2017 Budget
Forfeitures	$ -
Interest	1,000
Total Revenue	**$ 1,000**
Operating Transfers In	-
Total Resources	**$ 1,000**

Applications	FY 2017 Budget
Services and Supplies	$ 49,000
Total Expenditures	**$ 49,000**
Operating Transfers Out	-
Total Applications	**$ 49,000**

Gas Tax

The Gas Tax Funds are special revenue funds. They are comprised of various revenue sources that are to be used for street repair and maintenance. Nearly 75% of the revenue in this fund is generated by taxes applied per gallon of fuel purchased. During Fiscal Year 2016, the City spent over $3.5 million to complete periodic street maintenance such as crack sealing, and daily maintenance activities such as pothole repairs and maintenance of traffic control infrastructure including signals, signage, and markings.

Assembly Bill 413 was passed during the 2013 legislative session enabling the Clark County Commission to enact Fuel Revenue Indexing (FRI) for all local governments. The Commission subsequently passed this in September of 2013. Fuel taxes are now indexed to common consumer price indexes to keep pace with labor and material costs. For a three year period ending December 2016, the FRI program will generate approximately $700 million to fund 199 projects in Southern Nevada, including approximately $75 million to the City of Henderson.

Gas Tax revenues are governed by various Nevada Revised Statutes, each of which have different restrictions on expenditures.

Gas Tax Nevada Revised Statutes

- **1 Cent Gas Tax (NRS 365.192)** Repair or restore existing City paved roads, streets, and alleys by resurfacing, overlaying, resealing or other customary methods. May include design and construction inspection.
- **2.35/3.60 Cent Gas Tax (NRS 365.550, NRS 365.180)** May be used for construction, maintenance, and repair of existing or new City streets and appurtenances (including crosswalks, sidewalks, culverts, lighting, traffic control devices, etc.) for the safe and efficient use of that road. May not include design or construction inspection.
- **1 Percent Room Tax (NRS 244.3351, NRS 244.33512, NRS 244A.053)** May be used for construction and maintenance of existing or new City street and appurtenances (including paving, sewers, curbs, gutters, drains, lighting, traffic control devices, etc.) for the safe and efficient use of that road. May include design and construction inspection.

Resources	FY 2017 Budget
Intergovernmental	$ 3,505,927
Interest Income	90,000
Total Revenue	**$ 3,595,927**
Operating Transfers In	-
Total Resources	**$ 3,595,927**

Applications	FY 2017 Budget
Salaries and Wages	$ 571,400
Benefits	200,000
Services and Supplies	208,000
Capital Outlay	1,192,526
Total Expenditures	**$ 2,171,926**
Operating Transfers Out	90,000
Total Applications	**$ 2,261,926**

Key Fact

The city maintains over 2,600 lane miles of roadway. Gas Tax Funds used to crack seal, and slurry seal streets extend the life of assets.



General

The General Fund accounts for activities of the City that are not required to be accounted for in a separate fund by legal requirements.

This fund comprises most of the core functions of the City of Henderson including General Government, Judicial, Public Safety, Public Works, Culture and Recreation, and Community Support. Some of these functions have additional funds supporting their operations.

The General Fund revenue comes from many sources, the largest of which is Intergovernmental Resources. Intergovernmental Resources are revenues received from other governmental entities. These include Consolidated Tax, County Gaming License Fees, and a Motor Vehicle Fuel Tax.

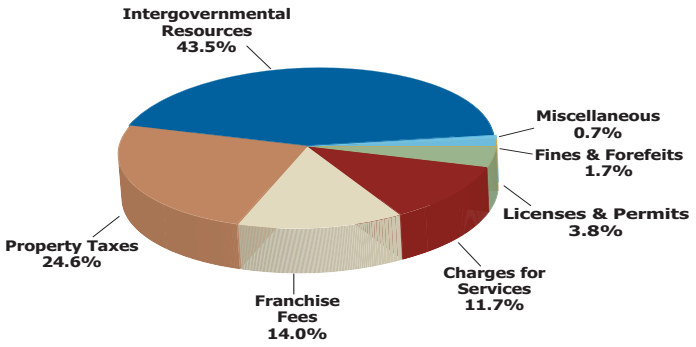
Consolidated Tax comprises $102.3 million or 96% of Intergovernmental Resources and consists of:

- Basic City-County Relief Tax (BCCRT)
- Supplemental City-County Relief Tax (SCCRT)
- Cigarette Tax
- Liquor Tax
- Real Property Transfer Tax
- Government Services Tax

Property taxes represent the second-largest revenue source for the General Fund. The City of Henderson has one of the lowest city property tax rates in Nevada at a rate of $.7108 per $100 of assessed valuation.

Resources	FY 2017 Budget
Intergovernmental Resources	$ 106,246,638
Property Tax	60,014,122
Franchise Fees	34,250,000
Charges For Services	28,500,661
Licenses and Permits	9,340,200
Fines and Forfeits	4,292,409
Miscellaneous	1,633,457
Total Revenue	**$ 244,277,487**
Operating Transfers In	-
Total Resources	**$ 244,277,487**

General Fund Revenue by Source

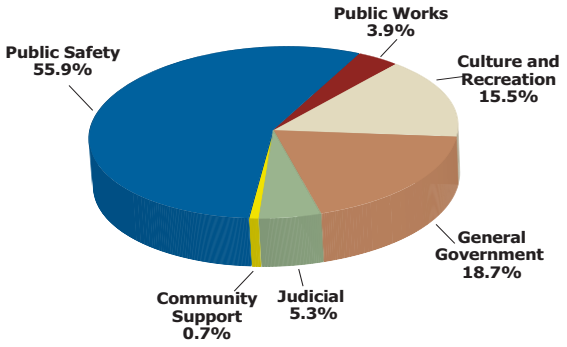




Henderson Public Safety participating in "Every 15 Minutes" program demonstrating the impact of drunk driving accidents to high school students.

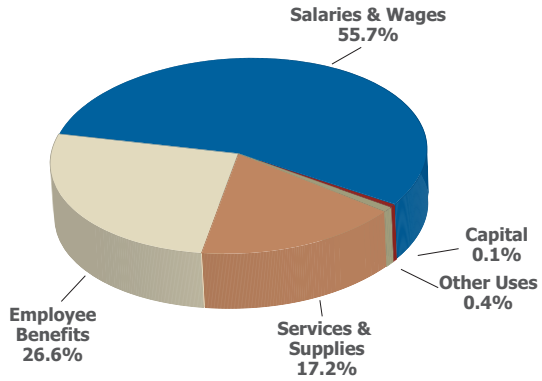
Expenditures by Function	FY 2017 Budget
General Government	$ 45,649,665
Judicial	12,977,745
Public Safety	136,129,203
Public Works	9,567,390
Culture and Recreation	37,859,106
Community Support	1,686,384
Total Expenditures	**$ 243,869,493**

General Fund Expenditures by Function



Expenditures by Category	FY 2017 Budget
Salaries & Wages	$ 136,495,208
Employee Benefits	65,067,984
Services & Supplies	42,106,301
Capital Outlay	200,000
Subtotal Expenditures	**$ 243,869,493**
Transfers Out	1,050,000
Total Expenditures & Other Uses	**$ 244,919,493**

General Fund Expenditures and Other Uses by Category



General Fund Expenditure Summary by Function	FY 2017 Budget	%
General Government		
Audit	$ 369,450	
Building Maintenance	8,705,877	
City Attorney's Office	3,421,169	
City Clerk's Office	2,240,091	
City Manager's Office	1,830,402	
Community Development	4,399,907	
Finance	5,345,489	
Human Resources	3,031,831	
Information Technology	8,967,268	
Mayor & City Council	716,850	
Mayor & Council Support	1,428,902	
Miscellaneous Citywide	3,960,942	
Public Affairs	1,231,487	
	$ 45,649,665	18.7%
Judicial		
Municipal Court	$ 7,121,503	
Attorney - Criminal	3,748,842	
Alternative Sentencing	2,107,400	
	$ 12,977,745	5.3%
Public Safety		
Fire	$ 46,176,708	
Police	88,129,654	
Building & Fire Safety	1,822,841	
	$ 136,129,203	55.8%
Public Works		
Paved Streets	$ 1,792,180	
Street Lighting	3,471,588	
Public Works - General	4,303,622	
	$ 9,567,390	4.0%
Culture & Recreation		
Parks	$ 18,249,258	
Recreation	19,609,848	
	$ 37,859,106	15.5%
Community Support		
Economic Development	$ 913,403	
Neighborhood Services	772,981	
	$ 1,686,384	0.7%
Total All Departments	**$ 243,869,493**	**100.0%**

Grant

The Grant Special Revenue Fund accounts for the grants awarded to the City.

The City has applied for numerous grants that affect various functions. Only those grants that were approved at the time of the filing of the Final Budget are included in the budget. Any additional grants received during the fiscal year, or carry-forwards from the prior fiscal year, will be reflected in the augmented budget.

During Fiscal Year 2016, many functions were awarded grant funds that will be carried forward into Fiscal Year 2017 including but not limited to Public Safety, Public Works, Culture & Recreation (primarily SNPLMA), and Community Support grants.

Resources	FY 2017 Budget
Intergovernmental	$ 6,499,544
Other Revenue	300,000
Total Revenue	**$ 6,799,544**
Total Resources	**$ 6,799,544**

Applications	FY 2017 Budget
Community Support	
Salaries and Wages	$ 516,434
Employee Benefits	261,231
Services and Supplies	1,640,000
Culture and Recreation	
Services and Supplies	600,000
General Government	
Salaries and Wages	210,898
Employee Benefits	102,344
Public Safety	
Services and Supplies	1,170,000
Public Works	
Services and Supplies	2,000,000
Total Expenditures	**$ 6,500,907**
Operating Transfers Out	-
Total Applications	**$ 6,500,907**

Grant Awards Summary

Grant Type	FY 2016 Estimate
Judicial - Court & Alternative Sentencing	$ 50,675
Public Safety - Police & Emergency Management	1,493,848
Public Works - NV Dept of Transportation / Private	2,915,950
Culture & Recreation - Senior Nutrition	695,287
Economic Development-Tecchnology	134,200
Community Support - Community Dev Block Grants	1,470,250
Community Support - Home Grants	432,191
Community Support - Other	60,000
Total Grants	**$ 7,252,401**

Land Sales

The Land Sales Capital Project Fund is used to account for the lease and sale of City-owned property. The proceeds from the sale and lease of property are used to fund additional land purchases and miscellaneous capital projects.

Land sales are governed by Henderson City Charter, Article II, Section 2.320, which states that proceeds from all sales and exchanges of real property owned by the City may be expended only for acquisition of assets; capital improvements; expenses incurred in the preparation of a long-term comprehensive master-planning study; costs for administration of the Land Fund; and expenses incurred in making major improvements and repairs to the water, sewer, and street systems.

Approximately 65% of the land owned by the City is for flood control, municipal uses, and open space. City-owned property that may be developed includes land approved for commercial, industrial and residential uses. The City anticipates selling City owned land of approximately $5,000,000 during the Fiscal Year.

Resources	FY 2017 Budget
Interest Income	$ 230,000
Other	460,000
Total Revenue	**$ 690,000**
Land Sales	$ 5,000,000
Total Resources	**$ 5,690,000**

Applications	FY 2017 Budget
General Government	
Salaries and Wages	$ 183,852
Benefits	71,327
Services and Supplies	5,490
Capital Outlay	2,650,000
Public Safety	
Capital Outlay	$ 1,150,000
Public Works	
Salaries and Wages	$ 89,349
Benefits	39,931
Services and Supplies	510,530
Capital Outlay	2,850,000
Total Expenditures	**$ 7,550,479**
Operating Transfers Out	527
Total Applications	**$ 7,551,006**

Key Fact

The City leases cell tower sites generating nearly $500,000 in revenues annually.



Municipal Court

The Municipal Court Administrative Fee Special Revenue Fund accounts for the revenues received from court assessments for misdemeanors. These funds are to be used to improve operations of the court. This fund was established under NRS 176.059.

A second provision was added under NRS 176.0611 that allows for the imposition of a flat $10 fee in addition to any other fines imposed in the sentencing of an offender. These additional funds are to be dedicated to the acquisition, construction, renovation, or remodel of court facilities, as well as any furniture, fixtures, or technology needed as a result of expansion or remodel of such facilities.

A third provision was added under NRS 176.0642 that allows for the imposition of a collection fee on a sliding scale when a debt owed to the court becomes delinquent. The court may impose a $100 enforcement fee on any delinquent payment plan.

Revenues received into this fund are used to offset expenditures associated with judicial enforcement activities such as collection agency fees and warrant service costs.

Resources	FY 2017 Budget
Fines and Forfeits	$ 677,821
Total Revenue	**$ 677,821**
Operating Transfers In	-
Total Resources	**$ 677,821**

Applications	FY 2017 Budget
Salaries and Wages	$ 170,531
Employee Benefits	87,308
Services and Supplies	590,709
Capital Outlay	100,000
Total Expenditures	**$ 948,548**
Operating Transfers Out	-
Total Applications	**$ 948,548**

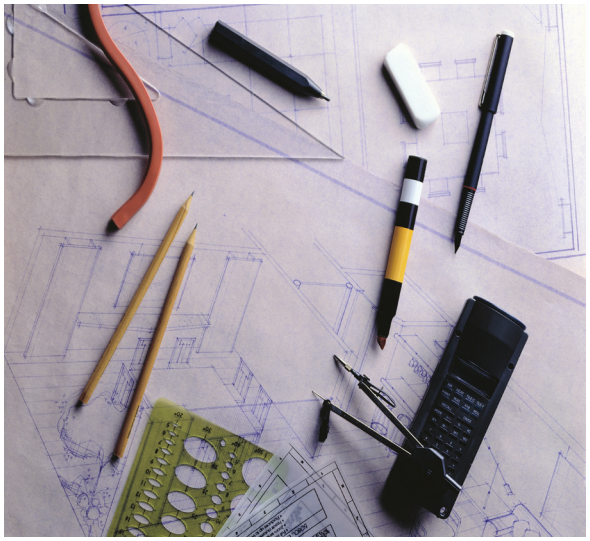


Municipal Facilities

The Municipal Facilities Capital Projects Fund is used to account for costs that are associated with the acquisition, construction, and improvement of public facilities or other major City projects. The revenue to construct these projects is derived mainly from bond proceeds.

Projects housed in this fund are citywide projects. Some of the completed projects funded through this fund include the Henderson Detention Center expansion, Heritage Park Senior Facility and Justice Facility Expansion.

Fiscal Year 2017 Projects include miscellaneous services to implement Public Works' portion of the City-wide Asset Management System.



Resources	FY 2017 Budget
Interest Income	$ 120,000
Total Revenue	**$ 120,000**
Operating Transfers In	-
Total Resources	**$ 120,000**

Applications	FY 2017 Budget
Public Works	
Salaries and Wages	$ 70,498
Benefits	8,393
Services and Supplies	260,431
Capital Outlay	300,000
Total Expenditures	**$ 639,322**
Operating Transfers Out	123,000
Total Applications	**$ 762,322**

Key Fact

During Fiscal Year 2016, the Public Works portion of the Citywide Asset Management System was implemented.

Municipal Golf Course

The Municipal Golf Course Enterprise Fund was established in October 2004 to account for the user fees received and operating expenses associated with the City's first municipal golf course. The Wildhorse Golf Club was acquired by the City through a property exchange with Wildhorse Enterprises. This fund was established under NRS 354.612.

In Fiscal Year 2017, Wildhorse Golf Club will maintain some of the lowest public golf fees in the Las Vegas Valley while continuing to balance revenues and operating expenses excluding depreciation.

Resources	FY 2017 Budget
Charges for Services	$ 2,417,550
Interest Income	1,700
Total Revenue	**$ 2,419,250**
Operating Transfers In	-
Total Resources	**$ 2,419,250**

Applications	FY 2017 Budget
Services and Supplies	$ 2,356,845
Depreciation	305,554
Total Expenses	**$ 2,662,399**
Operating Transfers Out	-
Total Applications	**$ 2,662,399**



Wildhorse Municipal Golf Course

Other Funds

This section will briefly describe the funds of the City not presented in their own sections. These funds have no budgeted expenditures for Fiscal Year 2017.

Lake Las Vegas Capital Project Fund

The Lake Las Vegas Capital Project Fund was established as a contingency fund to be used solely to cover the costs of storm water treatment and/or conveyance in the event that federal and/or state agencies determine that more stringent treatment standards are required as a result of the creation of Lake Las Vegas. The revenues in this fund come from developer contributions, interest income, and transfers-in.

Per an agreement reached between the City and the Lake Las Vegas developer, this fund was established in 1989 to be maintained for a period of 30 years.

Total contributions to this fund were estimated to be up to $30 million. The City's portion of this comes from the increase in property tax revenue as a result of the commercial and residential properties at Lake Las Vegas. After the 30-year period, any funds not utilized for the above purpose will be available for use on other municipal projects deemed appropriate. At the end of Fiscal Year 2017, the fund balance is estimated to be $5.9 million.



Lake Las Vegas

RTC Capital Projects Fund

The RTC Capital Projects Fund is used to improve street projects within the City of Henderson that are funded through the Regional Transportation Commission of Southern Nevada (RTC) and Clark County grants. One of the tasks assigned to the RTC is to direct the expenditures of funds that are generated from the Motor Vehicle Fuel Tax for regional street and highway construction.

Chapter 365 of the Nevada Revised Statutes relates to the Motor Vehicle Fuel Tax. NRS 365.560 pertains to the distribution of the county's appropriation to the various other governmental entities within the jurisdiction.

Most RTC projects developed within the City of Henderson are not recorded in the City's financial records due to the fact that construction project costs are billed and paid directly by the RTC. City engineering staff costs include engineering services and quality control inspections that are billed and reimbursed directly to the Engineering Services Fund. The majority of traffic improvements within the City of Henderson are funded through RTC.

Financial Stabilization Special Revenue Fund

The Financial Stabilization Fund was established under NRS 354.6115. This statute allows for local governments to establish and maintain a fund to stabilize the operation of the local government and mitigate the effects of natural disasters. The money in this fund can only be accessed by the City if the total actual revenues fall short of the budgeted revenues in the General Fund or to mitigate the effects of a natural disaster.

The City established this fund in Fiscal Year 1996. The maintenance of such a fund is crucial to ensure the financial health of the City and to maintain a high bond rating. The ending fund balance for Fiscal Year 2017 is anticipated to be approximately $20.3 million or 8.3% of General Fund Revenues in accordance with City Financial Management Policies.

LID Revolving Loan Internal Service Fund

This fund, established under NRS 271.536, provides funding on a loan basis for costs of special assessment districts such as construction and engineering. These costs are repaid from the bond proceeds if special assessment bonds are issued, or directly from special assessments collected from property owners. No charges for services are budgeted for Fiscal Year 2017, while Interest Income is estimated at $20,000, with no budgeted expenditures for this fund.

Flood Control Fund

This fund was established to account for the flood control projects that are primarily funded by the Clark County Regional Flood Control District (CCRFCD). CCRFCD was established under NRS 543. Henderson assists in projects undertaken by CCRFCD that affect the City. The money received by CCRFCD to fund such projects is then allocated to cover the costs incurred. Most of the projects previously reflected in this fund are now billed directly to CCRFCD.

Special Ad Valorem Transportation

The Special Ad Valorem Transportation Capital Projects Fund was established under NRS 354.59815. These funds may be used only for the purchase of capital assets including land, improvements to land, or major items of equipment; the renovation of existing governmental facilities not including normal recurring maintenance; and the repayment of medium-term obligations issued to fund a project.



Whitney Ranch Channel repairs

Park Development



Burkholder Parking Lot Improvements

The Park Development Capital Projects Fund receives revenue from Residential Construction Tax (RCT), which is collected through the building permit process as developers and homeowners pay their development fees. The monies are collected and retained for usage in the six established RCT park districts within the City. This is a transaction privilege tax adopted by the City through the enactment of state legislation and the current rate of collection is $.36 per square foot with a maximum of $1,000 per dwelling unit.

RCT Completed Projects

2014

- Bleacher shade at Stephanie Lynn Craig Park and Russell Road Recreation Complex
- Park furniture replacement for various locations
- Esselmont Park splash pad resurfacing

2015

- Boulder Creek Park
- BMX Track at Whitney Mesa Recreation Area
- O'Callaghan Park parking lot renovation

2016

- Paradise Pointe Park
- Burkholder Park renovations

The RCT park districts are divided into six separate City sections: East, South, Southwest, Northwest, West, and Lake Las Vegas. The monies collected in a district must remain in that district and be used to fund a specific district project. NRS 278B.083 defines a park project to regulate the use of the revenue. Fees are used to acquire, develop, improve, or expand parks, playgrounds, and trails within the City.

Key Fact

Paradise Pointe Park is located at the southwest corner of Archer Glen Avenue and Horizon Ridge Parkway, less than a mile from the Sloan Canyon National Conservation Area. The park features the theme "living in the desert," which will include interpretive elements, trail connectivity and a bio-retention area collecting rainwater to offer educational opportunities.

Resources	FY 2017 Budget
Impact Fees	$ 796,000
Interest Income	49,500
Total Revenue	**$ 845,500**
Operating Transfers In	-
Total Resources	**$ 845,500**

Applications	FY 2017 Budget
Capital Outlay	$ 1,165,281
Total Expenditures	**$1,165,281**
Operating Transfers Out	-
Total Applications	**$1,165,281**

Redevelopment Agency

The Henderson Redevelopment Agency was established in 1995 under NRS 279 to provide a method for revitalizing deteriorating and blighted areas of the City. Currently, five redevelopment areas have been designated by the Agency: Downtown, Cornerstone, Tuscany, Eastside, and Lakemoor.

The Agency uses tax increment financing funds to construct public improvements (provided no other means are available), acquire or lease land, repay bonds, provide assistance through various programs for rehabilitation, facade improvements, signage, and tenant improvements, to name a few. In addition, the Agency assists with financing of facilities when it is determined that it is necessary for the economic feasibility of a development.



The Agency closed on the sale of 314 S. Water Street to Blue Skye Development for a future mixed-use project named Southend on Water. Phase I will be a modern 2-story, 6,500 sf commercial office building with ground floor retail space. Scheduled completion December 2016.



Resources	FY 2017 Budget
Property Tax	$ 8,688,103
Miscellaneous	135,000
Total Revenue	**$ 8,823,103**
Total Resources	**$ 8,823,103**

Applications	FY 2017 Budget
Salaries and Wages	$ 630,648
Employee Benefits	285,358
Services and Supplies	7,273,968
Capital Outlay	-
Principal Retirement	225,000
Interest Expense	393,300
Administrative and Other Costs	-
Total Expenses	**$ 8,808,274**
Total Applications	**$ 8,808,274**

Key Fact

This year, the Agency hosted quarterly Water Street Rall-e business mixers and welcomed over 240 attendees. The Rall-e is intended to bring small business owners and entrepreneurs together to provide networking opportunities and information sharing, as well as exposure to the Water Street District.

Redevelopment Agency Bonds Payment Requirements

Fiscal Year	Principal	Interest	Total
2017	$ 225,000	$ 393,300	$ 618,300
2018	230,000	387,600	617,600
2019	240,000	379,350	619,350
2020	250,000	368,300	618,300
2021	265,000	355,425	620,425
2022 - 2026	1,525,000	1,560,875	3,085,875
2027 - 2040	6,630,000	2,012,400	8,642,400
	$ 9,365,000	**$ 5,457,250**	**$ 14,822,250**

Outstanding Debt Obligations

General Obligation Bonds	Date Issued	Original Amount	Outstanding 7/1/2016	Current Year Principal & Interest	Final Payment Date
Bond Payable	11/18/2015	$ 9,365,000	$ 9,365,000	$ 618,300	10/1/2039
		$ 9,365,000	**$ 9,365,000**	**$ 618,300**	

Redevelopment Agency Future Projects

- Increase civic engagement, public outreach, and increase amenities within targeted redevelopment areas, including continued coordination with business owners and residents.
- Continue funding, coordinating, and/or administering various programs offered within identified redevelopment areas, including coordinating with other City departments on planning and promoting successful events and programming within the Water Street District and funding and administering appropriate incentives to spur investment and development.
- Increase business recruitment, development, retention, and expansion within targeted redevelopment areas and increase strategic partnerships, including proactively seeking out developers, both locally and nationally, and support efforts to keep existing and future projects moving forward.
- In addition, the Agency will continue its efforts to promote a strong and diverse economy and vibrant community by:
  - Promoting development opportunities and incentives.
  - Working closely with business owners to gauge the successes and challenges of conducting business in a redevelopment area.
  - Representing and promoting opportunities within redevelopment areas at local business associations and trade shows.
  - Identifying alternative sources of funding to assist with project development.
- Continue frequent updates and use of social media to promote the benefits of living in the Downtown area.

Sales & Use Tax

The Sales & Use Tax Special Revenue Fund was established in August 2005 to account for the sales tax funds received in conjunction with State Assembly Bill 418 (More Cops). The 1/4-cent sales tax increase was approved by Clark County voters in November 2004 to hire and equip police officers in the Las Vegas Valley, Boulder City, and Mesquite. The Board of Clark County Commissioners was authorized to review the effects of this increase and authorize an additional 1/4-cent increase after October 2009, if deemed necessary.

The 2013 Nevada Legislature approved Assembly Bill 496 that authorized an additional .15 cents to be implemented October 1, 2013, if approved by the Clark County Commission. The ordinance was approved at the September 1, 2015 Public Hearing of the Board of County Commission with an amendment to impose an additional tax upon all retail sales at a rate of .05 cents on or after January 1, 2016, for the purpose of employing and equipping police officers to protect the residents of Clark County.

Resources	FY 2017 Budget
Intergovernmental	$ 15,576,690
Interest Income	3,500
Total Revenue	**$ 15,580,190**
Operating Transfers In	-
Total Resources	**$ 15,580,190**

Applications	FY 2017 Budget
Salaries and Wages	$ 8,943,586
Employee Benefits	4,962,605
Services & Supplies	1,634,047
Total Expenditures	**$ 15,540,238**
Operating Transfers Out	-
Total Applications	**$ 15,540,238**



Recruitment Night

Self-Insurance

This section will address the three City Self-Insurance Internal Service Funds. Each of these funds receives its funding through a combination of interest income, charges to employees via payroll deductions, and assessments to other City funds and departments based on City-established formulas and industry standards. The Self-Insurance funds include:

- Self-Insurance (Property/Casualty)
- Workers' Compensation
- Health Insurance

Resources	FY 2017 Budget
Insurance Premiums	$ 2,896,179
Interest Income	66,000
Total Revenue	**$ 2,962,179**
Operating Transfers In	-
Total Resources	**$ 2,962,179**

Applications	FY 2017 Budget
Salaries and Wages	$ 499,905
Employee Benefits	209,178
Services and Supplies	1,664,524
Claims	1,485,000
Legal Fees	75,000
Depreciation/Amortization	-
Total Expenses	**$ 3,933,607**
Operating Transfers Out	-
Total Applications	**$ 3,933,607**

Self-Insurance Fund (Property/Casualty)

The Property/Casualty Self-Insurance Fund accounts for the payment of claims for property damage and accident liability losses, within certain limits, as well as the cost of purchasing commercial property insurance, excess liability insurance, employee bonds, and other insurance products.

The claim reserves of the fund are analyzed biannually by an independent actuary hired by the City. It is their job to analyze the City's claims experience to determine whether adequate levels of funding and case reserves are available. Any adjustments to this fund are made in the subsequent fiscal year.



Street Pole Replacement

Workers' Compensation

The Workers' Compensation Self-Insurance Fund accounts for the expenditures related to claims filed by City employees for work-related injuries, as well as the purchase of excess insurance, mandatory employee physical examinations, and the general operations of the fund.

Similar to the Property/Casualty Self-Insurance Fund, the claim reserves of the Workers' Compensation Fund are analyzed biannually by an independent actuary hired by the City. It is the actuary's duty to review the current and historical claims experience to establish the City's outstanding claims liability and project future claims costs. Any adjustments needed for this fund are made in the subsequent fiscal year.

Resources	FY 2017 Budget
Insurance Premiums	$ 3,203,615
Interest Income	205,000
Total Revenue	**$ 3,408,615**
Operating Transfers In	-
Total Resources	**$ 3,408,615**

Applications	FY 2017 Budget
Salaries and Wages	$ 975,448
Employee Benefits	441.740
Services and Supplies	1,569,773
Claims	4,215,000
Legal Fees	18,000
Total Expenses	**$ 7,219,961**
Operating Transfers Out	-
Total Applications	**$ 7,219,961**

Health Insurance

The Health Insurance Self-Insurance Fund covers the cost of providing insurance benefits to non-Teamster, full-time city employees including medical, dental, vision, life, and disability insurance.

Insurance contracts are negotiated by the City to ensure that adequate insurance coverage is provided to employees at the best possible rates. The cost of this insurance is funded through a combination of City and employee contributions. Employee portions of insurance premiums are collected through payroll deduction.

Resources	FY 2017 Budget
Insurance Premiums	$ 16,919,285
Interest Income	75,000
Total Revenue	**$ 16,994,285**
Operating Transfers In	-
Total Resources	**$ 16,994,285**

Applications	FY 2017 Budget
Salaries and Wages	$ 97,491
Employee Benefits	43,409
Services and Supplies	2,038,514
Claims	16,410,121
Total Expenses	**$ 18,589,535**
Operating Transfers Out	-
Total Applications	**$ 18,589,535**



E-Bike Training

Special Assessment Districts

The Special Assessment Districts Capital Projects Fund is to account for infrastructure that the City of Henderson requires developers to fund. In some instances, the City establishes assessment districts under NRS 271, which encompass developments benefiting from the construction of improvements such as streets, water, wastewater, storm water, and other improvements. Assessments are then imposed upon the properties within these districts to repay the bonds issued to finance the improvement project. These assessments usually span a 10-to-20-year period.

The sources of revenue include interest income, developer reimbursements, transfers of interest from the Debt Service Fund-Special Assessments for use in funding of improvement projects, and bond proceeds.

Resources	FY 2017 Budget
Interest Income	$ 8,000
Total Revenue	**$ 8,000**
Operating Transfers In	172,895
Total Resources	**$ 180,895**

Applications	FY 2017 Budget
Capital Outlay	$ 5,000,000
Total Expenditures	**$ 5,000,000**
Operating Transfers Out	-
Total Applications	**$ 5,000,000**



Racetrack Rd. Improvements

Special Recreation

The Special Recreation Capital Projects Fund is used to account for room tax revenue received from the Las Vegas Convention and Visitors Authority. These funds are used to support recreational purposes, primarily to purchase equipment, supplement park and aquatic improvements, acquire property, and fund the furnishings, fixtures, and equipment (FFE) for recreation centers. Two of the statutes that distribute and limit the usage of the room tax funds designated for recreation purposes are NRS 244A.637 and 268.0195.

Resources	FY 2017 Budget
Intergovernmental	$ 2,700,000
Charges for Service	100,000
Miscellaneous	10,250
Interest Income	44,000
Total Revenue	**$ 2,854,250**
Operating Transfers In	-
Total Resources	**$ 2,854,250**

Key Fact

In Fiscal Year 2016, the Special Recreation Fund provided monies for trail repair, basketball court resurfacing, pool deck repairs, fitness equipment and other upgrades and repairs.

Applications	FY 2017 Budget
Services and Supplies	$ 1,850,065
Capital Outlay	847,214
Total Expenditures	**$ 2,697,279**
Operating Transfers Out	274,794
Total Applications	**$ 2,972,073**



Black Mountain Aquatic Complex

Utilities - Water and Sewer

The Water and Sewer Funds are Enterprise Funds that account for revenues generated through water and sewer rates and system development charges.

The City conducts ongoing financial assessments of the water and sewer funds. These are in-depth analyses of the financial condition of the utility funds based on current trends, projections for future operating costs and revenues, capital improvement projects, and customer demand. The analysis covers all aspects of the water and sewer funds. Adjustments are recommended to the rate and fee structure in accordance with the financial assessment analysis.

Potable (drinking) water rates consist of a flat monthly service charge, plus a volume charge based on a four-tier rate structure. The City moved from a three-tier to a four-tier rate structure in 2003 to encourage water conservation. As a customer's water consumption increases, there is a proportionally larger increase in their rates as they cross the threshold between tiers. Customers who use less water are rewarded with a lower water rate. The average single family residence consumes approximately 13,000 gallons or less per month, and falls within the first two rate tiers. A rate adjustment increase of 2.0% will be enacted January 1, 2017. Projected revenue from water sales for Fiscal Year 2017 is $67,900,000.

Key Fact

The Utility Department performed approximately 57,000 "Call Before You Dig" utility line locates.

Sewer rates consist of a flat monthly service charge for all customers, plus an additional volume charge for commercial accounts. The volume charge is based on the customer's water consumption. Projected revenue for wastewater treatment in Fiscal Year 2017 is $42,250,000.

Reclaimed water is municipal wastewater that has been cleaned, processed, and treated to a high level appropriate for irrigation purposes. Reclaimed water is used to irrigate nine Henderson golf courses, a cemetery,



Water sampling at the Las Vegas Wash

and Boulder Highway medians. The use of reclaimed water aligns with the City's strategic goal to preserve our natural resources. Projected revenue from reclaimed water sales for Fiscal Year 2017 is $2.6 million.

System Development Charges (SDCs) are fees that are charged to development customers for new connections to the City's existing water and sewer infrastructure. SDCs are a non-operating revenue source for the Water and Sewer Funds. Water system development fees for Fiscal Year 2017 are projected at $3.1 million and sewer system development fees are projected at $4.3 million.

In order to adequately project anticipated infrastructure needs for the water and sewer systems, the City has adopted a standard equivalent dwelling unit (EDU) for use in projections related to water; and an equivalent residential unit (ERU) for use in projections related to sewer. For the Utility, both the EDU and ERU are used when calculating SDCs. The payment of SDCs by a developer provide for access to capacity in the existing system on a status equal to the already existing customers. The formula used to determine the payment of SDCs include the net replacement cost of current system assets (less any developer contributed assets and outstanding bond principle) and current working capital reserves. This approach is based on the principle of achieving system capacity equity between existing and new customers and to provide funding for facility infrastructure needs.

The primary source for Henderson's drinking water is the Colorado River via Lake Mead. Since 2002, this resource has been threatened due to below average rain and snowfall in the Colorado Rockies, the source of

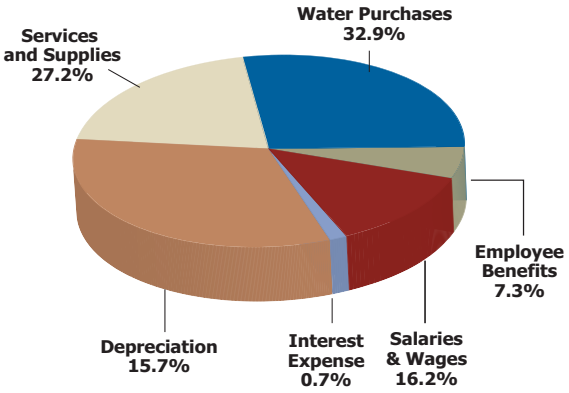
Water Fund

the Colorado River. To ensure that Southern Nevada has an adequate water supply now and into the future, the Southern Nevada Water Authority (SNWA), the wholesale water supplier to Henderson, is developing a portfolio of resources to reduce reliance on the Colorado River.

Resources	FY 2017 Budget
Utility Fees	$ 67,900,000
Late Charges	1,250,000
Miscellaneous	80,000
Connection Fees	780,000
Interest Income	1,250,000
Total Revenue	**$ 71,260,000**
System Development Fees	3,100,000
Total Resources	**$ 74,360,000**

Applications	FY 2017 Budget
Salaries and Wages	$ 12,363,102
Employee Benefits	5,534,240
Water Purchases	24,988,000
Services and Supplies	20,660,066
Depreciation	11,929,476
Interest Expense	575,323
Total Expenses	**$ 76,050,207**
Operating Transfers Out	1,300,000
Total Applications	**$ 77,350,207**

Fiscal Year 2017 Water Expenses





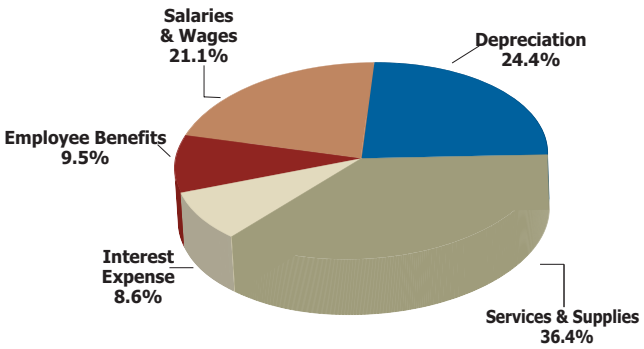
Sewer Fund

Wastewater is cleaned and treated to a high standard that allows it to be used for reclaimed purposes. The City has three uses for treated wastewater: discharge to the Las Vegas Wash, delivery to the City's extensive water reclamation system, and discharge to the ponds at the Henderson Bird Viewing Preserve. Water released to the Wash earns return flow credits, allowing Southern Nevada to draw additional drinking water from Lake Mead above its yearly allocation of 300,000 acre feet, in an amount equal to what is returned.

Resources	FY 2017 Budget
Utility Fees	$ 44,850,000
Late Charges	600,000
Miscellaneous	60,000
Connection Fees	70,000
Sales Tax	5,000,000
Intergovernmental	300,000
Interest Income	700,000
Total Revenue	**$ 51,580,000**
System Development Fees	4,300,000
Operating Transfers In	-
Total Resources	**$ 55,880,000**

Applications	FY 2017 Budget
Salaries and Wages	$ 10,653,329
Employee Benefits	4,792,554
Services and Supplies	18,430,811
Depreciation	12,337,863
Interest Expense	4,372,519
Total Expenses	**$ 50,587,076**
Operating Transfers Out	700,000
Total Applications	**$ 51,287,076**

Fiscal Year 2017 Sewer Expenses



UTILITY RATE STRUCTURE

Water Rates (effective Jan. 2015)

Residential Monthly Service Charge

3/4 inch or less	$12.45
1 inch	$25.56

Volume Charge (per 1,000 gallons)

First Rate Tier	$1.46
Second Rate Tier	$2.14
Third Rate Tier	$2.89
Fourth Rate Tier	$4.20

Sewer Rates (effective Jan. 2015)

Residential Monthly Service Charge

Single Family	$25.78
Senior Citizen	$20.93
Commercial Monthly Service Charge	$4.85
Commercial Volume Charge (per 1,000 gallons)	$2.36

Reclaimed Water (effective Nov. 2006)

Per 1,000 gallons	$1.20

Raw Water (effective Nov. 2006)

Per 1,000 gallons	$1.41



Utilities GIS equipment in the field

Water/Sewer Revenue-Supported Bond Payment Requirements

Fiscal Year	Principal	Interest	Total
2017	$ 11,142,765	$ 4,947,841	$ 16,090,606
2018	11,644,014	4,437,604	16,081,618
2019	10,290,678	3,914,402	14,205,080
2020	4,027,772	3,408,558	7,436,330
2021 - 2025	22,400,089	13,982,561	36,382,650
2026 - 2030	26,916,682	8,261,750	35,178,432
2031 - 2034	25,435,000	2,593,400	28,028,400
Total	**$ 111,857,000**	**$ 41,546,116**	**$ 153,403,116**

Outstanding Debt Obligations

	Issuance Date	Original Amount	Outstanding Balance 7/1/2016	Current Principal & Interest	Final Payment Date
Water Enterprise Fund					
State Revolving Loan Bonds Series 2000	09/15/2000	$ 5,500,000	$ 2,389,288	$ 389,875	01/01/2023
Water Refunding Bonds Series 2007	08/21/2007	27,220,000	3,595,000	1,882,175	09/01/2017
Water Refunding Bonds Series 2015 *	06/04/2015	7,374,000	7,374,000	2,708,700	06/01/2019
		$ 40,094,000	**$ 13,358,288**	**$ 4,980,750**	
Sewer Enterprise Funds					
Sewer Revenue Bonds Series 2010	01/08/2010	$ 1,659,396	$ 1,222,713	$ 87,337	01/01/2030
Sewer Revenue Bonds Series 2012A	07/26/2012	72,550,000	69,530,000	6,330,750	06/01/2034
Sewer Revenue Bonds Series 2013A	04/16/2013	19,710,000	16,685,000	628,719	06/01/2030
Sewer Revenue Bonds Series 2015	06/04/2015	11,061,000	11,061,000	4,063,050	06/01/2019
		$ 104,980,396	**$ 98,498,713**	**$ 11,109,856**	


THE CITY OF
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Capital Improvement Plan Overview

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Capital Improvement Overview



Green Valley Streetscape Improvements

A Capital Improvement Plan (CIP) provides a foundation for the control of acquisition, expansion, and rehabilitation of significant assets relating to the City's infrastructure. This capital development plan involves infrastructure needs assessment, prioritization of projects, and the identification of available resources. An integral aspect of capital improvement planning is to ensure that the City is meeting citizens' needs, while balancing resources to meet the timing expectations of the projects.

The City annually completes and maintains a CIP in accordance with NRS 354.5945. This statute requires the City to reconcile the first year of the six-year capital improvement plan to the City's final budget. The City of Henderson's six-year CIP includes water and sewer utilities, transportation, flood control, municipal facilities, parks and recreation, and general government projects. The plan currently totals more than $989 million over the six-year horizon. Of this amount, CIP projects in the FY 2017 budget are over $163 million.

The City has established a standard for project identification and selection using essential requirements and selection criteria for each project.

What is a Capital Improvement Project?

A capital improvement is defined as a public or private investment of $50,000 or more, which relates directly to the City's goals and tactics and has a useful life of at least three years. Examples include but are not limited to the following:

- Land acquisition
- Improvements to or development of land
- New construction, acquisition rehabilitation, or replacement infrastructure projects
- New, rehabilitated, or replacement equipment, vehicles, and major computer hardware/ software systems

Additionally, soft costs related to the above items may include legal costs, engineering costs, and architectural design costs.

The CIP Process

The City of Henderson recognizes that capital improvements are an investment in the future of the community. The CIP process is designed to help plan for anticipated capital needs and to incorporate them into the financial projections for future services.

The process for publishing the annual CIP document begins in August as part of the annual Performance Budget process. Each department first informally assesses its projects, both ongoing and anticipated, for suitability within a standard priority framework. All projects, regardless of priority or anticipated funding source, are then entered into the citywide CIP database for tracking and reporting purposes.

Those projects requesting new funding over $1 million from the City's Municipal Facilities Acquisition and Construction Fund must submit a Capital Investment Proposal Form, along with a detailed justification, to the City's CIP coordinator. Project requests are then reviewed, scored, and ranked by a Capital Review Committee in September. After a Finance Department review of available funding, a prioritized list of projects recommended for funding in the upcoming budget year is forwarded to the City Manager's Office in October. A list of capital projects contending for City funding in the upcoming plan years is maintained by the City's CIP coordinator. Throughout the current budget year this list is updated, reviewed, and reprioritized by the Capital Review Committee. If funding for a project is not secured within the budget year, the project is then deferred to a later year in the plan.

Projects funded from other sources are prioritized by the departments responsible for administering the programs. For example, road construction projects are proposed, reviewed, and prioritized within the framework of the Regional Transportation Commission's Master Streets and Highway Plan. Flood control projects are prioritized in conjunction with the Clark County Regional Flood Control District. Some open parks and trail projects are prioritized and subsequently approved by the Bureau of Land Management (BLM) as grant funds from the Southern Nevada Public Land Management Act (SNPLMA) are utilized.

In mid-December, an interdepartmental meeting is held to review all of the projects listed and to coordinate city services required where capital projects cross functions.

Those projects requesting new City funds under $1 million are forwarded to the City's Budget Committee for review with each department's Performance Plan in February.

In March, the final prioritized CIP is transmitted to the Finance Department for inclusion in the Final Budget that is reported to the State of Nevada. The stand-alone CIP document is then submitted for review and acceptance to the City Council in June.

CIP and Operating Costs

Once a project has been completed, the City's maintenance and operation of the infrastructure will begin. The availability of funding for the complete project's operation and maintenance is considered early in the process, during ranking and prioritization. The project costs relating to operation and maintenance are identified, along with a funding source. In addition, any debt service costs are calculated and absorbed into the operating budget. This ensures that the capital plan is integrated with the financial projections for future services.

Capital Projects Completed in Fiscal Year 2016

Parks and Recreation

UPRR Trailhead at Burkholder Park
Whitney Ranch Aquatics Complex HVAC Upgrades
Municipal Court - Dept 1 Remodel
Fleet Maintenance Shop Improvements
Gibson Fuel Tanks Replacement
Animal Shelter Rodent Remediation
Energy Savings Performance Contract
Green Valley PKWY Median Landscape Renovation
Splash Pad Seal and Repairs
City Hall Space Planning - Phase 1
City Hall Space Planning - Phase 2
East City Hall Plumbing Rehab
Recreation Center Moveable Partition Project
Wildhorse Facilities Improvements
Green Valley Streetscapes
Paradise Pointe Park

Utility Services

Sites 17 and 18 Pumping Station/Reservoir Upgrades
Reservoir 3A Rehabilitation
Henderson Executive Airport Meter Relocation

Transportation

250 New Street Light Poles
Refreshed 50 crosswalk locations
GPS Pre-Emption Upgrades/Pedestrian Push Buttons
Several Signals Have Come On-Line

Municipal Facilities

West Henderson Fire Station Design
East City Hall Waste Piping Replacement
Department I Courtroom Remodel
Multigen Indoor Pool Evaporative Cooler Replacement
Valley View and Whitney Ranch Recreation Centers
Moveable Partition Wall Replacement
Forensic Science Center Concept Design
C-1 Channel Replacement Drake to Burkholder

Capital Improvement Plan Detail

The detail of the Capital Improvement Plan is broken down into two sections. The first section provides details on the projects that are Capital Fund projects and the second section provides the detail on the Enterprise Fund projects. Projects labeled as Tier 2 projects are smaller, independent projects that total under $1,000,000 in Fiscal Year 2017 and have been grouped here for reporting purposes. Additional information can be found on all projects in the City of Henderson Capital Improvement Plan, which is published annually.

Projects that are funded with Capital Project Funds may ultimately impact the General Fund or other funds for the operating costs. Enterprise Capital Projects are typically funded from Water and Sewer Capital Project Funds and will impact the Water and Sewer operating funds.

The project detail includes the funding source for projects that are not paid for through the City of Henderson, but are included in the total project cost. Examples are: NDOT funds, Federal funds, and projects funded by developers.

Funding in this section includes anticipated carryovers from Fiscal Year 2016. These carryovers are not reflected in the expenditure totals in the Final Budget. These carryovers will be included in the Augmented Budget.

Key Fact

Based on Fiscal Year 2016 CIP planning cycle data, there were three projects funded through SNPLMA totalling $2.4 million.



Paradise Pointe Park installation

Capital Project Funds
FY 2017 Project Summary

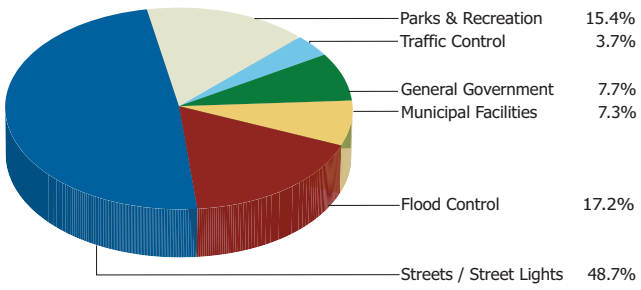
By Category

Category	Project Costs	Operating Costs
Flood Control	$ 22,254,383	$ -
General Government	9,958,095	-
Municipal Facilities	9,458,059	-
Parks & Recreation	19,987,571	-
Streets / Street Lights	63,198,526	14,141
Traffic Control	4,845,000	-
Total	$ 129,701,634	$ 14,141

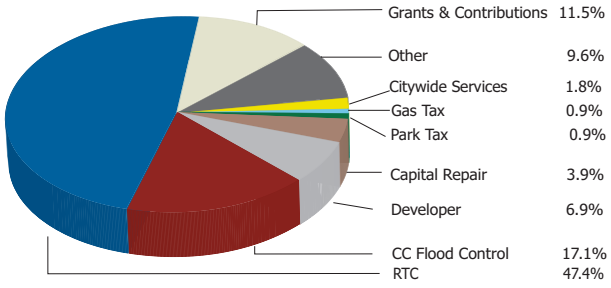
By Funding Source

Funding Source	Project Costs
Capital Repair & Replacement	$ 4,993,595
Citywide Services	2,436,000
Clark County (CC) Flood Control District	22,187,315
Developer	8,896,785
Gas Tax	1,192,526
Grants & Contributions	14,948,363
Park Tax	1,165,281
Regional Transportation Commission (RTC)	61,444,331
Other	12,437,438
Total	$ 129,701,634

Percentage By Category



Percentage By Funding Source



Flood Control Overview

FY 2017 CIP

Uses and Sources of Funds

Project	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Pittman St. Rose-Spencer (FC-025)	$ 1,960,915	$ -	$ -	$ 11,555,520	$ -	$ -	$ 13,516,435
Pittman North DB Outfall (FC-034)	10,000,000	4,636,404	-	-	-	-	14,636,404
Center Street Storm Drain (FC-086)	9,261,400	-	-	-	-	-	9,261,400
Tier 2 Projects	1,032,068	2,264,952	540,000	540,000	540,000	540,000	5,457,020
Total Flood Control	$ 22,254,383	$ 6,901,356	$ 540,000	$ 12,095,520	$ 540,000	$ 540,000	$ 42,871,259
Funding Sources:							
CC Flood Control District	$22,187,315	$ 5,676,404	$ 540,000	$12,095,520	$ 540,000	$ 540,000	$41,579,239
Regional Transportation Comm.	67,068	1,224,952	-	-	-	-	1,292,020
Total Funding Sources	$ 22,254,383	$ 6,901,356	$ 540,000	$ 12,095,520	$ 540,000	$ 540,000	$ 42,871,259

Operating Budget Impact

Project	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Pittman N. Rose/Spencer (FC-025)	$ -	$ -	$ -	$ -	$ 2,192	$ 2,269	$ 4,461
Pittman N DB Outfall (FC-034)	-	-	2,105	2,148	2,192	2,269	8,714
Center St. Storm Drain (FC-086)	-	2,022	2,063	2,105	2,148	2,192	10,530
Tier 2 Projects	-	2,022	6,190	6,316	6,445	6,609	27,582
Total Operating Impact	$ -	$ 4,044	$ 10,358	$ 10,569	$ 12,977	$ 13,339	$ 51,287



Pittman Wash

Flood Control Project Profiles

Pittman North DB Outfall St. Rose to Spencer (Project# FC-025)

Description: Design and construction of the Pittman North Detention Basin Outfall from Starr Road to Spencer Ave, along St. Rose Pkwy

Scheduling: Project to be completed in June 2020

Project Costs by Funding Source:	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
CC Flood Control District	$ 1,960,915	$ -	$ -	$ 11,555,520	$ -	$ -	$ 13,516,435
Total Project Costs	$ 1,960,915	$ -	$ -	$ 11,555,520	$ -	$ -	$ 13,516,435
Operating Costs	$ -	$ -	$ -	$ -	$ 2,192	$ 2,269	$ 4,461

Pittman North DB Outfall (Project# FC-034)

Description: Design and construction of the Detention Basin and Outfall Channel from the basin to Starr Road.

Scheduling: Project to be completed in June 2018

Project Costs by Funding Source:	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
CC Flood Control District	$ 10,000,000	$ 4,636,404	$ -	$ -	$ -	$ -	$ 14,636,404
Total Project Costs	$ 10,000,000	$ 4,636,404	$ -	$ -	$ -	$ -	$ 14,636,404
Operating Costs	$ -	$ -	$ 2,105	$ 2,148	$ 2,192	$ 2,269	$ 8,714

Center Street Storm Drain (Project# FC-086)

Description: The project will consist of reinforced concrete boxes and RCP pipe to convey 662 cfs to the C-1 Lake Mead Channel.

Scheduling: Project to be completed in June 2017

Project Costs by Funding Source:	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
CC Flood Control District	$ 9,261,400	$ -	$ -	$ -	$ -	$ -	$ 9,261,400
Total Project Costs	$ 9,261,400	$ -	$ -	$ -	$ -	$ -	$ 9,261,400
Operating Costs	$ -	$ 2,022	$ 2,063	$ 2,105	$ 2,148	$ 2,192	$ 10,530

Tier 2 Flood Control

Description: Tier 2 projects are smaller, independent projects with expenditures budgeted under $1 million for Fiscal Year 2017.

Scheduling: Varies

Project	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Flood Control Maint Projects (FC-054)	$ 540,000	$ 540,000	$ 540,000	$ 540,000	$ 540,000	$ 540,000	$ 3,240,000
Horizon - Pacific (FC-072)	17,068	224,952	-	-	-	-	242,020
Wagonwheel - Appaloosa (FC-073)	50,000	1,500,000	-	-	-	-	1,550,000
Arroyo Grande - Storm Drain (FC-138)	425,000	-	-	-	-	-	425,000
Total Project Costs	$ 1,032,068	$ 2,264,952	$ 540,000	$ 540,000	$ 540,000	$ 540,000	$ 5,457,020
Funding Sources:							
CC Flood Control District	$ 965,000	$1,040,000	$ 540,000	$ 540,000	$ 540,000	$ 540,000	$ 4,165,000
Regional Transportation Commission	67,068	1,224,952	-	-	-	-	1,292,020
Total Funding Sources	$ 1,032,068	$ 2,264,952	$ 540,000	$ 540,000	$ 540,000	$ 540,000	$ 5,457,020
Operating Costs	$ -	$ 2,022	$ 6,190	$ 6,316	$ 6,445	$ 6,609	$ 27,582

General Government Overview

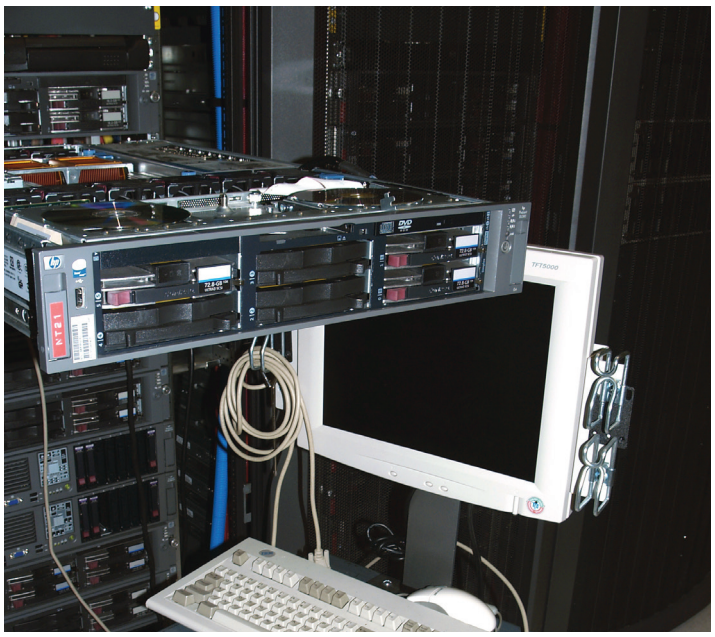
FY 2017 CIP

Uses and Sources of Funds

Project	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
PeopleSoft Updates (GG-135)	$ 1,500,000	$ 850,000	$ -	$ -	$ -	$ -	$ 2,350,000
Disaster Recovery (GG-156)	1,000,000	1,750,000	1,750,000	2,000,000	2,400,000	2,650,000	11,550,000
EDOCS Replacement (GG-171)	1,800,000	-	-	-	-	-	1,800,000
Tier 2 Projects	5,658,095	4,520,695	4,595,653	4,169,153	4,429,653	5,029,923	28,403,172
Total General Government	$ 9,958,095	$ 7,120,695	$ 6,345,653	$ 6,169,153	$ 6,829,653	$ 7,679,923	$ 44,103,172
Funding Sources:							
Municipal Fac Acq & Construction	$ 300,000	$ 164,000	$ -	$ -	$ -	$ -	$ 464,000
Capital Refresh - IT Repairs	2,993,595	3,856,695	4,095,653	3,669,153	3,929,653	4,529,923	23,074,672
Citywide Services	2,130,000	1,750,000	1,750,000	2,000,000	2,400,000	2,650,000	12,680,000
General Fund	328,500	-	-	-	-	-	328,500
Citywide Services - Voice Services	306,000	-	-	-	-	-	306,000
Land Fund	3,800,000	1,350,000	500,000	500,000	500,000	500,000	7,150,000
Special Revenue	100,000	-	-	-	-	-	100,000
Total Funding Sources	$ 9,958,095	$ 7,120,695	$ 6,345,653	$ 6,169,153	$ 6,829,653	$ 7,679,923	$ 44,103,172

Operating Budget Impact

Project	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Tier 2 Projects	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Operating Impact	$ -	$ -	$ -	$ -	$ -	$ -	$ -



IT Repairs

General Government Profiles

PeopleSoft System Software Updates and Major Releases (Project# GG-135)

Description: The City currently uses PeopleSoft for Human, Capital and Financials management. Software updates are released annually, major revisions every 3 years and life expectancy is 7-10 years.

Scheduling: Project to be completed in June 2018

Project Costs by Funding Source:	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Land Fund	$ 1,500,000	$ 850,000	$ -	$ -	$ -	$ -	$ 2,350,000
Total Project Costs	$ 1,500,000	$ 850,000	$ -	$ -	$ -	$ -	$ 2,350,000
Operating Costs	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Disaster Recovery (Project# GG-156)

Description: Relocate the Data Center to a Tier IV Data Center. Create a resilient network by changing the architecture from 'hub and spoke' to 'multi-point' to eliminate City Hall as the single point of failure. Implement a secondary alternative site for hosting critical and essential services and applications in the event of a disaster at the primary data center.

Scheduling: Project to be completed in June 2027

Project Costs by Funding Source:	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Citywide Services	$ 1,000,000	$ 1,750,000	$ 1,750,000	$ 2,000,000	$ 2,400,000	$ 2,650,000	$ 11,550,000
Total Project Costs	$ 1,000,000	$ 1,750,000	$ 1,750,000	$ 2,000,000	$ 2,400,000	$ 2,650,000	$ 11,550,000
Operating Costs	$ -	$ -	$ -	$ -	$ -	$ -	$ -

EDOCS Replacement (Project# GG-171)

Description: The purpose of this project is to implement a Document Management and Records Management solution (that may be referred to overall as Enterprise Content Management [ECM] solution) as a successor to eDocs, which is our current DM/RM product.

Scheduling: Project to be completed in June 2017

Project Costs by Funding Source:	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Land Funds	$ 1,800,000	$ -	$ -	$ -	$ -	$ -	$ 1,800,000
Total Project Costs	$ 1,800,000	$ -	$ -	$ -	$ -	$ -	$ 1,800,000
Operating Costs	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Tier 2 General Government

Description: Tier 2 projects are smaller, independent projects with expenditures budgeted under $1 million for Fiscal Year 2017.
Scheduling: Varies

Project	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Asset Management Program (GG-044)	$ 300,000	$ 164,000	$ -	$ -	$ -	$ -	$ 464,000
Workstation Replacement Program (GG-075)	342,995	362,295	362,253	362,253	362,253	362,253	2,154,302
MDT Toughbook Refresh (GG-082)	580,200	595,000	595,000	595,000	610,000	650,000	3,625,200
KIVA Upgrade/Replacement (GG-112)	650,000	-	-	-	-	-	650,000
BMC SDE Replacement (GG-116)	150,000	-	-	-	-	-	150,000
Security Monitoring IDS (GG-121)	60,500	-	-	-	-	-	60,500
Contract Digital Signature/Workflow (GG-129)	100,000	-	-	-	-	-	100,000
PD Motorola Suite Replacement (GG-136)	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
PWA Upgrade (GG-152)	68,000	-	-	-	-	-	68,000
INOVAH to Courtview (GG-154)	100,000	-	-	-	-	-	100,000
Wireless Remote Locations (GG-161)	60,000	-	-	-	-	-	60,000
Enterprise Mobility Strategy (GG-162)	130,000	-	-	-	-	-	130,000
Large-Scale Scanner Refresh (GG-168)	16,200	16,200	16,200	16,200	16,200	17,010	98,010
Network Hardware Refresh (GG-169)	785,000	604,000	1,093,000	666,500	912,000	845,000	4,905,500
Datacenter Hardware Refresh (GG-170)	893,000	2,143,000	1,893,000	1,893,000	1,893,000	2,512,650	11,227,650
CAO Civil Case Management System (GG-174)	100,000	-	-	-	-	-	100,000
Contract Management and Tracking (GG-175)	100,000	-	-	-	-	-	100,000
Legitrak Rewrite (GG-181)	50,000	-	-	-	-	-	50,000
Voice Gateways (GG-185)	206,000	-	-	-	-	-	206,000
Mayor's Boardroom Vid Conf Equip (GG-186)	100,000	-	-	-	-	-	100,000
Laptop Refresh (GG-187)	116,200	136,200	136,200	136,200	136,200	143,010	804,010
Damion Replacement (GG-189)	150,000	-	-	-	-	-	150,000
Muni Courts Ramserver Interface (GG-191)	100,000	-	-	-	-	-	100,000
Total Project Costs	$5,658,095	$4,520,695	$4,595,653	$4,169,153	$4,429,653	$5,029,923	$28,403,172
Funding Sources:							
Municipal Fac Acquisition & Construction	$ 300,000	$ 164,000	$ -	$ -	$ -	$ -	$ 464,000
Capital Refresh - IT Repairs	2,993,595	3,856,695	4,095,653	3,669,153	3,929,653	4,529,923	23,074,672
Citywide Services	1,130,000	-	-	-	-	-	1,130,000
General Fund	328,500	-	-	-	-	-	328,500
Citywide Services - Voice Services	306,000	-	-	-	-	-	306,000
Land Fund	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
Special Revenue	100,000	-	-	-	-	-	100,000
Total Funding Sources	$5,658,095	$4,520,695	$4,595,653	$4,169,153	$4,429,653	$5,029,923	$28,403,172
Operating Costs	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Municipal Facilities Overview

FY 2017 CIP

Uses and Sources of Funds

Project	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
W Hend Fire Station-Inspirada (MF-070)	$ 4,616,785	$ 2,779,379	$ -	$ -	$ -	$ -	$ 7,396,164
Energy Savings-Outdoor Light (MF-220)	2,550,000	-	-	-	-	-	2,550,000
Tier 2 Projects	2,291,274	842,400	613,000	650,500	425,600	189,000	5,011,774
Total Municipal Facilities	$ 9,458,059	$ 3,621,779	$ 613,000	$ 650,500	$ 425,600	$ 189,000	$ 14,957,938
Funding Sources:							
Developer - Municipal Facilities	$ 4,616,785	$ -	$ -	$ -	$ -	$ -	$ 4,616,785
Capital Replacement - PW Mtce	740,000	671,400	515,000	590,500	365,600	179,000	3,061,500
City Shop	651,274	21,000	38,000	-	-	-	710,274
Land Fund	3,400,000	2,779,379	-	-	-	-	6,179,379
To be determined	-	100,000	50,000	50,000	50,000	-	250,000
Capital Replacement - Parks and Trails	50,000	50,000	10,000	10,000	10,000	10,000	140,000
Total Funding Sources	$ 9,458,059	$ 3,621,779	$ 613,000	$ 650,500	$ 425,600	$ 189,000	$ 14,957,938

Operating Budget Impact

Project	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
W Hend Fire Station-Inspirada (MF-070)	$ -	$ 40,700	$ 40,700	$ 40,700	$ 40,700	$ 40,700	$ 203,500
Energy Savings-Outdoor Light (MF-220)	-	-	-	-	-	-	-
Tier 2 Projects	-	-	-	-	-	-	-
Total Operating Impact	$ -	$ 40,700	$ 40,700	$ 40,700	$ 40,700	$ 40,700	$ 203,500



Boulder Highway Trail

Municipal Facilities Project Profiles

West Henderson Fire Station - Inspirada (Project# MF-070)

Description: 11,098 square foot facility on minimum 6 acres with a 3-bay apparatus room, exercise room, kitchen, dining room, outdoor patio, offices, private lobby w/ unisex restroom, training room, captain's dorms, rescue dorms, staff dorms, men/women restrooms, workroom, storage rooms, wash room, clean room, turn-out room, training room, etc.

Scheduling: Project to be completed in June 2017

Project Costs by Funding Source:	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Developer - Municipal Facilities	$ 4,616,785	$ -	$ -	$ -	$ -	$ -	$ 4,616,785
Land Fund	-	2,779,379	-	-	-	-	2,779,379
Total Project Costs	$4,616,785	$2,779,379	$ -	$ -	$ -	$ -	$ 7,396,164
Operating Costs	$ -	$ 40,700	$ 40,700	$ 40,700	$ 40,700	$ 40,700	$ 203,500

Energy Savings Contract for Outdoor Lighting (Project# MF-220)

Description: Retrofit and/or replace outdoor lighting in City parks, parking lots, trails, outdoor venues, plazas and building exterior lighting with energy efficient fixtures to achieve long-term cost savings.

Scheduling: Project to be completed in June 2017

Project Costs by Funding Source:	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Land Fund	$ 2,550,000	$ -	$ -	$ -	$ -	$ -	$ 2,550,000
Total Project Costs	$ 2,550,000	$ -	$ -	$ -	$ -	$ -	$ 2,550,000
Operating Costs	$ -	$ -	$ -	$ -	$ -	$ -	$ -



Outdoor Lighting in Paradise Pointe Park

Tier 2 Municipal Facilities

Description: Tier 2 projects are smaller, independent projects with expenditures budgeted under $1 million for Fiscal Year 2017.
Scheduling: Varies

Project	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Annual Roofing for City Roofs (MF-196)	$ 32,000	$ 55,000	$ 55,000	$ 55,000	$ -	$ -	$ 197,000
Emergency Operations Center (MF-206)	650,000	-	-	-	-	-	650,000
Fleet Maint Improvements (MF-216)	231,774	-	-	-	-	-	231,774
City Hall Space Planning Phase 2 (MF-219)	200,000	-	-	-	-	-	200,000
City Hall Security Camera Maint (MF-229)	50,000	50,000	50,000	50,000	50,000	-	250,000
Justice Security Camera (MF-230)	50,000	50,000	-	-	-	-	100,000
City Hall Exterior Painting (MF-231)	50,000	-	-	-	-	-	50,000
City Hall Cast Sprinkler Piping MF-232)	50,000	50,000	50,000	-	-	-	150,000
Downtown Rec Center HVAC (MF-234)	50,000	50,000	-	-	-	-	100,000
Drinking Fountain Replacement (MF-240)	50,000	50,000	10,000	10,000	10,000	10,000	140,000
Trail Locations Light Repair (MF-243)	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Maintenance Projects - Gen (MF-274)	308,000	361,400	250,000	255,500	85,000	65,000	1,324,900
Maintenance Projects Parks/Rec (MF-275)	75,000	80,000	85,000	205,000	205,600	39,000	689,600
Trail Replacement Stolen Wiring (MF-277)	25,000	25,000	25,000	25,000	25,000	25,000	150,000
City Shop Equip Replacement (MF-280)	30,000	21,000	38,000	-	-	-	89,000
City Shop Fleet Mgmt Hardware (MF-283)	57,500	-	-	-	-	-	57,500
City Shop Parking Lot (MF-284)	332,000	-	-	-	-	-	332,000
Total Project Costs	$ 2,291,274	$ 842,400	$ 613,000	$ 650,500	$ 425,600	$ 189,000	$ 5,011,774
Funding Sources:							
Capital Replacement - PW Mtce	$ 740,000	$ 671,400	$ 515,000	$ 590,500	$ 365,600	$ 179,000	$ 3,061,500
City Shop	651,274	21,000	38,000	-	-	-	710,274
Land Fund	850,000	-	-	-	-	-	850,000
To Be Determined	-	100,000	50,000	50,000	50,000	-	250,000
Capital Replacement - Parks and Trails	50,000	50,000	10,000	10,000	10,000	10,000	140,000
Total Funding Sources	$ 2,291,274	$ 842,400	$ 613,000	$ 650,500	$ 425,600	$ 189,000	$ 5,011,774
Operating Costs	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Parks & Recreation Overview

FY 2017 CIP

Uses and Sources of Funds

Project	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Union Pacific Railroad Phase II (PR-125)	$ 1,348,363	$ -	$ -	$ -	$ -	$ -	$ 1,348,363
Union Pacific Railroad Phase III (PR-157)	2,800,000	11,200,000	-	-	-	-	14,000,000
Union Pacific Railroad Row Acq (PR-330)	9,875,000	-	-	-	-	-	9,875,000
UPRR Pedestrian Bridge US-93 (PR-390)	1,500,000	-	-	-	-	-	1,500,000
Boulder Highway Trail (PR-398)	1,116,526	-	-	-	-	-	1,116,526
Tier 2 Projects	3,347,682	666,874	522,269	377,063	435,590	546,400	5,895,878
Total Parks and Recreation	$ 19,987,571	$11,866,874	$ 522,269	$ 377,063	$ 435,590	$ 546,400	$ 33,735,767
Funding Sources:							
NDOT Funding	$ 1,500,000	$ -	$ -	$ -	$ -	$ -	$ 1,500,000
Park Tax - Henderson Southwest	800,000	-	-	-	-	-	800,000
Park Tax - Henderson East	165,281	228,674	82,900	112,445	120,333	121,162	830,795
Special Recreation	597,664	438,200	439,369	264,618	315,257	425,238	2,480,346
Regional Transportation Commission	2,411,263	-	-	-	-	-	2,411,263
Grants & Contributions	14,213,363	11,200,000	-	-	-	-	25,413,363
Park Tax - Henderson Northwest	200,000	-	-	-	-	-	200,000
Land Fund	100,000	-	-	-	-	-	100,000
Total Funding Sources	$ 19,987,571	$11,866,874	$ 522,269	$ 377,063	$ 435,590	$ 546,400	$ 33,735,767

Operating Budget Impact

Project	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Union Pacific Railroad Trail - Phase II (PR-125)	$ -	$ 217,179	$ 198,390	$ 203,740	$ 233,238	$ 214,884	$ 1,067,431
Union Pacific Railroad Trail - Phase III (PR-157)	-	30,000	30,600	31,212	31,836	133,841	257,489
Boulder Highway Trail (PR-398)	-	10,000	10,200	10,404	10,612	10,825	52,041
Tier 2 Projects	-	37,135	37,877	38,635	39,408	40,197	193,252
Total Operating Impact	$ -	$ 294,314	$ 277,067	$ 283,991	$ 315,094	$ 399,747	$ 1,570,213

Parks & Recreation Project Profiles

Union Pacific Railroad Trail - Phase II (Project# PR-125)

Description: Design and construct a multi-use trail adjacent to the Union Pacific Railroad. Phase II portion of the trail will run north of I-215, Stephanie to Pecos (approximately 12 linear miles).

Scheduling: Project to be completed in December 2016

Project Costs by Funding Source:	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Grants & Contributions	$ 1,348,363	$ -	$ -	$ -	$ -	$ -	$ 1,348,363
Total Project Costs	$ 1,348,363	$ -	$ -	$ -	$ -	$ -	$ 1,348,363
Operating Costs	$ -	$ 217,179	$ 198,390	$ 203,740	$ 233,238	$ 214,884	$ 1,067,431

Union Pacific Railroad Trail - Phase III (Project# PR-157)

Description: Completion of Stephanie to Pecos Road with necessary right of way (approximately 6 miles).

Scheduling: Project to be completed in June 2018

Project Costs by Funding Source:	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Grants & Contributions	$ 2,800,000	$ 11,200,000	$ -	$ -	$ -	$ -	$ 14,000,000
Total Project Costs	$ 2,800,000	$ 11,200,000	$ -	$ -	$ -	$ -	$ 14,000,000
Operating Costs	$ -	$ 30,000	$ 30,600	$ 31,212	$ 31,836	$ 133,841	$ 257,489

Union Pacific Railroad ROW Acquisition (Project# PR-330)

Description: The project includes but is not limited to the right-of-way acquisition of 30-foot corridors of approximately 4.8 miles of the UPRR from Gibson Rd. to Pecos Rd.

Scheduling: Project to be completed in December 2016

Project Costs by Funding Source:	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Grants & Contributions	$ 9,875,000	$ -	$ -	$ -	$ -	$ -	$ 9,875,000
Total Project Costs	$ 9,875,000	$ -	$ -	$ -	$ -	$ -	$ 9,875,000
Operating Costs	$ -	$ -	$ -	$ -	$ -	$ -	$ -

UPRR Trail Pedestrian Bridge Over US-93 (Project# PR-390)

Description: Construct a pedestrian bridge along the UPRR Trail over US93.

Scheduling: Project to be completed in June 2017

Project Costs by Funding Source:	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
NDOT Funding	$ 1,500,000	$ -	$ -	$ -	$ -	$ -	$ 1,500,000
Total Project Costs	$ 1,500,000	$ -	$ -	$ -	$ -	$ -	$ 1,500,000
Operating Costs	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Parks & Recreation Project Profiles

Boulder Highway Trail (Project# PR-398)

Description: Providing trail in missing segments on southern portion of both sides of Boulder Hwy. Lighting included (2 miles).
Scheduling: Project to be completed in June 2017

Project Costs by Funding Source:	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Regional Transportation	$ 1,116,526	$ -	$ -	$ -	$ -	$ -	$ 1,116,526
Total Project Costs	$ 1,116,526	$ -	$ -	$ -	$ -	$ -	$ 1,116,526
Operating Costs	$ -	$ 10,000	$ 10,200	$ 10,404	$ 10,612	$ 10,825	$ 52,041

Tier 2 Parks and Recreation

Description: Tier 2 projects are smaller, independent projects with expenditures budgeted under $1 million for Fiscal Year 2017.
Scheduling: Varies

Project	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Esselmont Comm Park - Phase II A (PR-171)	$ 800,000	$ -	$ -	$ -	$ -	$ -	$ 800,000
Morrell Park - Playground Surfacing (PR-335)	69,690	-	-	-	-	-	69,690
Saquaro Park - Playground Surfacing (PR-336)	68,310	-	-	-	-	-	68,310
Multigen Center - Asphalt Parking Lot (PR-344)	51,063	-	-	-	-	-	51,063
RCT Various Park Projects - East (PR-381)	27,281	228,674	82,900	112,445	120,333	121,162	692,795
College Area Trail Connector (PR-394)	200,526	-	-	-	-	-	200,526
VIA Inspirada Trail (PR-397)	684,211	-	-	-	-	-	684,211
Pueblo Trail (PR-399)	600,000	-	-	-	-	-	600,000
Special Rec Equip and Maint Projects (PR-416)	321,169	438,200	439,369	264,618	315,257	425,238	2,203,851
Heritage Park Pool Deck Resurface (PR-417)	75,000	-	-	-	-	-	75,000
BMI Recreation - Dive Pool Replaster (PR-418)	90,000	-	-	-	-	-	90,000
Fox Ridge Park Irrigation Renovation (PR-432)	200,000	-	-	-	-	-	200,000
Whitney Ranch Pool Deck Resurface (PR-435)	60,432	-	-	-	-	-	60,432
Wildhorse Golf Club Well Decom (PR-450)	100,000	-	-	-	-	-	100,000
Total Project Costs	$ 3,347,682	$ 666,874	$ 522,269	$ 377,063	$ 435,590	$ 546,400	$ 5,895,878
Funding Sources:							
Park Tax - Henderson Southwest	$ 800,000	$ -	$ -	$ -	$ -	$ -	$ 800,000
Park Tax - Henderson East	165,281	228,674	82,900	112,445	120,333	121,162	830,795
Special Recreation	597,664	438,200	439,369	264,618	315,257	425,238	2,480,346
Regional Transportation Commission	1,294,737	-	-	-	-	-	1,294,737
Grants & Contributions	190,000	-	-	-	-	-	190,000
Park Tax - Henderson Northwest	200,000	-	-	-	-	-	200,000
Land Fund	100,000	-	-	-	-	-	100,000
Total Funding Sources	$ 3,347,682	$ 666,874	$ 522,269	$ 377,063	$ 435,590	$ 546,400	$ 5,895,878
Operating Costs	$ -	$ 37,135	$ 37,877	$ 38,635	$ 39,408	$ 40,197	$ 193,252

Streets/Street Lights Overview

FY 2017 CIP

Uses and Sources of Funds

Project	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Stephanie Galleria to Patrick (ST-014)	$15,000,000	$ -	$ -	$ -	$ -	$ -	$ 15,000,000
Sunridge Heights (ST-042)	1,379,000	1,649,000	1,629,000	-	-	-	4,657,000
Burkholder BLVD (ST-064)	3,000,000	-	-	-	-	-	3,000,000
College DR (ST-068)	1,800,000	-	-	-	-	-	1,800,000
Las Vegas BLVD ST. Rose I-15 (ST-132)	1,010,000	-	9,090,000	-	-	-	10,100,000
STARR/Executive Airport (ST-139)	3,000,000	3,000,000	1,000,000	-	-	-	7,000,000
STARR Interchange @ 1-15 (ST-160)	2,000,000	34,000,000	33,000,000	-	-	-	69,000,000
Horizon Drive from I-515 (ST-207)	3,960,000	-	-	-	-	-	3,960,000
Pecos Road ITS Fiber-Optic (ST-208)	2,500,000	-	-	-	-	-	2,500,000
Boulder HWY Trail (ST-211)	1,072,526	-	-	-	-	-	1,072,526
Volunteer BLVD (ST-212)	4,000,000	2,000,000	-	-	-	-	6,000,000
Arterial Reconstruction (ST-215)	1,100,000	-	-	-	-	-	1,100,000
Anthem Rehabilitation (ST-217)	1,600,000	-	-	-	-	-	1,600,000
GV Neighborhood Rehab (ST-218)	3,305,000	-	-	-	-	-	3,305,000
GV Neighborhood Rehab (ST-219)	3,900,000	-	-	-	-	-	3,900,000
Downtown Henderson Sts (ST-220)	6,400,000	5,000,000	-	-	-	-	11,400,000
Gibson Road (ST-222)	1,000,000	-	-	-	-	-	1,000,000
Paseo Verde PKWY (ST-235)	1,200,000	-	-	-	-	-	1,200,000
Roundabout Projects (ST-239)	1,500,000	-	1,500,000	-	1,500,000	-	4,500,000
Tier 2 Projects	4,472,000	3,925,000	3,965,000	3,905,000	3,130,000	1,680,000	21,077,000
Total Project Costs	$63,198,526	$ 49,574,000	$ 50,184,000	$ 3,905,000	$ 4,630,000	$1,680,000	$ 173,171,526
Funding Sources:							
Regional Transportation Commission	$53,366,000	$ 45,999,000	$ 35,979,000	$ 350,000	$ 350,000	$ 350,000	$ 136,394,000
Developer - Streets	5,510,000	-	10,590,000	-	1,500,000	-	17,600,000
Gas Tax - 2.35 Cents	797,526	585,000	585,000	585,000	200,000	-	2,752,526
NDOT Funding	1,660,000	-	-	-	-	-	1,660,000
Capital Replacement - PW Traffic	560,000	900,000	940,000	880,000	930,000	980,000	5,190,000
To be Determined	-	1,000,000	1,000,000	1,000,000	1,000,000	-	4,000,000
Gas Tax - 1% Room Tax	100,000	100,000	100,000	100,000	100,000	-	500,000
Gas Tax - 1 Cent	220,000	220,000	220,000	220,000	200,000	-	1,080,000
Grants & Contributions	735,000	420,000	420,000	420,000	-	-	1,995,000
Capital Replacement - PW Streets	250,000	350,000	350,000	350,000	350,000	350,000	2,000,000
Total Funding Sources	$63,198,526	$ 49,574,000	$ 50,184,000	$ 3,905,000	$ 4,630,000	$1,680,000	$ 173,171,526

Operating Budget Impact

Project	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Stephanie Galleria to Patrick (ST-014)	$ -	$ 4,781	$ 4,882	$ 4,987	$ 5,093	$ 5,202	$ 24,945
Sunridge Heights (ST-042)	-	3,380	3,455	3,527	3,604	3,676	17,642
Burkholder BLVD (ST-064)	-	3,380	3,400	3,415	3,435	3,455	17,085
College DR (ST-068)	-	3,380	3,455	3,527	3,604	3,676	17,642
Las Vegas BLVD - ST. Rose to I-15 (ST-132)	-	-	-	3,527	3,604	3,676	10,807
STARR/Executive Airport (ST-139)	-	-	-	3,385	3,400	3,315	10,100
STARR Interchange @ 1-15 (ST-160)	-	-	-	3,527	3,604	3,680	10,811
Boulder HWY Trail (ST-211)	-	4,882	4,987	5,093	5,202	5,314	25,478
Volunteer BLVD (ST-212)	-	4,987	5,093	5,202	5,314	5,428	26,024
Arterial Reconstruction, RTC FY14 (ST-215)	4,680	4,781	4,882	4,987	5,093	5,202	29,625
Anthem Rehabilitation (ST-217)	-	4,781	4,882	4,987	5,093	5,202	24,945
GV Neighborhood Rehab (ST-218)	4,680	4,781	4,882	4,987	5,093	5,202	29,625
GV Neighborhood Rehab (ST-219)	-	4,680	4,781	4,882	4,987	5,093	24,423
Downtown Henderson Streets (ST-220)	-	-	4,882	4,987	5,093	5,202	20,164
Gibson Road (ST-222)	-	4,882	4,987	5,093	5,202	5,314	25,478
Tier 2 Projects	4,781	9,731	9,940	10,151	10,368	10,591	55,562
Total Operating Impact	$ 14,141	$ 58,426	$ 64,508	$ 76,264	$ 77,789	$ 79,228	$ 370,356



Street Pole Replacement

Streets/Street Lights Project Profiles

Stephanie St. - Galleria to Patrick (Project# ST-014)

Description: Widen existing roadway from two to four lanes and construct second half of bridge over US-95 / I-515.

Scheduling: Project to be completed in June 2017

Project Costs by Funding Source:	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Regional Transportation Commission	$15,000,000	$ -	$ -	$ -	$ -	$ -	$15,000,000
Total Project Costs	$15,000,000	$ -	$ -	$ -	$ -	$ -	$15,000,000
Operating Costs	$ -	$ 4,781	$ 4,882	$ 4,987	$ 5,093	$ 5,202	$ 24,945

Sunridge Heights - Executive Airport to Seven Hills Drive (Project# ST-042)

Description: Construct four-lane roadway along Sunridge Heights between Executive Airport and Seven Hills Drive, with traffic and drainage appurtenances per RTC standards.

Scheduling: Project to be completed in June 2019

Project Costs by Funding Source:	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Regional Transportation Commission	$ 1,379,000	$ 1,649,000	$ 1,629,000	$ -	$ -	$ -	$ 4,657,000
Total Project Costs	$ 1,379,000	$ 1,649,000	$ 1,629,000	$ -	$ -	$ -	$ 4,657,000
Operating Costs	$ -	$ 3,380	$ 3,455	$ 3,527	$ 3,604	$ 3,676	$ 17,642

Burkholder Blvd - Lake Mead to Warm Springs (Project# ST-064)

Description: New four lane roadway to be built by Landwell.

Scheduling: Project to be completed in June 2017

Project Costs by Funding Source:	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Developer - Streets	$ 3,000,000	$ -	$ -	$ -	$ -	$ -	$ 3,000,000
Total Project Costs	$ 3,000,000	$ -	$ -	$ -	$ -	$ -	$ 3,000,000
Operating Costs	$ -	$ 3,380	$ 3,400	$ 3,415	$ 3,435	$ 3,455	$ 17,085

College DR- Mission to Paradise Hills (Project# ST-068)

Description: Construct four travel lane (RNP Street Section) roadway with traffic and drainage appurtenances.

Scheduling: Project to be completed in June 2017

Project Costs by Funding Source:	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Regional Transportation Commission	$ 1,800,000	$ -	$ -	$ -	$ -	$ -	$ 1,800,000
Total Project Costs	$ 1,800,000	$ -	$ -	$ -	$ -	$ -	$ 1,800,000
Operating Costs	$ -	$ 3,380	$ 3,455	$ 3,527	$ 3,604	$ 3,676	$ 17,642

Las Vegas BLVD - ST. Rose to I-15 (Project# ST-132)

Description: Widen existing roadway from two to four lanes and construct second half of bridge over US-95 / I-515.
Scheduling: Project to be completed in June 2019

Project Costs by Funding Source:	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Developer - Streets	$ 1,010,000	$ -	$ 9,090,000	$ -	$ -	$ -	$10,100,000
Total Project Costs	$ 1,010,000	$ -	$ 9,090,000	$ -	$ -	$ -	$10,100,000
Operating Costs	$ -	$ -	$ -	$ 3,527	$ 3,604	$ 3,676	$ 10,807

Starr/Executive Airport - Las Vegas BLVD to Bicentennial (Project# ST-139)

Description: Construction of four-lane roadway with traffic and drainage appurtenances per RTC standards.
Scheduling: Project to be completed in June 2019

Project Costs by Funding Source:	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Regional Transportation Commission	$ 3,000,000	$ 3,000,000	$ 1,000,000	$ -	$ -	$ -	$ 7,000,000
Total Project Costs	$ 3,000,000	$ 3,000,000	$ 1,000,000	$ -	$ -	$ -	$ 7,000,000
Operating Costs	$ -	$ -	$ -	$ 3,385	$ 3,400	$ 3,315	$ 10,100

Starr Interchange @ I-15 (Project# ST-160)

Description: Full 4-leg interchange at Starr & I-15.
Scheduling: Project to be completed in June 2019

Project Costs by Funding Source:	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Regional Transportation Commission	$ 2,000,000	$34,000,000	$33,000,000	$ -	$ -	$ -	$69,000,000
Total Project Costs	$ 2,000,000	$34,000,000	$33,000,000	$ -	$ -	$ -	$69,000,000
Operating Costs	$ -	$ -	$ -	$ 3,527	$ 3,604	$ 3,680	$ 10,811

Horizon Drive from I-515 to Boulder Highway (Project# ST-207)

Description: Milling and overlay street and re-configuring medians and sidewalks and adding bike lanes.
Scheduling: Project to be completed in June 2017

Project Costs by Funding Source:	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Regional Transportation Commission	$ 3,960,000	$ -	$ -	$ -	$ -	$ -	$ 3,960,000
Total Project Costs	$ 3,960,000	$ -	$ -	$ -	$ -	$ -	$ 3,960,000
Operating Costs	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Pecos Road ITS Fiber-Optic Installation (Project# ST-208)

Description: Install fiberoptic cable along Pecos Road from I-215 to Sunset Road.

Scheduling: Project to be completed in June 2017

Project Costs by Funding Source:	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Regional Transportation Commission	$ 2,500,000	$ -	$ -	$ -	$ -	$ -	$ 2,500,000
Total Project Costs	$ 2,500,000	$ -	$ -	$ -	$ -	$ -	$ 2,500,000
Operating Costs	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Boulder HWY Trail, Wagonwheel DR to Racetrack RD (Project# ST-211)

Description: Design and construction of a shared use path and landscaping improvements on Boulder Highway, from Wagonwheel Drive to Racetrack Road.

Scheduling: Project to be completed in June 2017

Project Costs by Funding Source:	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Gas Tax - 2.35 Cents	$ 52,526	$ -	$ -	$ -	$ -	$ -	$ 52,526
NDOT Funding	1,020,000	-	-	-	-	-	1,020,000
Total Project Costs	$ 1,072,526	$ -	$ -	$ -	$ -	$ -	$ 1,072,526
Operating Costs	$ -	$ 4,882	$ 4,987	$ 5,093	$ 5,202	$ 5,314	$ 25,478

Volunteer BLVD - Las Vegas BLVD/EXEC Airport DR (Project# ST-212)

Description: Design and construction of improvements for Volunteer Boulevard from Las Vegas Boulevard to Executive Airport Drive. The project will include widening Volunteer from two to four lanes and construction of drainage improvements to carry regional flows under the roadway. Improvements may include median islands and/or median access according to adjacent land use, pavement markings, signage, and other appurtenances as may be necessary to construct a complete and functional Project. The referenced drainage improvements will be funded separately through Regional Flood Control District funds (FC-115).

Scheduling: Project to be completed in June 2018

Project Costs by Funding Source:	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Regional Transportation Commission	$ 4,000,000	$ 2,000,000	$ -	$ -	$ -	$ -	$ 6,000,000
Total Project Costs	$ 4,000,000	$ 2,000,000	$ -	$ -	$ -	$ -	$ 6,000,000
Operating Costs	$ -	$ 4,987	$ 5,093	$ 5,202	$ 5,314	$ 5,428	$ 26,024

Arterial Reconstruction, RTC FY14 (Project# ST-215)

Description: Roadway reconstruction improvements to Pecos Road from Windmill Lane to Robindale Road and repair of rutting and bus turnout pavement damage on Sunset Road between Stephanie Street and Marks Street. Project will result in removal and replacement of asphalt pavement on each roadway, with striping of bike lanes on each side where applicable, pavement markings, signage; and other appurtenances as necessary to complete reconstruction.

Scheduling: Project to be completed in June 2017

Project Costs by Funding Source:	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Regional Transportation Commission	$ 1,100,000	$ -	$ -	$ -	$ -	$ -	$ 1,100,000
Total Project Costs	$ 1,100,000	$ -	$ -	$ -	$ -	$ -	$ 1,100,000
Operating Costs	$ 4,680	$ 4,781	$ 4,882	$ 4,987	$ 5,093	$ 5,202	$ 29,625

Anthem Neighborhood Rehabilitation (Project# ST-217)

Description: Design and construction of rehabilitation improvements to Anthem Parkway at Anthem Country Club, Anthem Parkway between Eastern Avenue and Pecos Ridge Parkway, and the Reunion Drive loop. Project improvements will include the addition of dual left turn lanes for south to east left turns at Anthem Pkwy and Anthem Country Club; analysis of traffic capacity and safety improvements for Anthem Pkwy between Eastern Ave and Pecos Ridge Pkwy; and pavement maintenance on the Reunion Drive loop.

Scheduling: Project to be completed in June 2017

Project Costs by Funding Source:	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Regional Transportation Commission	$ 1,600,000	$ -	$ -	$ -	$ -	$ -	$ 1,600,000
Total Project Costs	$ 1,600,000	$ -	$ -	$ -	$ -	$ -	$ 1,600,000
Operating Costs	$ -	$ 4,781	$ 4,882	$ 4,987	$ 5,093	$ 5,202	$ 24,945

GV Neighborhood Rehabilitation High View / Valle Verde (Project# ST-218)

Description: Design and construction of rehabilitation improvements on High View Drive from Green Valley Pkwy to Valle Verde Drive, and on Valle Verde Drive from Warm Springs Road to High View Drive. Improvements will include analysis of High View Drive for possible road diet, addition of complete streets elements and completion of sidewalk; and analysis of Valle Verde Drive for complete streets elements to revitalize neighborhood, pavement maintenance, and other appurtenances. May include pavement markings, bike lanes and signage as needed.

Scheduling: Project to be completed in June 2017

Project Costs by Funding Source:	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Regional Transporation Commission	$ 3,305,000	$ -	$ -	$ -	$ -	$ -	$ 3,305,000
Total Project Costs	$ 3,305,000	$ -	$ -	$ -	$ -	$ -	$ 3,305,000
Operating Costs	$ 4,680	$ 4,781	$ 4,882	$ 4,987	$ 5,093	$ 5,202	$ 29,625

GV Neighborhood Rehab - Arroyo Grande Boulevard (Project# ST-219)

Description: Design and construction of roadway rehabilitation/reconstruction to address groundwater issues at Arroyo Grande Blvd and Mayan Drive, Harwick Drive and Helmsdale Drive, and Sunset Road near Scimitar Drive. Rehab improvements to result in up to four (4) travel lanes on Arroyo Grande between Horizon Ridge Pkwy and Sunset Road, with bike lanes, pavement markings, signage and other appurtenances as needed for a complete and functional project.

Scheduling: Project to be completed in June 2017

Project Costs by Funding Source:	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Regional Transportation Commission	$ 3,900,000	$ -	$ -	$ -	$ -	$ -	$ 3,900,000
Total Project Costs	$ 3,900,000	$ -	$ -	$ -	$ -	$ -	$ 3,900,000
Operating Costs	$ -	$ 4,680	$ 4,781	$ 4,882	$ 4,987	$ 5,093	$ 24,423

Downtown Henderson Complete Streets (Project# ST-220)

Description: Design and construction of rehabilitation improvements to the Downtown Henderson business district including Pacific Ave, Market Street, Army Street, Marine Street, Atomic Street, Panama Street, Basic Road, Atlantic Avenue and Van Wagenen Street.

Scheduling: Project to be completed in June 2018

Project Costs by Funding Source:	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Regional Transportation Commission	$ 6,400,000	$ 5,000,000	$ -	$ -	$ -	$ -	$11,400,000
Total Project Costs	$ 6,400,000	$ 5,000,000	$ -	$ -	$ -	$ -	$11,400,000
Operating Costs	$ -	$ -	$ 4,882	$ 4,987	$ 5,093	$ 5,202	$ 20,164

Gibson Road - Horizon Ridge to I-215 (Project# ST-222)

Description: Resurface and complete improvements on Horizon Ridge from Gibson to Paseo Verde and on Gibson from Horizon Ridge to I-215.

Scheduling: Project to be completed in June 2017

Project Costs by Funding Source:	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Regional Transportation Commission	$ 1,000,000	$ -	$ -	$ -	$ -	$ -	$ 1,000,000
Total Project Costs	$ 1,000,000	$ -	$ -	$ -	$ -	$ -	$ 1,000,000
Operating Costs	$ -	$ 4,882	$ 4,987	$ 5,093	$ 5,202	$ 5,314	$ 25,478

Paseo Verde PKWY - ST. Rose PKWY to Green Valley (Project# ST-235)

Description: Mill and overlay existing on Paseo Verde Parkway from St. Rose Pkwy to Green Valley Pkwy.

Scheduling: Project to be completed in June 2017

Project Costs by Funding Source:	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Regional Transportation Commission	$ 1,200,000	$ -	$ -	$ -	$ -	$ -	$ 1,200,000
Total Project Costs	$ 1,200,000	$ -	$ -	$ -	$ -	$ -	$ 1,200,000
Operating Costs	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Roundabout Projects (Project# ST-239)

Description: Design and construction of roundabouts as an alternative to traffic signals at major intersections.

Scheduling: Project to be completed in June 2026

Project Costs by Funding Source:	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Developer - Streets	$ 1,500,000	$ -	$ 1,500,000	$ -	$ 1,500,000	$ -	$ 4,500,000
Total Project Costs	$ 1,500,000	$ -	$ 1,500,000	$ -	$ 1,500,000	$ -	$ 4,500,000
Operating Costs	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Tier 2 Streets/Street Lights

Description: Tier 2 projects are smaller, independent projects with expenditures budgeted under $1 million for Fiscal Year 2017.
Scheduling: Varies

Project	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
St Light / Wire Theft Replacement (SL-025)	$ 360,000	$ 400,000	$ 440,000	$ 480,000	$ 530,000	$ 580,000	$ 2,790,000
Painted/Concrete St. Pole Replace (SL-027)	100,000	250,000	250,000	200,000	200,000	200,000	1,200,000
St. light Wire Theft Replacement (SL-208)	100,000	250,000	250,000	200,000	200,000	200,000	1,200,000
Street Rehabilitation (ST-146)	500,000	1,500,000	1,500,000	1,500,000	1,500,000	-	6,500,000
Improvements - Income Areas (ST-164)	440,000	440,000	440,000	440,000	-	-	1,760,000
MISC. St / Appurtanance Improve (ST-165)	385,000	385,000	385,000	385,000	-	-	1,540,000
Sunset Road - Rehabilitation (ST-185)	172,000	-	-	-	-	-	172,000
On Call Service Road /Sidewalk (ST-190)	250,000	350,000	350,000	350,000	350,000	350,000	2,000,000
Mission/Calvert Phase II (ST-198)	160,000	-	-	-	-	-	160,000
Pueblo, Newport, Warm Springs (ST-216)	740,000	-	-	-	-	-	740,000
Eastern, Wigwam, Warm Springs (ST-236)	600,000	-	-	-	-	-	600,000
Pedestrian Safety Improvements (ST-238)	665,000	350,000	350,000	350,000	350,000	350,000	2,415,000
Total Project Costs	$ 4,472,000	$ 3,925,000	$ 3,965,000	$3,905,000	$3,130,000	$1,680,000	$ 21,077,000
Funding Sources:							
Capital Replacement - PW Traffic	$ 560,000	$ 900,000	$ 940,000	$ 880,000	$ 930,000	$ 980,000	$ 5,190,000
To be Determined	-	1,000,000	1,000,000	1,000,000	1,000,000	-	4,000,000
Gas Tax - 1% Room Tax	100,000	100,000	100,000	100,000	100,000	-	500,000
Gas Tax - 2.35 Cents	745,000	585,000	585,000	585,000	200,000	-	2,700,000
Gas Tax - 1 Cent	220,000	220,000	220,000	220,000	200,000	-	1,080,000
Grants & Contributions	735,000	420,000	420,000	420,000	-	-	1,995,000
Regional Transportation Commission	1,222,000	350,000	350,000	350,000	350,000	350,000	2,972,000
Capital Replacement - PW Streets	250,000	350,000	350,000	350,000	350,000	350,000	2,000,000
NDOT Funding	640,000	-	-	-	-	-	640,000
Total Funding Sources	$ 4,472,000	$ 3,925,000	$ 3,965,000	$3,905,000	$3,130,000	$1,680,000	$ 21,077,000
Operating Costs	$ 4,781	$ 9,731	$ 9,940	$ 10,151	$ 10,368	$ 10,591	$ 55,562



Light Pole Replacement

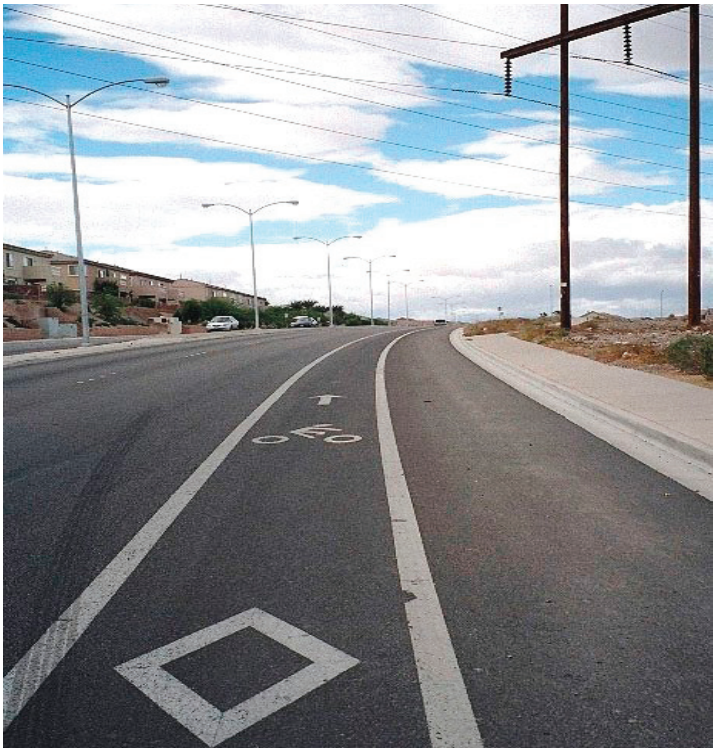
Traffic Control Overview

FY 2017 CIP
Uses and Sources of Funds

Project	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Tier 2 Projects	$ 4,845,000	$ 1,035,000	$ 810,000	$ 760,000	$ 495,000	$ 455,000	$ 8,400,000
Total Project Costs	$ 4,845,000	$ 1,035,000	$ 810,000	$ 760,000	$ 495,000	$ 455,000	$ 8,400,000
Funding Sources:							
Regional Transportation Commission	$ 4,100,000	$ 270,000	$ 270,000	$ 270,000	$ -	$ -	$ 4,910,000
Capital Replacement - PW Traffic	400,000	690,000	465,000	415,000	420,000	380,000	2,770,000
Developer - Traffic Control	270,000	-	-	-	-	-	270,000
Gas Tax - 2.35 Cents	75,000	75,000	75,000	75,000	75,000	75,000	450,000
Total Funding Sources	$ 4,845,000	$ 1,035,000	$ 810,000	$ 760,000	$ 495,000	$ 455,000	$ 8,400,000

Operating Budget Impact

Project	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Tier 2 Projects	$ -	$ 29,882	$ 30,671	$ 32,271	$ 33,088	$ 33,914	$ 159,826
Total Operating Impact	$ -	$ 29,882	$ 30,671	$ 32,271	$ 33,088	$ 33,914	$ 159,826



Bike Lane on Horizon

Traffic Control Project Profiles

Tier 2 Traffic Control

Description: Tier 2 projects are smaller, independent projects with expenditures budgeted under $1 million for Fiscal Year 2017.
Scheduling: Varies

Project	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Gibson /Paseo Verde PKWY Signal (TC-034)	$ 530,000	$ -	$ -	$ -	$ -	$ -	$ 530,000
Anthem Highlands/Bicentennial Signal (TC-155)	530,000	-	-	-	-	-	530,000
Gilespie ST. / Volunteer BLVD. Signal (TC-157)	530,000	-	-	-	-	-	530,000
Bruner / Executive Airport DR. Signal(TC-176)	530,000	-	-	-	-	-	530,000
Traffic Sign Replacement Program (TC-183)	25,000	25,000	25,000	25,000	30,000	30,000	160,000
Miscellaneous Striping Contract (TC-184)	75,000	75,000	75,000	75,000	75,000	75,000	450,000
Crosswalk and Legend Maintenance (TC-198)	140,000	290,000	290,000	240,000	240,000	200,000	1,400,000
ADA Ramps at Signals (TC-203)	110,000	150,000	50,000	50,000	50,000	50,000	460,000
Signal Replace/Upgrade - Boulder/Major (TC-205)	50,000	100,000	-	-	-	-	150,000
Anthem Highlands - Democracy Signal (TC-210)	530,000	-	-	-	-	-	530,000
Lane/Bike Lane Restriping - Various (TC-213)	75,000	125,000	100,000	100,000	100,000	100,000	600,000
Eastern Signals - At Pecos & Anthony (TC-214)	900,000	-	-	-	-	-	900,000
Gibson/Wigwam Traffic Signal (TC-216)	550,000	-	-	-	-	-	550,000
Pedestrian Crosswalk Enhancements (TC-217)	270,000	270,000	270,000	270,000	-	-	1,080,000
Total Project Costs	$ 4,845,000	$1,035,000	$ 810,000	$ 760,000	$ 495,000	$ 455,000	$ 8,400,000
Funding Sources:							
Regional Transportation Commission	$ 4,100,000	$ 270,000	$ 270,000	$ 270,000	$ -	$ -	$ 4,910,000
Capital Replacement - PW Traffic	400,000	690,000	465,000	415,000	420,000	380,000	2,770,000
Developer - Traffic Control	270,000	-	-	-	-	-	270,000
Gas Tax - 2.35 Cents	75,000	75,000	75,000	75,000	75,000	75,000	450,000
Total Funding Sources	$ 4,845,000	$1,035,000	$ 810,000	$ 760,000	$ 495,000	$ 455,000	$ 8,400,000
Operating Costs	$ -	$ 29,882	$ 30,671	$ 32,271	$ 33,088	$ 33,914	$ 159,826



Pedestrian Crosswalk City Hall to Municipal Court

Enterprise Funds
FY 2017 Project Summary

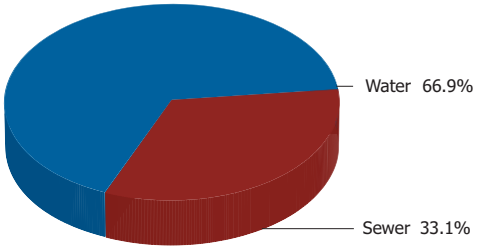
By Category

Category	Project Costs	Operating Costs
Water	$ 22,759,392	$ 77,977
Sewer	11,265,701	5,860
Total	$ 34,025,093	$ 83,837

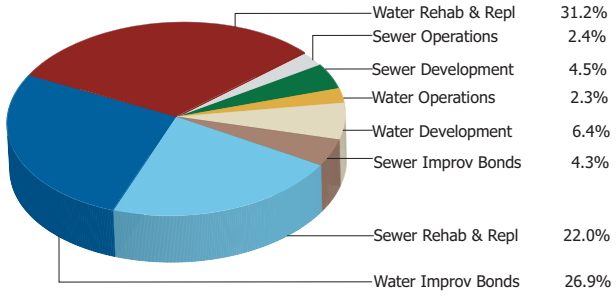
By Funding Source

Funding Source	Project Costs
Water - Improvement Bonds	$ 9,162,556
Water - Rehab & Replacement	10,618,567
Water - Development Enterprise	2,168,269
Water - Operations	810,000
Sewer Improvement Bonds	1,475,958
Sewer Rehab & Replacement	7,474,072
Sewer - Development Enterprise	1,515,671
Sewer - Operations	800,000
Total	$ 34,025,093

Percentage By Category



Percentage By Funding Source



Water Overview

FY 2017 CIP

Uses and Sources of Funds

Project	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
SCADA Master Plan Program* (U0009)	$ 1,160,343	$ 1,006,824	$ 83,571	$ -	$ -	$ -	$ 2,250,738
P-2 Replacement (U0016)	1,110,469	1,110,469	370,156	-	-	-	2,591,094
R-4A Reservoir Rehabilitation (U0031)	1,824,089	-	-	-	-	-	1,824,089
Pittman/Boulder Water Line (U0033)	1,429,103	1,868,031	-	-	-	-	3,297,134
R-10A Reservoir (U0059)	4,408,862	-	-	-	-	-	4,408,862
R-5A Reservoir (U0060)	2,528,114	-	-	-	-	-	2,528,114
WTP C12 Contact Basin Improve (U0125)	1,308,500	-	-	-	-	-	1,308,500
RTC-FRI VolExec Airport W/S* (U0804)	1,551,605	-	-	-	-	-	1,551,605
Tier 2 Projects	7,438,307	13,357,093	2,186,039	1,310,000	1,310,000	1,310,000	26,911,439
Total Water	$22,759,392	$17,342,417	$ 2,639,766	$ 1,310,000	$ 1,310,000	$ 1,310,000	$ 46,671,575
Funding Sources:							
Water - Improvement Bonds	$ 9,162,556	$ 1,856,082	$ -	$ -	$ -	$ -	$ 11,018,638
Water - Rehab & Replacement	10,618,567	14,286,687	1,829,766	500,000	500,000	500,000	28,235,020
Water - Development Enterprise	2,168,269	389,648	-	-	-	-	2,557,917
Water - Operations	810,000	810,000	810,000	810,000	810,000	810,000	4,860,000
Total Funding Sources	$22,759,392	$17,342,417	$ 2,639,766	$ 1,310,000	$ 1,310,000	$ 1,310,000	$ 46,671,575

Operating Budget Impact

Project	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Pittman/Boulder Water Line (U0033)	$ -	$ -	$ 13,990	$ 36,157	$ 37,065	$ 37,999	$ 125,211
R-10A Reservoir (U0059)	43,126	75,781	77,679	79,629	81,630	83,688	441,533
R-5A Reservoir (U0060)	22,961	35,300	36,184	37,094	38,027	38,983	208,549
WTP C12 Contact Basin Improve (U0125)	-	-	20,306	20,816	21,342	21,877	84,341
RTC-FRI VolExec Airport W/S* (U0804)	-	8,970	56,545	57,965	59,423	60,920	243,823
Tier 2 Projects	11,890	34,813	62,747	82,345	84,409	86,535	362,739
Total Operating Impact	$ 77,977	$ 154,864	$ 267,451	$ 314,006	$ 321,896	$ 330,002	$ 1,466,196

* Project shared between Water & Sewer

Water Project Profiles

SCADA Master Plan Program Implementation* (Project# U-0009)

Description: System upgrade of the 1990's SCADA which monitors and controls water, reclaimed water and wastewater systems, using instrumentations, programmable logic controllers, computer workstation human machine interface (HMI), historical data storage and reporting and various communications technologies.

Scheduling: Project to be completed in June 2019

Project Costs by Funding Source:	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Water - Rehab & Replacement	$ 1,160,343	$ 1,006,824	$ 83,571	$ -	$ -	$ -	$ 2,250,738
Total Project Costs	$ 1,160,343	$ 1,006,824	$ 83,571	$ -	$ -	$ -	$ 2,250,738
Operating Costs	$ -	$ -	$ -	$ -	$ -	$ -	$ -

P-2 Replacement (Project# U-0016)

Description: Replacement of 30-year old major mechanical components that may include pumps, motors, valves, electrical, compressor; and piping.

Scheduling: Project to be completed in June 2019

Project Costs by Funding Source:	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Water - Rehab & Replacement	$ 1,110,469	$ 1,110,469	$ 370,156	$ -	$ -	$ -	$ 2,591,094
Total Project Costs	$ 1,110,469	$ 1,110,469	$ 370,156	$ -	$ -	$ -	$ 2,591,094
Operating Costs	$ -	$ -	$ -	$ -	$ -	$ -	$ -

R-4A Reservoir Rehabilitation (Project# U-0031)

Description: Rehabilitate reservoir 4A (2MG) including upgrades to the existing overflow device as well as modifications to the outlet of R4A; minor repairs and recoat/resurface the reservoir.

Scheduling: Project to be completed in June 2017

Project Costs by Funding Source:	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Water - Rehab & Replacement	$ 1,824,089	$ -	$ -	$ -	$ -	$ -	$ 1,824,089
Total Project Costs	$ 1,824,089	$ -	$ -	$ -	$ -	$ -	$ 1,824,089
Operating Costs	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Pittman/Boulder HWY Water Line Replacement (Project# U-0033)

Description: Design and construct replacement of approximately 12,150 IF of AC pipe with 8-inch PVC pipe; and install 6,000 IF of 12-inch PVC main, 262 water service laterals, and 28 fire hydrants and assemblies.

Scheduling: Project to be completed in January 2018

Project Costs by Funding Source:	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Water - Rehab & Replacement	$ 1,429,103	$ 1,868,031	$ -	$ -	$ -	$ -	$ 3,297,134
Total Project Costs	$ 1,429,103	$ 1,868,031	$ -	$ -	$ -	$ -	$ 3,297,134
Operating Costs	$ -	$ -	$ 13,990	$ 36,157	$ 37,065	$ 37,999	$ 125,211

R-10A Reservoir (Project# U-0059)

Description: Design and construct a 3 MG, above ground, potable storage reservoir adjacent to the existing R-10 reservoir.
Scheduling: Project to be completed in November 2016

Project Costs by Funding Source:	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Water - Improvement Bonds	$ 4,408,862	$ -	$ -	$ -	$ -	$ -	$ 4,408,862
Total Project Costs	$ 4,408,862	$ -	$ -	$ -	$ -	$ -	$ 4,408,862
Operating Costs	$ 43,126	$ 75,781	$ 77,679	$ 79,629	$ 81,630	$ 83,688	$ 441,533

R-5A Reservoir (2610 Refunding) (Project# U-0060)

Description: Design and construction of a 1 million gallon reservoir adjacent to R-5.
Scheduling: Project to be completed in October 2016

Project Costs by Funding Source:	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Water - Improvement Bonds	$ 2,528,114	$ -	$ -	$ -	$ -	$ -	$ 2,528,114
Total Project Costs	$ 2,528,114	$ -	$ -	$ -	$ -	$ -	$ 2,528,114
Operating Costs	$ 22,961	$ 35,300	$ 36,184	$ 37,094	$ 38,027	$ 38,983	$ 208,549

WTP C12 Contact Basin Improvement (Project# U-0125)

Description: Modify the existing WTP clearwell by adding additional baffle walls to the existing clearwell.
Scheduling: Project to be completed in June 2017

Project Costs by Funding Source:	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Water - Rehab & Replacement	$ 1,308,500	$ -	$ -	$ -	$ -	$ -	$ 1,308,500
Total Project Costs	$ 1,308,500	$ -	$ -	$ -	$ -	$ -	$ 1,308,500
Operating Costs	$ -	$ -	$ 20,306	$ 20,816	$ 21,342	$ 21,877	$ 84,341

RTC-FRI Vol/Exec Airport Water/Sewer Line Extensions* (Project# U-0804)

Description: Water and sewer line extensions needed as part of RTC-FRI project.
Scheduling: Project to be completed in June 2017

Project Costs by Funding Source:	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Water- Development Enterprise	$ 1,551,605	$ -	$ -	$ -	$ -	$ -	$ 1,551,605
Total Project Costs	$ 1,551,605	$ -	$ -	$ -	$ -	$ -	$ 1,551,605
Operating Costs	$ -	$ 8,970	$ 56,545	$ 57,965	$ 59,423	$ 60,920	$ 243,823

* Project shared between Water & Sewer

Tier 2 Water

Description: Tier 2 projects are smaller, independent projects with expenditures budgeted under $1 million for Fiscal Year 2017.
Scheduling: Varies

Project	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
2120 Paseo Verde and Stephanie (U0020)	$ 79,500	$ 890,731	$ -	$ -	$ -	$ -	$ 970,231
2120 North Green Valley PKWY (U0027)	817,421	-	-	-	-	-	817,421
Townsite Iron Main Replacement* (U0034)	45,954	1,344,150	-	-	-	-	1,390,104
LV /Volunteer Interconnect (U0051)	501,862	-	-	-	-	-	501,862
LLV Falls GC Water Elec/SCADA (U0066)	10,000	117,523	-	-	-	-	127,523
LLV Water SCADA Improvements (U0067)	40,000	470,094	-	-	-	-	510,094
Sunrise Trailer W/S Replacements* (U0071)	414,899	1,058,697	-	-	-	-	1,473,596
Antelope Valley Pressure Zone (U0077)	415,546	-	-	-	-	-	415,546
Bermuda Reservoir Phase I (U0087)	616,664	389,648	-	-	-	-	1,006,312
Reservoir R-3 Replacement (U0104)	195,000	1,662,719	604,625	-	-	-	2,462,344
Water Emergency Generator (U0105)	361,251	377,734	-	-	-	-	738,985
Center St. Water Improvements (U0108)	437,118	218,559	-	-	-	-	655,677
R-5 Reservoir Rehabilitation (U0110)	24,570	535,779	-	-	-	-	560,349
R-26A Reservoir Rehabilitation (U0115)	94,500	957,994	-	-	-	-	1,052,494
R-13 Reservoir Rehabilitation (U0117)	70,500	733,494	-	-	-	-	803,994
Downtown Complete Streets (U0120)	645,695	-	-	-	-	-	645,695
Site 9 Improvements (U0121)	637,677	-	-	-	-	-	637,677
P-21S & P-22 Surge Improvements (U0122)	250,000	3,256,971	271,414	-	-	-	3,778,385
WTP Fluoride Feed Rehabilitation (U0123)	270,094	-	-	-	-	-	270,094
WTP Particle Counter Replace (U0124)	165,000	33,000	-	-	-	-	198,000
RTC Racetrack Road Improve* (U0810)	35,056	-	-	-	-	-	35,056
Service Line Replace Program (U9424)	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
Pavement Patching Program* (U9427)	720,000	720,000	720,000	720,000	720,000	720,000	4,320,000
SCADA Comp ReplaceProgram* (U9513)	90,000	90,000	90,000	90,000	90,000	90,000	540,000
Total Tier 2 Project Costs	$ 7,438,307	$13,357,093	$ 2,186,039	$ 1,310,000	$1,310,000	$1,310,000	$26,911,439
Funding Sources:							
Water - Improvement Bonds	$ 2,225,580	$ 1,856,082	$ -	$ -	$ -	$ -	$ 4,081,662
Water - Rehab & Replacement	3,786,063	10,301,363	1,376,039	500,000	500,000	500,000	16,963,465
Water - Development Enterprise	616,664	389,648	-	-	-	-	1,006,312
Water - Operations	810,000	810,000	810,000	810,000	810,000	810,000	4,860,000
Total Funding Sources	$ 7,438,307	$13,357,093	$ 2,186,039	$ 1,310,000	$1,310,000	$1,310,000	$26,911,439
Operating Costs	$ 11,890	$ 34,813	$ 62,747	$ 82,345	$ 84,409	$ 86,535	$ 362,739

* Project shared between Water & Sewer

Sewer Overview

FY 2017 CIP

Uses and Sources of Funds

Project	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
SCADA Master Plan Program* (U0009)	$ 1,616,632	$ 1,063,541	$ 83,570	$ -	$ -	$ -	$ 2,763,743
WRF Air Treatment Improve (U0015)	3,887,990	4,554,465	-	-	-	-	8,442,455
RTC-FRI VolExec Airport W/S* (U0804)	1,034,404	-	-	-	-	-	1,034,404
Tier 2 Projects	4,726,675	5,813,016	2,656,719	140,000	140,000	140,000	13,616,410
Total Sewer	$11,265,701	$11,431,022	$ 2,740,289	$ 140,000	$ 140,000	$ 140,000	$ 25,857,012
Funding Sources:							
Sewer Improvement Bonds	$ 1,475,958	$ 63,451	$ -	$ -	$ -	$ -	$ 1,539,409
Sewer Rehab & Replacement	7,474,072	10,363,210	1,272,622	-	-	-	19,109,904
Sewer - Development Enterprise	1,515,671	864,361	1,327,667	-	-	-	3,707,699
Sewer - Operations	800,000	140,000	140,000	140,000	140,000	140,000	1,500,000
Total Funding Sources	$11,265,701	$11,431,022	$ 2,740,289	$ 140,000	$ 140,000	$ 140,000	$ 25,857,012

* Project shared between Water & Sewer

Operating Budget Impact

Project	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
WRF Air Treatment Improve (U0015)	$ -	$ 75,300	$ 118,675	$ 121,653	$ 124,711	$ 127,853	$ 568,192
RTC-FRI VolExec Airport W/S* (U0804)	-	8,970	56,545	57,965	59,423	60,920	243,823
Tier 2 Projects	5,860	9,556	13,811	14,159	13,513	14,877	71,776
Total Operating Impact	$ 5,860	$ 93,826	$ 189,031	$ 193,777	$ 197,647	$ 203,650	$ 883,791

* Project shared between Water & Sewer



Sewer Improvements

Sewer Project Profiles

SCADA Master Plan Program Implementation* (Project# U-0009)

Description: System upgrade of the 1990's SCADA, which monitors and controls water, reclaimed water and wastewater systems, using instrumentation, programmable logic controllers, computer workstation human machine interface (HMI), historical data storage and reporting and various communications technologies.

Scheduling: Project to be completed in June 2019

Project Costs by Funding Source:	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Sewer - Rehab & Replacement	$ 1,616,632	$ 1,063,541	$ 83,570	$ -	$ -	$ -	$ 2,763,743
Total Project Costs	$ 1,616,632	$ 1,063,541	$ 83,570	$ -	$ -	$ -	$ 2,763,743
Operating Costs	$ -	$ -	$ -	$ -	$ -	$ -	$ -

WRF Air Treatment Assessment and Improvements (Project# U-0015)

Description: The existing odor control system was placed into operation in March 2006 as part of the Kurt R. Segler Water Reclamation Facility Phase III Expansion. The odor control system installed was the Phoenix Odor Control System, Model 30000, manufactured by Calgon Environmental. A study was commissioned and completed July 7, 2010, which recommended replacement of the system.

Scheduling: Project to be completed in October 2017

Project Costs by Funding Source:	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Sewer - Rehab & Replacement	$ 3,887,990	$ 4,554,465	$ -	$ -	$ -	$ -	$ 8,442,455
Total Project Costs	$ 3,887,990	$ 4,554,465	$ -	$ -	$ -	$ -	$ 8,442,455
Operating Costs	$ -	$ 75,300	$ 118,675	$ 121,653	$ 124,711	$ 127,853	$ 568,192

RTC-FRI Airport Water and Sewer Line Extensions* (Project# U-0804)

Description: Water and sewer line extensions needed as part of RTC-FRI project.

Scheduling: Project to be completed in June 2017

Project Costs by Funding Source:	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Sewer - Development Enterprise	$ 1,034,404	$ -	$ -	$ -	$ -	$ -	$ 1,034,404
Total Project Costs	$ 1,034,404	$ -	$ -	$ -	$ -	$ -	$ 1,034,404
Operating Costs	$ -	$ 8,970	$ 56,545	$ 57,965	$ 59,423	$ 60,920	$ 243,823

* Project shared between Water & Sewer

Tier 2 Sewer

Description: Tier 2 projects are smaller, independent projects with expenditures budgeted under $1,000,000 for Fiscal Year 2017.
Scheduling: Varies

Project	Budget FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Total
Horizon Sewer Main Rehab/Replace (U0003)	$ 390,863	$ 603,878	$ -	$ -	$ -	$ -	$ 994,741
Drain and Clean Combination Trucks (U0021)	55,688	63,451	-	-	-	-	119,139
Mohawk Lift Station Retirement (U0028)	256,650	-	-	-	-	-	256,650
Stephanie Lift Station Expan/Upgrade (U0032)	481,267	864,361	1,327,667	-	-	-	2,673,295
Townsite Iron Main Replacement* (U0034)	45,953	1,344,150	-	-	-	-	1,390,103
Manganese Park Sewer Replacement (U0041)	605,559	-	-	-	-	-	605,559
Windmill Crossing Sewer Bypass (U0042)	651,258	-	-	-	-	-	651,258
Sunrise Trailer W/S Replacements* (U0071)	414,899	1,058,696	-	-	-	-	1,473,595
WRF Utility Water/Reliability Upgrades (U0086)	436,166	-	-	-	-	-	436,166
WRF Effluent Piping Upgrades (U0088)	332,846	-	-	-	-	-	332,846
WWTP 3 Power Service Rehab (U0089)	133,835	109,871	-	-	-	-	243,706
WRF West Chem Building Elec/Rehab (U0127)	66,667	727,859	1,189,052	-	-	-	1,983,578
WRF Generator Connection (U0128)	40,000	900,750	-	-	-	-	940,750
RTC Racetrack Road Improvements* (U0810)	15,024	-	-	-	-	-	15,024
Wastewater Treatment/Facilities Plan (U9054)	660,000	-	-	-	-	-	660,000
Pavement Patching Program* (U9427)	80,000	80,000	80,000	80,000	80,000	80,000	480,000
SCADA Component Replace Program* (U9513)	60,000	60,000	60,000	60,000	60,000	60,000	360,000
Total Tier 2 Project Costs	$ 4,726,675	$5,813,016	$2,656,719	$ 140,000	$ 140,000	$ 140,000	$13,616,410
Funding Sources:							
Sewer Improvement Bonds	$ 1,475,958	$ 63,451	$ -	$ -	$ -	$ -	$ 1,539,409
Sewer Rehab & Replacement	1,969,450	4,745,204	1,189,052	-	-	-	7,903,706
Sewer - Development Enterprise	481,267	864,361	1,327,667	-	-	-	2,673,295
Sewer - Operations	800,000	140,000	140,000	140,000	140,000	140,000	1,500,000
Total Funding Sources	$ 4,726,675	$5,813,016	$2,656,719	$ 140,000	$ 140,000	$ 140,000	$13,616,410
Operating Costs	$ 5,860	$ 9,556	$ 13,811	$ 14,159	$ 13,513	$ 14,877	$ 71,776

* Project shared between Water & Sewer



Sewer Improvements

Long-Range Planning Overview

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City of Henderson

Strategic Plan

FY 2014-2019



City of Henderson
240 Water St.
Henderson, NV 89015
cityofhenderson.com

Our Vision

To Be America's Premier Community

Our Mission

Provide services and resources that enhance the quality of life to those who live, learn, work and play in our city

Our Values

Safety | Teamwork
Excellence | Professionalism

Our Priorities

Infrastructure
Invest in the community's infrastructure

Financial Sustainability
Ensure long-term financial resiliency

Maturing Neighborhoods
Revitalize historic neighborhoods, and strengthen economic and community development

Community Safety
Provide quality public safety services and programs

Public Service Excellence
Deliver effective and efficient services to the community

Environmental Resources
Provide solutions to environmental issues affecting the community











It has been said that today's success is the result of yesterday's plan. In my experience I have certainly found this to be true. A successful future depends on hard work and planning today, which is why I, along with my elected colleagues, city leadership, staff and residents have worked together to develop the City of Henderson's 2014-2019 strategic plan.

We all share the vision to be America's premier community, and the plan will act as a road map to our future and direct us toward this objective. It will guide us in decision making, allocation of resources and service excellence, enabling Henderson to be the leader in providing a first-rate quality of life through premier amenities, infrastructure, programs and services.

The plan identifies six priorities adopted by the City Council. Some priorities remain the same, but others represent new areas of focus. We will measure our progress in each of these priorities over the next five years.

As key stakeholders, you are essential in the success of the city's strategic plan. It would not have been possible without your commitment and innovation. The plan has been developed, and now it is time to put it into action.

I am pleased with our progress and look forward working with you to ensure to our continued success as a premier community.

Sincerely,

Mayor Andy Hafen
City of Henderson

Infrastructure

Invest in the community's infrastructure

A properly funded infrastructure management and reinvestment program is essential to the long-term financial health of the city. Quality infrastructure such as roads, parks, trails and city facilities are a key factor in maintaining the quality of life for current and future residents. Offering the same standards of city infrastructure to future generations as is provided today will take innovative planning and a focus on ensuring the effectiveness of all resources devoted to rehabilitation and replacement of city assets.



Asset Infrastructure Management (Public Works, Parks and Recreation). As a result of the national economic crisis that began in 2008, funding to repair, upgrade and maintain the city's infrastructure decreased by over 13 percent. This scenario has produced a deferred maintenance budget shortfall and has extended renovation cycle times. If a properly funded infrastructure management and reinvestment program is not established, the city will become susceptible to increased liability resulting from the high likelihood of failing infrastructure, and jeopardize jeopardizing the quality of life for current and future residents.

Degradation of Infrastructure/Capital Replacement Challenges (Finance). Basic maintenance of street lights, traffic lights, curbs and gutters, drainage systems and other essential infrastructure elements are underfunded by at least $17 million annually and have led to deferred maintenance of structures, equipment and vehicles, creating a huge funding bubble that could disrupt the city's financial well-being.

Asset Management (Information Technology). The city does not have a technology asset management strategy and without one, there is inefficient use of existing hardware and software, increased security risks, and an increase in the total cost of IT assets.

Aging Infrastructure (Utilities). The city operates roughly $2.5 billion in water, wastewater and reclaimed water system assets that are getting older and requiring maintenance, rehabilitation and replacement. Failure to address the aging infrastructure will result in increased service outages to city customers, increased loss of revenue from unaccounted water, increased permit violations and associated fines and increased operating costs for emergency repairs.



Pavilion Upgrades (Cultural Arts & Tourism). The Henderson Pavilion's audio-visual/technical sound systems are outdated. This reduces CAT's ability to attract world-class events, sustain a safe and satisfying venue and increase enterprise profitability.

Financial Sustainability

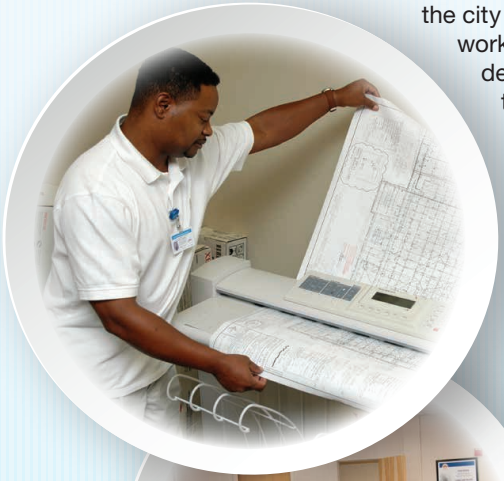
Ensure long-term financial resiliency

The city continues to deal with the effects of the national economic crisis that began in 2008. The State of Nevada was hit particularly hard by the collapse of the real estate market. The city's revenue structure, in particular property tax, saw sharp declines in 2008 that are still being felt today. The city's objective is to recover from the current period of fiscal stress and to implement policies and practices that will help it become more adaptable to changing financial conditions and withstand economic downturns in the future.

Financial Sustainability (Finance). The impact of the 2008 economic crisis continues to be a threat to the city's delivery of services. In response to the crisis, the city has reduced expenditures by $127 million, which includes salary freezes, reductions in compensation and constriction of the workforce through the Voluntary Employee Separation Program. Continued expenditure reductions would lead to a lower quality of service delivery, which may include reduced hours at public facilities, cancellation of certain services offered and slower overall response times. The city must develop a comprehensive strategy to stabilize the revenue structure and develop processes to deliver efficient public services.

Financial Sufficiency and Stability (Utilities). Since 2006, the Department of Utility Services has experienced tremendous challenges that have resulted in a challenging and volatile fiscal environment and large annual budget deficits. At the present time, the utility is not positioned to keep pace with debt payments and reinvestment needs over the long term. Without additional rate increases and debt issuance, the appropriate levels of decreased spending working capital below the minimum reserve in 2017 and go negative in 2019.

City Agreement Tracking Process (City Attorney's Office). The city does not have a uniform process across departments to track, review and follow-up on development-related legal agreements (including real estate transactions) to which the city is a party. While the city now does a good job working across department lines to negotiate and draft development-related agreements for the benefit of the city, it has not had a good process to track agreements. In some instances, the city has failed to enforce the obligations in development-related agreements in a timely manner. On more than one occasion, the City Attorney's Office has reviewed agreements where the statute of limitations has run out, and the city was unable to enforce the promises made in the agreements for the benefit of the city. In addition to development-related agreements, "conditions of approval" for development-related approvals may contain obligations promised to the city that cross various department lines. It is unclear which city department is tasked to follow-up on these cross-department obligations.





Maturing Neighborhoods

Revitalize historic neighborhoods, and strengthen economic and community development

People are attracted to the City of Henderson because of the great quality of life it provides. City residents value our urban centers and suburban neighborhoods as proven by high citizen survey results. A premier park system and diverse opportunities for recreation and the arts are essential components of our quality of life. As the community continues to grow, the city is committed to revitalizing older communities, attracting and retaining businesses, providing adequate public facilities, and developing sustainable new communities based on the principles of smart growth.



Maturing Community (Community Development Services). Over the years, mature neighborhoods such as Townsite, Pittman, Valley View and Green Valley have lacked private investment for residential and commercial properties due to transition from owner occupied to rental, flight to newer sprawl development, lower per capita incomes and the severe economic downturn. The impacts of delayed investment for these aging communities include: foundation and structural problems for townsite homes, concrete block wall deterioration, higher energy costs for lower income residents due to inefficient older homes, increased fire life safety risks in aging commercial buildings and increased property code violations. Lack of a cohesive citywide plan to address unmet maturing community needs will inadvertently promote continued decline and reduce neighborhood vitality, which in turn lowers property values, increases citizen risk, reduces quality of life, dampens the city's economic viability and inhibits Henderson from becoming a premier city.

Status Quo Development (Community Development Services). There are 28,560 acres of undeveloped land in the city - 6,770 acres of the undeveloped land is considered on the fringe and 21,090 acres is considered infill. 80 percent of the proposed new single-family housing is located on the fringe. This continued pressure from the development community and some residents to maintain status quo development patterns (low density residential on vacant land on the fringe) encourages sprawl and limits the city's ability to promote and create a vibrant community that includes transit-oriented development, mixed use, higher intensity infill and economically viable redevelopment (jobs, investment, long-term community benefit). This hampers the city's ability to provide housing, attract new jobs, and create transportation options for the entire community.

Convention Center's Functionality and Marketability (Cultural Arts & Tourism). The Convention Center hosts nearly 500 functions and generates revenues of more than $250,000 annually. However, the 30-year-old facility's functionality and marketability is being impacted. The Convention Center plays a key role in the revitalization of the Water Street District area. There was recently a hotel feasibility study commissioned to determine market viability for a hotel, and key importance is being placed on this initiative in an effort to potentially generate greater economic impact to the area. The potential decline of the facility's infrastructure may inhibit future outreach opportunities, reduce revenue options, and create a challenge when trying to build a more lucrative and sustainable client base.



Maturing Neighborhoods

Revitalize historic neighborhoods, and strengthen economic and community development



Balanced Land Use (Economic Development/ Redevelopment). Since 2005, the amount of property zoned commercial and industrial has diminished by 2 percent. A declining trend will impact the city's ability to attract new businesses and uses that provide positive fiscal impacts. Residential encroachment on property that is zoned for commercial or industrial uses negatively affect the viability of that property for future development which, in turn, minimizes the city's ability to create strong employment centers to sustain job growth in the community.

Street Design Guidelines (Public Works). The city has committed to following the Regional Transportation Commission's "Complete Streets Design Guidelines for Livable Communities" when designing and constructing arterial roadways. The guidelines include design elements for arterial roadway projects intended to make transportation corridors appealing to all modes of transportation, not just vehicles, and include elements such as: increased pedestrian accessibility, transit stops, dedicated bicycle lanes, widened and detached sidewalks with landscaping, and landscaped medians.

Preservation of Historic Assets (Community Development Services). Henderson has a diverse and rich history and has an obligation to preserve its proud and dynamic history. If the city is unable to promote the documentation of its heritage and preservation of historic assets, it will lose an opportunity to create goodwill with residents, be incapable of providing teaching/learning resources for generations of newcomers and school children, and relinquish a chance to promote its culture and values to its residents and visitors.







Community Safety

Provide quality public safety services and programs

A critical function of the City of Henderson is to ensure the safety and security of its citizens. The city is dedicated to allocating resources to providing facilities and programs that promote the safe streets and secure neighborhoods the community demands. It is imperative that the City of Henderson continue to work to ensure that it is the national leader in developing the techniques and capacity to respond to emergencies of all kinds. The city is committed to providing all residents, visitors, and businesses with police, correctional, emergency preparedness, fire-rescue and emergency medical services that are the very best in the nation.

Emergency Service Capability (Police). There is a growing disparity between community demands and the Police Department's service capability and capacity to perform. Historic performance at a 90 percent or higher citizen satisfaction rating and the city's status of one of the safest cities in which to live is being impacted by a growing population, changing demographics, and continuing economic hardship. If not reversed, this has the potential to negatively impact the department's ability to meet citizen expectations, which would foster a negative image and reduce confidence in city government.

9-1-1 Call Center Technology (Police). The technology used in the department's communication center (dispatch) is based on old analog and Microsoft Windows XP platforms. The department's E-9-1-1 software is outdated and does not have the capability or capacity to comply with federal emergency management, NCIS and CJIS requirements and must be replaced by April 2014.







Community Safety

Provide quality public safety services and programs



Service Demand (Fire). Demand for emergency services continues to increase. However, limited funding has prohibited the Fire Department from adding resources required to meet the growing service demand. Since the last emergency response resource (one ambulance) was added in 2007, the number of emergency calls for service has increased by 16 percent and the number of emergency medical calls has increased by 25 percent. The increased workload has placed greater demand on existing resources, resulting in 8 percent longer response times, limiting the Fire Department's ability to effectively intervene in life and death emergencies, reducing the ability to protect property and mitigate damage, administer emergent care and properly meet the city's high safety standards.



Crime Laboratory (Police). The department's crime laboratory does not have a stable and uninterrupted power supply. This is causing equipment to shut down and damage to equipment resulting in sample evidence being destroyed and test results being lost. In addition, the space restrictions to prepare evidence for testing (unpacking, prepping and repacking) is limited, causing evidence to be spread out across work areas that could result in cross contamination, spillage or loss of evidence. The limited space creates an inability to process more than one case at a time.



Emergency Preparedness (Fire). City departments and residents suffer from a lack of preparedness for large scale disasters.





Public Service Excellence

Deliver effective and efficient services to the community

The citizens of Henderson benefit when the city is run efficiently, promotes policies and practices that enhance sound financial management and is focused on providing high quality services and programs. In Fiscal Year 2012, the city established the Henderson Quality Initiative to demonstrate a commitment to public service excellence. Through this initiative, the city will implement programs and best practices that will result in efficient resource allocation, quality services and effective decision-making while promoting citizen involvement.

Quality of City Services (Finance). The city is in a time of transition in regard to service delivery with the departure of 407 employees through the Voluntary Employee Separation Program and long-term reductions in financial resources. These challenges have created breakdowns in internal procedures for employee engagement, performance management and the systemic implementation of management best practices.

Records Backlog (City Clerk). There is a four-year backlog of building permit records along with over 100 boxes of historic archives that remain un-cataloged. As a result, there is insufficient records transparency and easy access, compounded by minimum staffing to respond to internal and external records requests (based on anticipated growth); far too few records readily available online, which erodes public confidence, slows transaction speeds within participating departments in the Development Services Center, reduces operating efficiency, and exposes the city to greater liability.





Reduction in Traditional Media Outlets for Citizen Communication (Communications & Council Support Office). Current electronic media allows instantaneous notification of unverified, inaccurate information. With the evolution from traditional print and broadcast media (newspapers, local network television news, and radio) to personal electronic media available with immediate alerts from national news and sources as well as social media, live-streamed and non-commercial sources such as Amazon Prime and Roku, force the city to attempt to keep pace with evolving technologies. Additional staff time and resources are required to manage these new technologies and respond effectively to correct misinformation and change initial perceptions from stories that have gone viral.



Training Alignment to Business Needs (Human Resources). Research indicates that Human Resources' citywide training is not aligned to business needs in delivery and/or content. This is also confirmed by the 2013 City of Henderson Employee Survey, which identified that training and development was a major need, despite an extensive training catalog/schedule and robust marketing. Lack of required and desired citywide training opportunities can result in a decline in employee engagement and morale, which can ultimately affect productivity.

Document Management (Municipal Court). An estimated 98 percent of court-related documents are processed manually at some point, requiring multiple physical handling of virtually all files and court records. Existing document management technology should be utilized to increase inter-department communication and efficiencies, reduce the number of lost/missing case files, increase staff productivity, and increase the city's ability to operate in a modern and effective manner. A less-paper based document management system would also increase public access to court records and information for criminal justice users and the public, thus helping the court become as transparent as allowed under statute.

Lack of Formal Properly Structured Policy Formulation Approach (Intergovernmental Relations). The city has no deeply prepared, well-schooled policy making approach involving visionary, data-driven components that represent the broad and best common interests of the Henderson community. Missing is a formal element of city management that provides systematic, formal management, policy and trend analysis outside of but integrated with departmental interests. Without a formalized, permanent central forum or system for producing broad, long-term policy frameworks around precise analysis, the city will continue to see fragmented, poorly integrated analysis generated through whim or emergent circumstance, but rarely through a visionary agenda that suggests or requires exploration in a specific arena.







Public Service Excellence

Deliver effective and efficient services to the community

Environmental Resources

Provide solutions to environmental issues affecting the community

Our community's demand for our natural resources continues to increase. The city must continue its proactive approach managing these resources in order to ensure their availability for the future. This requires continued coordination with other governmental entities in our area. The city is dedicated to working with other government agencies, citizens, businesses and partners in the development community to include the environment in policy formulation and the decision making process.



Drought (Utilities). Lake Mead is the city's sole source of water and provides 90 percent of Southern Nevada's water supply. For nearly 15 years, this resource has been severely impacted by a prolonged period of drought. Projections indicate that if the drought continues, Lake Mead will drop an additional 60 feet by spring 2016, rendering the Basic Water Company (BWC) intakes and Southern Nevada Water Authority (SNWA) intake No. 1 inoperable. This condition will force a shutdown of the city's water treatment plant, which currently provides up to 16.8 million gallons/day (15 percent of total city demands). Challenges associated with the ongoing drought have required significant capital expenditures on the part of SNWA, which in turn must be captured by customers of SNWA's member agencies in the form of rate increases. Insufficient water supplies will inhibit city growth, impede economic development, reduce firefighting capabilities and have a negative impact on the local economy and public health.

Water Quality (Utilities). As lake levels continue to decline, water quality will also decline, causing treatment costs to significantly increase and making compliance with applicable regulations more difficult, time consuming and costly.





Cleanup of Three Kids Mine (City Attorney's Office). From 1917 to 1961, the 1,260-acre Three Kids Mine site was an open pit mine and processing plant in Henderson that produced manganese ore. As a result of more than 40 years of operation, the terrain surrounding the abandoned mine contains three large and potentially poisonous tailing ponds, nine areas of waste rock piles ranging from 30 feet to 80 feet deep, and three large open pits up to 400 feet deep. As a result of recently passed federal legislation, 948 acres of federal land at the site will be conveyed to the Henderson Redevelopment Agency and will be designated as the Lakemoor Canyon Redevelopment Area. As part of the agreement, the city is responsible for investigating the environmental impact of the site and ensuring the site is remediated. If the city does not properly investigate the site and ensure a complete and comprehensive remediation program is implemented, it would increase the city's legal liability, delay development and reduce or eliminate a potentially significant positive financial and economic impact to the city.

Market Environment

Economic Analysis

Based on an analysis of economic data at the time of this writing, the U.S. economy continues to show signs of strengthening, with most economic indicators showing favorable trends. We have seen modest employment growth, improved consumer confidence, and the ever-strengthening U.S. housing market; these are evidence that the U.S. economy is accelerating. Expectations are that the ongoing improvement in the labor and housing markets will help keep the U.S. economy moving in the right direction.

Gross Domestic Product

Real GDP, as defined by the Bureau of Economic Analysis, is the output of goods and services produced by labor and property located in the United States. Generally speaking, economists agree that for the economy to be considered healthy, GDP should reflect quarterly growth of at least 2.0%, but no more than 4.0%. This range demonstrates reasonably strong, yet sustainable, growth. The annual average GDP growth rates from 2010 to 2014 have fallen into this "healthy" range, spanning from 2.0 percent and 2.6 percent, suggesting that economic progress is being made.

During the second quarter of 2016, Real GDP increased. According to the U.S. Department of Commerce, Bureau of Economic Analysis, "the increase in Real GDP in the second quarter reflected positive contributions from personal consumption expenditures and exports." The growth rate is projected to moderately increase in the second half of 2016 and into 2017 due to continuing job and wage gains, healthier housing market with strong demand for new homes, and optimism that business investment should steadily increase.

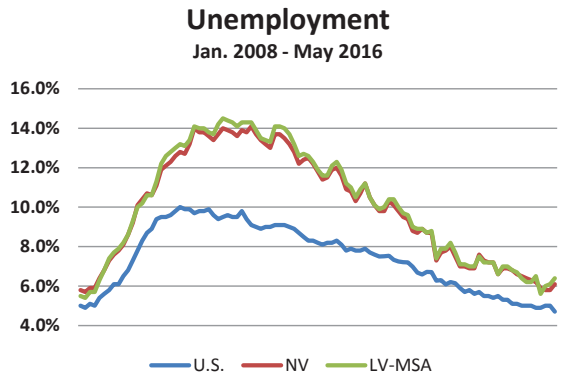
Overall, recent GDP performance has been cause for optimism.

Sources: U.S. Dept of Commerce, Bureau of Economic Analysis website and UNLV CBER Mid-Year Economic Update

Employment

The national employment picture has continued to show signs of strengthening. The official unemployment rate (otherwise known as the U3 rate), which was at 5.6 percent in July 2015, fell to 5.1 percent as of July 2016, suggesting that the U.S. job market continues to improve and progress toward stabilization.

However, prior to drawing conclusions, one should also consider the status of the U6 unemployment rate, referred to by the U.S. Bureau of Labor Statistics as its broadest measure of labor under-utilization. It differs from the U3 rate in that it also contemplates as unemployed those who are "marginally attached" or "employed part-time for economic reasons," which the U3 rate does not. Persons marginally attached to the labor force are those who currently are neither working nor looking for work but indicate that they want and are available for a job and have looked for work sometime in the past 12 months. Persons employed part time for economic reasons are those who want, and are available for, full-time work but have had to settle for a part-time schedule. In considering these types of individuals as well, the U6 unemployment rate registered at 10.1 percent in July 2016—significantly higher than that of the well-publicized U3 rate.



Source: U.S. Dept of Labor, Bureau of Labor Statistics website

Like the national employment market, the local market has also shown signs of strengthening, with Nevada's unemployment rate dropping to 6.4 percent (pending finalization) in June 2016, down from 6.9 percent in June 2015. In the Las Vegas Metropolitan Statistical Area (MSA), the unemployment rate fell to 6.9 percent

in June 2016 as well, down from 7.0 percent in June 2015. Underlying the improvement in the published unemployment rate, however, is the status of the Nevada U6 rate. Like the national rate, it is much higher than the published rate, the average over the four quarters ended December 2015 standing at 13.9 percent.

Nevada has suffered from one of the highest unemployment rates in the country over the last few years. The state lost 175,000 jobs during the recession, driven by dramatic losses in the construction, gaming, and manufacturing industries, but that trend appears to finally be changing as the job market continues to accelerate and almost all of those jobs lost have been regained. Nevada's job growth has continued to outpace the nation, according to Bill Anderson, chief economist for Nevada's Department of Employment, Training and Rehabilitation. Nevada is number 3 in job growth, compared to being last a few years ago. Job growth is now up across almost every sector, including construction, at a rate of 3 percent. The recovery is diversified, thus making it more sustainable, and growing at a rate that is more manageable. Employment increased statewide by 4,700 in July 2016, 31,900 higher than a year ago. Employment is expected to return to peak levels in 2016, the likes which have not been seen since May 2007.

For 2016, solid jobs gain is expected to continue, with education and health services leading the way, followed closely by trade, transportation and utilities. Professional and business services and leisure and hospitality are also expected to continue to grow. Peak employment is expected in 2016 with 50,000 fewer construction jobs .

Sources: U.S. Dept of Labor, Bureau of Labor Statistics website,Nevada Business website, 2016 Las Vegas Perspective and DETR website.

Gaming & Tourism Indicators

Current visitor volume statistics for Las Vegas reflect a relatively solid tourism picture. The 12-month running total for Las Vegas Metro area visitor volume reached a pre-recession high of 39.3 million in March 2012. It continued to climb more moderately through November 2012. At that point it leveled off and held relatively steady until January 2014, when again it began to rise and pushed to record highs in 2014 and in 2015 and each of the first four months of 2016, reaching 42.67 million in April 2016.

The 12-month running total for gaming revenue in Clark County was down slightly for the 12 months ending June 2016 but has demonstrated modest, consistent recovery over the past three years. While this is good news for the local economy, it should be noted that these increases appear to be, in large part, due to the increases in visitor volume, as gaming-revenue-per-visitor has been flat since 2011. It seems clear that while the economy is generally improving, and that visitor volume is as strong as it has ever been in the Las Vegas metropolitan area, visitor spending behavior has yet to return to pre-recession levels.

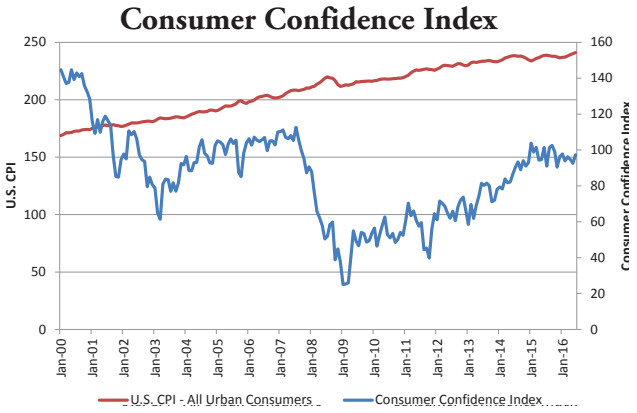
What is interesting to note is the change in visitors' spending habits in Las Vegas. "There has definitely been a shift in spending,' said David Schwartz, director of the Center for Gaming Research at the University of Nevada, Las Vegas. He noted that while visitors are gambling less, they are willing to spend more on hotel rooms, food and beverage, and nightclubs. In other words, visitors are setting budgets and their attitudes towards risk have changed.

Sources: Las Vegas Convention and Visitors Authority website, 2015 Las Vegas Perspective and Nevada Business website



Consumer Confidence

The Conference Board's Consumer Confidence Index registered a reading of 97.3 in July 2016, compared to a reading of 91.0 in July 2015 and a reading of 90.3 in July 2014.



Source: The Conference Board website, June 2016

According to Lynn Franco, Director of Economic Indicators at The Conference Board "Consumer confidence held steady in July, after improving in June. Consumers were slightly more positive about current business and labor market conditions, suggesting the economy will continue to expand at a moderate pace." Consumers are now more optimistic about the near-term future and about present-day conditions. Overall, consumers are in considerably better spirits and their renewed optimism could lead to a greater willingness to spend in the near-term.

Inflation

The Consumer Price Index (CPI) is probably the most widely recognized measure of price level changes for consumer goods and services in the United States. The CPI is based on a weighted average of prices for specified goods from six different categories including food, housing, apparel, transportation, health, and recreation. Stability in this measure is generally beneficial and, coupled with reasonably low interest rates, are positive for the economy.

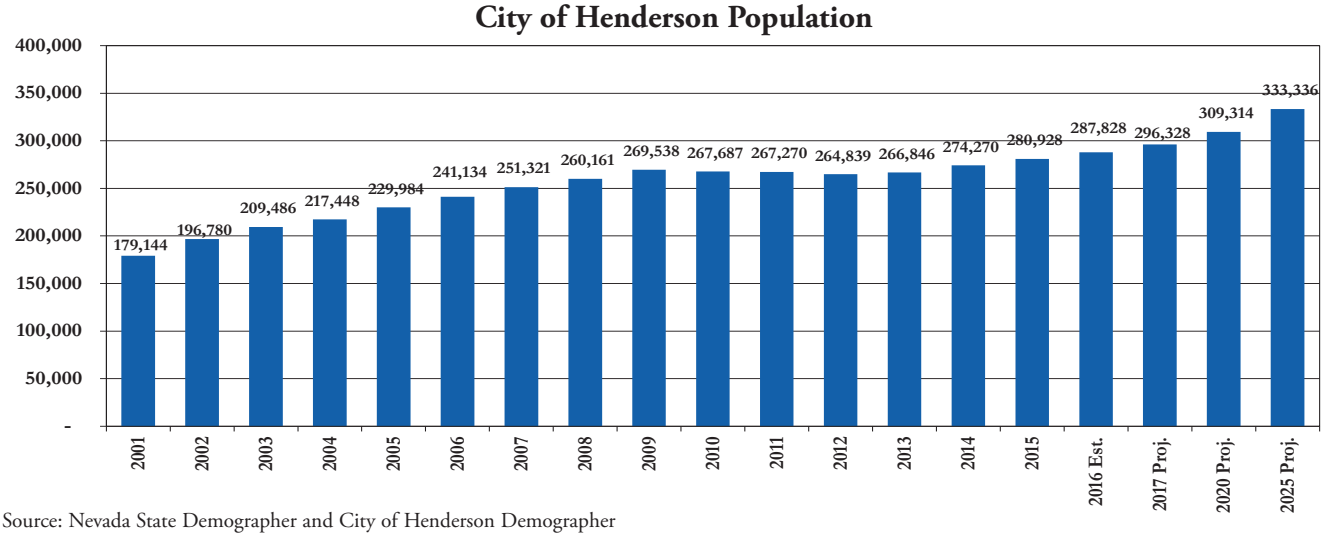
The U.S. All Urban Consumers CPI increased 0.3 percent in June 2016. Over the last 12 months, the index has remained flat before seasonal adjustment.

Source: U.S. Department of Labor, Bureau of Labor Statistics website

Population

Clark County saw a small population increase in 2015. According to population estimates made by the Nevada state demographer, the population in Clark County rose to 2,118,353 in 2015. This reflects a modest population increase of 2.4 percent over the 2014 figure of 2,069,450. It is estimated that the population growth will remain around 2.0 percent in the coming years.

Henderson's population is estimated to reach 296,328 in Fiscal Year 2017, a 3.0 percent increase over the prior year. For Henderson, positive growth is anticipated into the foreseeable future.

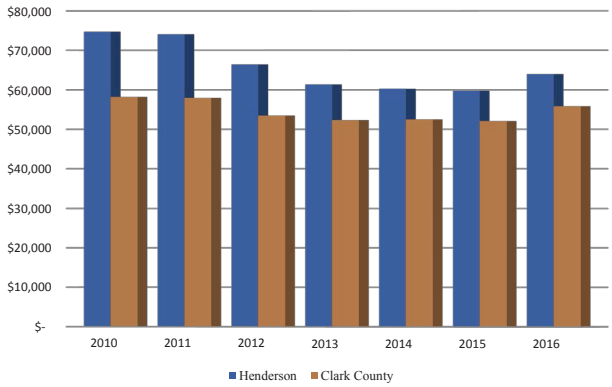


Source: Nevada State Demographer and City of Henderson Demographer

Median Buying Income

The median household buying income in Henderson continues to outpace the rest of Clark County. According to the 2016 Las Vegas Perspective, the median household income for Henderson is $63,983 compared to $55,810 for the rest of Clark County.

Median Household Income



Source: 2016 Las Vegas Perspective, Nevada Development Authority.
Henderson statistics are derived from the Perspective ZIP Code profiles.
Note: ZIP Codes with too few housing units are not reported.

Southern Nevada Housing

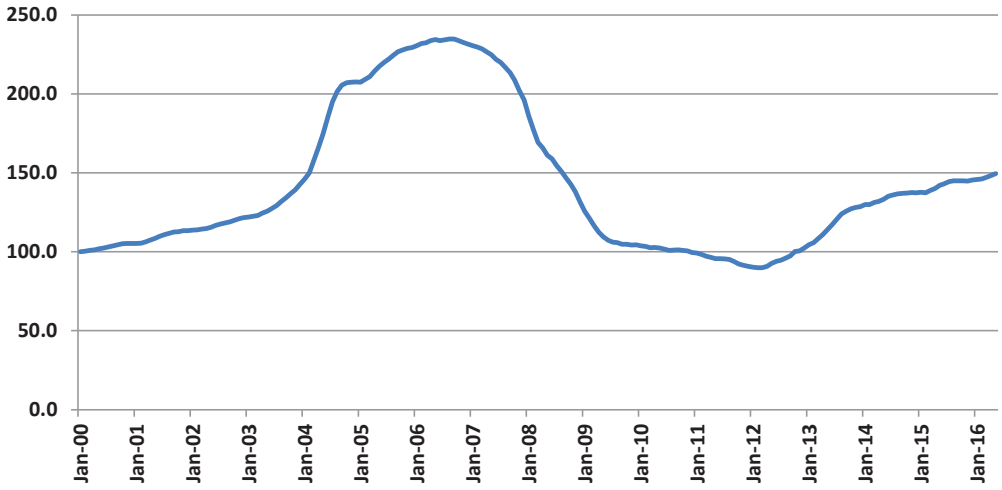
The S&P Case-Shiller Home Price Index (Index) is widely recognized as the authoritative measure of home price trends in the United States, focusing on 20 major markets. According to the Index, housing prices in the Las Vegas metropolitan area and the United States both hit bottom in March 2012, the local metro area having experienced declines on the index in 62 of the



immediately preceding 67 months to that point. From that time through May 2016, however, the market began to turn with the Las Vegas metro area rising by 31.1 percent on the Index. During this period, the local metro area has been outpaced on the index only by San Francisco, which rose 35.1 percent and by Portland, which rose 32.9 percent during the same time period.

Traditionally, the annual cycle, as demonstrated by the index, has shown that August through March tends to be the "down" period for the home market, while April through July is generally marked by rising trends. During the 24 months ended March 2016, the Las Vegas metropolitan area experienced only four declining months on the index, illustrating that over the past two years the Las Vegas Valley has had a strong real estate market in the United States.

S&P Case-Shiller Home Price Index
Las Vegas Metropolitan Area
2000 - 2016



Of concern in prior years had been the number of homeowners with negative equity, often referred to as "underwater" or "upside down," which means that borrowers owe more on their mortgages than their homes are worth. CoreLogic reported that 268,000 U.S. borrowers regained equity in the first quarter of 2016, bringing the total number of mortgaged residential properties with equity at the end of the first quarter of 2016 to approximately 46.7 million, or 92 percent of all mortgaged properties. Nationwide, home equity increased year over year by $762 billion in the first quarter of 2016.

CoreLogic also reports more good news on many fronts in the residential real estate market, which translates to good news for the economy as a whole. First, and foremost, year-over-year completed foreclosures fell nationally by 4.9 percent. The number of foreclosures nationwide decreased year-over-year from 40,000 in June 2015 to 38,000 in June 2016. Next, the national foreclosure inventory, which is comprised of homes with mortgages that were in some state of foreclosure, was approximately 375,000, down from 507,000 just a year earlier. This represents a 26 percent decline, 56 months of consecutive year-over-year declines and a continuing trend of improvement. In Nevada, the foreclosure inventory improved to 1.2 percent in June 2016. Finally, the national Serious Delinquency Rate for mortgages currently stands at 2.8 percent, the lowest level since September 2007. The Nevada rate continues to fall as well, standing at 3.4 percent as of June 2016.

Housing permits for Clark County peaked in 2006 and bottomed out in mid-2011, experiencing a 90 percent decline during that five-year period. However, as with other housing-related news, building permits for single and multi-family units have rebounded. Since 2011, they are up 42.7 percent in Clark County and 9.8 percent in Henderson.

Sources: S&P Case-Shiller Home Price Index website; CoreLogic National Foreclosure Report, June 2016; CoreLogic Report, June 2016; and 2016 Las Vegas Perspective

Conclusion

Nevada's economy will continue to show improvement in 2016, according to analysts. "We are growing again," said Stephen Miller, director of the Center for Business and Economic Research at UNLV. "We are not quite back to where we were at the peak, before the recession. We are in the seventh year of recovery." Economists and industry analysts agree that the state's economy is now stable with the possibility of posting a 3 percent growth rate by the end of 2016. Economic development officials stress that the state is much better now than a few years ago largely due to the efforts at economic diversification. The state's new motto is "economic diversity." From increased diversification to recovering industries, all signs point to a healthy economy for Nevada.

Source: UNLV Center for Business and Economic Research



Local Demographics

Henderson ZIP Codes									
	89002	**89011**	**89012**	**89014**	**89015**	**89044**	**89052**	**89074**	**89124**
Population	34,626	25,405	33,843	41,137	41,871	18,373	55,337	51,080	7,426
Household Income									
Under $15,000	5.7%	0.1%	7.5%	9.9%	15.6%	8.0%	7.5%	7.0%	6.3%
$15,000 - $24,999	7.1%	8.6%	6.2%	8.4%	10.2%	5.1%	6.4%	7.1%	3.6%
$25,000 - $34,999	7.2%	11.2%	6.8%	12.3%	9.4%	8.3%	6.9%	8.9%	5.9%
$35,000 - $49,999	10.0%	14.4%	12.7%	17.7%	14.5%	14.3%	11.1%	12.6%	10.0%
$50,000 - $74,999	21.4%	22.3%	19.8%	20.6%	21.0%	15.8%	19.5%	21.3%	17.6%
$75,000 - $99,999	16.7%	12.8%	14.6%	12.4%	11.1%	8.3%	14.3%	15.4%	15.6%
$100,000 - $149,999	20.2%	13.3%	19.7%	12.2%	12.9%	8.8%	18.0%	15.0%	25.8%
$150,000 - $199,999	7.4%	3.8%	6.6%	4.0%	3.2%	2.3%	7.6%	6.4%	8.6%
$200,000 and Over	4.3%	3.2%	6.0%	2.6%	2.0%	0.8%	8.6%	6.3%	6.6%
Median Household Income	$73,355	$55,281	$71,689	$51,679	$50,071	$70,698	$73,207	$65,906	$83,997
Age of Adults									
Under 18	25.9%	24.2%	22.8%	20.4%	23.2%	16.6%	19.7%	19.3%	10.1%
18 to 24	9.2%	8.2%	8.0%	10.5%	9.5%	4.2%	7.1%	8.9%	14.7%
25 to 34	12.0%	16.1%	11.0%	17.4%	12.3%	7.9%	10.7%	13.7%	21.6%
35 to 44	14.9%	15.1%	14.9%	13.1%	12.1%	12.5%	13.5%	13.0%	16.7%
45 to 54	14.4%	13.2%	15.2%	13.5%	14.0%	11.0%	13.7%	14.6%	17.0%
55 to 64	11.5%	12.0%	11.5%	12.5%	13.1%	20.1%	14.1%	14.4%	11.8%
65 and Over	12.0%	11.2%	16.6%	12.6%	15.8%	27.6%	21.2%	16.1%	8.1%
Housing Units									
Occupied	11,874	9,929	13,457	16,665	15,365	8,260	22,700	20,328	502
Total	12,551	11,411	14,026	17,399	15,785	8,820	24,055	20,846	952
Type of Dwelling									
Single Family	80.9%	61.1%	69.0%	45.0%	70.0%	93.4%	74.1%	65.4%	62.3%
Condominium	0.0%	9.2%	4.7%	9.0%	2.8%	0.2%	8.6%	9.2%	1.7%
Townhouses	7.8%	13.0%	6.7%	7.6%	3.2%	5.6%	3.7%	8.3%	0.0%
Plexes (2-4 units)	0.0%	0.8%	0.0%	0.5%	2.3%	0.0%	0.4%	0.0%	0.0%
Mobile Homes	2.5%	1.7%	0.0%	0.1%	3.2%	0.8%	0.0%	1.7%	36.0%
Apartments	8.8%	14.2%	19.5%	37.7%	18.5%	0.0%	13.3%	15.4%	0.0%

Source: 2016 Las Vegas Perspective



Financial Trends

Introduction

The City of Henderson maintains a forecast of the financial condition of the City's major operating funds over a five-year horizon. It is an invaluable tool used to assist the City Council, City Manager, and department heads in developing long-range strategies and performance objectives to be included in their Performance Budgets and, ultimately, in formulating budget requests.

The long-range forecast is updated on a continual basis and is used to evaluate the current status of citywide short- and long-range goals and objectives, and to make predictions about how future events and circumstances may affect the City's financial stability. Forecasting is one of the most powerful tools the City has available to help make informed financial decisions that will ensure its future vitality and economic stability.



Forecast Methodology

Forecasting, as represented in this analysis, refers to the estimating of future values of revenues and expenditures. It provides an estimate of how much revenue will be available, and the resources required to meet current service levels and programs over the forecast period. These estimates are fine-tuned with a thorough understanding of how the total financial program will be affected by the demographic and economic factors driving these forecasts. The value of forecasts is in estimating whether, given assumptions about local financial policies and economic trends, the City will have sufficient resources to meet the resource requirements of ongoing, planned, or mandated programs. Forecast models have the added value of providing a planning tool for capital projects and/or whether bonded indebtedness will be required for capital funding. In short, forecasting provides an estimate of the financial flexibility of the City, as well as insight into tax, revenue, and service options the Council can address.



The City received the GFOA Distinguished Budget Award for its FY 2016 CABR.

The City's forecasting methodology reflects a combination of internal analysis and locally generated consensus forecasts covering such factors as population, changes in assessed valuation, and inflation. Specifically, for the revenue forecasts, we begin with models that include prior year actual collections and project the balance of the current fiscal year based on prior year patterns. For the remaining years of the revenue forecast, consensus forecasts are used for an indication of the expected trends in key economic and demographic indicators. Typically, these forecasts cover the state or the Las Vegas metropolitan area as a whole, so adjustments to reflect unique conditions in Henderson are sometimes necessary.

In general, forecasting methodologies try to match revenue sources with the economic and/or demographic variables that most directly affect year-to-date changes in those revenues. For example, a revenue such as the Consolidated Tax (sales tax) will reflect consensus forecasts related to taxable sales. In contrast, revenue from building permits and plan review are tied to the expected trends in development. Other revenues, such as those from recreation services, are linked to Henderson's expected population changes and economic factors. By identifying and using as many revenue-related variables as possible in our forecast, we hope to minimize the risks of overstating or understating revenues that could arise from using only a few variables to forecast all revenue sources. For expenditures, the City is estimating the maintenance of existing services in the current five-year plan. Consensus forecasts are related to general inflation for certain expenditure categories (such as fuel and utilities). Inflation factors are used that reflect the historical rate of price inflation in these categories relative to overall inflation.

Economic Challenges

If a prolonged economic downturn occurs and annual revenues are unable to support the costs of essential services, the City will consider several options. These options would include increasing revenues from existing sources such as property taxes, or creating new taxing sources and/or service reductions.

A city's ability to generate revenue or create new revenue sources is limited by social and economic conditions, state statutes, City Council policy, and public sentiment, which is increasingly being manifested in the form of voter-led ballot initiatives. Municipal tax rates and bonding (borrowing) capacity are also limited by state law and require citizen support and/or voter approval. Revenues generated from funds such as water and sewer must be used only for legally specified purposes. Therefore, most of the City's operating costs are paid for from General Fund revenues. Many City departments rely exclusively on General Fund revenues to finance operating costs, and most receive at least some financial support from the General Fund.

Forecast Assumptions

The City's approach to forecasting in general is to apply a conservative philosophy that will produce the long-term goals of not overstating revenues or understating expenditures. Economic forecasting is not an exact science and at times relies upon the best professional judgment of the forecaster. To reduce the risks of miscalculating revenues or expenditures, we attempt to identify as many factors as possible that may contribute to changes in revenues and expenditures. The City's revenue and expenditure budgets are comprised of many unique elements that respond to a variety of external factors such as population growth, development, inflation, and interest rates. The forecast data provided on the next few pages include the assumptions relating to major revenues and expenditures for the various funds based on the current political and economic environment.



Henderson Hospital scheduled to open at Union Village in the Fall of 2016.

General Fund Forecast

The General Fund is the City's largest single fund, and serves as the primary operating fund. Revenues that the City is not required to account for in a separate fund are deposited in the General Fund. The sources of revenue that comprise the General Fund are described below:

Operating Revenues:

Property Taxes

Property taxes are levied against the tangible assessed valuation of real and personal property as of January 1 of each year. The County Assessor determines the taxable value of each parcel of improved and unimproved property in Henderson.

Franchise Fees

Franchise fees are assessments, based upon gross receipts, for gas, electric, telephone, and other public utility companies.

Licenses & Permits

Licenses and permits include revenue for business, gaming, liquor, and animal licenses.

Intergovernmental Resources

These resources are comprised of revenues received from other governmental entities. The City's predominant funding source is the Consolidated Tax, which is controlled by and distributed through the State of Nevada. The Consolidated Tax is comprised mainly of sales taxes and accounts for over 40 percent of the City's General Fund revenues.

Charges for Services

Charges for services include emergency response service fees (ambulance), contract prisoner revenue, other judicial and public safety fees, and charges for parks and recreation programs and facility usage.

Fines & Forfeits

This category of revenue includes court fines and forfeitures as well as traffic fines.

Miscellaneous

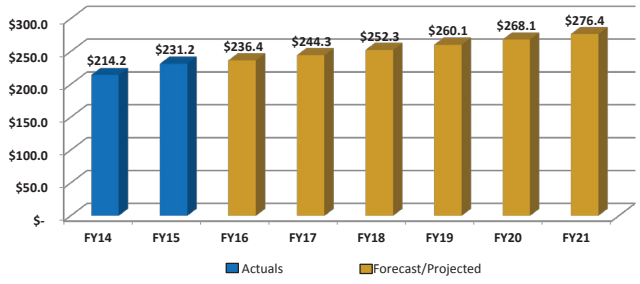
Miscellaneous receipts include revenues such as interest income, rents, developer contributions, and reimbursements.

Other Financing Sources:

Operating Transfers In

Operating transfers include funds provided from various other City funds.

Total General Fund Resources (in millions)



Operating Revenues

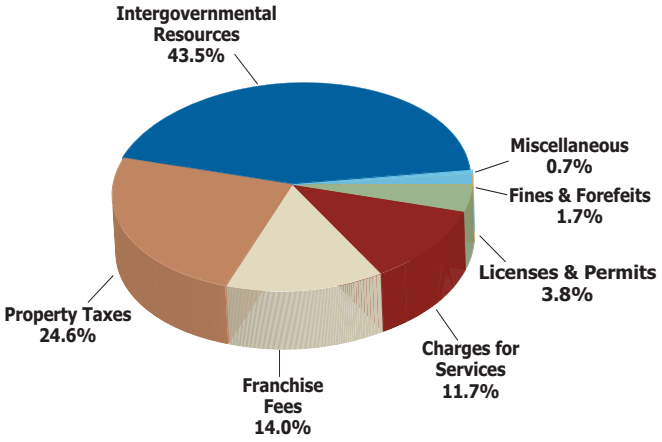
The General Fund accounts for the City's unrestricted resources. General Fund revenues, with a few exceptions, can be used for any appropriate public purpose and as a result, requests for General Fund resources typically far exceed the amount available. The City's financial stability, and its ability to maintain service levels, depends heavily on a quality forecast of General Fund revenues and expenditures.

In Fiscal Year 2017, General Fund revenues and Other Financing Sources are estimated to reach $244.3 million, a $7.9 million increase over Fiscal Year 2016 revenues.

The major sources that make up the General Fund revenues and Other Financing Sources for Fiscal Year 2017 include: Intergovernmental Resources (43.5%), Property Taxes (24.6%), Franchise Fees (14.0%), Charges for Services (11.7%), Licenses and Permits (3.8%), Fines and Forfeits (1.7%), and Miscellaneous (0.7%).

A description of each source as well as a discussion of the outlook over the next five years follows.

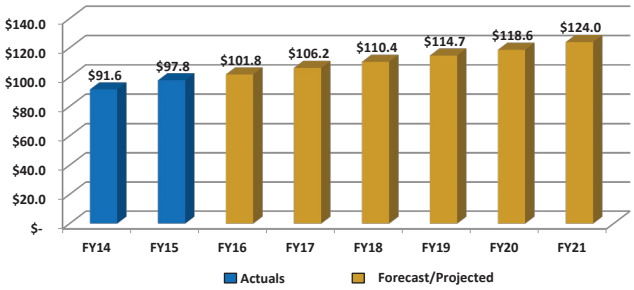
FY 2017 General Fund Resources by Source



Intergovernmental Resources

Intergovernmental Resources for Fiscal Year 2017 are expected to total $106.2 million, or 43.5% of the total General Fund revenue and Other Financing Sources; a significant source of the City's revenue base. Revenues in this category are derived from state and county revenue sharing that includes Consolidated Tax ($102.2 million), County Gaming License Fees ($1.1 million), a Motor Vehicle Fuel Tax ($2.2 million), and Payment in Lieu of Taxes ($0.7 million). The Consolidated Tax is the most significant source and is made up of six different components: Basic City-County Relief Tax (BCCRT), Supplemental City County Relief Tax (SCCRT), Cigarette Tax, Liquor Tax, Real Property Transfer Tax, and a Motor Vehicle Privilege Tax.

Intergovernmental Resources (in millions)



Property Taxes

Property tax revenue for Fiscal Year 2017 is expected to total $60.0 million, or 24.6% of the total General Fund revenue and Other Financing Sources. Property tax revenue had decreased due to declines in assessed valuation in recent years, but has been increasing and is expected to rise again for the third straight year.

For Fiscal Year 2017, the General Fund portion of the property tax rate totals .6654. This rate includes the .231 voter-approved override for public safety and .12 dedicated to parks and recreation.

The City of Henderson property tax rate continues to be one of the lowest rates in the State of Nevada by a significant margin (see Property Tax Overview in the Introduction section of this publication).

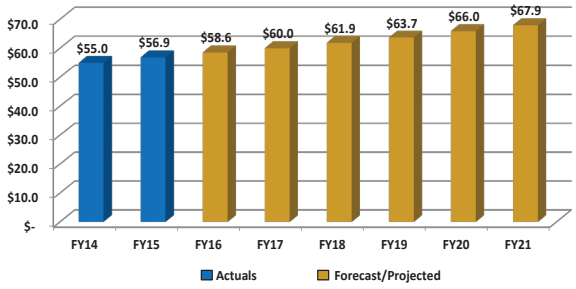
While small increases are emerging in assessed valuation (the primary driver behind property tax revenue levels) and modest growth is projected for the next several years, legislation currently in place limits growth on property tax revenue from residents and businesses.

Assembly Bill 489, signed into law on April 6, 2005, amending NRS 361.4722 - 361.4735, provides for partial abatement of real property taxes by applying a 3% cap on the tax bill of an owner's primary residence. Additionally, some rental dwellings that meet the low-income rent limits may also qualify for a 3% cap.

Further, a cap of up to 8% on the tax bill is applicable to residences that are not owner occupied, undeveloped land, commercial buildings, business personal property, aircraft, etc. New construction or property that has a change of use (zoning change or manufactured home conversion) will not qualify for any cap for that fiscal year but will qualify going forward.

While this law performed as intended in protecting citizens from drastic increases in property taxes, it provided for no corresponding mechanism to prevent falling property tax revenues in the event of plummeting assessed values, which occurred during the Great Recession. The unintended consequence of this lack of a "floor" in the legislation was that property tax revenues fell significantly, resetting the base to a much lower level. Currently, this circumstance prevents property tax revenues from returning to their former levels, even as assessed values rise, leaving state and local governments in search of alternative revenue sources to fund operations.

Property Taxes (in millions)

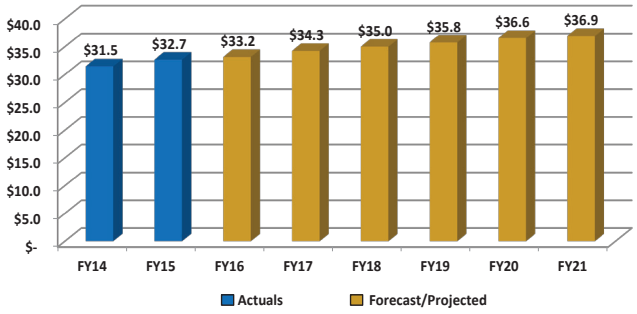


Franchise Fees

Franchise fees for Fiscal Year 2017 are expected to total $34.2 million, or 14.0% of the total General Fund revenue. They are collected from public utility companies and include electricity, natural gas, phone, cable, sanitation, water and wastewater. The fees are based upon designated percentages of gross receipts pursuant to each firm's respective franchise agreement. While City franchise fees have experienced slight declines in recent years, they are expected to remain relatively stable into the foreseeable future.

In past legislative sessions, bills were introduced that would have eliminated local governments' ability to impose franchise fees and other similar fees upon public utility companies. While these bills failed to get out of the Senate Commerce and Labor Committee, proponents have suggested that future efforts will be made to enact similar legislation. If such legislation were to be adopted, the City would need to revise revenue forecasts to reflect such policy changes.

Franchise Fees (in millions)

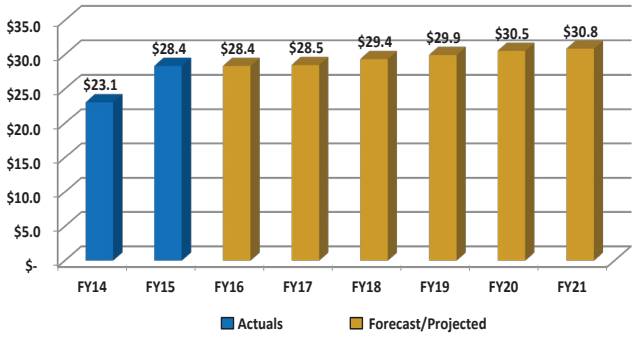


Charges for Services

Charges for services for Fiscal Year 2017 are expected to total $28.5 million, or 11.7% of the total General Fund revenue and Other Financing Sources. Charges for services includes a variety of City fees, such as emergency medical transport services, prison detention fees to house inmates from other jurisdictions and cultural and recreation charges.

Wherever practical, charges for services revenues are used to support the delivery of the specific services rendered. While revenues were down slightly in recent years, they are expected to remain relatively stable into the foreseeable future.

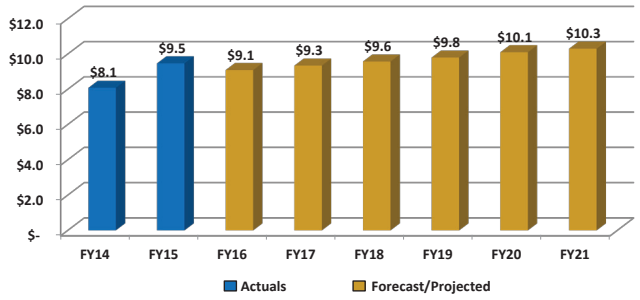
Charges for Services (in millions)



Licenses and Permits

Licenses and permits for Fiscal Year 2017 are expected to total $9.3 million, or 3.8% of the total General Fund revenue. This category includes such revenue sources as business, gaming, liquor, and animal licenses. A business license fee is charged to persons engaged in any trade, business, or profession, or maintaining offices within City limits. The fee consists of a base rate, or depending on the business classification, a percentage of gross sales. Permits are expected to show moderate growth over the next five years.

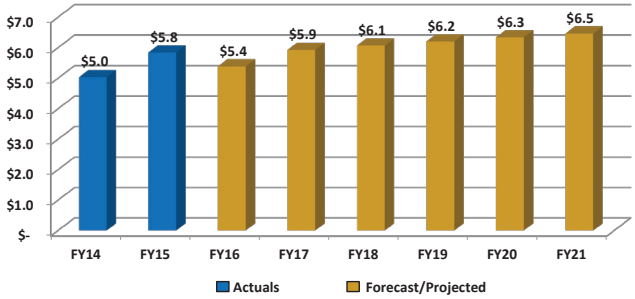
Licenses and Permits (in millions)



Fines, Forfeits, and Miscellaneous

Fines, Forfeits, and Miscellaneous revenues for Fiscal Year 2017 are expected to be $5.9 million, or 2.4 percent of the total General Fund revenue and Other Financing Sources. This category includes fines and forfeitures for a full range of violations of State and City codes, interest income, and miscellaneous developer contributions and reimbursements. This revenue generally varies from the budget more significantly than others due to the fact that reimbursements, which are included in this category, are not included in the budget. The revenues are expected to grow moderately over the course of the next five years.

Total Fines, Forfeits and Misc. Revenues (in millions)

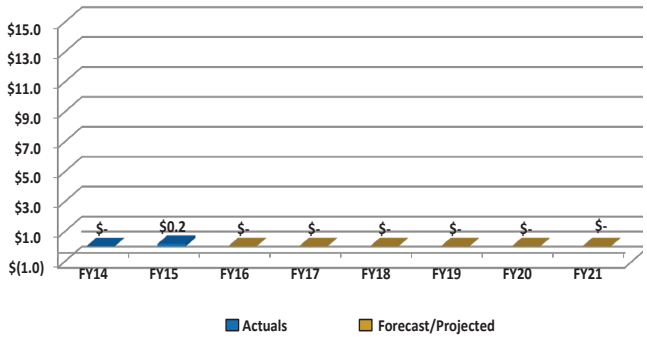


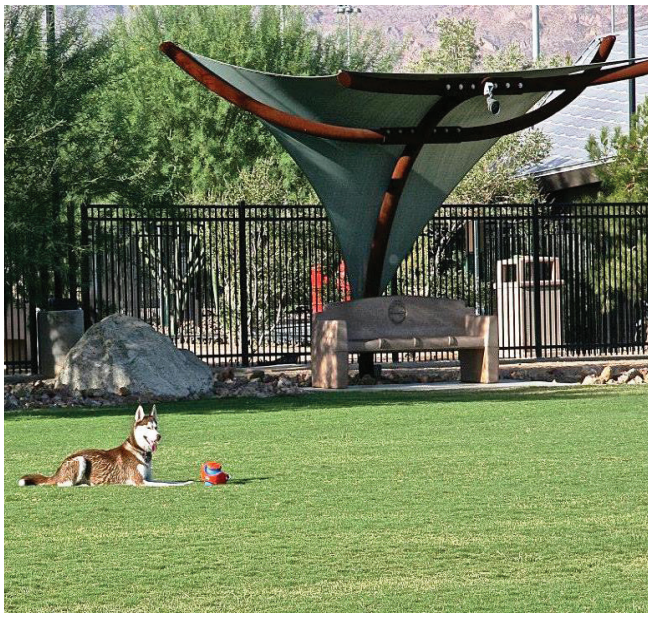
Other Financing Sources

Other Financing Sources for Fiscal Year 2017, which are comprised entirely of transfers-in, are not budgeted for this year. In the past this transfer represented the use of capital funds redirected to City operations.

Prior to Fiscal Year 2013, approximately $10 million of this revenue source included a transfer from the Debt Service Fund from a voter-approved property tax measure that provides funding for operations and construction costs related to several recreation facilities and parks. Beginning in Fiscal Year 2013, the revenue from this measure began to be recorded directly into the General Fund as property tax revenue.

Other Financing Sources (in millions)







Henderson South End Groundbreaking

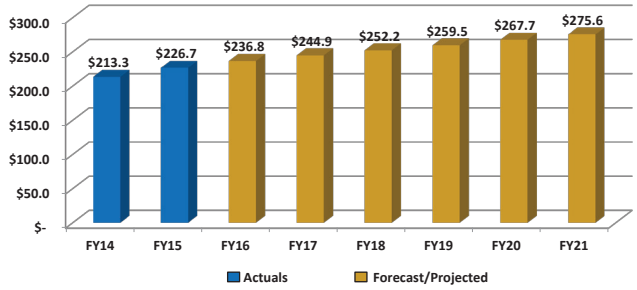
Operating Expenditures

The City's future will be shaped by the continued refinement of citywide priorities and strategies developed by the Mayor and Council and the City's management team, considering citizens' input during the planning process. The identification of these priorities and concerns will assist in directing resources to maintain the high quality level of services that the citizens of Henderson have come to expect.

The following graph shows the historical trends and projections for all General Fund expenditures and other uses. The City has implemented measures to mitigate future cost increases as evidenced by the relatively flat trend of projected expenditures.

The scope of this analysis examines the operational impacts of economic changes and costs associated with providing ongoing services to our growing community.

Total General Fund Expenditures and Other Uses (in millions)



Expenditure Categories & Functions

Categories

Salaries and Wages
Employee Benefits
Services and Supplies
Capital Outlay
Other Financing Uses

Functions

General Government
Mayor and City Council
Mayor and Council Support
Building Maintenance
City Attorney's Office
City Clerk's Office
City Manager's Office
Community Development
Finance
Human Resources
Information Technology
Intergovernmental Relations
Internal Audit
Miscellaneous (Citywide)
Public Affairs

Judicial
Alternative Sentencing
Municipal Court
City Attorney-Criminal

Public Safety
Building Inspection
Fire
Police

Public Works
Paved Streets
Public Works General
Street Lighting

Culture and Recreation
Parks Maintenance
Recreation

Community Support
Economic Development
Neighborhood Services

General Fund Expenditures by Category

The major expenditures that make up the General Fund for Fiscal Year 2017 include Salaries and Wages (55.7%), Employee Benefits (26.6%), Services and Supplies (17.2%) and Other Financing Uses (0.5%). A description of each expenditure category, as well as a discussion of the outlook over the next five years follows.

Salaries, Wages and Employee Benefits

Salaries, wages and employee benefits represent the largest expenditure category in the General Fund. The City's payroll and benefits for Fiscal Year 2017 are expected to total $201.6 million, or 82.3% of the total General Fund expenses and Other Financing Uses, as the majority of personnel and major functions of City government are located within the General Fund.

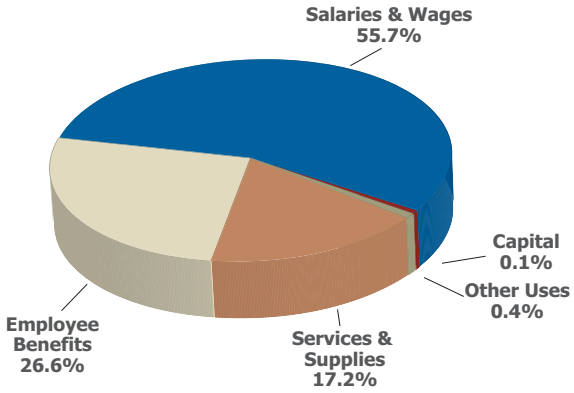
The City has built strong working relationships with its employee bargaining groups. Working together, strategies were developed to help the City progress through the weak economic recovery. Modest contractual changes for all union contracts, with the exception of the Police Supervisors Union which is still pending, have been included in the Fiscal Year 2017 budget.

Included in employee benefits is the cost of the City's self-funded health insurance program. Our expectation is that health care costs will continue to rise at a rate exceeding the overall Consumer Price Index. We will continue to monitor the situation and make the necessary adjustments to the forecast.

Services and Supplies

Services and Supplies represent $42.1 million, or 17.2% of the total General Fund expenses and Other Financing Uses. This category encompasses all operating expenditures including supplies, utility costs (electricity, water, natural gas, refuse, and sewer), contracted services, and equipment rental and repair. Utility expenses continue to increase and are adjusted for new rates anticipated during Fiscal Year 2017.

General Fund Expenditures and Other Uses by Category - Fiscal Year 2017 Budget



Capital Outlay

Capital Outlay represents $0.2 million, or 0.1% of the total General Fund expenses and Other Financing Uses. This category represents new and replacement equipment for General Fund operations.

Other Financing Uses

Other Financing Uses for Fiscal Year 2017 are expected to total $1.1 million, or 0.4% of the total General Fund expenses and Other Financing Uses. This amount represents transfers to the Eldorado Valley Fund ($0.1 million) and Debt Service Fund ($1.0 million).



Ho'olaule'a Festival

Capital Improvement Program Impacts

We have included the incremental impacts of the new facilities and services in the projection models, as well as the continued growth of the City's expenditure base. For additional information, see the Capital Improvement (CIP) Section of this document.

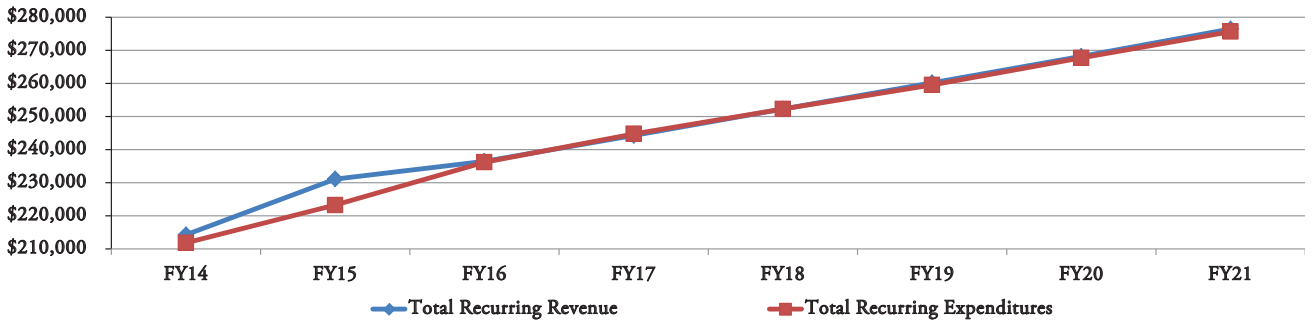
Recurring Revenue Versus Recurring Expenditures

The City's forecasting model continues to evaluate the relationship between recurring revenues and recurring expenditures, as evidenced on the table on the following page. The forecast horizon includes a matching of two variables, allowing the City to maximize available resources to provide services. Salaries and wages are projected at current levels. This conservative method of operating allows the City to maximize its resources for service delivery and maintain a healthy financial position.



General Fund Recurring Revenue vs. Recurring Expenditures

Figures in Thousands ($000)



	FY14 Actual	FY15 Actual	FY16 Forecast	FY17 Budget	FY18 Projected	FY19 Projected	FY20 Projected	FY21 Projected
Recurring Revenue ($000)								
Property Taxes	$ 54,993	$ 56,906	$ 58,553	$ 60,014	$ 61,859	$ 63,722	$ 65,965	$ 67,944
Franchise Fees	31,482	32,678	33,150	34,250	35,004	35,774	36,561	36,927
Licenses & Permits	8,080	9,469	9,091	9,340	9,575	9,800	10,100	10,302
Intergovernmental	91,585	97,813	101,839	106,247	110,390	114,694	118,614	123,952
Charges for Services	23,064	28,366	28,358	28,500	29,356	29,943	30,542	30,847
Fines, Forfeits, & Misc.	5,032	5,843	5,389	5,926	6,070	6,203	6,340	6,467
Other Financing Sources	-	-	-	-	-	-	-	-
Total Recurring Revenue	$ 214,236	$ 231,075	$ 236,380	$ 244,277	$ 252,254	$ 260,136	$ 268,122	$ 276,439
Recurring Expenditures								
Salaries & Wages	$ 122,610	$ 126,022	$ 130,640	$ 136,495	$ 140,590	$ 144,808	$ 149,152	$ 153,626
Employee Benefits	54,935	55,546	61,846	65,068	67,020	69,031	71,102	73,235
Services & Supplies	30,314	33,328	41,592	42,106	43,500	44,149	45,649	46,753
Capital Outlay	-	-	-	-	-	-	-	-
Other Financing Uses	3,905	8,301	2,103	1,050	1,100	1,500	1,750	2,000
Total Recurring Expenditures	$ 211,764	$ 223,197	$ 236,181	$ 244,719	$ 252,210	$ 259,488	$ 267,653	$ 275,614
Current Surplus/(Deficit)	$ 2,472	$ 7,878	$ 199	$ (442)	$ 44	$ 648	$ 469	$ 825
Non-Recurring Revenue ($000)								
Proceeds of Capital Lease	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sale of Fixed Assets	-	-	-	-	-	-	-	-
One-Time Transfers	-	150	-	-	-	-	-	-
Non-Recurring Expenditures ($000)								
Salaries & Wages (Attrition)	$ 740	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other Financing Uses	700	-	-	-	-	-	-	-
Services & Supplies	-	-	-	-	-	-	-	-
Capital Leases	-	-	-	-	-	-	-	-
One-Time Transfers	-	3,200	-	-	-	-	-	-
Capital Outlay	110	328	569	200	-	-	-	-
Total All Revenue	$ 214,236	$ 231,225	$ 236,380	$ 244,277	$ 252,254	$ 260,136	$ 268,122	$ 276,439
Total All Expenditures	$ 213,314	$ 226,725	$ 236,750	$ 244,919	$ 252,210	$ 259,488	$ 267,653	$ 275,614
Total Surplus/(Deficit)	$ 922	$ 4,500	$ (370)	$ (642)	$ 44	$ 648	$ 469	$ 825
Fund Balance - Beginning	$ 17,328	$ 18,250	$ 22,741	$ 22,371	$ 21,729	$ 21,773	$ 22,421	$ 22,890
Fund Balance - End	$ 18,250	$ 22,741	$ 22,371	$ 21,729	$ 21,773	$ 22,421	$ 22,890	$ 23,715



Water & Sewer Forecast

The City of Henderson provides water and sewer services to approximately 287,000 residents. It has designated both water and sewer as separate Enterprise Funds for the tracking of all resources and expenditures related to these utility services.

Utility funds are comprised of four major components:

- **Operating Funds**
- **System Development Charge (SDC) Funds**
- **Capital Projects Funds**
- **Rehabilitation and Replacement Funds**

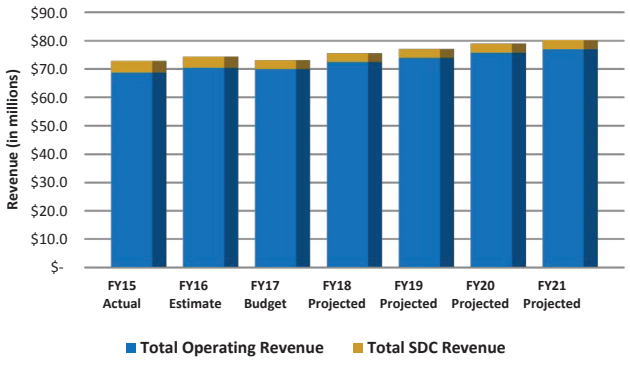
Operating Funds

The Water and Sewer Operating Funds track the financial activities associated with the daily operations of the facilities and services provided to the utilities' customers.

The sources of revenue for the Water Operating Fund are derived from the sale of potable and raw water, connection fees, interest income and miscellaneous sources. Potable and raw water sales represent the most significant source of revenue to the operating fund. The sale of potable and raw water averages 96% of the total water operating fund revenue.

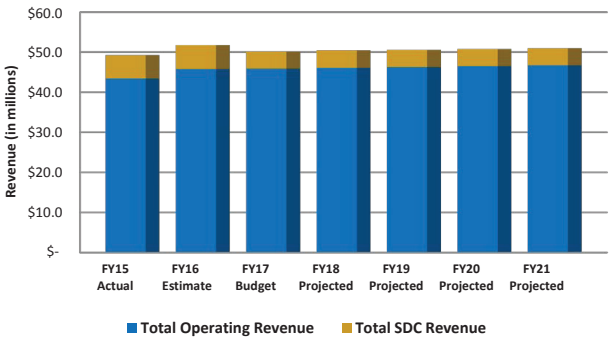
Based on growth projections, total water operating revenue is forecasted to increase from $70.0 million in Fiscal Year 2017 to $76.9 million in Fiscal Year 2021.

Water Operating & SDC Revenue



The sources of revenue for the Sewer Operating Fund are from sewer service sales, reclaimed water sales, interest income, and miscellaneous. Sewer service sales represent the most significant source of revenue to the sewer operating fund and averages about 91% of the total operating fund revenue. Total sewer operating revenues are expected to increase from $45.9 million in Fiscal Year 2017 to $46.7 million in Fiscal Year 2021.

Sewer Operating & SDC Revenue



The wastewater utility sells reclaimed water to golf courses, developers who use it for construction, and commercial customers who use it for irrigation. The sewer fund also receives sales taxes that are used for wastewater system improvements. Additional operating revenues include: billed labor/equipment, lateral fees, main extension fees, refund agreement surcharge, extra-strength surcharges, late charges, and miscellaneous sources.

System Development Charge (SDC)

The System Development Charge (SDC) Fund tracks financial activities associated with annual SDC revenues. The existing water and sewer utility SDCs have been in effect since 1999 and were developed using the system buy-in method. The funding sources include SDC revenues and interest income.

The system buy-in method is based upon the concept that existing customers, through rates and other assessments, have developed a valuable water and sewer system. A new customer "buys in" to each system by making a contribution equal to the amount of equity a similar existing customer has in the system. The implementation of the SDC using the system buy-in method results in new customers paying their proportionate share of facility costs incurred to serve them.

Water System Development Charges for Fiscal Year 2017 are $1,600 per Equivalent Dwelling Unit (EDU). Sewer System Development Charges for Fiscal Year 2017 are $1,800 per Equivalent Residential Unit (ERU).

Capital Project Funds

The Capital Project Fund tracks financial activities associated with the major water and sewer Capital Improvement Projects (CIP). Capital projects funding sources include bond proceeds, operating, rehabilitation and replacement funds, SDC fund transfers, and interest income. Additional information related to ongoing water and sewer capital projects can be found in the Capital Improvement Plan section of this document.

Rehabilitation and Replacement Funds

The Rehabilitation and Replacement Funds (R&R) were created in Fiscal Year 2008. The purpose of the R&R funds is to provide a planning mechanism and dedicated funding source to ensure that infrastructure is rehabilitated or replaced as needed to maintain the integrity and quality of the water and wastewater treatment systems. By planning and funding for future infrastructure replacement, unexpected large capital expenditures causing sudden increases in water and sewer rates can be avoided. This funding source will also alleviate the reliance on other funds, primarily Capital Project Funds, to pay for R&R related projects.

Expenditures

Water and Sewer operating expenditures include operation and maintenance expenses (O&M), routine capital outlays and debt service on bonds and loans. Allowances for growth and inflation are incorporated into these operation and maintenance projections for both funds.

Projected water operation and maintenance expenses consist of the costs for personnel, materials, supplies, and contractual services incurred to supply, treat, and distribute water on a routine basis. These expenses are expected to increase from $63.5 million in Fiscal Year 2017 to $69.9 million in Fiscal Year 2021.

Approximately one-third of the operation and maintenance expenses are related to purchasing water from external sources. Raw water is purchased from Basic Management Incorporated for resale to Lake Las Vegas and for a raw water source to the City's water treatment plant. Additionally, the utility purchases treated water from the Southern Nevada Water Authority to disperse directly to the distribution system.

Projected sewer operation and maintenance expenditures consist of the costs for personnel, materials, supplies and contractual services to collect, treat and dispose of wastewater on a routine basis. Future operation and maintenance expenses are expected to increase from $33.8 million in Fiscal Year 2017 to $37.5 million in Fiscal Year 2021.

Both the Water and Sewer Funds are healthy ongoing concerns. They have adequate reserves, are proactive in planning for future population growth, and are efficient in their operation. Rates are evaluated every two years to ensure the utility is recovering its costs and remaining competitive with other municipal operations in the Las Vegas Valley.

Development Services Center Forecast

The Development Services Center (DSC) Fund was created as an Enterprise Fund in February 2000. This fund is used to recover costs related to the provision of services to City development-related customers.

The DSC includes staff from the City Clerk's Office, Community Development & Services, Information Technology, and Public Works, Parks and Recreation.

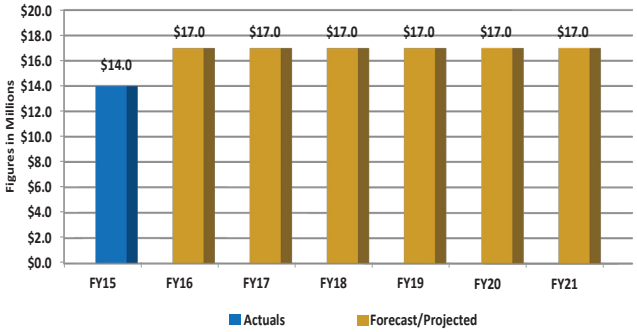
Revenue Trends

The sources of revenue for the Development Services Center Fund can be divided into four distinct categories: licenses & permits, charges for services, developer contributions, and miscellaneous revenues. The fees are reviewed by the DSC Steering Committee, the DSC Industry Advisory Committee, and are adopted by the City Council.

The revenues for the DSC Fund are heavily reliant upon development activity, which can fluctuate with the economy and normal business cycles. An extensive fee study was commissioned to ensure a more predictable revenue stream and reinforce the solvency of the fund. The fee structure, approved by the City Council in October 2004 and implemented on May 1, 2005, is based on the cost of doing business instead of utilizing a construction valuation methodology. Part of the implementation of this fee structure included a partnership with the development industry through the establishment of the DSC Industry Advisory Committee to ensure an on-time rate of 90% or better for plan review and inspection services.



DSC Operating Revenue (in millions)



DSC operating revenues had declined significantly during and following the Great Recession, from $20.4 million in Fiscal Year 2008 to a low of $5.3 million in Fiscal Year 2011. Since Fiscal Year 2011, however, development activity has strengthened considerably, leading to a Fiscal Year 2017 budget of $17.0 million.

DSC operating revenue projections for Fiscal Year 2017 through Fiscal Year 2021 include projections for projects that are currently under construction. The DSC is dedicated to frequent review and adjustment of forecasted revenues.

Expenditures

The Fiscal Year 2017 budgeted operating expenditures are $16.2 million, representing a 5.6 percent increase over the Fiscal Year 2016 forecast.

Each year, the DSC evaluates its Industry Report Card that provides a snapshot of its effectiveness. Proactive business decisions to strengthen the performance of the fund have been made through the adoption of a 5-year balanced budget plan, management reservations of working capital, and the deferral of revenues for prepaid fees.

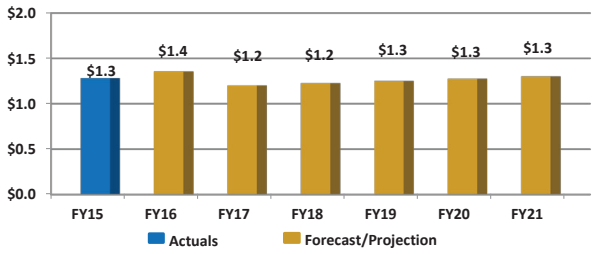
Cultural Arts & Tourism Forecast

The Department of Cultural Arts & Tourism Fund tracks all financial activities related to the Henderson Convention Center, the Henderson Events Plaza, and the Henderson Pavilion, as well as the revenues and expenditures related to the promotion of tourism within the City.

Operating Revenues

Operating revenues for Cultural Arts & Tourism include ticket sales for programs held at the Henderson Pavilion, and associated space and equipment rentals at the Convention Center and Events Plaza. In Fiscal Year 2017, city gaming license fees are expected to account for 49.9 percent of operating revenues, while Pavilion sales accounts for 28.7 percent, and Convention Center earned income amounts to 21.4 percent. Overall operating revenues are projected to remain relatively flat through Fiscal Year 2021.

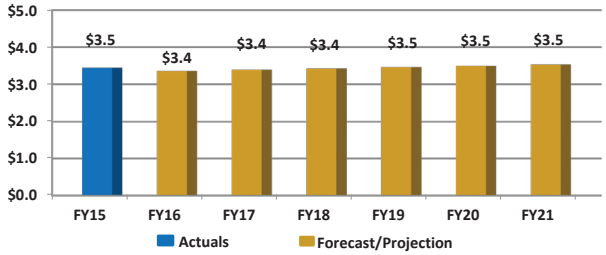
Cultural Arts & Tourism Operating Revenue (in millions)



Non-Operating Revenues

Non-operating revenues are generated from earned interest, grant funds, and room tax revenues, which are directly related to hotel occupancy rates. Room tax revenues amount to 43.5 percent of Cultural Arts & Tourism's overall revenues. Fiscal Year 2017 room tax revenues are anticipated to be 11.1 percent higher than Fiscal Year 2016 collections. Prior to Fiscal Year 2013, county gaming revenue was received in the General Fund and then transferred to the Cultural Arts & Tourism Fund. Beginning in Fiscal Year 2013, revenue received from county sources was received directly into the Cultural Arts & Tourism Fund.

Cultural Arts & Tourism Non-Operating Revenue (in millions)



Expenditures

The Cultural Arts & Tourism Fund's expenditures are $4.5 million and include 61.0 percent for salaries and benefits and 36.3 percent for services and supplies. The cash position of the Cultural Arts & Tourism Fund continues to grow and is expected to remain strong over the next several years.



Henderson Winterfest 2015

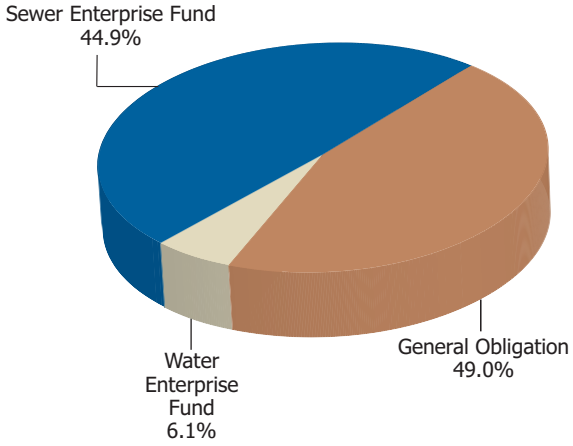
Debt Management

Debt Overview

As of July 1, 2016, the City of Henderson's combined outstanding debt totals $219.5 million, consisting of:

- **G. O. Bonds/Other Debt $ 107.7 million**
- **Water Revenue Secured Bonds $ 13.3 million**
- **Sewer Revenue Secured Bonds $ 98.5 million**

Composition of Outstanding Debt As of 07/01/16



The following is a review of each of these debt sources and proposed action relating to the City's future debt issues.

The City finances major capital equipment and facilities based on the asset life of the capital equipment. It is not prudent to spend operating cash on assets that have lives greater than five years. Capital items with long, useful lives are paid for gradually by an annual depreciation charge to the current accounting period. In addition, current relatively low interest rates make debt financing very economical and prudent versus cash financing. Historically this practice has related to Proprietary Funds. With the implementation of GASB 34, depreciation of assets will also be reflected on a citywide basis. The budget continues to reflect depreciation in Proprietary Funds only.

General Obligation Bonds and Other Debt Payment Requirements

Fiscal Year	Principal	Interest	Total
2017	$ 5,451,000	$ 4,535,202	$ 9,986,202
2018	5,417,000	4,373,366	9,790,366
2019	5,656,000	4,199,112	9,855,112
2020	7,686,000	4,008,223	11,694,223
2021 - 2025	30,978,000	16,002,573	46,980,573
2026 - 2030	23,345,000	10,060,313	33,405,313
2031 - 2035	29,125,000	4,304,700	33,429,700
Total	**$ 107,658,000**	**$ 47,483,488**	**$ 155,141,488**

General Obligation Bonds and Other Debt

The City's $ 107.7 million general obligation debt can be broken down into three distinct categories:

- General Obligation Bond Indebtedness $ 17.0 million
- General Obligation/Revenue Bonds Secured by Consolidated Tax $ 77.9 million
- General Obligation Other Debt
  - Medium-Term Bonds $ 0.2 million
  - Installment Purchases $ 12.6 million
  - Subtotal Other Debt $ 12.8 million

A description of each category, a detail of the current outstanding issues, as well as a debt service schedule to maturity for each category follows.

General Obligation Bond Indebtedness

The City has authority pursuant to Nevada state statutes and its City charter to issue general obligation bonds. Ad Valorem (property tax) bonds constitute direct and general obligations of the City, and the full faith and credit of the City is pledged for the payment of principal and interest on the bonds.

The following table sets forth the City's outstanding general obligation bonded indebtedness secured by property taxes as of July 1, 2016.

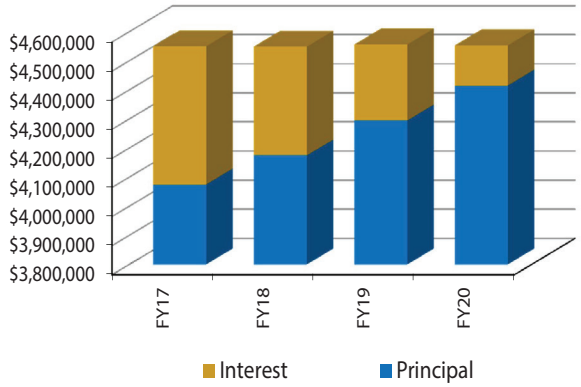
General Obligation Indebtedness Secured by Property Taxes

Stated in Thousands (000)

	Date Issued	Original Amount	Outstanding 7/1/2016
Series 2011A (Bldg/Parks Ref)	12/21/2011	$ 18,245	$ 14,760
Series 2011B (Bldg/Parks Ref)	12/21/2011	2,710	2,200
Total Outstanding			**$ 16,960**

The chart below illustrates the debt service to maturity on the $21.0 million in outstanding general obligation bonds secured with property taxes.

Existing Debt Service General Obligation Bonds



General Obligation Medium-Term Bonds and Other Debt

General Obligation Medium-Term Bonds constitute direct and general obligations of the City, and the full faith and credit of the City is pledged for the payment of principal and interest, subject to Nevada constitutional and statutory limitations regarding the City's operating property tax rate.

The property tax rate available to pay the Medium-Term Bonds is limited to the City's maximum operating property tax rate. The City's operating property tax rate for Fiscal Year 2017 is $.5508, which includes $.231 in voter-approved overrides for public safety. The property tax available to pay the bonds is further restricted by the limitation on the combined overlapping tax rate of $3.64 per $100 of assessed valuation. The Medium-Term Bonds are a debt of the City and the City shall pledge all legally available funds of the City for their payment.

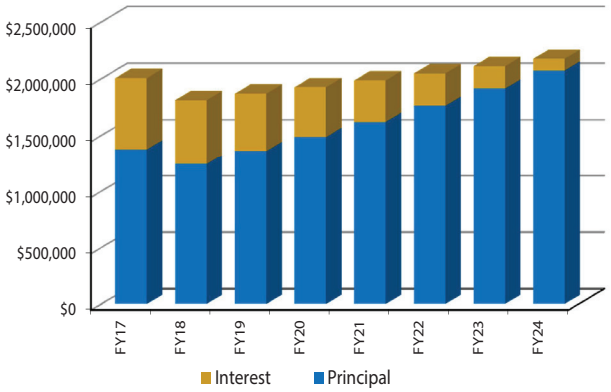
General Obligation Medium-Term Bonds and Other Debt

Stated in Thousands (000)

	Date Issued	Original Amount	Outstanding 7/1/2016
Series 2006 (Energy Retrofit)	9/26/2006	$ 2,065	$ 244
Purchase Agreement	3/4/2009	17,960	12,589
Total Outstanding			**$ 12,833**

Provision for the payment of principal and interest requirements on the Medium-Term Bonds as provided in NRS 350.093 through 350.095. The table above sets forth the City's outstanding Medium-Term Bonds.

Existing Debt Service General Obligation Medium-Term Bonds / Other Debt



General Obligation/Revenue Bonds

The Consolidated Tax Bonds are general obligation bonds secured with revenues derived from the City's Consolidated Tax Revenue.

Pursuant to NRS 360.698, the bonds will be additionally paid from a pledge of certain tax revenues up to 15% of the Consolidated Tax Distribution Fund allocable to the City for the payment of the principal of and interest on the bonds. The Consolidated Tax Distribution Fund consists of local government revenues from six sources (collectively, the Consolidated Tax Revenues) Supplemental City/County Relief Tax (SCCRT), Basic City/County Relief Tax (BCCRT), Cigarette Tax, Liquor Tax, Governmental Services Tax (GST), and Real Property Transfer Tax (RPTT).

The table below sets forth the City's outstanding general obligation bonded indebtedness that is secured by Consolidated Tax revenues as of July 1, 2016.

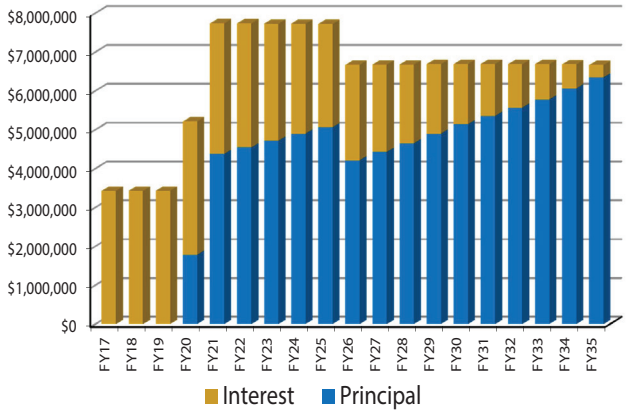
General Obligation Indebtedness Secured by Consolidated Tax Revenues

Stated in Thousands (000)

	Date Issued	Original Amount	Outstanding 7/1/2016
Series 2011C (Refunding Bonds)	12/21/2011	$ 13,605	$ 13,605
Series 2013B (Various Purpose Bds)	04/16/2013	39,955	39,955
Series 2014 (Refunding Bonds)	09/25/2014	24,305	24,305
Total Outstanding			**$ 77,865**

The graph below illustrates the debt service to maturity on the City's outstanding general obligation bonds secured by Consolidated Tax revenues.

Existing Debt Service General Obligation Bonds Secured by Consolidated Tax Revenue



Consolidated Tax Pledged Revenue

	FY 2015 Actual	FY 2016 Unaudited	FY 2017 Budget
Consolidated Tax	$ 94,093,208	$ 98,300,000	$ 102,250,000
Pledged Revenue Limitation (15%)	14,113,981	14,745,000	15,337,500
Existing Debt Service	3,057,489	3,429,969	3,429,969
Coverage	4.62X	4.30X	4.47X

The table above illustrates the sufficiency of Consolidated Tax Revenues at existing levels to pay debt service on the Consolidated Tax Bonds.



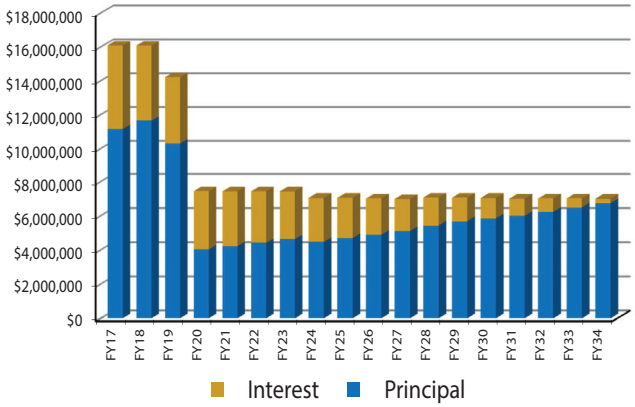
Water/Sewer Revenue Secured Bonds

The Water and Sewer Bonds are general obligation bonds additionally secured by an irrevocable commitment of the net pledged revenues by the City in connection with the ownership and operation of the City's municipal utility system. Net pledged revenues consist of all fees, rates and other charges for the use of the utility system remaining after deduction of operation and maintenance expenses in the utility system.

The City covenants for bond ordinances set rates and other charges for the services or commodities pertaining to the utility system. Rates are set in amounts sufficient to pay the operation and maintenance expenses of the system and any debt service related to its outstanding Water and Sewer bonds.

The following chart illustrates the debt service to maturity on the City's existing general obligation bonds secured by water and sewer revenues.

Existing Debt Service Secured by Water and Sewer Revenues



The table below sets forth the City's bonded indebtedness for its existing and authorized general obligation bonds secured by utility revenues as of July 1, 2016.

Water/Sewer Outstanding Debt Obligations

	Issuance Date	Original Amount	Outstanding Balance 7/1/2016	Current Principal & Interest	Final Payment Date
Water Enterprise Fund					
State Revolving Loan Bond	09/15/2000	$ 5,500,000	$ 2,389,288	$ 389,875	01/01/2023
Water Refunding Bonds Series 2007	08/21/2007	27,220,000	3,595,000	1,882,175	09/01/2017
Water Refunding Bonds Series 2015	06/04/2015	7,374,000	7,374,000	2,708,700	06/01/2019
		$ 40,094,000	**$ 13,358,288**	**$ 4,980,750**	
Sewer Enterprise Funds					
Sewer Revenue Bonds Series 2010	01/08/2010	1,659,396	1,222,713	87,337	01/01/2030
Sewer Revenue Bonds Series 2012A	07/26/2012	72,550,000	69,530,000	6,330,750	06/01/2034
Sewer Revenue Bonds Series 2013A	04/16/2013	19,710,000	16,685,000	628,719	06/01/2030
Sewer Revenue Bonds Series 2015	06/04/2015	11,061,000	11,061,000	4,063,050	06/01/2019
		$ 104,980,396	**$ 98,498,713**	**$ 11,109,856**	

Water/Sewer Revenue Supported Bond Payment Requirements

Fiscal Year	Principal	Interest	Total
2017	$ 11,142,765	$ 4,947,841	$ 16,090,606
2018	11,644,014	4,437,604	16,081,618
2019	10,290,678	3,914,402	14,205,080
2020	4,027,772	3,408,558	7,436,330
2021 - 2025	22,400,089	13,982,562	36,382,650
2026 - 2030	26,916,682	8,261,750	35,178,432
2031 - 2034	25,435,000	2,593,400	28,028,400
Total	**$ 111,857,000**	**$ 41,546,116**	**$ 153,403,116**

Key Fact

In April 2015, Standard & Poor's affirmed the City's bond rating of AA with a stable outlook and Moody's affirmed the City's Aa2 rating. Higher rated bonds indicate less risk to prospective bond buyers, which translates to lower costs to the City.

Debt Ratio Comparisons

The Debt Ratio Comparison table below illustrates the City's general obligation debt on a per capita basis, as well as a comparison to such debt of other municipalities in the state.

The City of Henderson has a debt ratio of 1.77%. This ratio is used to compare debt to assessed value between municipalities, utilizing assessed value as the common variable between entities. The City of Henderson is a young community that experienced strong growth requiring capital improvements and infrastructure expansion. Henderson's assessed valuation dropped significantly during the economic downturn, which resulted in Henderson having a higher debt ratio than experienced previously.

As of June 30th the City is in the process of issuing medium term bonds in order to fund the new police communication system as well as to refund an existing installment agreement under more favorable terms. The City does not anticipate issuing any additional debt during the fiscal year, though it reserves the privilege of doing so in the event it is deemed necessary and if legal requirements are satisfied.

Debt Ratio Comparison

	Total General Obligation Debt	Estimate Fiscal Year 2015 Population	Fiscal Year 2017 Assessed Value	General Obligation Debt Per Capita	Debt as a % of Assessed Value
Reno	$ 119,537,850	238,615	$ 7,408,244,997	$ 500.97	1.61%
Las Vegas	495,005,000	620,935	16,578,456,154	797.19	2.99%
Henderson*	**205,703,288**	**287,828**	**11,630,054,583**	**714.67**	**1.77%**
North Las Vegas	419,770,000	235,395	6,064,962,361	1,783.26	6.92%
			Average:	**$ 896.76**	**2.97%**

Source: Compiled by Zions Public Finance

* Note: Excludes revenue bonds, lease/purchase agreements, assessment bonds, and proposed bonds.

Debt Capacity

The City of Henderson charter limits the aggregate principal amount of the City's general obligation debt to 15% of the City's total reported assessed valuation. Based upon the assessed valuation projected for Fiscal Year 2016 of $11.1 billion (including the assessed valuation of the Henderson Redevelopment Agency of $423 million), the City's debt limit for general obligations is $1.7 billion. The Chart above right illustrates the City's general obligation statutory debt limitation.

In addition to the City's legal debt limit as a percentage of its total assessed value, the City's ability to issue future property tax supported debt is also constrained by constitutional and statutory limits of total property taxes that may be levied.

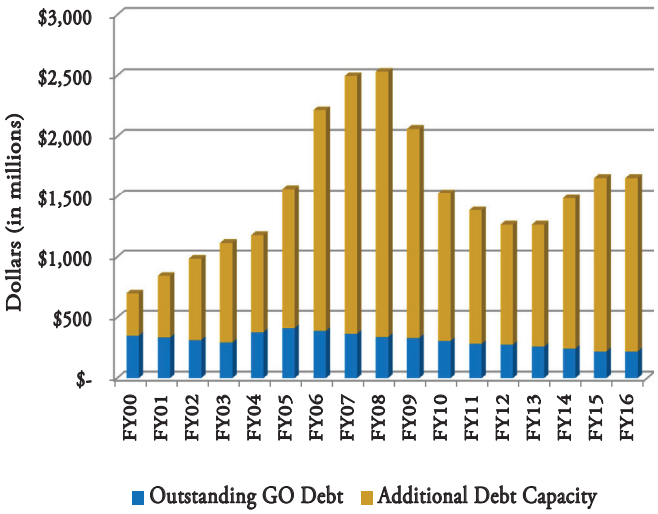
The chart to the right illustrates the City's outstanding general obligation indebtedness with respect to its statutory debt limitation.

Statutory Debt Limitation

Statutory Debt Limitation for Fiscal Year 2016	$ 1,658,115,469
Outstanding General Obligation Indebtedness (as of June 30, 2016)*	$ 220,903,288
Additional Statutory Debt Limitation	$ 1,437,212,181

*Excludes installment purchases and sewer bonds (clean water SRF) totaling $14.9 million.

Historical Statutory Debt Limitation





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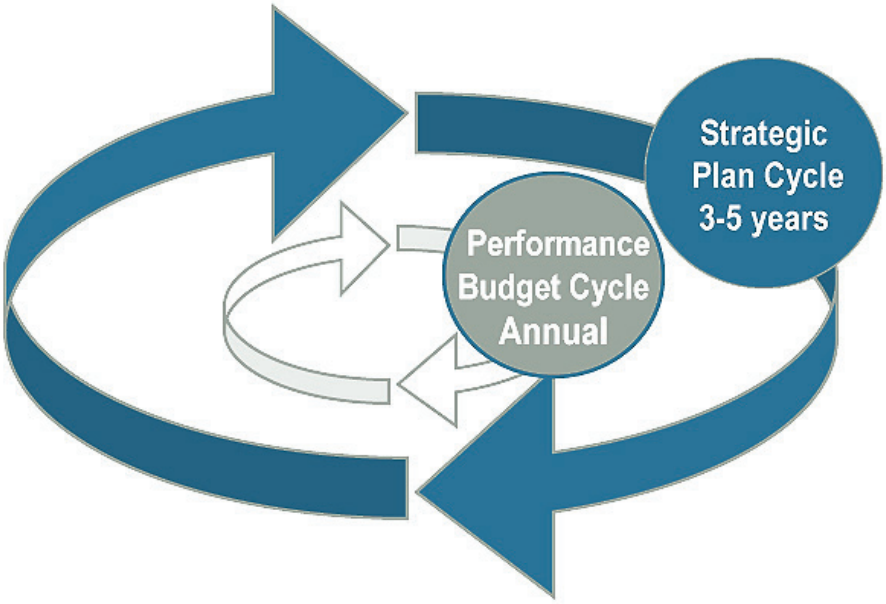
Human Resources - Org Chart/Budget/Performance Measures 211
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Performance Budget Introduction

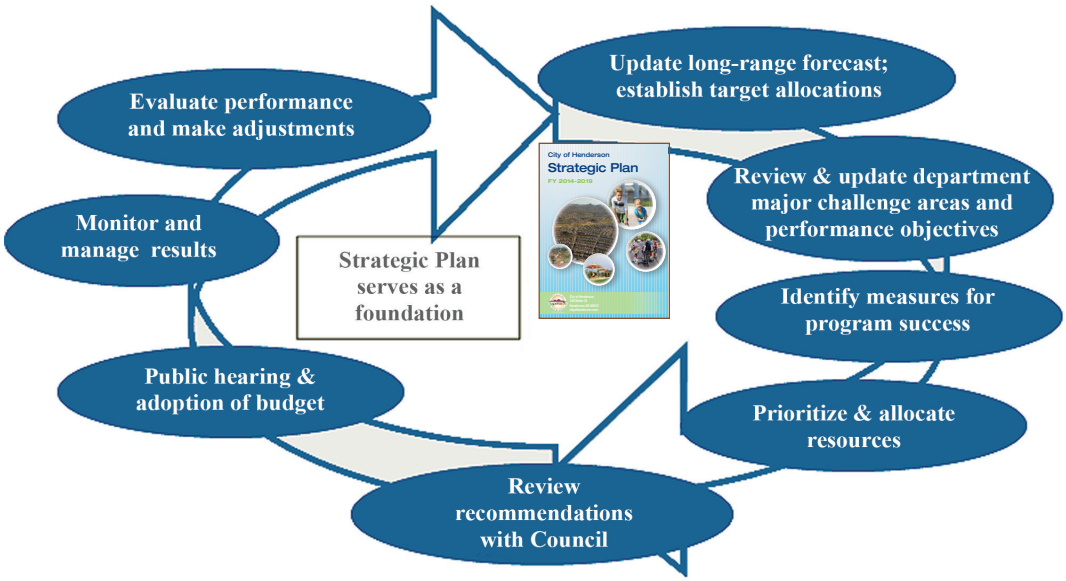
The current department Performance Management Plans were developed for Fiscal Year 2017. They are prepared to address the major challenge areas as prioritized by the City. The Performance Measurement aspect of the Performance Budget has been refined and developed to assist each department in providing beneficial data to enable them to evaluate their current business processes in a more effective manner. The current performance measures are updated annually by each department.

The Strategic Plan was updated in spring 2014 for implementation for Fiscal Year 2015. The City has begun updating the Strategic Plan for FY 2018 and future years For additional information on the Strategic Plan, refer to the Long-Range Planning section of this document.

Process Overview



Annual Performance Budget Cycle



FY 2017 Fund and Department Budgets

Below is a schedule showing the funds and departments represented in this section. Funds or portions of funds that are managed by particular departments are reflected in the departments.

The funds that are by nature not part of daily operations or are not attributable to a particular department are shown in the reconciliation.

FY 2017 Budget by Fund

General Fund	$ 243,869,493
Special Revenue Funds	
Eldorado Valley	110,000
Forfeited Assets	49,000
Grants	6,500,907
Muni Court Admin Fee	948,548
Sales & Use Tax	15,540,238
Commissary	75,000
Capital Projects Funds	
Capital Replacement	2,000,000
Special Recreation	2,697,279
Internal Service Funds	
City Shop	10,655,799
Citywide	11,669,986
Engineering	8,988,441
Health Insurance	18,589,535
Self Insurance- Liability	3,933,607
Workers' Compensation	7,219,961
Enterprise Funds	
Cultural Arts & Tourism	4,525,189
Development Services *	16,187,557
Sewer	50,587,076
Water	76,050,207
Redevelopment Agency	8,808,274
	$ 489,006,097
Funds not included in this section:	
Debt Service Funds	$ 10,048,205
Gas Tax	2,171,926
Land Sales	7,550,479
Municipal Facilities	639,322
Park Development	1,165,281
Municipal Golf Course	2,662,399
Special Assessment Districts	5,000,000
	$ 29,237,612
Total All Funds **	$ 518,243,709

FY 2017 Budget by Department

Alternative Sentencing	$ 2,107,400
City Attorney's Office	7,782,106
City Clerk's Office	2,993,886
City Manager's Office	1,830,402
Community Development	21,027,589
Economic Development & Tourism	3,511,841
Finance	5,345,489
Fire	47,938,588
Human Resources	31,190,409
Information Technology	20,784,543
Mayor & City Council	716,850
Mayor & Council Support	1,428,902
Miscellaneous ***	3,960,942
Municipal Court	8,070,051
Parks and Recreation	41,928,711
Police	104,653,892
Public Affairs	2,435,912
Public Works	45,853,027
Redevelopment Agency	8,808,274
Utility Services	126,637,283
	$ 489,006,097

* The expenditures related to the Development Services Center (DSC) are presented in the individual departments that comprise the DSC.

** This total includes City funds of $509,435,435 and Redevelopment Agency funds of $8,808,274.

*** These costs represent Citywide expenditures for vacation buy back, leave buy-off at retirement, and the General Fund assessment for property liability insurance. These costs are not reflected in the Performance Budget section of this document.

FY 2017 Department Funding Sources

Department \ Fund	General	Eldorado Valley	Forfeited Assets	Grants	Muni Court Admin Fees	Sales and Use Tax	Commissary	Capital Replacement	Special Recreation	City Shop	Citywide	Engineering	Health Insurance	Self-Insurance Liability	Workmen's Compensation	Cultural Arts & Tourism	Development Services	Sewer	Water	Redevelopment
Alternative Sentencing	✓																			
City Attorney's Office	✓													✓						
City Clerk's Office	✓																✓			
City Manager's Office	✓																			
Community Development	✓			✓													✓			
Development Service Center																	✓			
Econ Development and Tourism	✓															✓				
Finance	✓																			
Fire	✓			✓											✓					
Human Resources	✓												✓	✓	✓					
Information Technology	✓										✓						✓			
Mayor & City Council	✓																			
Mayor & Council Support	✓																			
Miscellaneous	✓																			
Municipal Court	✓				✓															
Parks and Recreation	✓			✓				✓	✓							✓				
Police	✓	✓	✓	✓		✓	✓													
Public Affairs	✓															✓				
Public Works	✓			✓				✓		✓		✓					✓			
Redevelopment																				✓
Utility Services																		✓	✓	

General Fund
Special Revenue Funds
Capital Project
Internal Service Funds
Enterprise Funds
Redevelopment Fund

Departmental Performance Budgets

Each department develops a work plan based on the Strategic Plan. The departmental performance budgets outline their work plan and new initiatives. The Performance Budget summarizes the financial and personnel resources allocated to each department.

What You Will Find on Each of the Departments' Pages

1) Title of department

2) Purpose statement

Developed by the department to identify the overall purpose of its functions as a City unit.

3) Core services

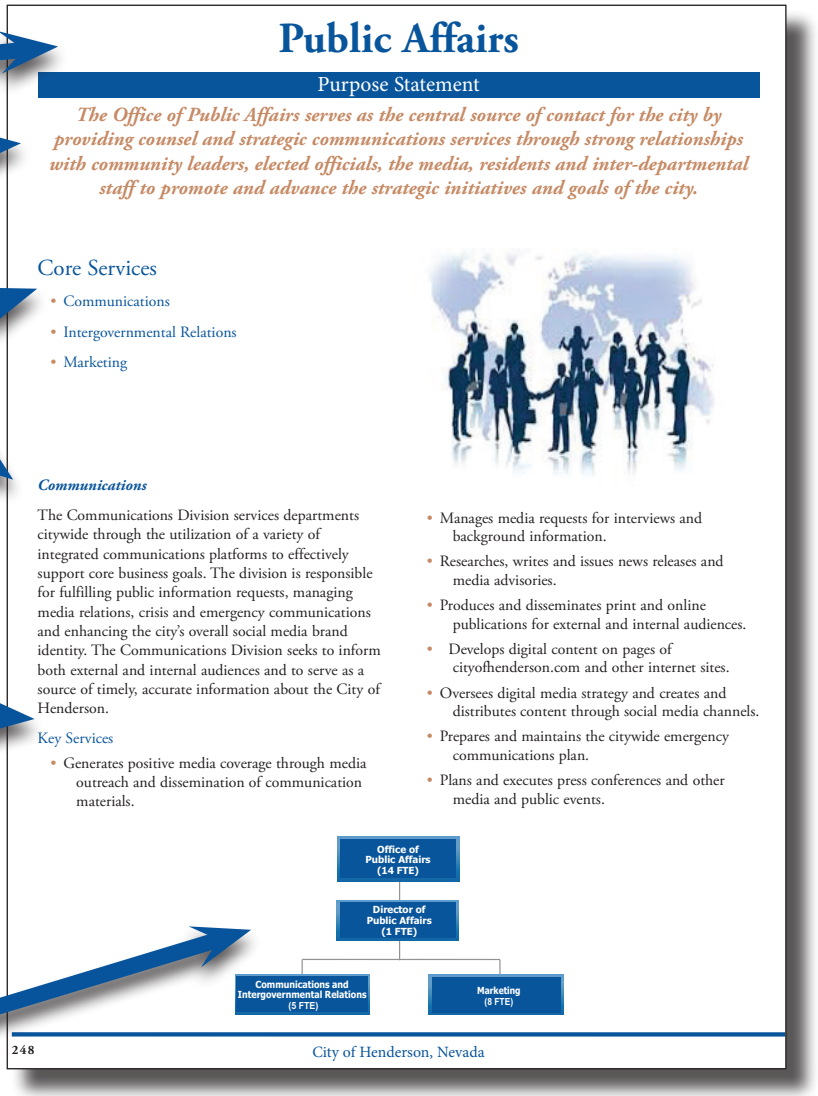
A list and an explanatory paragraph about each of the department's cornerstone services that formulate the essence of the department.

4) Key services

A fairly high level list of the most important services, or outputs, the core service area provides to the City. After reviewing this list, the reader should understand the overall breadth of the provided services and have a feel for the most important outputs this core service area provides.

5) Organizational chart (not titled)

This will be found on the first page of each department's section.



Public Affairs

Purpose Statement

The Office of Public Affairs serves as the central source of contact for the city by providing counsel and strategic communications services through strong relationships with community leaders, elected officials, the media, residents and inter-departmental staff to promote and advance the strategic initiatives and goals of the city.

Core Services

- Communications
- Intergovernmental Relations
- Marketing

Communications

The Communications Division services departments citywide through the utilization of a variety of integrated communications platforms to effectively support core business goals. The division is responsible for fulfilling public information requests, managing media relations, crisis and emergency communications and enhancing the city's overall social media brand identity. The Communications Division seeks to inform both external and internal audiences and to serve as a source of timely, accurate information about the City of Henderson.

Key Services

- Generates positive media coverage through media outreach and dissemination of communication materials.
- Manages media requests for interviews and background information.
- Researches, writes and issues news releases and media advisories.
- Produces and disseminates print and online publications for external and internal audiences.
- Develops digital content on pages of cityofhenderson.com and other internet sites.
- Oversees digital media strategy and creates and distributes content through social media channels.
- Prepares and maintains the citywide emergency communications plan.
- Plans and executes press conferences and other media and public events.

248 City of Henderson, Nevada

6) Past accomplishments

The highlights achieved by the department in its continuous efforts to serve the community.

7) Performance Objectives by Major Challenge Areas (MCA's)

Key MCA's were reviewed and were combined, where applicable, into the City's six priority areas (Infrastructure, Financial Sustainability, Maturing Neighborhoods, Community Safety, Public Service Excellence and Environmental Resources). Performance Objectives address the individual Major Challenge Area for the coming fiscal year.

8) Performance measures

Information pertaining to past and projected performance measures for the department.

9) Expenditures by category/program

Detailed information relating to actual expenditures from Fiscal Year 2014 through budget for Fiscal Year 2017. Includes information relating to the number of full-time employees within the departments.

10) Financial overview

Provides any explanation necessary for the detailed financial data presented in the table.

11) Key facts

Throughout the text, small boxes have been included to draw the reader's attention to important facts about each department.

Past Accomplishments (Cont.)

- Launched the Henderson Police Department Mobile App to enhance communication with residents and keep them informed about current issues affecting public safety.
- Developed the city's overall social media strategy and created several new social media channels to connect with specific audiences. The social media pages launched include Facebook and Twitter channels for Henderson Fire, Henderson Police, Henderson Happenings, Henderson Sports and Recreation and Henderson Pavilion.
- Provided marketing services for 682 city events and programs.
- Wrote more than 300 speeches, speaking points and scripts for city officials.
- Responded to nearly 1320 media requests for general and background information.
- Responded to nearly 117 public records requests from media.
- Researched, wrote and issued approximately 288 media releases and advisories.
- Generated positive media coverage by coordinating 212 media interviews.
- Promoted and publicized 4,623 programs and event dates.

Performance Objectives by Major Challenge Areas

Lack of formal and properly structured policy formulation approach

- Develop a well-schooled policy-making approach involving visionary, data-driven components that represent the broad and best common interests of the Henderson community.
- Create a formal element of city management that provides systematic, formal management, policy and trend analysis outside of, but integrated with departmental interests.
- Create a formalized, permanent central forum or system for producing broad, long-term policy frameworks around precise analysis.

Marketing Outreach

- Maintain less than a two percent error rate on all communications and marketing materials by creating and distributing factual and error-free marketing collateral, advertisements, social media posts and web content.

Advertising Deadlines

- Maintain over 98% on-time rate for advertising deadlines by delivering accurate advertisements, built to required specifications, to the media.

Media and Public Information Response

- Maintain over 98% on-time rate for meeting deadlines by delivering timely, accurate information to the media and those requesting public information.

Case Revisions

- Maintain less than three revisions on graphics projects.

Client Services

- Enhance service levels for internal clients through two-way communication. Recommend and implement branding campaigns and marketing strategies to support business goals.

Performance Measures

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Maintain % on time for media deadlines	100%	98%	>98%	>98%
Maintain % on time for advertising deadlines	100%	100%	100%	100%
Deliver the annual U.S. Congressional Briefing Book to the Nevada Congressional delegation	Yes	Yes	Yes	Yes
Deliver the bi-annual Legislative Summary Report (legislative years only)	N/A	Yes	N/A	Yes

Public Affairs Expenditures by Category/Program

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Budget	Increase / (Decrease)	% Change
Category						
Salaries and Wages	$ 1,624,710	$ 1,899,126	$ 1,986,279	$ 906,259	$ (1,080,020)	-54%
Employee Benefits	668,479	760,647	870,298	423,460	(446,838)	-51%
Services and Supplies	921,260	898,231	1,222,978	749,965	(473,013)	-39%
Capital Outlay	-	-	-	-	-	-
Depreciation	92,091	63,526	-	-	-	-
Total	$ 3,306,540	$ 3,621,530	$ 4,079,555	$ 2,079,684	$ (1,999,871)	-49%
Program						
General Fund						
Administration	$ 437,074	$ 473,570	$ 399,591	$ 308,316	$ (91,275)	-23%
Council Support	2,324	-	-	-	-	-
PIO & Marketing	846,523	1,056,582	1,257,340	643,509	(613,831)	-49%
Intergovernmental Relations	550,005	682,349	142,121	622,188	480,067	338%
Graphics/Print/Mail	1,037,779	1,053,208	1,260,129	102,432	(1,157,697)	-92%
Recreation - Public Aff & Mktg	765,458	720,246	783,493	848,197	64,704	8%
Admin/Attrition Adjustment	(725,802)	(757,704)	(298,204)	(444,958)	(146,754)	49%
Subtotal General Fund	$ 2,913,361	$ 3,228,251	$ 3,544,470	$ 2,079,684	$ (1,464,786)	-41%
Cultural Arts & Tourism Fund	$ 393,179	$ 393,279	$ 535,085	$ -	$ (535,085)	-100%
Total	$ 3,306,540	$ 3,621,530	$ 4,079,555	$ 2,079,684	$ (1,999,871)	-49%
Full-Time Employees						
General Fund	23	25	23	13	(10)	-43%
Cultural Arts & Tourism Fund	6	6	6	1	(5)	-83%
Total	29	31	29	14	(15)	-52%

Financial Overview

A portion of Cultural Arts formerly reported in Public Affairs is now being reported in Economic Development & Tourism. The Print and Mail Center along with a portion of PIO was realigned with Council Support and has been moved into that budget effective FY 2017.

Key Fact

The Public Affairs team collaborated on providing input and developing information to share with residents on Assembly Bill 394, a state law requiring reorganization of the Clark County School District into precincts. Mayor Andy Hafen served on the Technical Advisory Committee that assisted lawmakers in developing the reorganization plan that is tentatively set to go into effect in the 2017-18 school year.



Alternative Sentencing

Purpose Statement

To create a safe community by holding both violent and non-violent probationers accountable and returning them to the sentencing court immediately rather than months after a violation.

Core Services

- Provide a wide-range of programs and counseling to City of Henderson misdemeanor Probationers. This includes both rehabilitative educational programs, such as Substance Abuse Counseling, DUI School, and Anger Management, as well as fee-reduction opportunities such as Work Program.
- Enhance Public Safety by immediately responding to incidents involving City of Henderson Probationers and Supervised Releases at the request of the Police Department and make arrests, where appropriate.
- Provide a full line of Probation Services to the Henderson Municipal Court and actively manage cases to reduce courtroom crowding and immediately hold Probationers accountable.

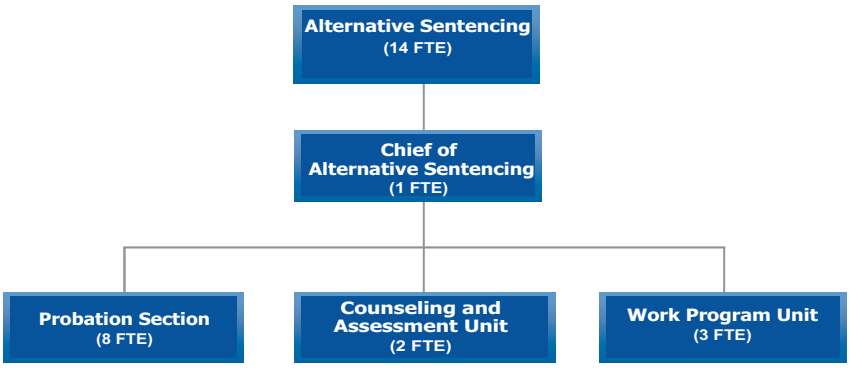
Alternative Sentencing

The Alternative Sentencing Department provides victim safety and general public safety by promoting offender (probationer) accountability through community supervision and by providing opportunities for offender rehabilitation through accessible, quality, and offender-funded programs.

Key Services

- Return probationers to the sentencing court for violating the terms of probation through arrests and non-custodial court dates.
- Supervise an average rolling case load of 1,800 court-ordered offenders (probationers) of both high risk and low risk. An intensive supervision program is also offered. The supervision of offenders includes nationwide monitoring of conditions and arrest and is enhanced through the FBI's NCIC.
- Provide an in-house, state-of-the-art, enforcement program that includes GPS-based House Arrest, Controlled Substance testing, Alcohol testing, and Transdermal Alcohol monitoring through DART, CAT, House Arrest and SCRAM Programs.





- Provide several licensed and regulated, educational and/or rehabilitative programs to offenders at convenient locations and accessible times. These programs include: a State Regulated DUI School, Anger Management courses taught by certified professionals, Substance Abuse Counseling conducted by Licensed Clinical Social Workers, Traffic School, a Chemical Dependency Assessment and other rehabilitative programs.
- Provide a cost effective program to allow financially challenged court ordered offenders an alternative method to satisfy court imposed fines and fees through community-oriented work crews. The Work Program cleans and maintains foreclosed/ vacant properties, cleans and maintains city owned properties including parks and trails, and provides assistance to non-profit organizations with special projects.



Alternative Sentencing neighborhood beautification project

Past Accomplishments

- Established a partnership with Clark County Social Services Coordinated Intake which has enabled probationers who have been homeless for less than a year to be placed into temporary housing.
- Expanded work program duties by assisting with Henderson Fire Stations' landscape maintenance while continuing to maintain a cooperative effort with Code Enforcement.
- Enhanced work program alternatives to allow for additional projects in coordination with the Code Enforcement Division and Public Works and Parks & Recreation to further offset the City's General Fund by up to $100,000.
- Established a partnership with STOP DUI, INC to more readily offer Victim Impact Panel courses to Henderson residents.
- Enhanced department efficiency by implementing programs such as Lobby Central, which allows probationers to be attended to more quickly and effectively.
- Implemented an automated work program identification system and reorganized staff responsibilities to allow for a more successful work program.
- Maintained a cooperative effort with Code Enforcement to allow work program participants to assist with neighborhood beautification projects and abatement efforts including assisting with boarding up abandoned and vacant homes that were previously inhabited by squatters.

Performance Objectives by Major Challenge Areas

- Expand the current function of the Work Program Unit to further provide an economic benefit to the City by increasing the scope of work projects that enhance the City's beautification efforts.
- Establish a Domestic Battery Counseling program aimed at providing reduced recidivism and providing for a safer community.
- Continue to further our efforts in reducing our overall reliance on paper reports.
- Continue to provide the City with a premier, full-service probation department that meets the needs of the City, the courts, the probationers and the community by providing a safer environment for its residents through cost-effective and innovative solutions.

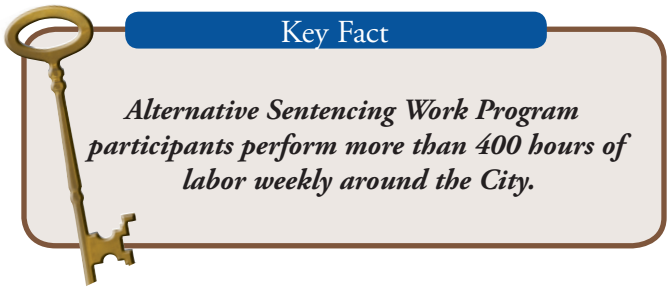
Alternative Sentencing Expenditures by Category/Program

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Budget	Increase / (Decrease)	% Change
Category						
Salaries and Wages	$ 1,117,842	$ 861,589	$ 993,797	$ 1,198,048	$ 204,251	21%
Employee Benefits	416,499	350,939	422,481	627,122	204,641	48%
Services and Supplies	170,848	217,798	284,870	282,230	(2,640)	-1%
Capital Outlay	-	-	47,064	-	(47,064)	-100%
Total	$ 1,705,189	$ 1,430,326	$ 1,748,212	$ 2,107,400	$ 359,188	21%
Program						
General Fund						
Court Programs	$ 1,705,189	$ 1,430,326	$ 1,748,212	$ 2,227,400	$ 479,188	27%
Admin/Attrition Adjustment	-	-	-	(120,000)	(120,000)	100%
Total	$ 1,705,189	$ 1,430,326	$ 1,748,212	$ 2,107,400	$ 359,188	21%
Full-Time Employees						
General	15	13	13	14	1	8%
Total	15	13	13	14	1	8%

Financial Overview

Alternative Sentencing formerly housed within the City Manager's Department was first presented as a separate department in the FY 2016 CABR.

Based on the needs of the Courts, additional part-time staff were added during FY 2015 and FY 2016 with a full year of activity represented in FY 2017.



Performance Measures

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Average daily number of probationers on drug and alcohol testing, house arrest, and/or SCRAM (alcohol detection device)	N/A	N/A	105	105
% of Home Visits completed per month on higher risk offenders (House Arrest, Direct Supervision, Search Clause Probationers)	N/A	N/A	N/A	85%
% of probation violators held accountable for a probation violation (Return to Court, Warn, Arrest, Etc.)	N/A	N/A	N/A	100%
% of Capacity for the Substance Abuse Counseling (REACH) program	N/A	N/A	N/A	100%
% of probationers successfully completing (graduating) Alternative Sentencing led programs after enrolling with the Department (DUI School and Anger Management, First Offender)	N/A	N/A	77%	83%
Total Cost Recovery (Revenue + City Expend Offset/Dept. Expenditures)	N/A	N/A	73%	75%
Total % of cases assigned to Alternative Sentencing that probationers abscond prior to completion of requirements	N/A	N/A	N/A	10.5%
Rate of Recidivism for DUI offenders	N/A	N/A	17%	<20%
Monthly average wait time for New Probationer intakes	N/A	N/A	N/A	<20 Min
% of substance abuse violations handled without requesting a warrant	N/A	N/A	N/A	80%
Average weekly labor (man) hours completed on the Work Program	N/A	N/A	320	≥300

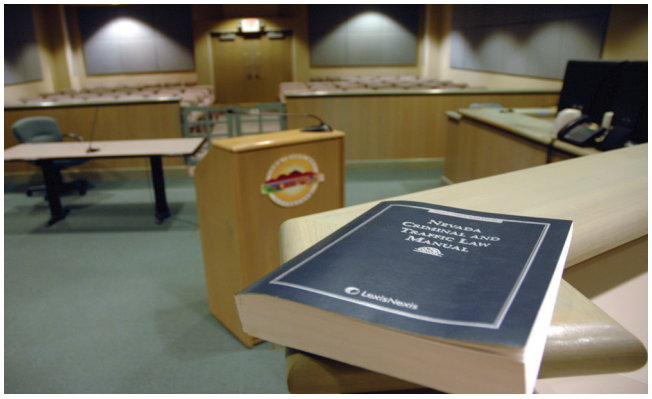
City Attorney's Office

Purpose Statement

The City Attorney's Office provides legal guidance and support for elected City officials, departments, and boards and commissions in the conduct of City business, and represents the City before judicial and administrative agencies in civil litigation proceedings, and prosecutes all traffic and misdemeanor violations in the Henderson Municipal Court. Through its Internal Audit Division, the City Attorney's Office provides independent and objective assurance and consulting services designed to add value and improve the City of Henderson's operations.

Core Services

- Civil
- Criminal
- Internal Audit

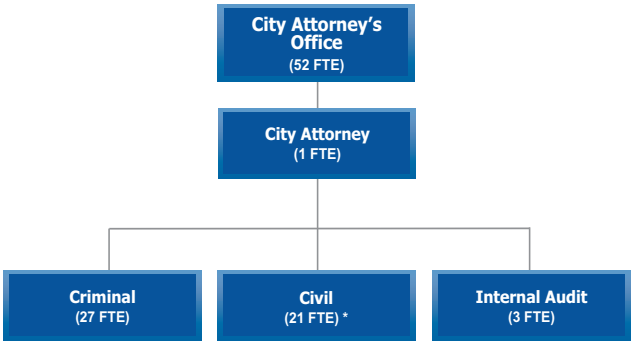


The ***Civil*** Division provides legal guidance and support for City Council Members, City departments, and boards and commissions as they conduct the business of the City. The Division represents the City before judicial and administrative agencies in civil litigation proceedings, furnishes legal advice and opinions, drafts and reviews contracts and other legal documents, and initiates legal action on behalf of the City.

Key Services

- Represent the City's interest in a variety of legal matters, such as:
  - Employment and labor
  - Civil litigation
  - Law enforcement
  - Negotiating and drafting contracts and agreements
  - Development and land agreements
  - Municipal finance
  - Compliance with federal and state laws
  - Drafting ordinances and policies for the City
  - Administrative enforcement of City ordinances
  - Acting as ethics advisor and investigator, as required.

The ***Criminal*** Division serves as the advocate for victims of crime and the citizens of the City of Henderson in the prosecution of all adult misdemeanor and traffic offenses occurring within city limits.



* One position is funded by the Risk Management Fund

Key Services

- Prosecute DUI, domestic battery, traffic and adult misdemeanor cases.
- Provide victim and witness advocacy.
- Provide community outreach, training, and seminars to reduce the instances and increase the awareness and reporting of domestic violence and DUI.
- Marshals and investigators serve subpoenas as well as conduct investigations.

Internal Audit

The ***Internal Audit*** Division provides assurance and consulting services designed to assist City government in accomplishing its objectives through a systematic and disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

Key Services

- Performance Audits - Measure the extent to which a program is either achieving its goals and objectives or whether departments are acquiring, protecting, and using resources in the most productive manner to achieve program objectives.
- Financial Audits - Provide an independent assessment of and reasonable assurance about whether an entity's reported financial condition, results, and use of resources are presented fairly in accordance with recognized criteria. These audits also include reports on internal control, compliance with laws and regulations, and provisions of contracts and grant agreements as they relate to financial transactions, systems, and processes.
- Investigative Audits - Investigate suspected irregularities whether reported by whistle blowers, uncovered in the course of regular audits, or based upon concerns conveyed by management.
- Review of internal controls and other agreed upon procedures.
- Consulting services are advisory in nature and are generally performed at the specific request of management.

Performance Objectives by Major Challenge Areas

Civil Division

- **Developments at Risk:** Develop legal solutions for stalled developments by working with developers, bondholders and property owners to modify existing agreements and structure them to allow for new development to move forward.
- **Illicit Massage Parlors:** Develop a new enforcement strategy to combat illicit massage parlors and make any necessary changes to the Municipal Code in furtherance of these strategies.
- **Client Training:** The City Attorney's Office had identified opportunities to reduce liability through training. Additionally, client training was needed to address legislative changes and keep personnel up-to-date on the current state of the law and best practices.
- **HMC Changes from the 2015 Nevada Legislative Session:** In addition to amending provisions of the Henderson Municipal Code in response to recent court decisions or to make operational efficiencies, the City Attorney's Office had to modify the HMC to ensure compliance with all of the bills passed during the 2015 Legislative Session.
- **Code Changes Related to Development Agreements:** Changes to NRS 278 through the passage of SB 66 required changes to the provisions of Title 19 of the Henderson Municipal Code relating to development agreements.

Criminal Division

- Implement a system to streamline mentally ill defendants to Rawson-Neal Mental Health Facility or District Court's Mental Health Court.
- Successfully update the Criminal Division's case management software.
- Implement a division wide performance audit that will result in operational efficiencies.
- Improve the traffic citation resolution process.

Internal Audit Division

- Lack of a citywide comprehensive risk assessment program.
- Lack of adequate audit coverage and assurance.
- Further develop the fraud, waste, and abuse hotline accessible to the general public on the City website.

Past Accomplishments

- The Civil Division was successful in obtaining the dismissal of 13 cases against the City either through briefing or by the opposing party voluntarily dismissing their case without settlement.
- In February of 2016, the CAO finished a complete revision to all of the City's Administrative Policies.
- City Attorney Josh Reid and Assistant City Attorneys Brandon Kemble and Brian Reeve were selected as in Nevada Business Magazine Legal Elite 2016.
- Using amendments to NRS 271 that had been drafted and passed with the assistance of the CAO, the CAO modified Local Improvement T-16 thereby avoiding future liability and allowing development to continue. Such modification required numerous parties and interests (including bondholders, property owners, developers, and the City) to work together, reach compromises, and execute numerous agreements.
- The CAO led the effort to revise the City's massage establishment ordinances. Since the adoption by the City Council, the CAO has further developed and trained staff concerning inspection under the revised code, which has led to the revocation or surrender of numerous massage and reflexology business licenses in the City.
- Completed e-discovery training, drafted and implemented new litigation hold policies.
- Revised, negotiated, and finalized the third amendment to the City's 1990 Water Delivery Contract with Basic Water Company SPE 1, LLC in which the City and BWC address declining water levels at Lake Mead, and the City is no longer required to purchase the BWC, 70-year-old water delivery system at BWC's election.
- Updated Title 19 to include changes to NRS 278 that were enacted through SB 66. Such changes created a process for implementing development agreements for significant projects, including West Henderson, annexations, large developments, and land located within an LID.
- Presented at the "Every 15 Minutes" Program at four different high schools throughout the year to discourage teenagers from drinking and driving.
- Helped implement a process for establishing neighborhood improvement districts, garnered support from the various city departments for the process, and began implementing the process to create an NID in a distressed neighborhood located in Henderson.
- Reviewed, explained, revised, negotiated, and finalized the Electric Service Contract and First Amended Agreement to Share the Costs of Implementation of the Lower Colorado River Multi-Species Conservation Program for Hoover Dam Power Allocation that enable the City to receive its 50-year, 906-kilowatt allocation granted by Western Area Power Administration and the 15-year, 1000-kilowatt allocation granted by the Colorado River Commission of Nevada. This is estimated to save the City from $22.6k to $50.0k per year over the first fifteen years, depending on the NV Energy tariff established.
- The Criminal Division obtained convictions on over 99% of it's DUI cases during FY 2016.
- The Criminal Division obtained convictions on over 95% of it's Domestic Violence cases during FY 2016.
- Attorneys taught over 50 hours in courses on a variety of constitutional and criminal law topics and courtroom conduct to Henderson Police Officers and police recruits.
- Provided assistance to victims and witnesses including a significant increase of cases opened related to parties in DUI, animal cases, damage to vehicle and property, trespass, and other types of cases.
- The Internal Audit Division completed four performance audits, two follow-up audits and the annual Police Department traffic citation audit, all of which received unanimous approval from the City Audit Committee.
- The Internal Audit Division provided consulting services for the Finance Department, City Clerk's Office, Public Works, Parks and Recreation Department and the Police Department.

Financial Overview

The City Attorney's division consists of the Civil Attorney (General) and Criminal Attorney divisions according to the area they support, as well as the Internal Audit function.

Services and supplies includes expenses for outside legal fees, which is held as a contingency and reimbursed during the year. General Fund expenditures are expected to be in line with prior years.



Key Fact

The Criminal Division Victim Advocate Unit is integrally involved in Henderson Coordinated Community Response (HCCR). Through a cooperative effort of agencies and individuals, HCCR works to improve the community response to victims of domestic violence, while providing information and resources to those who have been victimized.

City Attorney's Office Expenditures by Category/Program

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Budget	Increase / (Decrease)	% Change
Category						
Salaries and Wages	$ 3,926,826	$ 4,067,860	$ 4,310,295	$ 4,459,936	$ 149,641	3%
Employee Benefits	1,686,462	1,611,420	1,834,695	1,960,463	125,768	7%
Services and Supplies	543,746	538,329	1,838,882	1,161,707	(677,175)	-37%
Capital Outlay	-	-	-	200,000	200,000	100%
Total	$ 6,157,034	$ 6,217,609	$ 7,983,872	$ 7,782,106	$ (201,766)	-3%
Program						
General Fund						
General	$ 3,534,925	$ 3,294,868	$ 4,851,579	$ 5,085,380	$ 233,801	5%
Victim Advocate	212,508	222,282	228,486	229,495	1,009	0%
Legal Admin	131,450	-	-	-	-	-
Criminal	2,992,385	3,221,636	3,377,403	3,519,347	141,944	4%
Audit	247,919	317,232	425,232	485,002	59,770	14%
Admin/Attrition Adjustment	(1,221,220)	(1,161,425)	(1,648,214)	(1,779,763)	(131,549)	8%
Subtotal General Fund	$ 5,897,967	$ 5,894,593	$ 7,234,486	$ 7,539,461	$ 304,975	4%
Grant Fund	$ -	$ 106,564	$ 153,209	$ -	$ (153,209)	-100%
Self Insurance Fund	$ 259,067	$ 216,452	$ 229,977	$ 242,645	$ 12,668	6%
Citywide Fund	$ -	$ -	$ 366,200	$ -	$ (366,200)	-100%
Total	$ 6,157,034	$ 6,217,609	$ 7,983,872	$ 7,782,106	$ (201,766)	-3%
Full-Time Employees						
General	51	49	50	50	-	-
Land Fund	-	1	1	1	-	-
Self Insurance Fund	1	1	1	1	-	-
Total	52	51	52	52	-	-

Performance Measures

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Subpoenas/summons served	5,031	6,162	5,348	5,252
Victim advocate contacts	3,900	4,162	3,814	3,960
Civil outside counsel fees	$293,155	$162,573	$413,905	$375,000
No. of cases per year per attorney-Criminal	570	541	595	613
No. of cases per year per attorney-Traffic	182	278	232	288

City Clerk's Office

Purpose Statement

Provide timely and transparent electoral, legislative and record keeping services.

Core Services

- Council and Commission Services
- Elections and Administrative Services
- Archives and Records Division



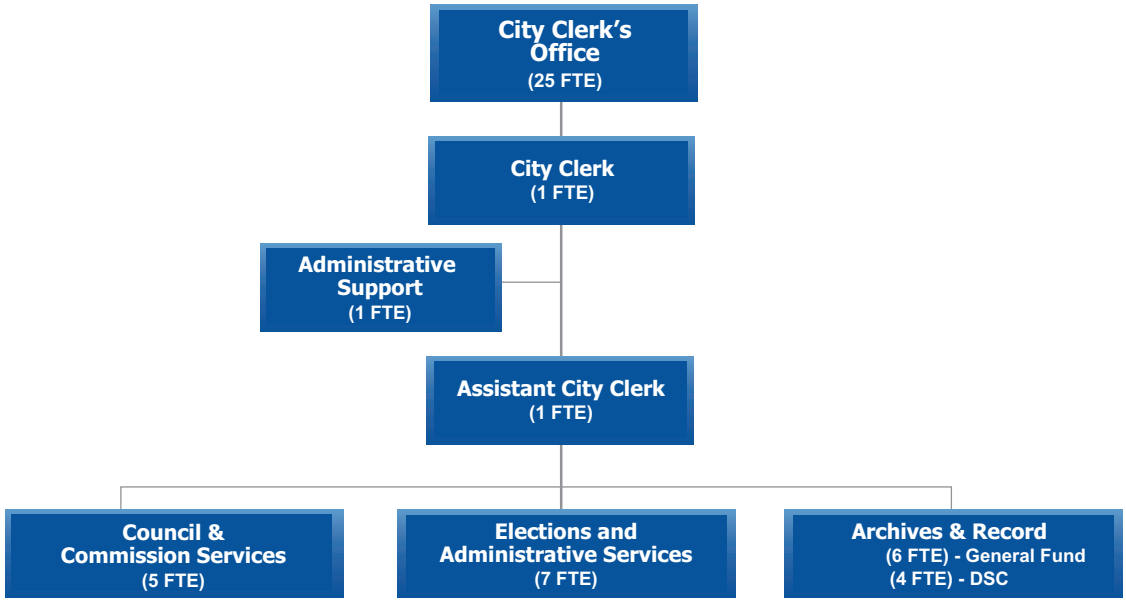
City Clerk's Office participates in Emergency Drills

The City Clerk is appointed by the Mayor and City Council and is responsible for the administration and facilitation of City Council meetings, municipal elections, City archives, Development Services Records Center, and lobby information services in accordance with local, state, and federal regulations. The City Clerk's Office also administers a full-service passport acceptance program on behalf of the U.S. Department of State.

Council and Commission Services (CCS) facilitates the municipal legislative process through compliance with the Nevada Open Meeting Law, Henderson Municipal Code, and City charter. Direct support is provided to the City Council, staff, and public through management of the agenda, public notice, official minutes, and municipal codification processes for the City Council and Redevelopment Agency. CCS also provides administrative support to all citizen advisory boards and commissions established by the City Council.

Key Services

- Create, publish, post, and distribute City Council and RDA meeting agendas and packets including special City Council meetings and City Council workshops.
- Facilitate City Council and RDA meetings including pre-meeting preparation, operate vote software, and assist citizens.



- Record, transcribe and distribute the official minutes records for City Council, RDA, and Planning Commission meetings.
- Ensure accuracy of codification for all adopted ordinances.
- Edit and post video of City Council & RDA proceedings to the website.
- Receive, create Contact Henderson cases, and respond to staff and public requests for information regarding agendas, agenda items, meetings, Council actions, boards and commissions.
- Transcribe Police Department victim/witness statements as evidence to be used at trial.
- Ensure formatting standards and content requirements are met for all proposed City ordinances and resolutions.
- Provide oversight of advisory boards and commissions and appointees to regional boards and commissions, including recruitment and coordination of volunteers for selection, monitoring of appointment terms, maintenance of data tracking application, coordination of training and orientation process, identification of issues and recommendations for legislative and bylaw modifications, and respond to informational inquiries.

Archives and Records provides direct records services to help City offices meet their record-keeping responsibilities in an appropriate and cost effective manner by developing and implementing retention schedules, providing advice and training in developing and maintaining effective records systems, providing Records Center storage, managing the Development Services Records Center, preserving and maintaining permanent records and responding to inquiries and public records requests.

Key Services

- Manage and maintain the City Archives to preserve Citywide permanent and historical records.
- Coordinate management of Citywide records through their life cycle including creation, retention, maintenance, storage and destruction.
- Manage and maintain the City Records Center. Receive, log, file and dispose of all files required to be maintained by the City Clerk's office.
- Conduct Citywide records assessments to ensure compliance with established record keeping standards including records retention schedules, transfer and transmittal, preservation, public access and destruction.
- Ensure all City forms comply with statutory requirements and design standards, encourage the use of Citywide forms, and encourage the sharing of information between departments by collecting, reviewing, numbering, and maintaining a master list of all forms within the City.
- Develop and execute directives, policies, and operating procedures to ensure compliance with federal, state, and local laws and regulations for the appropriate maintenance, preservation, disposition, and public access to City records and information.
- Receive, enter into permitting system, route, file and track plans for building permits.
- Provide reformatting services for all departments.
- Create and maintain records for emergency response plans and procedures.
- Administer records coordinator program.
- Assist with police records seals including retrieval and scanning of paper and microfilm reports and uploading to the document management system.
- Coordinate internal and public records requests.
- Collaborate with civic groups including the Henderson Historical Society, Henderson Library District, Clark County Heritage Museum, State Historical Records Advisory Board, and State Library and Archives to increase availability of Henderson's historical records.

Elections and Administrative Services (EAS) ensures municipal elections are administered in accordance with local, state, and federal regulations; and conducts continuous education programs and simulated voting opportunities throughout the community to promote civic participation. Additionally, EAS is the first point of contact for all in-bound calls and visitors to the City; offers a full-service Passport Acceptance Program, lobbyist registration, oath administration, certification services, and public notary services. Marriage services, fictitious firm name filing, and notary bond filing are also offered through EAS in partnership with the Clark County Clerk's office.

Key Services

- Serve as Elections Administrator (filing officer, legal notices, close of voter registration, Early Voting, Election Day and post certification) in compliance with local, state and federal law.
- Develop ward map per Henderson Municipal Code and Nevada Revised Statutes.
- Provide content and certify accuracy for the sample ballot, mail ballot, legal notices, and voter guide in three languages.
- Manage a full-service United States passport application acceptance program.
- Attest the signatures of the city manager and city council members on contracts and agreements approved or sanctioned by the City Council, bonds, real estate transactions, and other official City documents.
- Accept, verify and process receipt of all summons and subpoenas that name the City as a defendant.
- Conduct bid and RFP openings including overseeing recording and creation of minutes.
- Verify bond documents for accuracy including calendar, official statement and ordinance.
- Develop and promote a public communication plan during the election cycle.
- Act as signatory of City car titles, liens and lien releases, developer and city maps, and bond sales.
- Act as ex-officio secretary to the Redevelopment Agency overseeing all aspects of meeting activities.
- Provide notary services and life certifications on multiple page documents for staff and the public.
- Accept, post, and verify public meeting postings in accordance with open meeting laws.

Past Accomplishments

- City Clerk staff have set numerous records processing passport applications during FY 2016. In the past, staff typically processed an average of 125 applications per month. They are currently processing 100 applications per day.
- Council and Commission Services Reporters now provide transcription services for police department investigations. HQI has projected an estimated savings of $40,000 annually.
- Records disaster recovery training was developed and presented statewide by City Clerk staff.
- Online chat was implemented to cityofhenderson.com in September. Lobby desk staff conduct the live chats.

Performance Objectives by Major Challenge Areas

The eDocs system has become technically outdated and cumbersome to support, which has initiated the process to research, obtain funding, and acquire a new DM/RM system that meets all required functionality, has enhanced capabilities to deploy citywide, and increases compliance with legal requirements for electronic records management.

- To perform market analysis to determine viable replacements for eDocs DM/RM.
- To increase by 100% the necessary funding for eDocs DM/RM replacement.
- To increase from 0 to 45 the number of document types managed in the new document management/records management system.

There are over 100 boxes of historic archives consisting of materials dating from the incorporation of the City (1953) to the mid-90s that remain uncataloged.

- To reduce from 140 to 0, the number of uncataloged boxes in the historic archives.

The City's current agenda management system will no longer be enhanced and supported by the vendor after 2016. It is necessary that the software is replaced. The Office of the City Clerk must vet all interested vendors and ensure the proposed software system meets all required functionality and legal requirements.

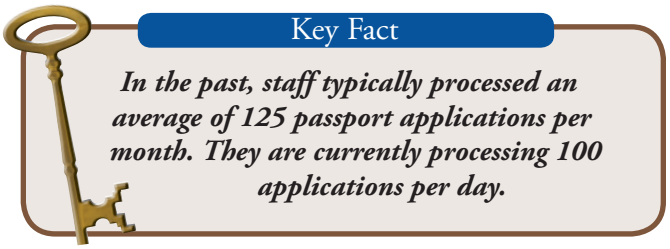
- To perform market analysis to determine viable replacements for SIRE.
- To increase by 100% the necessary funding for SIRE replacement.

City Clerk's Office Expenditures by Category/Program

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Budget	Increase / (Decrease)	% Change
Category						
Salaries and Wages	$ 1,352,631	$ 1,544,672	$ 1,561,759	$ 1,494,141	$ (67,618)	-4%
Employee Benefits	570,885	623,874	734,332	733,665	(667)	0%
Services and Supplies	415,341	548,078	584,492	766,080	181,588	31%
Capital Outlay	-	34,754	-	-	-	-
Total	$ 2,338,857	$ 2,751,378	$ 2,880,583	$ 2,993,886	$ 113,303	4%
Program						
General Fund						
General	$ 2,354,240	$ 2,445,072	$ 2,567,324	$ 2,631,144	$ 63,820	2%
Elections	-	152,033	6,082	306,082	300,000	4933%
Passports	1,599	5,070	33,500	30,000	(3,500)	-10%
Admin/Attrition Adjustment	(522,585)	(541,672)	(614,590)	(727,135)	(112,545)	18%
Total General Fund	$ 1,833,254	$ 2,060,503	$ 1,992,316	$ 2,240,091	$ 247,775	12%
Development Serv. Fund	$ 505,603	$ 690,875	$ 760,052	$ 753,795	$ (6,257)	-1%
Citywide Fund	$ -	$ -	$ 128,215	$ -	$ (128,215)	-100%
Total	$ 2,338,857	$ 2,751,378	$ 2,880,583	$ 2,993,886	$ 113,303	4%
Full-Time Employees						
General Fund	19	19	21	21	-	-
DSC-City Clerk	4	4	4	4	-	-
Total	23	23	25	25	-	-

Financial Overview

The City Clerk's election budget fluctuates significantly between years due to municipal primary and general elections. The budget increase in Fiscal Year 2017 can be attributed to funding for the November, 2016 elections.



Performance Measures

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Records requests (internal and external) completed within 5 business days	100.00%	100.00%	100.00%	100.00%
Plans routed within 24 hours of receipt	96.63%	99.88	99.17	99.61%
Meeting minutes transcribed within 3 days	N./A	90.78%	96.34%	99.97%
Number of passport applications processed	1,428	2,188	10,594	19,200
Agendas published within 3 working days prior to the meeting	100.00%	100.00%	100.00%	100.00%

City Manager's Office

Purpose Statement

To provide strategic management leadership for the City of Henderson while facilitating and promoting the long-term vision and priorities of the City Council.

Core Services

- Leadership and Management
- Financial Management
- Business Management
- Policy Implementation

The City of Henderson operates under a council - manager form of government. The City Manager's Office develops programs and policy alternatives for consideration by the City Council and implements City Council approved policy decisions and directives.

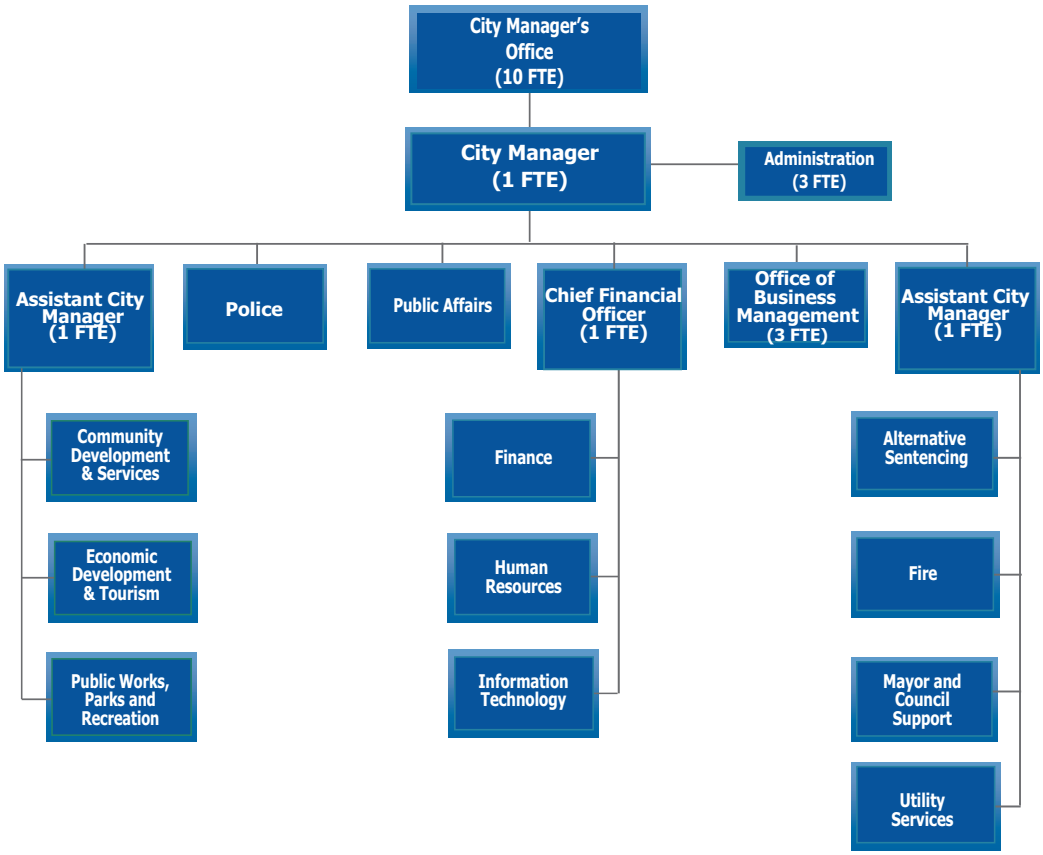
Leadership & Management

As the touchstone for city government, the City Manager's Office provides direction for citywide progress in an environment characterized by collaboration, innovation, facilitation, trust and premier community service.



Key Services

- Provide leadership to the design and implementation of the City's long-term strategic vision.
- Establish and maintain leadership standards across the organization, provide responsible direction, and set the culture and tone for the organization.



- Develop trust and strategic partnerships throughout the organization to promote unity, teamwork, innovation and motivation.
- Seek new and innovative opportunities to improve the community through organizational excellence, foresight, and entrepreneurial spirit.
- Establish a culture of open communication and participation, serving as coach and mentor to facilitate effective relationships.

Financial Management

As stewards of the organization, the City Manager's Office defines its financial management philosophy as being responsive, transparent, conservative and accountable.

Key Services

- Ensure the fiscal well-being of the organization.
- Monitor and recommend changes in the city's financial plan.
- Make prudent financial decisions.
- Demonstrate transparency and accountability.
- Oversee the city's annual budget and capital improvements program.

Key Fact

The City of Henderson continues to receive national recognition for the premier services and quality of life afforded to our residents as evidenced by: accreditation from the Emergency Management Accreditation Program; award of the APA National Planning Excellence for Public Outreach for SNS; 4-star ranking and certification from STAR Communities; grant award from the Governor's Office of Science, Innovation and Technology to develop new STEM workforce training; and national FEMA award for "Individual and Community Preparedness."

Business Management

As a central organization element, the City Managers Office's business management philosophy is collaborative, innovative and progressive.

Key Services

- Increase the organization's capacity to meet evolving community needs.
- Design a strategic direction that ensures the implementation of key drivers for community attachment: social offerings, openness, and aesthetics.
- Coordinate and prioritize departmental business tactics.
- Implement and oversee the City's strategic plan.
- Ensure implementation of initiatives that meet the priorities and objectives established by the City Council.
- Establish a culture of growth and continuous improvement.



Policy Implementation

As organization leaders, the City Manager's team defines its policy implementation philosophy as fair, ethical, cooperative and consistent.

Key Services

- Develop programs and policy alternatives for consideration by the City Council.
- Implement and oversee policies established by the City Council.
- Support the City Council in negotiations with other governmental agencies.



Councilwoman Schroder and Assistant City Manager Gregory Blackburn attend April Pools Day event to raise drowning prevention awareness.

Past Accomplishments

- Leadership and Management
  - Assessed the issues, concerns and priorities of the city council during the city manager transition.
  - Established the Office of Business Management within the City Manager's Office.
  - Realigned staffing to meet service and resource needs.
  - Actively engaged with stakeholders in discussions regarding the reorganization of the Clark County School District.
- Financial Management
  - Conducted a five-year needs assessment with departments to identify personnel and capital resource deficits and needs.
  - Refreshed city's infrastructure deficit estimate and implemented specific citywide savings projects in order to reinvest in infrastructure.
- Business Management
  - Compiled a mid-year report from city departments on strategic plan major challenge areas.
  - Obtained input from community and business leaders on strategic issues of concern.
  - Actively engaged with regional health, education and economic development partners to strengthen relationships and further regional priorities in support of Southern Nevada Strong and Henderson Strong programs.
- Policy Implementation
  - Established executive steering committees in six critical service areas: Planning and Development, Community Activities, Human Resources, Financial Management, Public and Employee Safety, and Information Technology. The interdepartmental composition of these committees allows for issues to be addressed by all affected departments in an effective and efficient manner and strengthens interdepartmental collaboration and communication.

Performance Objectives by Major Challenge Areas

Maturing Neighborhoods

- Support the establishment of neighborhood improvement districts in areas of concern identified by the City Council.
- Collaborate with stakeholders to devise policies that support Henderson Strong initiatives.

Infrastructure

- Oversee discussions related to public facilities needs assessments during the development of West Henderson.
- Develop a formal infrastructure investment plan based on the updated infrastructure deficit estimate.

Community Safety

- Actively participate in regional programs, such as the Southern Nevada Child Drowning Prevention Coalition and the Southern Nevada Health District's Zika virus mitigation efforts, which raise public awareness about health and safety concerns.
- Support local and regional initiatives that address pedestrian safety issues, particularly with regard to accessible crosswalks.
- Support HPD's implementation of the Motorola Premier One system to increase communication and collaboration with law enforcement agents in other valley entities.

Financial Sustainability

- Develop contingency cutback management and financial recovery strategies that prioritize services and balances the needs of the community.
- Support productive discussions with labor union leaders during the contract negotiation process.

Environmental Resources

- Support sustainability efforts such as the energy performance contract (now in its third round), which results in a cost savings to the city by reducing energy expenses.
- Continue to work with developers on Three Kids Mine.

Public Service Excellence

- Maintain a culture of innovation that allows the city to constantly improve its services to internal and external customers.
- Implement Henderson Quality Management across the organization to continually drive the city's efforts towards our vision of becoming America's premier community.



City Management Team

CFO Richard Derrick, Assistant City Manager Bristol Ellington, City Manager Robert Murnane, Assistant City Manager Gregory Blackburn, Business Manager Laura Shearin

City Manager's Office Expenditures by Category/Program

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Budget	Increase / (Decrease)	% Change
Category						
Salaries and Wages	$ 598,882	$ 667,022	$ 968,842	$ 1,226,147	$ 257,305	27%
Employee Benefits	222,850	222,884	385,736	512,017	126,281	33%
Services and Supplies	44,799	45,030	60,891	92,238	31,347	51%
Capital Outlay	-	-	-	-	-	-
Total	$ 866,531	$ 934,936	$ 1,415,469	$ 1,830,402	$ 414,933	29%
Program						
General Fund						
General	$ 1,114,458	$ 1,232,353	$ 1,705,369	$ 1,928,946	$ 223,577	13%
Business Mgmt	-	-	-	494,207	494,207	100%
PIO/Research	199	-	-	-	-	-
Admin/Attrition Adjustment	(248,126)	(297,417)	(289,900)	(592,751)	(302,851)	104%
Subtotal General Fund	$ 866,531	$ 934,936	$ 1,415,469	$ 1,830,402	$ 414,933	29%
Total	$ 866,531	$ 934,936	$ 1,415,469	$ 1,830,402	$ 414,933	29%
Full-Time Employees						
General Fund	5	5	6	10	4	67%
Total	5	5	6	10	4	67%

Financial Overview

The city was able to present a balanced budget once again to the city council. The city continues to monitor and update its 5-year financial plan to ensure stabilization of the general fund. The city still faces a significant funding gap in addressing aging infrastructure needs but plans are underway to formalize a reinvestment strategy. As the economy fluctuates, staffing and resources are adjusted to meet changing service demands.

To better facilitate implementation of the strategic initiatives desired by the city council and to manage adequate funding for daily citywide operations and future demands, two significant organizational changes were made within the city manager's office. First, the Office of Business Management was established to support the coordination, development and implementation of strategic planning and performance management activities and initiatives; as well as conduct other functions in support of executive and council initiatives. Two FTE's were moved into this Division in support of this function.

Secondly, the city's Chief Financial Officer relocated to the offices of the City Manager, was assigned oversight of internal service departments, and the position is now reflected within the City Manager's Office budget.

Performance Measures

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
% of residents that rate the overall quality of life in Henderson as satisfied/extremely satisfied	98%	98%	98%	98%
% of employees that are engaged/extremely engaged with the workplace	86%	88%	>90%	92%
Balanced budget frequency	100%	100%	100%	100%

Community Development & Services

Purpose Statement

Provide development services, planning services and programs for a safe, vibrant and sustainable community.

Core Services

- Building & Fire Safety
  - Permits
  - Plan Review
  - Inspections
- Neighborhood Services
  - Housing & Grants
  - Code Enforcement
  - Neighborhood Enhancement Outreach
- Planning Services
  - Current Planning
  - Long-Range Planning
  - Regional Planning
- Development Services Coordination

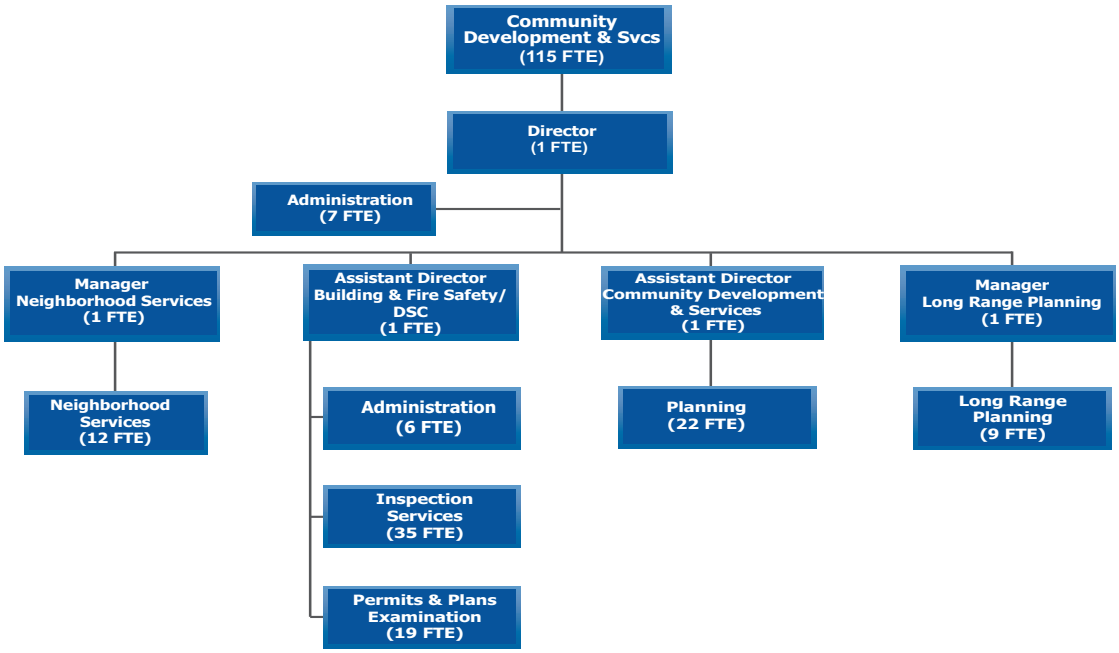


Desert Pines Senior Housing

Building & Fire Safety

The International Accreditation Service (IAS) accredited Building and Fire Safety division issues permits, performs plans check and inspections for conformity to building and fire codes to ensure safe and properly maintained buildings and properties in our community.

IAS ACCREDITED



Permits

As the first point of contact for all customers looking to do business within the Development Services Center, this division advises and directs customers to the right areas within the DSC and helps facilitate obtaining a permit. Permit technicians perform technical and specialized support work for processing building and fire safety permits for new construction and remodels for the Development Services Center.

Key Services

- Process permit applications.
- Issue permits for new construction and building modifications.
- Intake permit applications for residential and commercial buildings.
- Review plan applications to ensure completeness, structural calculations, and other standard requirements.
- Issue Certificates of Occupancy for buildings.

Plan Review

Provides complete, consistent and timely reviews of construction documents and facilitates compliance with adopted codes and standards to ensure a reasonable level of life safety and property protection.

Key Services

- Review construction documents for compliance with code standards.
- Provide customers with same-day services for over-the-counter items.
- Provide expertise and comments for new development application and civil improvement permit review.



Inspections

Professional building and fire safety inspections ensure code compliance of new and existing buildings and premises through site visits.

Key Services

- Perform construction inspections for compliance with approved plans and adopted codes.
- Conduct annual fire inspections of businesses and hazardous processes.
- Perform annual business license inspections.
- Provide inspection services five days a week.
- Respond to inquiries, complaints and requests for service that relate to code or life-safety issues.

Neighborhood Services

The Neighborhood Services division has many programs to help stabilize neighborhoods and improve quality of life. The programs provide and maintain safe, decent, affordable housing for the City's residents, as well as enhance and preserve existing homes and neighborhoods. This division includes Housing & Grants, and Neighborhood Outreach & Enhancement.

Housing & Grants

This section administers nearly $8 million in federal and state grant funded programs, to benefit low-income individuals and households. Programs include rehabilitation of existing single-family homes to maintain affordability and increasing the inventory of new affordable housing units. Funding is also provided to community partners for basic needs, supportive services and neighborhood improvement to benefit low-income individuals, households and neighborhoods.

Key Services

- Ensure compliance for federal and state grant regulated programs and fiscal reporting.
- Execute new sub-grantee agreements among external and internal agencies.
- Conduct field monitorings of sub-grantees' compliance with grant regulations.
- Manage $10 million in loans to rehabilitate new and existing affordable housing.
- Provide program assistance for lead abatements, block wall repair, turf removal and water conservation, single-family home rehabilitation, and low-income home purchases.

- Provide assistance to nonprofit community partners that help provide direct human services and resources for residents for literacy tutoring, food banks, case management, and before- and after-school programs.
- Provide financial assistance through loans for block wall repair and replacement.

Neighborhood Enhancement & Outreach

Coordinate programs that enhance neighborhoods and promote connectivity between citizens and the City.

Key Services

- Manage Neighborhood Cleanup Program by placing dumpsters in neighborhoods to remove tons of trash and debris.
- Coordinate Henderson Shines community cleanup event which provides a venue to dispose of household hazardous waste, electronics and other recyclables.
- Provide Neighborhood Enhancement Grant funds to benefit community social or physical projects.
- Assist elderly, disabled and/or low-income residents to voluntarily comply with Code Enforcement violations through the Property Cleanup Program.
- Organize the Neighborhood Leadership Forum to promote networking among neighborhood leaders (HOA and neighborhood association board members), community managers and City staff.
- Offer mediation to Henderson residents to promote neighbor-to-neighbor dispute resolution.



Henderson Shines Community Clean up

Planning Services

The Planning Services division partners with the community to plan and promote a vibrant, balanced and cohesive city. Planners provide services in code enforcement, current, long-range and regional planning.

Code Enforcement

Establishes and enforces minimum requirements for the occupancy and maintenance of all residential and non-residential buildings including abandoned residential properties. Enforcement efforts promote the health, safety and general welfare of our citizens by protecting neighborhoods against nuisances, blight and deterioration.

Key Services

- Respond to code violation complaints for property maintenance codes and Henderson municipal codes and work with property owners for voluntary compliance.
- Partner with community agencies, neighborhood associations and private entities to combat blight and nuisances in our community.
- Use Alternative Sentencing Program workers to abate blighted, vacant properties.
- Manage the Abandoned Residential Real Property Registry and ensure compliance.

Current Planning

Ensures land use and zoning (Title 19) compliance through management of the City's Development Review Process. Planners coordinate the interdepartmental development review among all key staff to ensure projects comply with City ordinances and conditions.

Key Services

- Ensure appropriate land use and zoning through the review of occupation, temporary use and business license permits.
- Serves as primary support to the Mayor, City Council and Planning Commission members regarding public policy for land use and zoning decisions.
- Coordinate development agreements and management of related amendments. Lead negotiations between city departments, developers and stakeholders.
- Facilitate consensus for controversial development projects among stakeholders (residents, property owners, development community and staff).
- Provide GIS exhibit and mapping support for public hearings. Analyze and report on spatial data findings for restricted uses.

Long-Range Planning

Develops and monitors land use policies and plans to ensure the City's orderly growth and future development. The Comprehensive Plan outlines a long-term community vision and provides policy guidance in balanced land uses, quality development, integrated desert environment, connected places, and arts & culture.

Key Services

- Develop and monitor the Comprehensive Plan, special areas plans and studies to guide specific development needs.
- Gather and analyze demographic data to create population estimates and growth forecasts to inform land use plans to meet the needs of the changing population.
- Collaborate with regional partners to ensure cohesive development and leverage resources across the region, including the Southern Nevada Regional Planning Coalition (SNRPC), Southern Nevada Public Land Management Act (SNPLMA) and Multiple Species Habitat Conservation Plan (MSHCP) support.
- Coordinate with the Bureau of Land Management (BLM) on federal land issues impacting future growth and development.
- Provide mapping services to programs and committees: City Council and Planning Commission, Neighborhood Stabilization Program, Historic Preservation, West Henderson, Comprehensive Plan Updates and Citywide Map Portfolio.
- Coordinate sustainable programs and services, such as residential recycling, supporting the Citizens Advisory Committee, food policy development and community gardens development.
- Integrate recommendations from Southern Nevada Strong Regional Plan.

Development Services Coordination

The Development Services Center (DSC) creates a one-stop shop for all plan review, permitting and inspection services. The DSC Administration team provides support and coordination for DSC departments. Additional DSC information is included in the Development Services Center later in this section.

Past Accomplishments

- Staff worked with Business Licensing and the City Attorney's Office to craft a new massage ordinance requiring all massage establishments to have a conditional use permit.
- Authored various Development Code additions and updates including the new chicken ordinance, Waiver of Standards, and an updated tattoo ordinance.
- Facilitated entitlement approval for several major projects including:
  - Alper and St. Rose Multi-family
  - St Rose Square and Costco
  - Turano Bakery
  - Boulder and Galleria Gateway Development
- Assisted parties in reaching resolution in 86% of neighbor-to-neighbor mediation cases.
- Provided lead-based paint containment and removal for 31 pre-1978 Henderson homes and healthy homes rehabilitation for 17 homes.
- Under the City's Residential Real Property Registry Ordinance, nearly $275,000 has been collected.
- 4,182 cases containing 5,315 violations were investigated by Code Enforcement Officers.
- Building and Fire Safety maintained its accreditation from the International Accreditation Service (IAS) which is awarded to departments that demonstrate industry best practices in permitting, plan review and inspection services.
- The Development Services Center was the recipient of the O'Callaghan Public Sector Award at the 16th Annual Economic and Small Business Award Event which recognized the outstanding services offered to our customers.
- Scheduling inspections via Interactive Voice Response was transitioned out of use and all customer initiated inspections are now received only through the online portal. This change resulted in significant cost savings in hardware, software and associated technology support.
- Long Range Planning secured a $550,000 grant from the U.S. Environmental Protection Agency to conduct assessments of properties along the Boulder Highway corridor.
- Awarded a 4-STAR designation from the STAR Communities organization which recognizes municipalities for excellence in sustainability.
- 2,772 yard sale and directional signs were removed.

Performance Objectives by Major Challenge Areas

Maturing community

- To reduce the number of concrete block walls in violation of the property maintenance code.
- To reduce the number of concrete block wall linear feet assessed as dangerous and/or aesthetically below standard.
- To reduce by 10% or more the number of aging buildings with fire or life safety concerns.
- To reduce by 10% the number of fires in aging structures.

Status quo development

- To decrease by more than 1% the total number of undeveloped acres classified as infill.

Loss of federal and state funds

- To maintain current service levels of the City's existing community based programs benefitting low income residents.

Aging technology

- Acquire and implement a new land management and permitting system that increases our technological capabilities by the third quarter of Fiscal Year 2016.



Key Fact

The City of Henderson received the American Planning Association's 2016 National Planning Excellence Award for Public Outreach for its leadership and innovative approach to resident and stakeholder engagement during the three-year SNS planning process. This is the first time Southern Nevada has received an award of this nature to-date.

Performance Measures

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
% of on time for plan reviews	98.6%	99.0%	>90%	>90%
% of on time inspections	99.1%	99.6%	>90%	>90%

Community Development & Services Expenditures by Category/Program

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Budget	Increase / (Decrease)	% Change
Category						
Salaries and Wages	$ 8,238,411	$ 8,877,989	$ 9,547,278	$ 10,378,079	$ 830,801	9%
Employee Benefits	3,278,877	3,493,252	4,171,307	4,691,907	520,600	12%
Services and Supplies	8,731,755	5,789,167	6,894,094	5,943,048	(951,046)	-14%
Capital Outlay	55,961	-	-	-	-	-
Depreciation	48,775	14,132	14,300	14,555	255	2%
Total	$ 20,353,779	$ 18,174,540	$ 20,626,979	$ 21,027,589	$ 400,610	2%
Program						
General Fund						
General	$ 1,107,554	$ 1,054,939	$ 1,467,938	$ 1,685,529	$ 217,591	15%
Building & Fire Safety	633,632	612,381	631,851	673,853	42,002	7%
Code Enforcement	900,703	1,005,918	1,104,469	1,148,988	44,519	4%
Neighborhood Services	887,200	1,139,043	999,073	1,014,847	15,774	2%
Neighborhood Serv-Grant Fund	1,800	17,773	12,338	-	(12,338)	-100%
Housing and Grants	2,392	-	-	-	-	-
Club Ride	-	-	3,012	2,815	(197)	-7%
Planning Commission	7,255	17,304	19,173	19,173	-	0%
Current Planning	1,104,222	1,322,097	1,363,709	1,474,413	110,704	8%
Long Range Planning	996,117	931,031	1,352,761	1,292,977	(59,784)	-4%
Regional Planning	-	-	58,600	-	(58,600)	-100%
Admin/Attrition Adjustment	(217,506)	(231,418)	(325,071)	(316,866)	8,205	-3%
Subtotal General Fund	$ 5,423,369	$ 5,869,068	$ 6,687,853	$ 6,995,729	$ 307,876	5%
Development Serv. Fund						
DSC-Administration	$ 308,611	$ 392,005	$ 595,673	$ 706,889	$ 111,216	19%
DSC-Building & Fire Safety	6,607,938	7,552,594	9,649,399	9,953,150	303,751	3%
DSC-Community Dev	423,060	627,212	594,761	640,914	46,153	8%
Subtotal Dev Serv. Fund	$ 7,339,609	$ 8,571,811	$ 10,839,833	$ 11,300,953	$ 461,120	4%
Code Enforcement Fund	$ 4,912	$ -	$ -	$ -	$ -	-
Grant Fund	$ 7,585,889	$ 3,733,661	$ 3,099,293	$ 2,730,907	$ (368,386)	-12%
Total	$ 20,353,779	$ 18,174,540	$ 20,626,979	$ 21,027,589	$ 400,610	2%
Full-Time Employees						
General Fund	47	47	48	48	-	-
DSC-Comm Dev	48	55	57	60	3	5%
Grants	16	16	14	7	(7)	-50%
Total	111	118	119	115	(4)	-3%

Financial Overview

Community Development budgeted expenditures increased slightly from FY 2016. A net decrease in positions was due to 7 grant positions being eliminated while 3 DSC positions are added to support increasing development activities. These included an Assistant Manager of Inspections, a combination Building Inspector, and a Permit Technician.

The department continues to seek out new Grant funding to offset costs as well.



Development Services Center

Purpose Statement

To be the premier location for all development permitting needs in one of America's fastest-growing cities.

Core Services

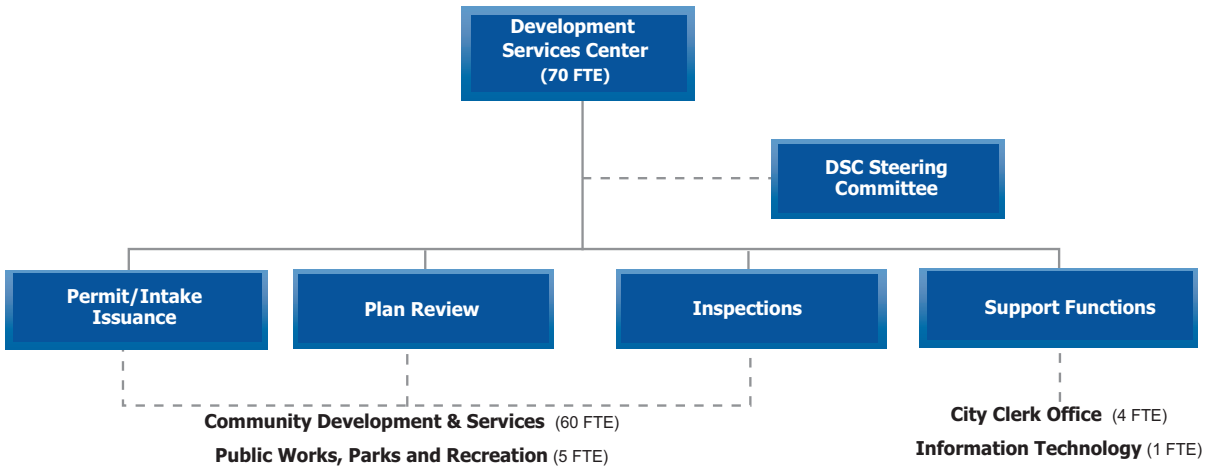
- Permit Intake and Issuance
- Plan Review
- Inspections
- Technology and Records Support Services



The Development Services Center (DSC) is a centralized, one-stop location to coordinate the development process for City of Henderson customers. The DSC is comprised of personnel from several departments. It is shown in this section to provide consolidated information on this important City function.

The types of revenues collected in the DSC include building permit fees, plan check fees, hydrology study review fees, civil engineering fees, traffic study review fees, grading permit fees, inspection fees, fire prevention fees, and records management fees.

The staff and operations related to the Department of Utility Services are funded by Utility Services Enterprise Funds.



Permit Intake and Issuance

Permit Intake and Issuance accept customer applications and submitted plans to begin the permitting process. Applications are pre-screened to ensure they are complete and ready for review. Once the plan review process is complete, permit technicians calculate fees and issue the permit.

Plan Review

Plan Review is the review of permit applications for compliance with regional and local standards, and related codes and ordinances. Plan reviewers work directly with the applicant's design professionals on design requirements. Plan Review includes civil improvement, building, final maps, parcel maps, as well as traffic and flood studies.

Inspections

Inspections are performed once a permit is issued and construction is under way on a project. Field inspections ensure what is actually built in the field conforms to approved plans. Inspections are performed for buildings, fire protection systems, and on-site and off-site improvements. Inspections are conducted for several stages of construction and a project is not completed until passing final inspection and issuance of a certificate of occupancy or bond release.

Records Support Services

Records Support Services is an internal support service for the DSC. The Records Center is responsible for managing the DSC records retention policy and ensuring construction plans and technical reports are eventually digitized for electronic storage.



St. Rose Hospital Expansion

Financial Overview

The DSC department continues to see increasing revenue and demand for its services in the Henderson community. As a result, 3 additional staff were added during the FY 2017 budget to cope with the increasing workloads. Included were an Assistant Manager of Inspections, a Combination Building Inspector III and a Permit Technician.

Key Fact

The DSC maintains an over 90% on-time rate for plan review and inspection services.

Development Services Center Expenditures by Category/Program

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Budget	Increase / (Decrease)	% Change
Category						
Salaries and Wages	$ 4,583,487	$ 5,365,615	$ 6,131,015	$ 6,437,048	$ 306,033	5%
Employee Benefits	1,745,841	1,932,252	2,681,343	2,813,058	131,715	5%
Services and Supplies	4,136,312	5,761,972	6,500,713	6,922,896	422,183	6%
Depreciation	48,775	14,132	14,300	14,555	255	2%
Total	$ 10,514,415	$ 13,073,971	$ 15,327,371	$ 16,187,557	$ 860,186	6%
Program						
DSC Enterprise Fund						
DSC- Administration						
General	$ 423,060	$ 627,212	$ 594,761	$ 640,914	$ 46,153	8%
Administration	112,103	81,054	318,515	370,817	52,302	16%
Building & Fire Safety	6,607,938	7,552,594	9,649,399	9,953,150	303,751	3%
City Clerk						
Administration	505,603	690,875	760,052	753,795	(6,257)	-1%
Finance						
Administration	22,842	78,807	-	-	-	-
Parks & Recreation						
Administration	2,759	7,541	-	-	-	-
Public Works						
Enterprise Wide	196,508	310,951	277,158	336,072	58,914	21%
Traffic	128,154	236,298	36,000	36,000	-	0%
Engineering	2,486,580	3,423,687	3,558,008	3,949,520	391,512	11%
Information Technology						
Enterprise Apps	-	33,978	131,459	147,289	15,830	12%
General	28,868	30,974	2,019	-	(2,019)	-100%
Total	$ 10,514,415	$ 13,073,971	$ 15,327,371	$ 16,187,557	$ 860,186	6%
Full-Time Employees						
DSC Enterprise Fund	56	63	67	70	3	4%
Total	56	63	67	70	3	4%

Note: The breakdown of DSC information is provided within the various departmental data.

Development Services Center Performance Measures

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
# of site design permits	400	590	478	487
# of residential permits	1,107	1,602	1,738	1,772
# of commercial permits	526	490	519	529
% of plan review completed on time	98.6%	99.0%	>90.0%	>90.0%
# of fire inspections	6,786	8,144	8,713	8,887
# of building inspections	114,214	145,983	152,393	155,440
# of quality control inspections	15,853	21,621	20,310	20,717
% of all inspections completed on time	99.1%	99.6%	>90.0%	>90.0%

Economic Development & Tourism

Purpose Statement

Economic Development & Tourism, enhances the well-being of Henderson by creating a healthy economy through the attraction, retention and expansion of businesses, while also promoting the City as a premier meetings and leisure destination.

Core Services

- Business Attraction
- Local Business Program
- Convention Center
- Tourism Services

Business Attraction

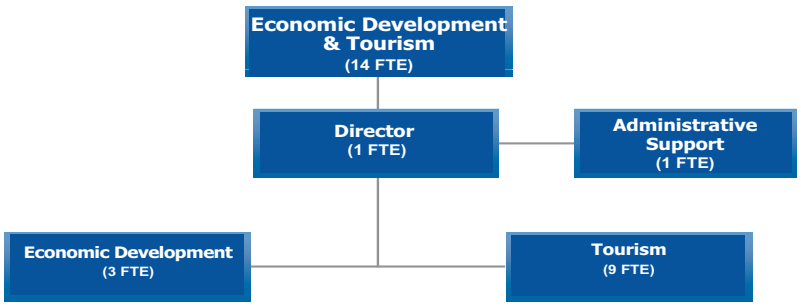
Business attraction programs and services are designed to generate interest by businesses outside of the economic region that may result in the creation of local employment opportunities, economic diversification, enhanced tax revenues and positive economic impacts to the community.



Harsch Investment Properties groundbreaking on the Henderson Commerce Center expansion, May 2016.

Key Services

- Conduct marketing campaigns to our identified target industries (regional/national administrative and back office operations, medical/biomedical, computer and information services, educational services, research and development, and clean technology).
- Research growth companies that are an excellent match for Henderson's assets, including redevelopment areas.
- Develop timely collateral pieces to support and promote business attraction efforts.
- Research and maintain printed and electronic information for business recruitment inquiries.
- Provide outstanding customer service to all business recruitment prospects.
- Establish and maintain ongoing communication with business recruitment prospects.
- Promote state incentives to qualified business recruitment prospects.
- Coordinate activities with Regional Development Authority, Las Vegas Global Economic Alliance and State of Nevada Governor's Office of Economic Development concerning implementation of local/region economic development initiatives.



- Develop links with locally-based international business organizations.
- Maintain key relationships and communications with Nevada Governor's Office of Economic Development in the following areas:
  - Global Trade & Investment
  - State of Nevada Consular Corps
  - Nevada's international trade representatives

Local Business Program

Outreach programs and services are designed to assist individual businesses by helping them to grow or maintain their operations in the City of Henderson.

Key Services

- Proactively communicate economic development programs and services to local businesses.
- Provide direct technical assistance and information services to local businesses and entrepreneurs.
- Provide educational programs and resources to local businesses and start-ups.
- Promote state incentives to qualified local businesses.
- Maintain a resource partner's network of local public and private organizations for the benefit of local businesses.
- Support the Henderson Business Resource Center and Incubator.



Kneaders Bakery and Cafe opened in April, 2016

- Collaborate with the Henderson Chamber of Commerce, the Henderson Development Association and other related business and trade organizations locally.
- Conduct personal one-on-one visits with local businesses including the Mayor, Council and business leaders.
- Establish and maintain ongoing communication with local businesses considering expansion plans.
- Identify and assist local businesses that are currently involved in international trade and those that may be candidates for increased international trade.

Past Accomplishments

- Provided information, assistance and outreach to over 450 local companies in the past year.
- Developed and produced regular marketing initiatives targeting out-of-state companies for relocation or expansion.
- Collaborated with small business development organizations to present dozens of seminars and technical assistance programs designed to help businesses in a variety of operational areas.
- Xtreme Manufacturing consolidated its Kansas and California operations in Henderson when it opened its 170,000 square foot manufacturing and assembly facility in July, 2015. The company invested more than $11.5M and created 87 jobs with plans to hire more than 400 over the next five years.
- On-Trac opened its regional package delivery facility in 130,000 square feet in April, 2016, employing more than 80 people in its new Henderson location.
- More than 2,000,000 square feet of speculative industrial space started construction during FY 2016.

Performance Objectives by Major Challenge Areas

Marketing and image

- To maintain an active pipeline of more than ten prospects annually within targeted business recruitment sectors.
- To maintain a program of national and regional advertising by conducting a minimum of four campaigns annually.
- To conduct a feasibility study for the creation of a Henderson Innovation Center.

Balanced land use

- To increase the base of taxable commercial properties in the City of Henderson (office and industrial).

Economic Development Expenditures by Category/Program

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Budget	Increase / (Decrease)	% Change
Category						
Salaries and Wages	$ 440,148	$ 451,735	$ 461,083	$ 476,904	$ 15,821	3%
Employee Benefits	170,419	170,684	207,378	202,043	(5,335)	-3%
Services and Supplies	230,588	223,127	279,516	234,456	(45,060)	-16%
Total	$ 841,155	$ 845,546	$ 947,977	$ 913,403	$ (34,574)	-4%
Program						
General Fund	$ 841,155	$ 845,546	$ 947,977	$ 913,403	$ (34,574)	-4%
Total	$ 841,155	$ 845,546	$ 947,977	$ 913,403	$ (34,574)	-4%
Full-Time Employees						
General Fund	4	4	4	4	-	-
Total	4	4	4	4	-	-

Financial Overview

The Economic Development division continues to market the Henderson business community, while maintaining expenditure levels consistent with historical amounts. The FY 2017 Budget remains relatively flat with a slight decrease from FY 2016.

Key Fact

2015 was the second consecutive year that Henderson hosted the World's Toughest Mudder event at Lake Las Vegas. The World's Toughest Mudder is a 24-hour circuit race and is the culmination of a 45-plus-event season, which spans seven nations. The event brought more than 1,200 participants and over 2,400 spectators to the City.

Economic Development Performance Measures

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Number of new business expansion or relocation inquires generated annually	154	178	206	100
Frequency of outreach, contacts and/or technical assistance provided to local business community annually	661	444	471	500
Estimated economic impact of business attraction/expansion activities (local payroll, purchases, and construction in millions)	$154.1	$32.5	$115.0	$50.0



On Trac opened its doors in April, 2016

Henderson Convention Center

Economic Development & Tourism manages the Henderson Convention Center, which includes 13,800 square feet of multi-use event space. The Convention Center hosts an average of 450 events annually with an estimated annual attendance of more than 125,000. The meetings market segment encompasses 62.1 percent of overall utilization, while social events comprise 21.7 percent and public shows reflect 16.2 percent of overall business. A feasibility study has been completed by a national firm to assess market demand, capital and operating costs assessment, site location and governance recommendations for a potential new convention center. A Request for Proposal was issued in spring 2015; proposals are being reviewed by staff and will result in recommendations to the City Council.

Key Services

- Rental Services – The Convention Center offers rental coordination services for clients to host a variety of functions. Rental services include space rentals, equipment rentals, business services and catering coordination.
- Support Services – The department's support services team is responsible for event set-up and tear down, audio/visual technical services and hospitality for all functions that take place at the venue.

Tourism Services

Economic Development & Tourism serves as the official tourism agency/convention and visitors bureau for the city. The primary focus of tourism services is to position Henderson as a premier meetings and leisure destination. Henderson currently has more than 4,600 rooms and 250,000 square feet of meeting space, seven championship golf courses, unique attractions, countless outdoor activities, a vast array of shopping choices, dining experiences and entertainment options. In 2016, Henderson's citywide occupancy was 75% and the citywide average daily room rate was $98. There were more than 600,000 visitors staying in Henderson hotels, generating more than one million room nights.

Key Services

- Visiting Friends and Relatives Programs – On a bi-annual basis, a program targeted to visiting friends and relatives takes place. This program is designed to drive room nights during the slower months of December, June, July and August, the lowest occupancy periods of the year.
- Partnerships with LVCVA and Henderson hospitality community – The department regularly collaborates with LVCVA staff and Henderson hotel staff to drive out-of-market visitation to the city. This includes collaboration on trade show client events, familiarization tours and sponsorships.
- Destination market research – This area includes the collection, analysis and reporting of Henderson Visitor Statistics.
- Participation in industry trade shows – Sales leads are distributed to more than 20 hotels in Henderson, which are tasked with converting these leads to booked room nights.
- Visitor relations – Henderson visitors frequently contact the department inquiring about information related to traveling to our city.

Past Accomplishments

- In FY 16, Henderson hotels generated more than one million room nights with an average daily room rate of $98.03, an ADR increase of 2.2 percent compared to the prior fiscal year. More than 600,000 visitors stayed in Henderson, collectively generating more than $250 million in economic impact for the local economy.
- Hosted the USA Water Polo League event, which provides high-level competition opportunities for the top men's water polo players in the U.S. This was the first time that the National League was held outside of California and there were over 130 elite athletes, representing 12 states who participated in the event.
- The Henderson Convention Center hosted nearly 460 functions with over 110,000 attendees.

Tourism Expenditures by Category/Program

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Budget	Increase / (Decrease)	% Change
Category						
Salaries and Wages	$ 1,758,775	$ 1,740,296	$ 1,309,414	$ 1,059,690	$ (249,724)	-19%
Employee Benefits	578,722	523,168	499,360	421,233	(78,127)	-16%
Services and Supplies	1,348,727	1,202,290	1,732,962	994,315	(738,647)	-43%
Depreciation	92,090	63,528	122,000	123,200	1,200	1%
Total	$ 3,778,314	$ 3,529,282	$ 3,663,736	$ 2,598,438	$ (1,065,298)	-29%
Program						
Convention Center & Tourism Fund						
Administration	$ 1,479,832	$ 1,555,788	$ 1,838,943	$ 1,308,934	$ (530,009)	-29%
Sales & Marketing	9,133	1,147	1,912	1,119	(793)	-41%
Downtown	16,456	-	-	-	-	-
Grants	7,988	-	-	-	-	-
Tourism	75,170	46,573	93,000	234,637	141,637	152%
Cultural Arts & Special Events	783,619	496,567	317,745	-	(317,745)	-100%
Facilities	1,065,528	925,878	919,359	1,053,748	134,389	15%
Pavilion	340,588	503,329	492,777	-	(492,777)	-100%
Sub Convention Center & Tourism	$ 3,778,314	$ 3,529,282	$ 3,663,736	$ 2,598,438	$ (1,065,298)	-29%
Total	$ 3,778,314	$ 3,529,282	$ 3,663,736	$ 2,598,438	$ (1,065,298)	-29%
Full-Time Employees						
Economic Development & Tourism	25	25	23	10	(13)	-57%
Total	25	25	23	10	(13)	-57%

Financial Overview

A restructuring of the Cultural Arts Fund was completed in the FY 2017 budget. The operation of the Pavilion and Cultural Arts & Special Events was moved into the Public Works, Parks and Recreation Department. Ten positions remained in this Tourism budget, eight were moved to the Parks and Recreation Department budget and five were eliminated.



Tourism Performance Measures

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Convention Center and Events Plaza revenues	$265,250	$326,252	$350,000	$350,000
Convention Center annual attendance	110,526	106,752	100,000	110,000
Citywide Occupancy	70.2%	72.6%	75.5%	76.0%
Citywide Average Daily Rate	$91.29	$95.95	$98.03	$98.50
Number of Room Nights Occupied	1,014,517	1,023,597	1,025,000	1,030,000
Visitor volume	596,123	601,459	612,811	615,000
Attraction Visitation	609,321	655,192	685,019	688,000

Finance

Purpose Statement

To provide financial accountability and services, encourage municipal stewardship and facilitate financial responsibility.

Core Services

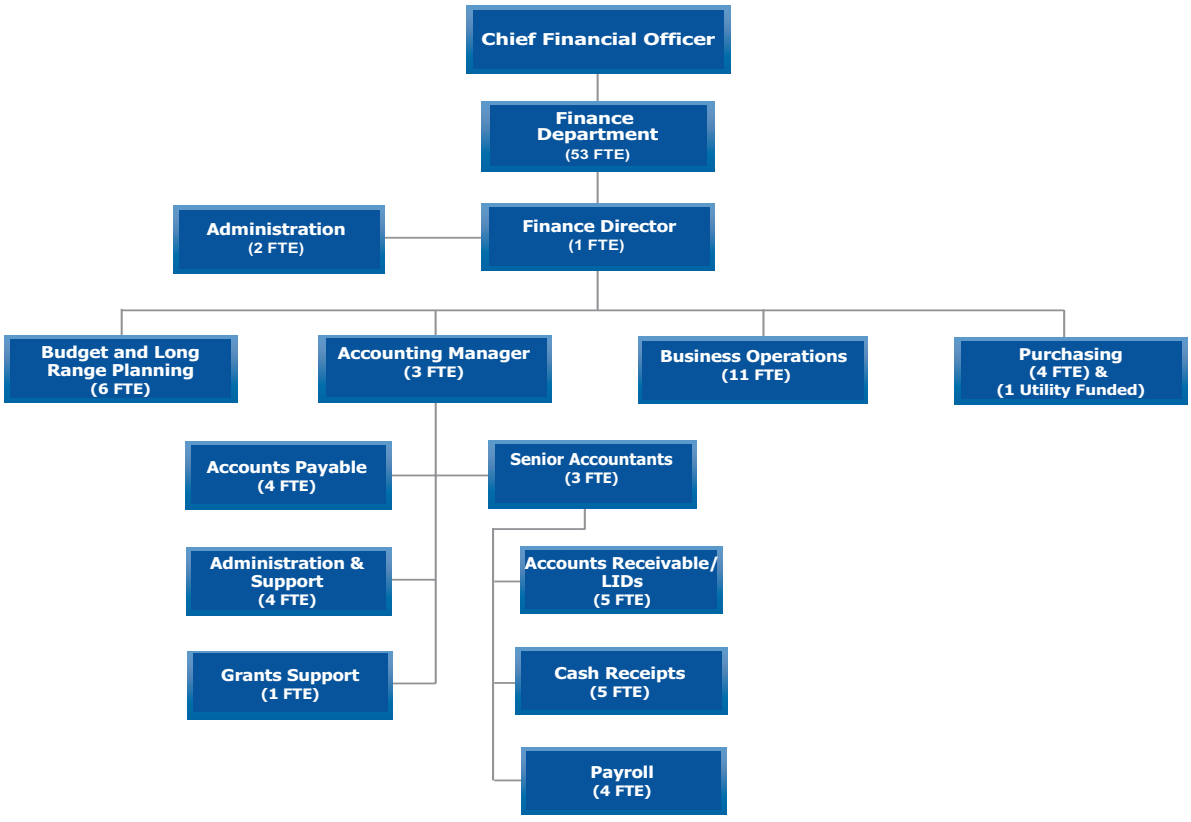
- Accounting and Financial Management
- Budget and Long Range Financial Planning
- Business Operations
- Purchasing



Finance award-winning publications

Accounting and Financial Management

Includes a range of services necessary for the City to promptly bill and collect amounts due; timely pay obligations to employees, vendors and creditors; accurately record assets, liabilities and inflows/outflows of resources; prudently manage cash flow; and faithfully fulfill the City's reporting responsibilities to management, creditors, other governmental agencies and the public. Finance plays a key role in maintaining the internal controls and enterprise financial software which allow for reliable accounting and compliance with laws, regulations and management directives.



Key Services

- Accounts Payable - Pays City vendors and provides for credit card administration and related information retrieval services.
- Accounts Receivable - Coordinates billing services for various monies owed to the City, the majority of which consist of Fire Department ambulance transports.
- Cash receipts - Provides Citywide cashiering services which include customer payments on account, property taxes, franchise fees, intergovernmental reimbursements, licenses and permits, charges for services and other miscellaneous collections.
- Cash Flow & Investment Management - Manages pooled funds for safety, liquidity and to earn a market return commensurate with investments allowed under NRS 355.170.
- Debt Management - Supports judicious borrowing by the City within the framework of its written debt management policy. Coordinates with bond attorneys, rating agencies and other financial professionals and provides required reporting and disclosures to the State and investors.
- Financial Reporting & General Ledger - Issues numerous regular and ad hoc internal and external reports including the City's Comprehensive Annual Financial Report (CAFR), monthly financial status reports, quarterly economic surveys, published fiscal reports, reports to taxing authorities, various governmental surveys and responses to public information requests.
- Grants - Aggregates, reviews and manages all citywide grants, in excess of $60 million annually. Reports and monitors expenditures and revenues for over 200 active projects for the Neighborhood Services grants and other grants.
- Local Improvement Districts (LIDS) Administration - Reconciles Trustee monthly investment statements and determines whether bond covenants are being met. Works to minimize foreclosures while collecting assessments to pay bond holders.
- Payroll - Provides accurate and timely payment for work performed and ensures all deductions, benefits and taxes are correctly deducted and reported timely to the appropriate agency.

Budget and Long-Range Financial Planning

Manages the City's annual performance budget process which includes facilitating the development of 17 department operating budgets and 33 funds, developing and integrating all payroll-related expense budgets, and the preparation, review and filing of the City's annual budget with the State of Nevada Department of Taxation. In addition to providing budget-related services, oversees the City's 5-year financial plan, provides financial research and analysis to support internal stakeholders.

Key Services

- Develops and prepares the City budget annually, comprised of 21 governmental type funds and 12 proprietary funds.
- Maintains, updates and reports on the City's 5-year financial plan.
- Provides support to 17 departments for the annual development of operating budgets.
- Assists departments with maintaining and monitoring annual operating budgets throughout the fiscal year by facilitating budget transfers and performing variance analysis.
- Provides financial reporting such as the Comprehensive Annual Budget Report, Budget in Summary and the Budget Brochure.
- Facilitates the City's operational, strategic and long-range planning programs.
- Conducts revenue and expense analysis and forecasting for various funds, departments and accounts.
- Provides internal stakeholders with a variety of financial analysis and reports to assist with decision making.
- Facilitates annual benchmarking of 9 key service areas by participating in the International City County Management Association's ("ICMA") Center for Performance Measurement annual benchmarking program.
- Ensures financial resiliency by developing, documenting and monitoring a City financial resiliency plan.

Business Operations

Comprised of Business License and Legislative Fiscal Analysis, provides customer service to both internal and external customers of the city through fiscal analysis and various consulting services. Responsible for issuance of all city business licenses and enforcement of Title IV of the City of Henderson Municipal Code.

Key Services

- Business License Administration - Provides service to the general public, business license applicants and existing licensees, ensuring compliance with Nevada Revised Statutes and Title IV of the Henderson Municipal Code.
- Legislative Fiscal Analysis - Provides fiscal analysis throughout the State of Nevada Legislative Session and in support of the city's initiatives in the interim. Complies with all Legislative Counsel Bureau requests for determination of the fiscal impact of proposed legislative measures.

Purchasing

Provides cost effective procurement of high quality goods and services to support City operations through facilitation of the City's purchasing process. Includes the issuance of purchase orders, preparation and advertisement of formal invitations for bids, requests for proposals/qualifications on non-construction related goods and services, disposition of surplus inventory, oversight of the City's Environmentally Preferable Purchasing Program and monitoring of citywide purchasing activity for compliance with state purchasing laws and city purchasing policies and procedures.

Key Services

- Purchase Orders - Processes and issues all city purchase orders over $10,000 and all city change orders.
- Formal Solicitations - Prepares and advertises formal invitations for bids and requests for proposals/qualifications on non-construction related goods and services, including City Council agenda preparation, contract development and award.
- Surplus - Facilitates the disposition of city surplus through public sales, online auctions, internal relocation and donations. Prepares required documentation for City Council approval.
- Contracts - Develops and prepares non-construction related contracts for goods and services. Oversees online contract management tracking system.



Finance employee receives years of service award

Past Accomplishments

- Restructured RDA bonds, resulting in $721,000 cash flow savings, extending the life of the bonds.
- Saved over $456,000 through contract consolidation and sale of surplus business equipment/supplies.
- In coordination with the senior executive team, identified and dedicated additional $4.2 million in resources toward the citywide infrastructure shortfall. Anticipate at least $6 million in infrastructure reinvestment for FY 2016.
- Lead the engagement of Applied Analysis to assist with the coordination of local governments, communication to elected officials and development of alternative property tax solutions.
- Provided financial expertise to the citywide AB394 implementation team that included staff support for the mayor, development of strategic approaches to reorganization of the Clark County School District and monitoring of the Legislative Advisory Committee and Technical Advisory Committee.
- Achieved 95.7% overall satisfaction as evidenced by our 5th Annual Customer Satisfaction Survey.
- Completed ranking of City programs and established some triggers for the Economic Contraction Management Plan.
- Compiled a 5-year needs assessment for all staffing, operations and capital needs citywide for management planning purposes.
- Completed major revisions to Henderson Municipal Code Title IV, including changes to the overall structure of the administrative and fee portions of the code, as well as to operational components.
- Reaffirmed both our AA (Standard & Poor's) and Aa2 (Moody's) bond ratings, maintaining one of the highest bond ratings of any city in the state.
- Awarded the "Certificate of Achievement for Excellence in Financial Reporting," relating to the 2015 Comprehensive Annual Financial Report (CAFR), for the 34th consecutive year.
- Awarded the "Distinguished Budget Presentation Award," relating to the 2016 Comprehensive Annual Budget Report (CABR), for the 13th year.



Accounts Receivable was the highest rated division at 99% in the latest customer satisfaction survey

Performance Objectives by Major Challenge Areas

Financial sustainability – The City must develop a comprehensive strategy to stabilize the revenue structure and develop processes to deliver efficient public services.

- To increase the City's revenue structure.
- To increase the City's cost saving strategies.
- To enhance the financial forecasting model.
- To create an Economic Contraction Management Plan.

Degradation of infrastructure/capital replacement challenges – Insufficient funding and resulting deferred maintenance has affected vehicle and equipment downtime.

- To increase the annual infrastructure reinvestment.

Quality of City services – An effort must be continued to elevate "pockets of premier" found in individual departments and duplicate them in departments across the City.

- To assist departments in updating and reporting on their strategic plans.
- To maintain the Government Finance Officers Association (GFOA) award for excellence in financial reporting.
- To maintain the GFOA Distinguished Budget Presentation Award.

Building a Better Finance Department – Continuing the effort to engage employees and present opportunities to allow them to be a part of developing solutions to citywide and department level challenges is paramount for the success of the department.

- Increase from 4 to at least 6 the number of departmental level employee engagement events produced.
- Increase from 0 to 4 the number of programs that solicit employee input, engagement and morale.
- To increase the number of communication opportunities to employees.
- To increase employee morale by recognizing employees throughout the department.

Customer focus – Maintaining current internal and external customer service standards in all Finance Department divisions has increasingly become a challenge.

- Increase/maintain 2016 customer satisfaction ratings to 95% or better.

Changes in Financial and Regulatory Reporting Requirements – Evolving financial reporting requirements need to be addressed timely to ensure compliance with all regulatory agencies.

- Implement required GASB pronouncements.
- Implement ACA reporting requirements, including IRS reporting requirements.
- Keep abreast of changes in PERS regulations.

Transparency – Department is not fully prepared for the accelerating movement toward transparent purchasing, budget and financial records.

- Increase the number of new systems/platforms implemented to promote financial and operational transparency to internal and external stakeholders.

Technology constraints – Upgrading the capability of existing information technology systems and identifying areas where new technology is required is becoming one of the most critical challenges facing public service delivery.

- Increase by 20% the number of online business license transactions.
- Reduce number of batch file transfers related to daily cash collections and AR file transfers.
- Enhance the online bidding process.
- Reduce the time (man hours) it takes to process ambulance customer and insurance billing.
- To increase online accounts payable documentation from 40% to 90%.

Legislative Support – Providing fiscal analysis and expertise is essential to support performance of legislative mandates and guidance regarding the impact of proposed bills.

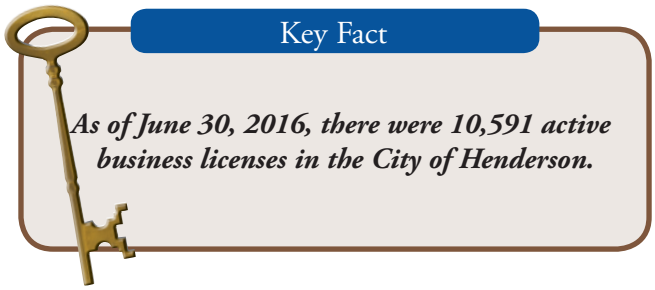
- To coordinate efforts for the City to fulfill AB394 mandates toward CCSD reorganization.

Finance Expenditures by Category/Program

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Budget	Increase / (Decrease)	% Change
Category						
Salaries and Wages	$ 3,634,203	$ 3,690,678	$ 3,529,664	$ 3,084,146	$ (445,518)	-13%
Employee Benefits	1,460,931	1,495,994	1,726,004	1,610,706	(115,298)	-7%
Services and Supplies	272,211	293,316	458,163	650,637	192,474	42%
Total	$ 5,367,345	$ 5,479,988	$ 5,713,831	$ 5,345,489	$ (368,342)	-6%
Program						
General Fund						
General	$ 3,970,295	$ 3,822,177	$ 3,504,766	$ 3,879,036	$ 374,270	11%
Business Operations	1,325,598	1,610,337	1,787,353	1,612,600	(174,753)	-10%
Special Assessments	198,270	184,439	328,095	303,229	(24,866)	-8%
Accounts Receivable	-	-	525,916	610,550	84,634	16%
Budget	955,786	977,925	1,015,907	1,078,795	62,888	6%
Purchasing	437,625	472,382	490,844	516,682	25,838	5%
Admin/Attrition Adjustment	(1,543,071)	(1,666,079)	(1,939,050)	(2,655,403)	(716,353)	37%
Total General Fund	$ 5,344,503	$ 5,401,181	$ 5,713,831	$ 5,345,489	$ (368,342)	-6%
Development Serv. Fund	$ 22,842	$ 78,807	$ -	$ -	$ -	-
Total	$ 5,367,345	$ 5,479,988	$ 5,713,831	$ 5,345,489	$ (368,342)	-6%
Full-Time Employees						
General Fund	55	55	56	53	(3)	-5%
Total	55	55	56	53	(3)	-5%

Financial Overview

The FY 2017 budget shows a reduction due to a reorganization that moved 3 positions to the City Manager's Office. These included the CFO position and 2 Business Operations Analysts that support the new Office of Business Management.



Performance Measures

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Maintain or improve bond ratings (outside objective measure of the City's economic & financial status)				
Moody's Investor Service	Aa2	Aa2	Aa2	Aa2
Standard & Poor's Rating Group	AA	AA	AA	AA+
Number of consecutive years awarded the "Certificate of Achievement for Excellence in Financial Reporting"	32	33	34	35
Annual GFOA Distinguished Budget Award	Yes	Yes	Yes	Yes
Average days to process business invoices (from date of receipt in Finance)	.99	.90	.60	.60
Monthly A/P transactions per FTE	1,526	1,354	1,404	1,400
Monthly Business Licenses issued	170	188	176	180
Monthly cash receipts transactions per FTE	2,570	2,426	2,324	2,350
Monthly purchase orders processed	57	68	83	85
New grants managed annually	53	33	48	50
Business License customers helped within 5 minutes	53%	64%	88%	85%

Fire

Purpose Statement

The City of Henderson Fire Department's purpose is to provide rapid mitigation of fire, rescue and medical emergencies with compassion, integrity, and respect toward customers. We will maintain a safe community with quality public education and fire prevention.

Core Services

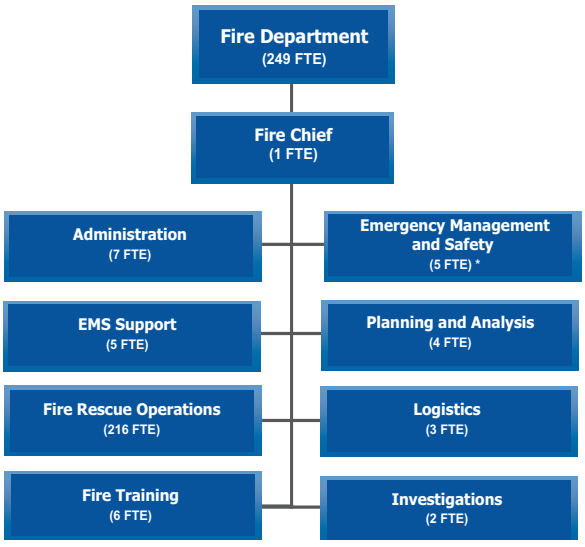
- Fire and Rescue Operations
- Training
- Emergency Medical Services
- Community Outreach
- Emergency Management
- City Employee Health & Safety



Fire and Rescue Operations

Provides fire protection and emergency service delivery for the City's 296,000 residents and average of 580,000 visitors to the City annually. In 2015, Fire and Rescue Operations responded to over 28,671 incidents which include fires, medical emergencies, technical rescues, hazardous materials incidents and non-emergency requests for assistance. Fire and Rescue Operations personnel hold dual certification as firefighters and emergency medical technicians, and operate out of nine fire stations. These stations are strategically located to provide rapid response throughout the City covering 105 square miles. Service is delivered using nine advanced life support (ALS) engine companies, eight ALS transport-capable paramedic rescue units, two ALS ladder truck companies, one heavy rescue, one hazardous materials response unit and one fire rescue boat.

Fire and Rescue Operations includes a technical rescue team that specializes in swift water, confined space, high angle, vehicle and heavy machinery extrication and trench rescues. A hazardous materials response team providing technician level response for hazardous materials incidents. A water rescue team provides surface water, swift water, and rope rescue. The Fire Department employs two full-time fire investigators who provide 24-hour-a-day, 7-day-a-week coverage. Fire Investigators are responsible for researching fires to determine origin and cause and gathering evidence to aid in successful prosecution of suspected arsonists.



* One position is paid for and housed in the Utilities Fund

Key Services

- Provide fire suppression and protection of property.
- Respond to emergency and non-emergency requests for assistance.
- Provide specialized technical rescue to include swift water, confined space, high angle, vehicle and heavy machinery extrication, and trench rescues.
- Provide specialized response to hazardous materials incidents at the technician level.
- Provide mutual assistance to neighboring jurisdictions.
- Pre-plan target hazards within the city.
- Conduct monthly emergency exit, shelter-in-place and earthquake drills for the 52 elementary, middle, and high schools in the City of Henderson.
- Participate in community education, intervention and risk reduction programs.

Training

The Training Division provides the highest level of continuing education and training for over 200 personnel, providing them with the knowledge, skills, and abilities to safely and effectively mitigate fire, rescue and medical emergencies according to department and industry standards.

Key Services

- Assess training needs to remain compliant with established local and regulatory agencies.
- Coordinate the development and maintenance of department training programs and plan documents.
- Deliver effective and consistent training programs.
- Coordinate, monitor and maintain fire-service related certifications; initial, and ongoing.
- Develop and deliver recruitment and promotional processes.
- Document department-wide compliance of National Incident Management System (NIMS), Occupational Safety and Health Administration (OSHA), National Fire Protection Association (NFPA), Nevada State Fire Marshall and City regulations.

Emergency Medical Services

The Emergency Medical Services Division (EMS) provides medical treatment and primary transport of the sick and injured to area hospitals. In 2015, EMS provided quality medical care to 20,806 patients, transporting 14,337 of them. All fire department response personnel hold dual certification as firefighters and emergency medical technicians (EMT) with 111 of them certified at the Paramedic level. All engines, rescues and trucks are staffed with at least one firefighter paramedic trained to provide advanced life support treatments such as defibrillation, advanced airway procedures, and medication administration. Firefighter paramedics are equipped with sophisticated tools to provide the highest level of care to the community.

The EMS Division is responsible for the training of all personnel certified at the EMT, Advanced EMT, and Paramedic levels. The division coordinates quality improvement processes and initiatives, which are used to evaluate and improve emergency medical services.

Additionally, the division coordinates the quality improvement and training process for the emergency medical dispatch (EMD) certifications of all personnel in the City's Communications Center.

Key Services

- Provide emergency life-saving medical care to citizens and visitors of the City.
- Transport patients to area hospitals.
- Provide fire scene medical support.
- Standby at special events to provide medical assistance as needed.
- Develop and deliver continuing medical education training for certified personnel in order to maintain certification in accordance with Southern Nevada Health District requirements.
- Coordinate and administer the quality improvement/assurance program for emergency medical services in accordance with Southern Nevada Health District requirement.
- Develop and deliver continuing education training for certified Communications Center personnel in order to maintain EMD certifications.
- Administer the Infection Control Program for over 2,800 city employees.
- Participate in community outreach programs that promote health and life-safety.

Key Fact

The City of Henderson Fire Department was recently awarded accreditation by the Emergency Management Accreditation Program making Henderson the first City in Nevada to receive accreditation for disaster management practices and procedures. The Henderson Fire Department is the only Department in the Nation that is triple accredited.

Community Outreach

Community Outreach provides effective, community-related educational and informational programs with an emphasis on risk reduction and life-safety. Each year, thousands of people receive important safety information through school visits, station tours, intervention programs, community presentations and events. The programs provided are enhanced through partnerships with other city departments, local police and fire departments, and state agencies.

Key Services

- Organize community events that increase the public's knowledge, skills and exposure in the areas of fire safety, life-safety, health awareness and risk reduction of injury and death for all age groups.
- Manage the Partnerships for Youth at Risk, statewide youth fire-setting prevention program.
- Develop and administer coordinated all-risk community specific intervention programs
- Conduct station tours, school visits and career days that create public safety awareness.
- Partner with various associations and groups such as the Clark County Child Death Review Team, Southern Nevada Injury Prevention Task Force and the Juvenile Justice Law Enforcement Team, in order to provide effective intervention services.

Emergency Management

The Office of Emergency Management is responsible for administering an all-hazard mitigation, preparedness, protection, prevention, response and recovery program in the City of Henderson, for the purpose of reducing the loss of life and property and for the protection of citizens and industry in the event of any major emergency or disaster affecting the City.

Key Services

- Develop, revise and exercise the City of Henderson's emergency plan and related plans in coordination with other city departments and allied agencies.
- Manage the city's emergency operations center (EOC) to provide a coordinated response to disasters and other emergencies.
- Plan, conduct and coordinate disaster preparedness exercises for city personnel and allied agencies.
- Develop and maintain mutual aid agreements with other municipalities and other governmental entities in the state.

City Employee Health & Safety

The Office of Health and Safety (OHS) is responsible for fostering a citywide culture of safety and administering health and safety programs for over 2,800 city employees. All safety and health processes are designed to protect the lives, safety, and health of employees using industry best practices. A collaborative approach with all departments is used to find solutions to challenges that are safe and productive. The OHS is committed to providing a workplace free of recognized hazards and achieving zero workplace injuries and illnesses.

Key Services

- Develop, implement and maintain safety programs to reduce workplace injuries and illnesses.
- Develop and deliver health and safety related training and education for all city employees.
- Ensure City compliance with Occupational Safety and Health Administration regulations and all other applicable regulatory agencies.
- Investigate all workplace injuries to determine root cause and prevent future occurrences.
- Conduct hazard assessments to identify leading indicators that would result in workplace injuries.
- Maintain the Citywide Health and Safety Manual.
- Write, review and revise safety policies and procedures.
- Ensure citywide compliance with safety policies and procedures.
- Facilitate citywide safety committee meetings.
- Document and track employee injuries and illnesses.
- Analyze and report citywide and department injury and illness statistics.

Past Accomplishments

Public Service Excellence:

- Achieved a 25 percent increase in the number of patients who survived sudden cardiac arrest (SCA) with normal to good neurological outcome (CPC 1-2). Additionally, the department maintained an overall cardiac arrest survival rate of 14 percent; which is two and a half times the national average.
- Partnered with valley fire departments to develop and deliver extensive, inter-agency high-rise training at the Riviera Casino. Training evolutions focused on high-rise operational procedures, survival skills, and command-level training for all fire agencies. The Henderson Fire Department Training Division served as the lead agency for the fire attack scenario training conducted over the summer.
- Administered the department's Officer Development School program. Nineteen fire department personnel completed this ten-week comprehensive program which is foundational to success on the fire ground and is institutional to the leadership culture. It provides Henderson Fire Department specific requisite incident command, leadership, and technical knowledge and skills needed to be successful as a company officer and aligns consistency of process throughout the organization.
- Partnered with the Henderson Police Department (HPD) to provide Unified Command training, based on the Henderson Fire Department's Officer Development School curriculum, to all HPD supervisory personnel. The training focused on increasing operational efficiency at the command level and establishment of the unified command structure during complex emergency incidents.
- Developed and implemented a call review process to evaluate the department's emergency response performance on structure fires. This quality improvement tool will be utilized to ensure organizational performance standards are being met.
- Enhanced scene safety for emergency response personnel by staffing a full-time operations support officer position in the Fire Rescue Operations branch of the department. This position provides additional reconnaissance for incident command and is the designated incident safety officer at high-risk emergency incidents.
- Partnered with the Nevada Fire Chiefs Association to support a Medicaid State Plan Amendment to enable the Ground Emergency Medical Transport (GEMT) cost-based reimbursement for patient transports. This program will allow the City to be reimbursed by the federal government for providing emergency medical services to patients with state Medicaid benefits. The program is estimated to increase cost reimbursement approximately $400,000.
- Implemented the PowerDMS system. This system is a sophisticated document management system that allows for complete accountability, access, archive, and review of all department documents from any device, anywhere.

Service Demand:

- Reduced the amount of time it takes to notify emergency response personnel of an emergency by nearly 60 seconds through the implementation of an incident pre-launch process. With this process improvement, responding personnel are alerted to an emergency and begin their response once basic information is obtained by Dispatch from the person reporting the emergency.
- Procured and installed a fire station alerting system to replace obsolete station equipment in all nine fire stations. This state-of-the-art technology will provide more detailed information to responding crews and enhance the organizational priority of reducing response times.
- Contracted with an architect and construction company to design and build the City's tenth fire station in the Inspirada master planned community. The fire station has been designed to meet Leadership in Energy and Environmental Design standards for green building. This developer funded station is scheduled for completion in the fall of 2017. The emergency response apparatus for this station will also be funded by the developer. The fire station will allow for rapid response to all hazard emergencies in the Inspirada community and adjoining neighborhoods.
- Developed and implemented the Integrated EMS System (IEMS) for the City of Henderson. The IEMS is a groundbreaking framework that allows for all aspects of pre-hospital emergency medical care to be offered in a coordinated manner between public and private participants in the City of Henderson. This IEMS plan will allow the department and City to be able to respond to future changes in the healthcare environment.

Past Accomplishments (Cont.)

- Completed a revision to Henderson Municipal Code 4.80 – Private Ambulance Service. This revision updated the ordinance that governs private ambulance companies and transformed it into the Emergency Medical Services ordinance. This change identifies emergency medical services as an essential service of government, defines an integrated emergency medical service system that identifies the scope and areas of responsibilities in emergency medical services delivery, and allows the City to enter into franchise agreements with private participants to support the IEMS system plan.
- Completed the 42nd Cadet Academy. Fourteen firefighters have joined the City of Henderson Fire Department to fill existing vacancies and provide for additional response capability.
- Partnered with the Department of Information Technology to research, select, and purchase 28 new Electronic Patient Care Reporting (EPCR) tablets. These tablets will support the latest versions of the EPCR system, allowing for significant improvements in man-hour efficiencies to be realized.

Community Response Capability:

- Enhanced the fire department's hazardous materials response capability from Operations Level to Technician Level III to more effectively respond to and mitigate hazardous materials incidents. Awarded grant funding from the Homeland Security Grant Program to purchase a Hazmat response unit with expected delivery in early 2017. Currently, the department has a short term agreement to utilize a decommissioned Hazmat response unit from the North Las Vegas Fire Department.
- Awarded over $750,000 in grant funding to increase the fire department's emergency response capabilities and enhance essential services provided to the public.

Emergency Preparedness:

- Received accreditation of the City's emergency management program by the Emergency Management Accreditation Program. The award was based on an in-depth review of the program's processes and plans by a peer review team consisting of domestic and international experts in the field. Henderson is the first City in Nevada and FEMA Region 9 to receive accreditation for disaster management practices and procedures.
- Recognized by the U.S. Department of Homeland Security's Federal Emergency Management Agency (FEMA) and the International Association of Emergency Managers (IAEM) for the Henderson Office of Emergency Management's (HOEM) ongoing efforts to prepare the community for emergencies through the "Get READY! Stay READY!" campaign. FEMA awarded the campaign its 2015 Individual and Community Preparedness "Awareness to Action" award and presented it at a ceremony held in Washington, DC in September. IAEM awarded its 2015 IAEM-USA Public Awareness award and presented it at the IAEM National Conference held in Las Vegas, in November.
- Continued to focus on individual and family emergency preparedness through the "Get READY! Stay READY!" campaign. The campaign reached over 136,000 people through printed media, information booths at local events and live presentations. This year's highlight was the Emergency Kit Cook-Off held as an America's PrepareAthon event during National Preparedness Month in September. Special guests from FEMA and the Nevada Division of Emergency Management (NDEM) served as keynote speakers.
- Established the READY Crew to support the "Get READY! Stay READY!" campaign. Over 20 volunteer members support the campaign by leading and participating in public outreach and education events. The City of Henderson was selected as a site for a six-person FEMA Corps team in recognition of outreach efforts. The FEMA Corps team, made up of college-aged, young people with a passion for community service, was integrated into numerous events and provided critical support during National Preparedness Month. The READY Crew received a Region IX Presidential Citation from the International Association of Emergency Managers for their ongoing efforts with volunteers.
- Led or participated in seven emergency exercises including two full-scale exercises, to increase the City's readiness for disaster and enhance inter-agency operational effectiveness. The first full-scale exercise focused on an Active Assailant scenario.

Past Accomplishments (Cont.)

The exercise was conducted at a local hospital and included over 200 participants from the Henderson Fire and Police Departments, Las Vegas Community Emergency Response Team and hospital staff. The second full-scale exercise tested procedures in response to a biological attack. The scenario included the opening of two Closed Points of Dispensing sites and an internal City of Henderson employee family shelter. Over 60 agencies across the state participated in the exercise along with more than 150 City employees.

Community Outreach:

- Provided pool safety education and awareness to over 10,000 Henderson families with the fourth annual Safe Pools Rule! drowning prevention campaign. The Safe Pools Rule! campaign is provided through a continuing partnership with city and community organizations and endeavors to eliminate these tragedies valley-wide.
- Partnered with the Henderson Police Department to host the 12th annual Henderson Community Expo – National Night Out. More than 90 exhibitors provided valuable crime prevention, public safety, and health and wellness information to approximately 8,000 people through displays, interactive demonstrations and activities.
- Developed and conducted the first ever First Aid for Coaches seminar. This seminar was geared towards youth sports coaches and provided training in many common sports-related emergencies. Over 35 coaches attended the seminar and 5 AEDs were loaned out during community youth sporting events.
- Invited the public to visit their local fire station during a one-day Open House event. More than 100 residents received a tour of the fire station by emergency response personnel along with a first-hand look at the department's emergency response capabilities. Additionally, visitors were invited to learn life-saving, hands-only cardio pulmonary resuscitation. (CPR)
- Developed and presented the Women in the Fire Service program. Twenty-six women participated in the three-day class designed to help would-be female firefighters learn more about the job, and how to prepare mentally and physically for the hiring process and a career as a firefighter.
- Opened cases for nearly 100 families with significant non-emergency human service needs, connecting them to valuable social services and agency partners through the department's innovative Community Assistance program. The Community Assistance program fills a void in the social services realm by helping families that access 9-1-1 but have not sought non-emergency help on their own.
- Continued to promote the "Check Your Seats in the Heat-Because Heat Kills" campaign to stop heat-related deaths and injuries that can happen to children and pets when they are left in vehicles.
- Increased public information sharing through social media by launching a Henderson Fire Department Facebook page.

Employee Safety, Health & Wellness:

- Reduced the number of citywide workers compensation claims by thirteen percent and total direct costs for injuries and illnesses by 31 percent.
- Improved the citywide process for employee evacuation during an emergency by enhancing the Facility Emergency Action Plan, relocating employee assembly points to areas that are more environmentally friendly, and establishing an Emergency Action Team (EAT). The EAT is a group of designated employees across the City who aid in ensuring the safe evacuation of department employees. They receive enhanced training, and are provided two-way radios for improved coordination.
- Increased the number of safety-related training courses for City employees to include an emergency preparedness class to better prepare them for emergencies that require evacuation such as fires, earthquakes, bomb threats and active shooters. Also, cardio pulmonary resuscitation, first-aid, and automatic external defibrillator training was offered.
- Collaborated with the Risk Management Division of the Human Resources Department to provide onsite first-aid service for injuries. This service will decrease the time an injured worker spends waiting for medical treatment while reducing the amount of recordable injuries with the application of first-aid.
- Ensured the Citywide Safety and Health Procedures Manual remained current through a review by the City's Legal Department and OSHA.

Performance Objectives by Major Challenge Areas

Increasing demand for emergency services

- To increase to greater than 75% structure fires that are confined to the defined area of origin based on conditions at time of arrival.
- To maintain at greater than 15% the cardiac survivability rate for patients in shockable rhythms at time of arrival.
- To reduce by 20 seconds total response times to emergency medical calls.
- To reduce by 20 seconds total response times to structure fires.
- To increase to 97% the percent of time resources are available to respond to an emergency incident in their service area.
- To increase to 97% the percent of time units arrive on the scene of an emergency incident in their service area within established response time performance measures.

Community response capability to a major hazardous materials emergency

- To increase by 100% the response capability from the operations level to the technician level.
- To increase to 100% the prevention, inspection, and permitting capability for complex hazardous materials environments.
- To reduce by 75% the overall risk and impact associated with situations already assessed as potential disasters within city limits and proximal to the City.

Emergency preparedness among City departments as well as residents

- To maintain at 100% the number of critical City personnel who complete Incident Command Training.
- To maintain at three the number of City-specific exercises to include a tabletop, functional, and full-scale exercise.
- To maintain at 20% the number of residents receiving preparedness education and information.

City employee safety, health, and wellness

- To reduce by 10% the number of workplace injuries occurring annually as progress toward achieving and maintaining zero workplace injuries.
- To reduce by 10% the cost sustained by the City due to workplace injuries as progress toward achieving and maintaining zero cost sustained due to workplace injury.
- To reduce by 10% the number of workdays lost due to avoidable workplace injuries as progress toward achieving and maintaining zero workdays lost due to workplace injuries.
- To reduce to less than two days from notification the processing time for safety incident investigations.

Fire Department employee safety, health, and wellness

- To reduce by 20% the number of workplace injuries occurring annually as progress toward achieving and maintaining zero workplace injuries.
- To reduce by 20% the cost sustained by the City due to workplace injuries as progress toward achieving and maintaining zero cost sustained due to workplace injury.
- To reduce by 20% the number of workdays lost due to avoidable workplace injuries as progress toward achieving and maintaining zero workdays lost due to workplace injuries.

Affordable Care Act (ACA) impacts to emergency medical services

- To maintain 100% compliance with changes to emergency medical services delivery imposed by the ACA.
- To maintain at greater than 60% the ambulance billing collection rate for adjusted accounts receivable in the evolving environment presented by the ACA.
- To increase the accountability of the emergency medical service delivery system to the citizens of Henderson.
- To maintain at 100% the number of emergency medical service providers that are fully certified and licensed by the State and City.

Performance Objectives by Major Challenge Areas (Cont.)

Community Outreach to reduce the number of preventable accidents, injuries and deaths in the community

- To reduce by 15% the number of preventable accidents in Henderson requiring Fire Department response.

Support Services

- To increase by 15% efficiency and productivity of the fire investigators by reducing non-scheduled work commitments.
- To maintain 100% accountability and consistency in inventory, distribution, and purchasing of supplies in support of Fire Department operations.
- To increase by 25% the capacity and capability of emergency medical services training resources to support administrative, training, quality control, and compliance with the Emergency Medical Services (EMS) mission.
- To increase staff to fill 100% of the existing staff complement for administrative support in the Fire Department.
- To increase by 100% Executive level oversight, accountability, and leadership for the Fire Department.
- To increase by 25% technical support, planning, and analytic support resources to provide adequate support for Fire Department services.



Key Fact

Ninety-eight percent of customers agree that Fire Department personnel provided them with high-quality care and met or exceeded their expectation of services.

Performance Measures - Fire Department

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
First arriving engine will arrive on scene of an emergency fire within established benchmarks.	49.0%	40.0%	50.0%	50.0%
Number of fires per 1,000 population.	2.01	1.85	1.73	1.70
Dollar loss from fire per capita.	$5.6	$7.7	$30.3	$25.0
Compliance with the Commission on Fire Accreditation International performance indicators annually.	100%	100%	100%	100%
A rescue will arrive on scene with a travel time of 8 minutes or less.	86.0%	86.0%	87.0%	87.0%
First arriving ALS unit will arrive on scene of an emergency medical call within established benchmarks.	40.0%	52.0%	51.0%	55.0%
Cardiac arrest survivability rates.	13.4%	13.4%	18.0%	18.0%
Compliance with Commission on Accreditation of Ambulance Services standards annually.	100%	100%	100%	100%
Customer service satisfaction levels.	96.6%	96.0%	97.0%	97.0%
Number of community events accomplished.	34	61	54	>40
Number of residents with pools provided drowning prevention/water safety information annually.	10,000	6,000	10,000	13,000
Number of outreach campaigns for preparedness.	30	38	66	>60
Number of exercises designed, conducted, or evaluated.	10	9	17	12

Fire Expenditures by Category/Program

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Budget	Increase / (Decrease)	% Change
Category						
Salaries and Wages	$ 26,340,319	$ 27,369,225	$ 29,225,668	$ 30,104,214	$ 878,546	3%
Employee Benefits	11,565,691	11,974,114	13,631,086	14,132,121	501,035	4%
Services and Supplies	2,607,496	3,056,967	3,596,573	3,702,253	105,680	3%
Capital Outlay	14,443	-	-	-	-	-
Total	$ 40,527,949	$ 42,400,306	$ 46,453,327	$ 47,938,588	$ 1,485,261	3%
Program						
General Fund						
General	$ 1,438,454	$ 1,498,089	$ 1,929,289	$ 1,904,350	$ (24,939)	-1%
EMS	971,949	1,286,777	1,559,239	1,603,176	43,937	3%
Fire Suppression	34,826,465	36,266,912	39,188,970	40,633,205	1,444,235	4%
Training	491,576	557,051	574,649	540,006	(34,643)	-6%
Fire Prevention	410,738	422,352	381,469	337,097	(44,372)	-12%
Emergency Mgmt.	(7,658)	30,922	33,790	20,038	(13,752)	-41%
Special Operations	451,272	467,177	613,723	663,933	50,210	8%
Logistics	449,960	454,448	510,586	524,903	14,317	3%
Admin/Attrition Adjustments	-	-	-	(50,000)	(50,000)	100%
Subtotal General Fund	$ 39,032,756	$ 40,983,728	$ 44,791,715	$ 46,176,708	$ 1,384,993	3%
Grant Fund	$ 331,824	$ 494,167	$ 191,072	$ 420,000	$ 228,928	120%
Capital Replacement Fund	$ -	$ -	$ 200,000	$ -	$ (200,000)	-100%
Workers' Comp Fund	$ 1,163,369	$ 922,411	$ 1,270,540	$ 1,341,880	$ 71,340	6%
Total	$ 40,527,949	$ 42,400,306	$ 46,453,327	$ 47,938,588	$ 1,485,261	3%
Full-Time Employees						
General Fund	219	233	235	241	6	3%
Workers' Comp Fund	7	7	8	8	-	-
Total	226	240	243	249	6	2%

Financial Overview

The General Fund FY 2017 Budget for the Fire Department shows an increase related to the impact of adding 6 new firefighter/paramedics to the staff complement in FY 2017 along with all necessary equipment to support continued operations and reduce response times.

These changes provide further enhancements to the services that the City of Henderson provides to its citizens.



The City of Henderson Emergency Management Program was awarded accreditation by the Emergency Management Accreditation Program (EMAP). The City is the first city in Nevada and the first city in Federal Emergency Management Agency (FEMA) Region IX to receive accreditation for disaster management practices and procedures.

Human Resources

Purpose Statement

The Human Resources Department serves as a consultant through collaborating and providing exceptional Human Resource services and programs to all City Departments. This includes optimizing organizational effectiveness through attracting, developing and retaining a talented and diverse workforce. The Department is a major contributor to a safe and productive work place environment where every employee is valued and treated with dignity and respect.

Core Services

- Integrated Human Resources Business Partnerships
- Human Resources Shared Services
- Risk Management
- Employee Benefits
- Training and Organization Performance

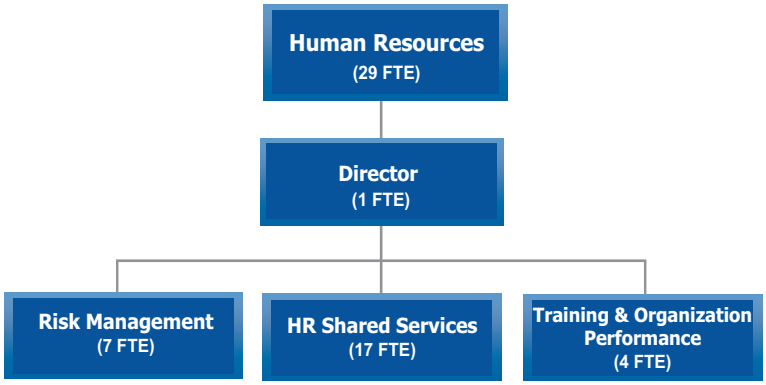


Integrated HR Business Partnerships (HRBP)

Integrated HR Business Partnerships with City departments delivers quality and innovative HR resources to City management, employees, and prospective employees to meet both strategic and operational City business objectives.

Key Services

- Partner with department leadership as an integrated HR and business operation resource.
- Provide talent acquisition strategies to recruit, interview and hire the best qualified candidates to support department goals and objectives.
- Cultivate and maintain constructive labor relations in support of conflict resolution and positive outcomes.
- Establish effective working relationships with employees at all levels to build trust and rapport.
- Counsel, advise and support department heads, managers, supervisors and employees concerning a wide range of work-related issues to facilitate positive solutions and enhance employee success.
- Provide interpretation and guidance to ensure compliance with policies, procedures, collective bargaining agreements and law.
- Work in partnership with departments to assist in organization design, job description development, and compensation analysis.



Human Resources Shared Services

The structure and strategy of Human Resources Shared Services includes Recruitment support, Classification and Compensation, Employee and Labor Relations, Human Resources Information Systems (HRIS), and Customer Service. These areas provide expertise and administrative services delivered through professional Human Resources staff.

Key Services

- Manage the City of Henderson's compensation plan.
- Manage employee and labor relations.
- Manage all City recruitment processes and systems including new employee on boarding.
- Coordinate department reorganizations, development planning, business analysis, and re-structure implementation.
- Develop and maintain HR Administrative polices.
- Administer PeopleSoft System (Human Capital Management System) to maintain integrity and security of confidential data.
- Provide administrative support, which includes completing compensation surveys, administering HR Forms Management program, unemployment claims, employee service awards, employment verifications, and recruitment eligibility lists.
- Manage and coordinate the Civil Service Board and the Human Resources Executive Steering Committee.
- Maintain City personnel files and manage requests for employment verifications. Coordinate new employee pre-employment background checks.
- Develop and administer the citywide volunteer program.
- Provide consultative advice, policy interpretation, and guidance regarding various HR functions and administrative issues.
- Administer the City's Affirmative Action Plan.

Employee Benefits

Employee Benefits is responsible for the cost-effective procurement of a competitive employee benefits package.

Key Services

- Ensure competitive pricing on employee benefits. Determine the most effective mechanism for delivering selective benefits.
- Assist employees in accessing their benefits package.

Risk Management

Risk Management leads the processing of planning, organizing, leading, and controlling City activities that minimize the adverse effects of accidental losses to the City. This is done through a combination of:

- Risk Assessment
- Risk Transfer
- Loss Control
- Loss Prevention

Key Services

- Timely and cost-effective resolution of liability claims filed against the City.
- Protection of the City's financial and physical assets through loss control and prevention.
- Provide sound financial management and reserve levels of the insurance funds.
- Effective management of workers' compensation claims.



Training & Organization Performance

Training and Organization performance provides timely and relevant human performance improvement/learning interventions to all City employees to meet both strategic and tactical business needs.

Services include:

- Develop and maintain a learning infrastructure that supports and promotes timely learning by the most appropriate method aligned to business needs and schedules.
- Develop, maintain and constantly improve individual performance management processes, supported by technology that focuses on expectation setting followed by timely and recurring feedback, not just the annual appraisal.

Key Services

- Align learning and developmental interventions to support business needs.
- Partner with various departments and HR Business Partners to identify, develop and deliver training programs, curriculum and courses.
- Integrate existing/emerging technologies into City training as appropriate (e.g., social media, tablets, webinars, online learning, etc.).
- Provide analytical and professional advice in business process management.
- Support senior leadership team and client departments in solving individual and team performance issues.
- Conduct a variety of individual/team assessments; analyze results; provide training, coaching, and/or facilitation; evaluate progress; and develop processes to reinforce positive and reduce negative results.
- Evaluate the four levels of training effectiveness of offerings (Reaction, Learning, Transfer, Impact).



Key Fact

HR was recognized as a best practices agency by Halogen Software, Inc. for the 100% implementation of online performance management for all employees. Subsequently, representatives from our Training & Organization Performance Division were guest presenters at the International Halogen User Conference, the "Using Employee Performance Management to Drive Public Sector Performance" webinar, and the Western Region IPMA-HR Conference on "Transforming Public Safety with Talent Management."

Past Accomplishments

- Completed the update of City Administrative Policies; policies were communicated and provided to all non-represented employees utilizing the Halogen System which resulted in a significant savings for printing costs.
- Initiated the two year follow-up compensation study for non-represented employees to ensure market data remains current and falls within the City's desired pay position.
- Reformatted and revised non-represented job descriptions with emphasis on more clearly establishing the physical requirements for each classification.
- In conjunction with IT staff, configured the PeopleSoft system to generate newly mandated 1094-B and 1095-C forms required as a result of the Affordable Care Act.
- Initiated the process to utilize Halogen's e-Comp module during the next pay for performance cycle.
- Initiated the practice of creating Standard Operating Procedures (SOPs) to ensure transfer of knowledge and consistency of human resources practices.
- Resurveyed all employees regarding race and ethnicity to comply with changes made by the EEOC for reporting purposes and made the corresponding changes in PeopleSoft.
- Implemented the three tier Supervisors' Development Program to address the immediate needs of new supervisors, the development needs of existing supervisors, and the preparation for further leadership development.
- Established an approval process for departments to utilize when developing department-specific directives to ensure that they do not contradict City-wide policy.
- Transitioned the Outside Employment approval process from a paper format to DocuSign, resulting in a more streamlined tracking and approval process.
- Selected an experienced Labor Relations Manager to oversee labor and employee relations activities across the organization and serve as the chief negotiator during contract negotiations.

Performance Objectives by Major Challenge Areas

Diversity

- Work to increase exposure to diversify the applicant pool by reaching out to targeted audiences through various media promotions, job fairs, and community presentations.

Training alignment to business needs

- Increase the ratio of targeted training vs. open enrollment to 40/60 by end of FY 2017.
- Increase the number of 1-2 hour trainings to comprise 33% of the catalog by end of FY 2017.
- Maintain the cancellation rate for training courses at 20% by end of FY 2017.

Supervisor training

- Establish and maintain the baseline measures for core/foundational supervisor curriculum by the end of FY 2017.
- Establish and maintain the baseline measures for the leadership program by the end of FY 2017.

Compensation and Benefits Costs

- Maintain pay levels and benefits that competitively compensate individuals commensurate with their level of responsibility, capabilities, skill set, experience, and contributions.



Corporate Challenge Committee

Performance Measures

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Monthly Medical Costs per Employee (plan year basis)	$987.31	$892.19	$954.64	$1,021.47
Health Insurance Loss Ratio (plan year basis)	95.7%	92.6%	100.0%	100.0%
Retiree Health Insurance Loss Ratio (plan year basis)	164.6%	166.1%	170.0%	170.0%
Workers' Compensation Claims – Heart/Lung/Cancer Claims Only	$500,000	$500,000	$500,000	$500,000
Workers' Compensation Claims – Excluding Heart/Lung/Cancer	$1,730,403	$1,783,339	$1,665,243	$1,779,635
Liability Claims	$951,414	$460,550	$682,651	$864,843
Valley Public Sector Employee Training Revenue	$7,500	$7,500	$8,400	$8,400
Course Satisfaction Rating (on 5-point scale)	4.85	4.90	4.92	4.92

Human Resources Expenditures by Category/Program

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Budget	Increase / (Decrease)	% Change
Category						
Salaries and Wages	$ 1,943,402	$ 2,192,700	$ 2,140,384	$ 2,245,830	$ 105,446	5%
Employee Benefits	856,317	843,625	923,442	1,020,627	97,185	11%
Services and Supplies	18,696,757	19,151,251	27,110,140	27,923,952	813,812	3%
Interest Expense	8,733	11,578	-	-	-	-
Capital	-	-	20,000	-	(20,000)	-100%
Total	$ 21,505,209	$ 22,199,154	$ 30,193,966	$ 31,190,409	$ 996,443	3%
Program						
General Fund						
General	$ 526,859	$ 2,319,180	$ 2,646,842	$ 2,874,169	$ 227,327	9%
Employment & Comp	818,172	-	-	2,780	2,780	100%
Admin & Labor Relations	47,460	-	-	-	-	-
Org Development & Training	582,054	646,072	802,458	841,534	39,076	5%
Union Liaison Program	279,234	283,981	317,496	359,898	42,402	13%
Comp & Admin	1,139,757	-	-	563	563	100%
Admin/Attrition Adjustment	(893,498)	(831,131)	(912,907)	(1,047,113)	(134,206)	15%
Subtotal General Fund	$ 2,500,038	$ 2,418,102	$ 2,853,889	$ 3,031,831	$ 177,942	6%
Health Ins. Self-Funded	$ 13,459,789	$ 16,521,255	$ 18,147,381	$ 18,589,535	$ 442,154	2%
Self-Insurance (liability)	$ 2,259,943	$ 1,796,322	$ 3,336,942	$ 3,690,962	$ 354,020	11%
Workers' Compensation	$ 3,285,439	$ 1,463,475	$ 5,855,754	$ 5,878,081	$ 22,327	0%
Total	$ 21,505,209	$ 22,199,154	$ 30,193,966	$ 31,190,409	$ 996,443	3%
Full-Time Employees						
General Fund	22	20	21	22	1	5%
Health Ins. Self Fund	1	1	1	1	-	-
Self-Insurance (liability) Fund	3	3	3	3	-	-
Workers' Compensation Fund	3	3	3	3	-	-
Total	29	27	28	29	1	4%

Financial Overview

For FY 2017 a Labor Relations Manager position has been added. Other FY 2017 General Fund expenditures continue to remain stable. There is a slight increase in Health Insurance Self Funded Fund as a result of higher Health Insurance premiums and increasing staff. Higher premiums across the board for the nine major policies the City purchases contribute to the increase in the Self-Insurance Liability Fund



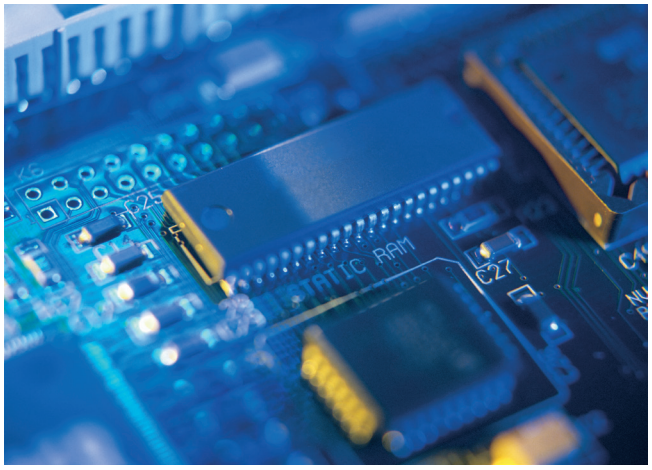
Information Technology

Purpose Statement

To provide leadership in the effective use of information technology.

Core Services

- Service Center
- Project Management Office
- Information Systems
- Infrastructure Services
- Information Security
- Business Support

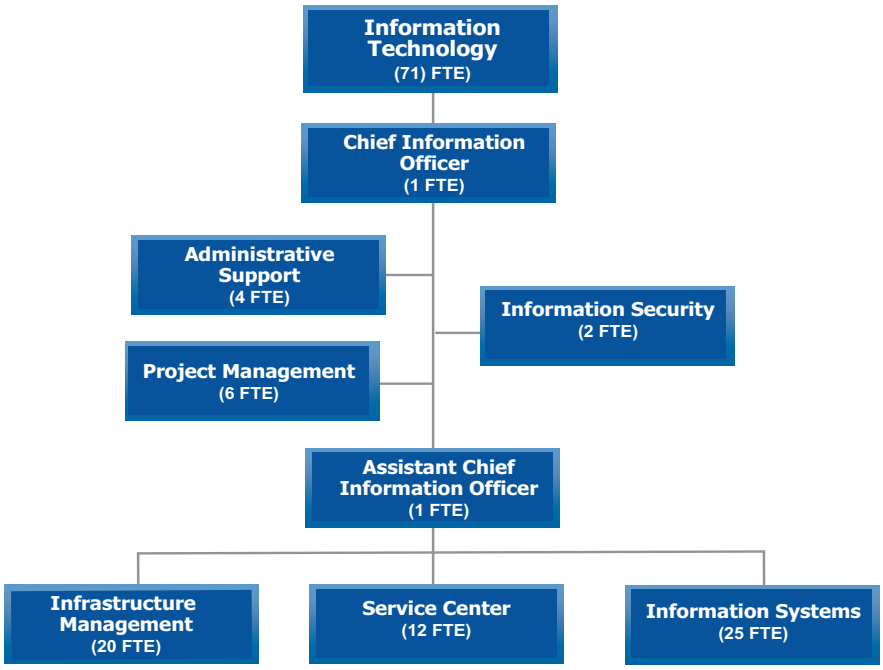


Service Center

The Service Center focuses on creating and fostering an environment that provides customers with exceptional desktop and mobile technology experiences. Commercial and in-house tools are used to promote continual process improvement to enhance service delivery that facilitates the most effective service to the citizens of Henderson.

Key Services

- Customer Support - Provides helpdesk and desktop support services, receives and responds to customer incidents and service requests, tracking an average of 21,200 requests through the service request system annually. Managing over 3,500 network usernames and resources along with approximately 1,974 desktop computers and 800+ laptops, premier customer support is a priority.



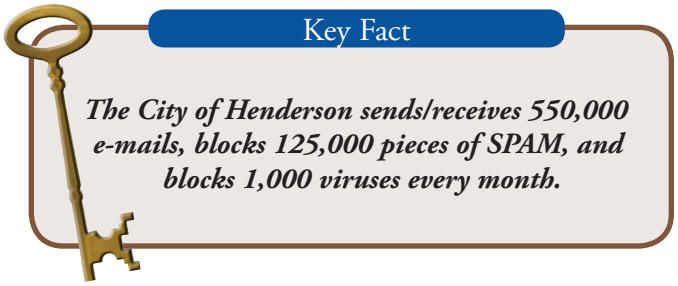
- Customer Computing Standards, Configurations & Experience - Researches, implements and maintains the technology and systems that manage, secure, and govern the behavior of desktops, mobile devices, and peripherals. These technologies and systems create efficiencies necessary in an environment with three field technicians supporting over 2,800 end user devices.
- Audio/Visual (A/V) Services - Responsible for supporting the audio/visual needs of all departments. This section plays a significant role in the design, implementation and ongoing maintenance of public safety training and other facilities. It enables efficient use of A/V tools by elected officials in public meetings streamed to the Internet and local events such as State of the City and the Economic Development conference.
- System Administration Services - Maintains the systems that inventory and distribute software and security patches. This section also provides print services to desktops, laptops, and select peripherals. These 16 high-impact systems are managed by staff members who collaborate with others to ensure integrations and dependencies are addressed.

Project Management Office

The Project Management Office employs consistent business analysis and project management methodology to deliver technology projects that meet the business objectives of City departments and increase organizational value through innovative technology.

Key Services

- Portfolio Management - Acts as the entry point for new IT projects. Projects are sized, scored, ranked and prioritized to make the best use of IT's resources while maximizing technology benefits to customers.
- Project Management - Ensures individual IT projects are correctly managed through every project phase. Qualified and credentialed project managers work to meet customer requirements and expectations and deliver systems that use technology to improve processes.
- Business Analysis - Focuses on collecting, analyzing, documenting and communicating business requirements in identifying initiatives and solutions designed to obtain strategic goals. Business analysis work results in the recognition of new opportunities to utilize technology to improve business performance.
- IT Relationship Management - Bridges the world of IT and business by understanding technology and business points of view and how enhancement projects, infrastructure and new practices across IT affect customers. Serves as the strategic interface with City departments and as a "trusted advisor" to senior business executives for the purpose of establishing and maintaining value-driven, strategic relationships with IT customers and proactively manages business demand. Provides insight into business issues that shape IT demand and can assist with IT planning.



Information Systems (IS)

The Information Systems division provides technology-related products and services including Commercial-Off-The-Shelf (COTS) software, custom developed software, Geographic Information Systems (GIS) and Internet/Intranet web services to assist the City in delivering its goods and services to citizens, businesses and visitors. Knowledge, skills and abilities in the areas of computer science and information technology are leveraged to solve business problems with technology.

Key Services

- Line of Business Applications - Implements and supports small-scale to enterprise-wide "line of business" COTS and custom software products that help drive the City's business. The user base for these software products ranges from internal (enterprise-wide to individual work groups) to external (citizens, other government agencies, and businesses).
- Website Services - Provides Intranet/Internet website environments and services that enable the City to provide collaboration and document management for internal City staff, and share information and services with its

external customers. The Internet website, www.cityofhenderson.com, is a responsive and mobile friendly website that adapts its presentation to the device accessing it (PC, tablet, phone). It provides access to City information, online services and online payments.

- Geographic Information Systems - Provides location-based services through GIS environments and services that enable the capturing, managing, analyzing and displaying of geographically referenced information. The GIS environment offers dozens of interactive maps, printable maps and data sets. GIS services include COTS and custom software product GIS integrations, static map creation, interactive mapping application development, GIS data exchange with other agencies, GIS data layer maintenance/management and the maintenance/management of all enterprise-wide GIS environments and software products.

Infrastructure Services

Provide the foundation that all other IT services rely upon: voice, data center and networking. Both internal and citizen-facing critical applications depend on the availability of these services. In order to provide this critical level of service, staff plans, designs, implements and maintains voice, data center, and networking services to provide capacity, scalability, and fault tolerance in the most cost-effective manner. The Infrastructure Services vision is to continually improve services to allow more agility and access to higher performance infrastructure systems at reduced costs.

Key Services

- Data Center - Provides architecture, engineering, implementation and administration services for servers, operating systems, storage, and backup and restore systems. All systems are managed to allow continual growth with no impact or interruption to service levels. Over 600 Windows servers, 31 Linux and Unix servers, and over one and one half Petabyte (PB) of data storage space are maintained in a state-of-the-art 5,000 square foot data center.
- Network Services - Provides architecture, engineering, implementation, and administration of network infrastructure connectivity for data, voice and video services. These core services are the foundation of all information technology. Services include wireless (802.11 and microwave), local area and wide area networking (LAN, WAN), remote connectivity, firewall, Internet connectivity, Internet filtering, and enterprise log aggregation services. These services span 47 locations with over 720 actively managed network devices. These services also include outside and inside copper and fiber cable plant.
- Database Services – Provides architecture, engineering, implementation and administration for Oracle and SQL Server enterprise database environments. Database environments support line of business, geographic information system, document collaboration and management, and systems management software products.
- Unified Communication Services – Provides architecture, engineering, implementation and administration of voice systems. Services include enterprise Voice over IP (VOIP) systems, enterprise voice mail services, call detail records, automatic call distribution (ACD) services, call center services, historical reporting and leased-line connectivity.

Information Security

The mission of Information Security is to manage risk for the City's data, systems, and IT operations against interruption, unauthorized access, manipulation, disclosure, or destruction, and respond when such events occur. This is accomplished by developing and communicating security expectations through policy and awareness programs for the City's over 2,000 employees, validating security controls through continuous and diverse monitoring methods testing, and scans of the City's 47 locations, 720 network devices, 600 servers, and approximately over 2,800 desktops and laptops, ensuring compliance to security requirements (PCI, HIPAA, CJIS, NRS), and developing an enterprise risk-based security program.

Key Services

- Security Analysis - Provides an information security program that comprehensively manages and measures risk to the data entrusted to the City. This includes policies to guide actions, awareness training to increase detection and reduce the likelihood of security incidents, investigative services to positively identify if a policy violation occurs, and security consulting on computing environment changes to ensure compliance and minimize risk.

- Compliance & Risk Assessment - Provides ongoing assurance that critical City computing resources are in compliance with regulatory and industry requirements, as well as security best practices.
- Security Monitoring & Response - Reduces the impact of a breach when it occurs by providing effective continuous monitoring for early detection and policy compliance, and efficient response to a detected breach or policy violation.

Business Support

Business Support provides a broad range of business functions in support of IT executive direction, legislative affairs, policy interpretation, contract management and strategic planning, and researches and assembles information from a variety of sources for the completion of specialized forms and technical reports. Complex professional, analytical and administrative-related activities for the department are performed while providing diverse tasks such as: researching, compiling and preparing financial and accounting data for studies and reports and resolving any accounting and financial discrepancies; responding to common inquiries and presenting findings; and generating graphs and charts for the purpose of analyzing information and developing strategic initiatives for DoIT. Staff monitors the development of the divisional budget and reviews reimbursements, purchases, and expenditures both appropriated and non-appropriated, to ensure proper financial procedures have been followed.

Key Services

- Financial Management - Responsible for evaluating a variety of fiscal information by preparing, comparing, analyzing and summarizing data and assembling reports, developing spreadsheets, and creating charts and graphs for management and staff. Performs comprehensive, detailed financial management and analysis of the department's budget for interpretation and distribution and collaborates with the management team to proactively identify opportunities to improve financial performance, enhance core services and summarize department initiatives and goals.
- Contract Administration - Responsible for all aspects of IT contract management, development, administration, tracking, analysis, terms and conditions, throughout the contracting process, from pre-proposal activities through contract closure. Staff prepares and coordinates business correspondence, generates required contract-related reports, and maintains accurate and complete contractual files and records for the department. Participates in program reviews, monitors program performance (contract schedules, deliverables, funding, invoicing, and payments), and notifies program leaders and management of potential non-compliances or other problems that could have an adverse impact on the department and to the City. Identifies, manages and negotiates contract changes, and coordinates resolution of contract issues internally and with external customers. Serves as the point of contact for the department regarding contractual matters.
- Administrative Support - Provides high-level administrative support by conducting research, preparing statistical reports, handling common inquiries and performing a variety of administrative and clerical/office duties in support of day-to-day operations and also performs activities of a diversified nature that usually involve multiple unrelated steps. Prepares, produces and assembles an array of materials such as interoffice communications, memos, correspondences, requisitions, forms, invoices and letters upon request from management and staff. May be requested or assigned to work with management or staff on various projects and tasks with specific timelines and deliverables.



Past Accomplishments

- CMTS Enhancements–Created additional tabs to track, alert and report milestones, and display a form like summary page for large contracts/agreement.
- Contract Digital Signatures and Workflow–Improved the contract approval process by implementing digital signatures and integrating electronic workflow using DocuSign.
- Enterprise Log Management–Implemented an enterprise-class centralized logging and security information and event management (SIEM) system that meets PCI and CJIS requirements, integrates well into the current environment, and provides additional effectiveness and efficiencies.
- Network Refresh–Replaced end-of-life network hardware that provides access to City computer networks at large City campuses.
- Parks and Rec Security Alarm Replacement–Replaced security alarm system at multiple Parks & Rec locations.
- Open Data Pilot–Uploaded pilot datasets to Socrata to improve transparency by offering public data online. This data is freely available to everyone to use and republish as they wish, without restrictions from copyright, patents or other mechanisms of control.
- Upgrade Python Scripts to ArcGIS 10 –Upgraded all Python scripts to the current version of ArcGIS software and introduced source control for the scripts.
- Video Conferencing–Installed 9 nodes of video conference equipment throughout City conference/ briefing to improve communications and work efficiencies. These systems include voice, video, and node to node communications.
- Wireless Network–Expanded wireless connectivity at various City facilities.
- Microsoft Exchange Upgrade–Participated in the Microsoft Technology Adoption Program (TAP) for Exchange 2016. Upgraded Microsoft Exchange to 2016 which resulted in larger user mailboxes, higher performance and security, and improved Outlook Web Access (OWA) from desktops and mobile devices.
- Desktop Refresh FY 2015–450 desktops were refreshed and replaced.
- Fire Rescue RMS Upgrade–Upgraded the Fire Records Management System (RMS).
- Offender Trak Upgrade 2014–Upgraded the Offender Trak application, photo server, and database.
- Motorola ILP Demo Installation–Henderson Police partnered with Motorola to become their showcase agency for Intelligence Lead Policing Software.
- Microsoft System Center Consolidation–The purpose of this project was to identify, document, and follow a structured approach to the consolidation of the two existing Microsoft System Center environments moving forward as an IT department.
- Public Works Traffic Mesh Network– Implemented wireless mesh network at specific intersections to enable Public Works to remotely control traffic systems.
- Storage Refresh 2015–Refreshed storage systems that have reached end of life/support before 12/31/15.
- Server Refresh 2015–Replaced 44 end-of-life servers.
- Maximo Environment Upgrade–Upgraded products associated with Maximo and SDE (GIS Database) environments. Configured Maximo DEV and TEST environments to mirror the production environment.
- DHCP Services–Migrated Dynamic Host Configuration Protocol (DHCP) enterprise services from end-of life appliances to a new solution MDT Laptop. Over 100 legacy devices were replaced with this project.
- VECTRS–This project has improved Henderson P.D. to better address the e-fencing of stolen goods.
- PeopleSoft People Tools Upgrade–Upgraded PeopleSoft development tools to remain compliant with Oracle's support policy and implement new and improved features. Implemented the PeopleSoft module that will allow de-centralization of the management of training courses and sessions to the department level; as well as employee enrollment. Eliminated the need to login to PeopleSoft applications directly, using network credentials for single sign on. Redesigned and redeveloped standard interfaces for receiving Cash Receipts and General Ledger data from source systems such as RecTrac, iNovah, Cayenta.
- Pitney Bowes Major Software Upgrade –Replaced the Pitney Bowes solution for inbound mail tracking and outbound mail shipping to the vendors web-based solution that combines inbound and outbound processing into one solution. This upgrade improved mail processing, simplified the processing of packages, enabled tracking a chain of custody and accelerated tracking and records retention for desktop users.

Performance Objectives by Major Challenge Areas

Lack of technology asset management strategy

- To reduce hardware inventory by 5%.
- To reduce Repair and Replacement Cost by 10%.
- To develop a plan to reduce excess software licenses by 5%.
- To increase by 100% the use of a centralized system for IT inventory.
- To increase by 100% the publishing of a citywide technology purchasing policy.
- To increase by 10% the amount of desktop workstation inventory ready for deployment.

Lack of business analysis

- To increase to 50% the number of business analyst's citywide who participate in a Business Analysis Center of Excellence.
- To increase by 100% the availability of a Business Analysis framework with associated templates for use by the City.

Lack of a comprehensive data disaster recovery (DDR) plan

- To increase by 100% the availability of a Business Impact Analysis report for the City.
- To increase to 100% the availability of disaster recovery strategies report for systems that support the city's essential services.

Duplicate systems

- To increase by 100% a plan to reduce duplicate hardware, software products and software tools.

Lack of a workforce mobility strategy

- To complete to 50% the implementation and deployment of standard mobile access as defined in the enterprise mobility strategy.

Insufficient network bandwidth

- To increase internet bandwidth by 50%.
- To increase remote site network bandwidth by 10%.

Password administration

- Increase to 100% a plan to reduce system products that require entering a user name and password.
- To implement Active Directory (AD) password integration for 2 enterprise Systems (i.e. People soft, Maximo, EDocs, etc.).
- To reduce the number of Active Directory password resets that require IT action by 10%.

Keeping software upgrades and replacement

- To complete 100% development of a software management policy and associated procedures.
- To complete to 100% the development and implementation of a plan to upgrade and/or replace vital and critical software products 6-18 months prior to end of life.

Maintain transparent government

- To gain majority executive team support of an Open Data initiative by presenting a pilot Open Data site.



Technology in Police Dispatch

Information Technology Expenditures by Category/Program

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Budget	Increase / (Decrease)	% Change
Category						
Salaries and Wages	$ 5,282,555	$ 5,653,990	$ 5,628,540	$ 6,184,757	$ 556,217	10%
Employee Benefits	2,106,089	2,165,400	2,351,223	2,628,866	277,643	12%
Services and Supplies	7,659,595	11,150,015	17,189,497	11,970,920	(5,218,577)	-30%
Capital Outlay	587,402	-	189,000	-	(189,000)	-100%
Total	$ 15,635,641	$ 18,969,405	$ 25,358,260	$ 20,784,543	$ (4,573,717)	-18%
Program - General Fund						
General	$ 1,122,433	$ 1,321,920	$ 1,632,275	$ 1,570,208	$ (62,067)	-4%
Information Security	309,144	309,122	318,299	331,995	13,696	4%
Project Mgmt Office	736,538	759,543	749,068	746,317	(2,751)	0%
Infrastructure	2,170,206	2,169,101	2,633,858	2,913,242	279,384	11%
Service Center	1,920,212	1,845,708	1,905,576	1,511,987	(393,589)	-21%
Information Systems	3,491,062	3,490,198	3,651,670	3,848,107	196,437	5%
Admin Cost Reimbursement	(2,283,857)	(2,375,080)	(2,459,112)	(1,954,588)	504,524	-21%
Subtotal General Fund	$ 7,465,738	$ 7,520,512	$ 8,431,634	$ 8,967,268	$ 535,634	6%
Development Services Fund	$ 28,868	$ 64,952	$ 133,478	$ 147,289	$ 13,811	10%
Capital Replacement Fund	$ 801,057	$ -	$ -	$ -	$ -	-
Citywide Internal Service Fund	$ 7,339,978	$ 11,383,941	$ 16,793,148	$ 11,669,986	$ (5,123,162)	-31%
Total	$ 15,635,641	$ 18,969,405	$ 25,358,260	$ 20,784,543	$ (4,573,717)	-18%
Full-Time Employees						
General Fund	64	64	65	66	1	2%
Capital Replacement	1	-	-	-	-	-
Citywide Internal Service Fund	3	4	4	4	-	-
DSC- Software Support	1	1	1	1	-	-
Total	69	69	70	71	1	1%

Financial Overview

The City of Henderson IT Department keeps pace with the demands of today's technological needs.

FY 2017 General Fund budgeted salaries and benefits are a slight increase over the prior year, due to the addition of a Technology Business Analyst position.

The Citywide Internal Service Fund FY 2017 Budget contains funds for recurring city-wide technology infrastructure maintenance and replacement, unified communication services, print services, and software support. A large portion of funding from FY 2016 will be carried forward for on-going projects.

Performance Measures

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Percentage of completed strategic and/or citizen-impacted projects	49%	100%	100%	100%
Percentage of support tickets completed within service level agreements	92.3%	95.3%	92.3%	>90.0%
Percentage critical system availability	99.5%	99.6%	99.5%	>99.0%
Percentage of employee morale satisfaction	79%	79%	80%	>85%
Percentage of satisfied customers	94%	100%	90%	>90%
Customer Satisfaction Survey Results	N/A	93%	90%	>90%

Mayor and Council

Purpose Statement

To provide services and resources that enhance the quality of life to those who live, learn, work, and play in our city.

Mayor and Council Priorities

- Infrastructure
- Financial Sustainability
- Maturing Neighborhoods
- Community Safety
- Public Service Excellence
- Environmental Resources

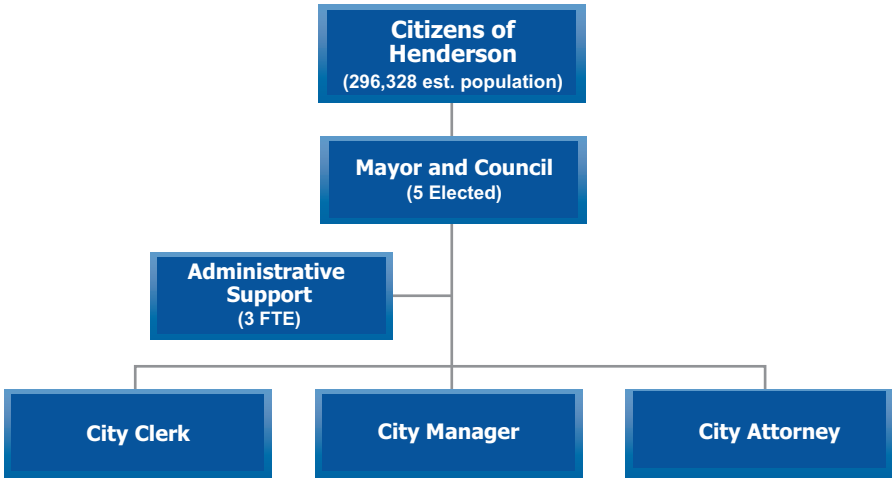


From left to right:
Debra March, Councilwoman Ward II
Sam Bateman, Councilman Ward IV
Andy Hafen, Mayor
Gerri Schroder, Councilwoman Ward I
John F. Marz, Councilman Ward III

The Mayor and four City Council members are elected at large on a nonpartisan basis, although no two Council members can be from the same ward of the city's four wards. The Council appoints a City Manager, City Attorney and City Clerk.

The Mayor serves as a member of the City Council and presides over its meetings. The Mayor is the recognized head of the city government for ceremonial purposes, and performs any emergency duties as may be necessary for the general health, welfare and safety of the city. The Mayor Pro Tempore is elected by members of the City Council and performs the duties of the Mayor during the Mayor's absence. The Mayor and City Council decide, by majority vote, on all land use issues, business licenses, city ordinances and expenditures of city funds.

Citizen involvement in the decision-making process is a priority for the Mayor and Council. Appointments are made to advisory boards and commissions, and public committees are often formed to address specific citywide issues.



Infrastructure

A properly funded infrastructure management and reinvestment program is essential to the long-term financial health of the city. Quality infrastructure such as roads, parks, trails and city facilities is a key factor in maintaining the quality of life for current and future residents.

Financial Sustainability

The City continues to deal with the effects of the national economic crisis that began in 2008. The State of Nevada was hit particularly hard by the collapse of the real estate market. The city's revenue structure, in particular property tax, saw sharp declines in 2008 that are still being felt today. The city's objective is to recover from the current period of fiscal stress and to implement policies and practices that will help it become more adaptable to changing financial conditions and withstand economic downturns in the future.



Racetrack Road Ground Breaking

Maturing Neighborhoods

People are attracted to the City of Henderson because of the great quality of life it provides. City residents value our urban centers and suburban neighborhoods as proven by high citizen survey results. A premier park system and diverse opportunities for recreation and the arts are essential components of our quality of life. As the community continues to grow, the city is committed to revitalizing older communities, attracting and retaining businesses, providing adequate public facilities, and developing sustainable new communities based on the principles of smart growth.



Henderson Hospital Topping off Ceremony

Community Safety

A critical function of the City of Henderson is to ensure the safety and security of it citizens. The City is dedicated to allocating resources to providing facilities and programs that promote the safe streets and secure neighborhoods the community demands. It is imperative that the City of Henderson continues to work to ensure that it is among the national leaders in developing the techniques and capacity to respond to emergencies of all kinds. The City is committed to providing all residents, visitors, and businesses with police, correctional, emergency preparedness, fire-rescue and emergency medical services that are the very best in the nation.

Public Service Excellence

The citizens of Henderson benefit when the City is run efficiently, promotes policies and practices that enhance sound financial management, and is focused on providing high quality services and programs. In fiscal year 2012, the City established the Henderson Quality Initiative to demonstrate a commitment to public service excellence. Through this initiative, the city will implement programs and best practices that will result in efficient resource allocation, quality services and effective decision-making while promoting citizen involvement.

Key Fact

In a recent resident survey, 99 percent of respondents said they are satisfied with Henderson as a place to live and 98 percent are satisfied with the quality of life here.

Mayor & Council Expenditures by Category/Program

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Budget	Increase / (Decrease)	% Change
Category						
Salaries and Wages	$ 317,073	$ 329,239	$ 331,451	$ 337,229	$ 5,778	2%
Employee Benefits	182,892	198,745	206,289	211,336	5,047	2%
Services and Supplies	132,497	150,608	172,812	168,285	(4,527)	-3%
Total	$ 632,462	$ 678,592	$ 710,552	$ 716,850	$ 6,298	1%
Program						
General Fund						
General	$ 827,513	$ 890,274	$ 998,494	$ 1,026,407	$ 27,913	3%
Admin/Attrition Adjustment	(195,051)	(211,682)	(287,942)	(309,557)	(21,615)	8%
Total	$ 632,462	$ 678,592	$ 710,552	$ 716,850	$ 6,298	1%
Elected Employees						
General Fund	5	5	5	5	-	-
Full-Time Employees						
General Fund	3	3	3	3	-	-
Total	8	8	8	8	-	-

Financial Overview

The Mayor & Council FY 2017 budget remains stable with FY 2016. Services and Supplies includes additional Community Project funds to be used if needed.

Performance Measures

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Number of Contact Henderson Cases	53,686	53,607	56,700	56,000
City of Henderson External Frequently Asked Question Internet Hits	81,997	67,684	43,000	44,000



Sloan Canyon Ribbon Cutting Ceremony

Mayor and Council Support

Purpose Statement

The Office of Mayor and Council Support provides the necessary supporting services which are integral to the Mayor and Council and other City departments in order to provide the services and resources that enhance the quality of life to those who live, learn, work and play in our city.

Core Services

- Mayor and Council Support Services
- Communications Services
  - * Contact Henderson Administration
  - * DocuSign Administration
  - * Mail Center
  - * Print Center
  - * Research/Surveys



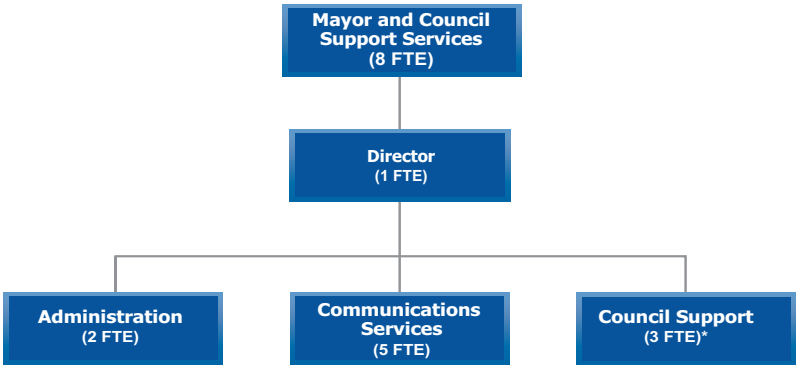
2016 State of the City

Mayor and Council Support Services

The Mayor and Council Support staff provide assistance and support to the Mayor and four Council members. Services include constituent services; appointment scheduling; communications by email, phone and written correspondence; event coordination; speech and speaking point preparation; initiatives; and representation on behalf of the Mayor or Council within the community. Staff interfaces and coordinates with local, state and federal officials and agencies. Staff is responsible for the development of agenda items, proclamations, commendations and certificates as well as other ceremonial duties, working with all other city departments, residents, businesses and other constituencies in the course of assisting the Mayor and Council with their responsibilities.

Key Services

- Administrative Support – Staff schedules, maintains and coordinates calendars as well as confirms appointments for Mayor and Council meetings with constituents, staff and outside agencies.



* These are reported here but are funded through the Mayor and Council Office and are not included in total FTE's for this department.

- Constituent Services – Staff provides support to the Mayor and Council members responding to a broad range of constituent concerns received by mail, email, telephone and in person. Contact Henderson is utilized in responding, routing, tracking and resolving constituent concerns.
- Initiatives – Staff provides support to Mayor and Council with program initiatives including:
  - One-on-One Meetings – In partnership with the Henderson Chamber of Commerce, Mayor and Council meet with Henderson business leaders to discuss ways to help promote and sustain their businesses.
  - Comprised of Nevada representatives from federal, state and local governments and Nellis Air Force Base, the quarterly Civilian Military Council meets at Nellis Air Force Base to share information on projects and community needs while also recognizing current airmen.
  - The APPLE (All People Promoting Literacy Efforts) program is a partnership between the city, Clark County School District, Henderson Libraries and private business.
  - Neighborhood Connections are held in Ward I (1Q), Ward II (2Q), Ward III (3Q) and Ward IV (4Q) with the ward representative and Mayor attending to meet with constituents to share information on city topics.
- Recognition Items – Staff produces protocol items to recognize individuals or organizations with a commendation, recognize businesses with a certificate at grand opening or ribbon cutting events, and raise awareness of initiatives or observances through a proclamation.
- Speeches and Speaking Points – Staff meets with the Mayor and Council in advance of speaking engagements; prepares speeches and speaking points tailored to the audience, highlighting City services, resources and accomplishments; and attends speaking engagements as a resource to Mayor and Council.
- Special Event Operations – Includes management, planning and execution of the annual State of the City and Veterans Day Ceremony events.

Communications Services

Communications Services supports virtually every City department to help them effectively pursue established visions, missions and goals.

Key Services

- Contact Henderson Administration – Contact Henderson is a customer relationship management tool that staff uses to manage eFM (electronic feedback manager), Code Enforcement, Building and Fire Safety, and Business License cases. The city has over 102,850 customer accounts. Since July 1, 2015, more than 43,000 FAQ hits resulted in over 56,760 cases submitted by citizens for further assistance.
- DocuSign Administration - As the city continues to seek more effective and efficient ways of providing services, staff provides citywide administration of DocuSign for electronic signatory approvals for agreements and forms.
- Mail Center – Collects, processes and distributes all internal City and U.S. Postal Service mail; coordinates courier deliveries and pickups for contract delivery services such as Fedex and UPS; provides courier services to the Regional Justice Facility; and is responsible for posting all City public meeting notices.
- Print Center – Provides all production, bidding, materials procurement, printing and finishing of printed city materials and documents for the City, including the printing of agendas for all publicly noticed city meetings.
- Research/Surveys – Staff conducts citywide research into issues important to the Mayor and Council and conducts regular community-wide surveys to gain a deeper insight into resident perceptions with city amenities, services and performance.



Past Accomplishments

- Maintained citywide average Contact Henderson customer response time at less than 2 days with an 18% decrease from 1 day, 6 hours, 28 minutes in 2015 to 1 day, 5 hours, 20 minutes in 2016.
- Increased the electronic information digital display monitors from one City Hall location to 18 monitors in seven City facilities to highlight Henderson Initiative Program (HIP) and Safety awardees, city history and future city events.
- Implemented digital display management system, allowing centralized management of citywide digital display monitors.
- Right-sized Print Center printers with an estimated $80,000 cost savings over the next 5 years.
- Implemented SendSuite upgrade, reducing internal staff time with direct customer control for certified mail confirmation as well as chain of custody documentation if required.

Performance Objectives by Major Challenge Areas

Demand for services is growing so requests are forwarded to the Mayor & Council Support Office. These often have a sense of immediacy and high demand, high cost, quick turnaround, with no lead time and no budget to cover development, printing, media or distribution costs. This situation inhibits quality message control, increases error rates, reduces message consistency and adds costs to the MCSO fixed budget. In addition this over taxes staff and erodes staff's ability to produce timely, high quality, accurate and cost effective services.

- Continue to provide information to our community about the services and resources that help maintain at 85% or above the city's overall community trust as measured by the city's "overall quality of life in Henderson" question in the bi-annual community survey.
- To maintain at least 90% of the time high quality, accurate, timely and cost-effective Mayor and Council Support services.



2016 State of the City Preparations

Mayor & Council Support Expenditures by Category/Program

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Budget	Increase / (Decrease)	% Change
Category						
Salaries and Wages	$ -	$ -	$ -	$ 612,850	$ 612,850	100%
Employee Benefits	-	-	-	275,134	275,134	100%
Services and Supplies	-	-	-	540,918	540,918	100%
Capital Outlay	-	-	-	-	-	-
Total	$ -	$ -	$ -	$ 1,428,902	$ 1,428,902	100%
Program						
General Fund						
Council Support	$ -	$ -	$ -	$ 681,627	$ 681,627	100%
Print and Mail Center	-	-	-	1,200,317	1,200,317	100%
Admin/Attrition Adjustment	-	-	-	(453,042)	(453,042)	100%
Total	$ -	$ -	$ -	$ 1,428,902	$ 1,428,902	100%
Full-Time Employees						
General Fund	-	-	-	8	8	100%
Total	-	-	-	8	8	100%

Note: Prior year expenditures are included with the Public Affairs Department.

Financial Overview

Council Support functions were previously reported in Public Affairs. This activity was separated into its own department effective FY 2017. Prior year expenses are reflected in the Public Affairs Department.



Key Fact

Mayor and Council Support provided internal administrative support and logistics for more than 440 constituent requests for the Mayor and Council in FY 2016, a 12% increase from FY 2015.

Performance Measures

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Mayor and Council appointments are scheduled and conducted in compliance with Nevada Open Meeting Laws.	100%	100%	100%	100%
Maintain goal of Contact Henderson customer response at less than four business days.	1 day, 7 hrs	1 day, 6 hrs	1 day, 5 hrs	1 day, 4 hrs
Print and Mail Center—Maintain % on time for compliance with the Open Meeting Law for Agenda, Legal Notices, and Boards and Commission meeting postings and production.	100%	100%	100%	100%
Print Center % of jobs completed on time.	98.0%	98.0%	98.7%	>90.0%

Municipal Court

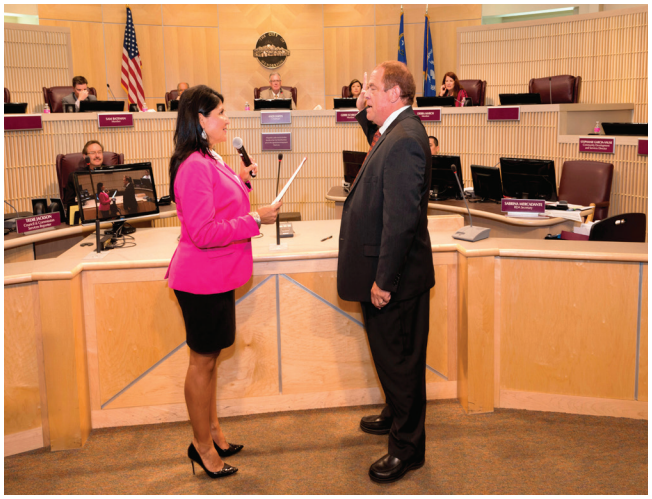
Purpose Statement

Municipal Court administers justice under the law, equally, impartially, and efficiently in a safe, professional environment with dignity and respect for all, to promote public safety, trust and confidence.

Core Services

The Henderson Municipal Court adjudicates traffic and misdemeanor criminal cases that originate within the City of Henderson. Three judges preside over the Municipal Court. These judges are elected to serve for a term of six years. The core services include:

- Court Operations
- Facility Operations
- Enforcement



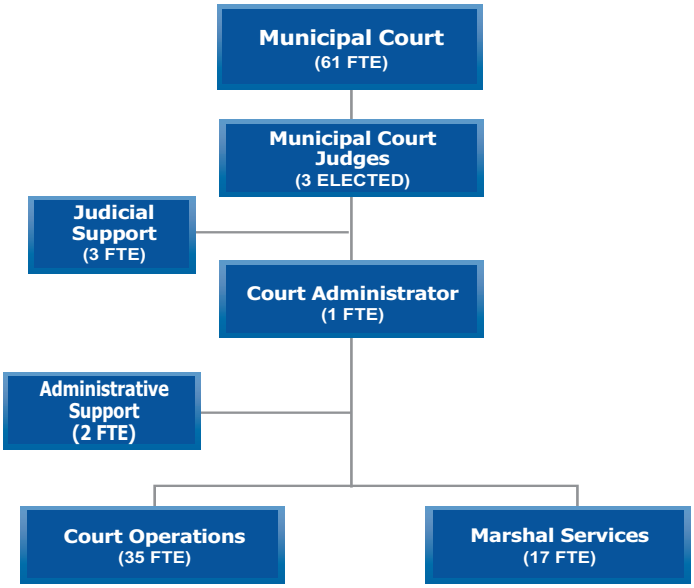
Swearing in of Judge Rodney Burr

Court Operations

Create and manage over 35,000 new cases annually from the initial filing of the complaints until all court orders are completed and the file is closed; and provide judicial support throughout all court hearings.

Key Services

- Schedule and process over 62,000 case events annually for court hearings among the three Judicial departments.
- Collect fines and fees per judicial order and statutory requirements.
- Issue in excess of 7,900 warrants annually as a result of defendants' non-compliance to facilitate the closure of cases, and maintain over 15,000 active warrant files.
- Audit case files for delinquent fines and notify defendant of potential warrant due to non-compliance.
- Refer/place accounts with an outside collections agency resulting in collections of over $400,000 in FY 2016.



Facility Operations

The court provides a safe and secure environment to facilitate the administration of justice through the presence and activities of uniformed marshals coupled with environmental and physical security measures.

Key Services

- Provide a uniformed presence in and around the Justice Facility. The 120,000 square-foot facility consists of 9 courtrooms, Municipal Court, Clark County Justice Court, City Attorney Criminal Division, and Alternative Sentencing. The Marshals conducted over 1,100 external facility security checks in FY 2016.
- Operate an x-ray machine and walk-through metal detectors to screen over 150,000 people who enter the Justice Facility annually.
- Provide security and maintain order in the municipal courtrooms for the judges, staff, and public.
- Arrest persons in the courthouse due to active warrants, criminal contempt, and probable cause.

Field Operations

The court upholds judicial orders and ensures defendant accountability through enforcement processes and procedures to maintain the integrity of the judiciary.

Key Services

- Actively pursue persons with Municipal Court warrants. Field Marshals conducted over 2,700 door knocks in FY 2016 and making over 1,600 contacts. The Marshal's Division clear over 2,200 warrants annually.
- Over 4,500 phone call contacts were attempted in FY 2016 and over 5,000 phone calls were answered in FY 2016.
- Locate defendants and serve over 200 summons annually.

Performance Objectives by Major Challenge Areas

Case load management by CourTools Measurements

- CourTools Measure 2, Clearance rate: increase the overall clearance rate by 3-5% annually.
- CourTools Measure 3, Time to disposition: increase the average time to disposition for all misdemeanor cases by 1-3% annually within the model's standards.
- CourTools Measure 4, Age of active pending caseload: reduce the average age of the pending caseload by 3-5% annually.

Document management

- Implement e-filing of court documents by internal criminal justice business partners within two years.
- Implement e-filing of court documents by external criminal justice business partners within three years.
- Transition all court case files to electronic records with print-on-demand capability within four years.
- Develop and implement electronic data sharing resources with external criminal justice partners.

Justice Facility safety and security

- To increase staffing ratio to minimum Department of Homeland Security/Office of Infrastructure Protection (DHS/OIP site study) standards within three years.
- To increase the number of annual survey respondents who felt safe by 1-3% per annum.
- To remodel the front entrance area to the Justice Facility after reviewing any recommendations from the DHS/OIP study within two years.
- To increase the use of video technology throughout the Justice Facility.

Rapid sharing of accurate information

- To increase the amount of criminal justice data collected and shared electronically by the City of Henderson criminal justice agencies.
- To decrease the number of identity conflict investigations opened each year by 5-7%.

Past Accomplishments

- Veterans Court, in partnership with the U.S. Dept. of Veterans Affairs, graduated 29 individuals. Over 100 participants have graduated since CY 2012. Veterans Court focuses on a Veterans' underlying issues and provides access to resources which enable successful compliance with the Court's orders.
- Assistance in Breaking the Cycle (ABC) Court graduated 9 individuals in FY 2016. A total of 36 participants have graduated since 2009. ABC Court addresses the habitual misdemeanor offender via addressing of substance abuse issues, mental health issues, and life skills training.
- Remodeled one of the original Justice Facility Court rooms (Department 4) using the Municipal Court Administrative Fee fund. The remodeled court room is now home to Department 1.
- Based on feedback received in our semiannual Employee Survey, an Employee Recognition Program was designed and implemented with goals of recognizing outstanding work efforts; communicating positive team work examples; and increasing organizational morale.
- The Court successfully completed 3 audits. The City's Internal Audit was completed in September; the Department of Public Safety's Nevada Criminal Justice Information System (NCJIS) biennial was concluded in November; and, the Minimum Accounting Standards audit, required every 4-years, was completed and submitted in December.
- Established the Customer Service Section pursuant to recommendations from the National Center for State Courts Organization & Operations Study to (1) provide additional access to traffic court functions; and, (2) reduce the number of times an individual has to come to the courthouse. Consolidated telephone coverage and procedural modifications, assisted over 900 individuals with either a court hearing or payment continuance/ extension.
- The Conviction Packet File Scanning process was implemented for all DUI, Domestic Battery, and Marijuana Possession convictions. This new process allows for records requests to be processed almost immediately since the manual case file retrieval process has been eliminated and replaced with print-on-demand. Over 2,500 packets (court docket sheets, criminal complaint, admonishment of rights, and original sentencing order) have been scanned and attached in the court's case management system.
- The court implemented a forms management process improvement to replace the manual, hand-written form process with an automated, pre-filled form process for all required Admonishment of Rights being created on most new criminal cases.
- The Warrant Walk-In Program (WWIP) scheduled court hearings for individuals with outstanding warrants in lieu of arrest to address compliance with a previous court order. More than 1,800 individuals were scheduled for the program and more than 85% were addressed by a judge. Same day collections from this program totaled more than $180,000.
- The Out-Of-State Warrant Resolution Program (WRP) was implemented to allow individuals living outside of the county an opportunity to resolve their outstanding warrant(s) via entry of a plea by mail/email. Over 50 warrants have been resolved.
- Warrant Purge – the Court implemented a review and purge process for the oldest outstanding, unserved warrants in collaboration with the City Attorney's Office/Criminal Division. More than 2,000 warrants deemed unserviceable have been purged and over 3,500 court cases have been closed since January, 2016.
- A new process for obtaining Other-Than-Spanish (OTS) court interpreters was implemented thanks to the efforts of the Nevada Administrative Office of the Courts. OTS interpreters are now utilized via teleconference at a rate of $.60/minute with no minimum as opposed to the standard appearance OTS interpreter rate of $100/hr with a 2-hour minimum.
- The court has partnered with the City's HQI group, the Police Department, and Information Technology on the Electronic DUI Search Warrants process to allow for police officers to email electronically signed search warrant requests to the on-call judge whenever necessary. Upon receipt and review, the judge also electronically signs the document and returns to the officer for final signature and electronic distribution.
- The Court is replacing, upgrading, and adding new security cameras throughout the Justice Facility. Our goal is to increase our ability to review suspicious or illegal behavior occurring on the building grounds (internal and external); provide additional security coverage during operational hours, and improve the building security rating.

Municipal Court Expenditures by Category/Program

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Budget	Increase / (Decrease)	% Change
Category						
Salaries and Wages	$ 4,033,361	$ 4,127,119	$ 4,351,221	$ 4,519,147	$ 167,926	4%
Employee Benefits	1,941,016	1,977,085	2,145,154	2,194,614	49,460	2%
Services and Supplies	1,174,496	1,240,256	1,280,922	1,256,290	(24,632)	-2%
Capital Outlay	-	-	351,255	100,000	(251,255)	-72%
Total	$ 7,148,873	$ 7,344,460	$ 8,128,552	$ 8,070,051	$ (58,501)	-1%
Program						
General Fund						
General	$ 6,380,317	$ 6,587,378	$ 6,940,846	$ 7,121,503	$ 180,657	3%
Subtotal General Fund	$ 6,380,317	$ 6,587,378	$ 6,940,846	$ 7,121,503	$ 180,657	3%
Muni Court Fund	$ 768,556	$ 757,082	$ 1,187,706	$ 948,548	$ (239,158)	-20%
Total	$ 7,148,873	$ 7,344,460	$ 8,128,552	$ 8,070,051	$ (58,501)	-1%
Full-Time Employees						
General Fund	60	59	59	59	-	-
Muni Court Special Revenue	1	2	2	2	-	-
Total	61	61	61	61	-	-

Financial Overview

The FY 2017 Budget reflects a decrease over the FY 2016 budget due to non-recurring capital expenditures attributed to the remodel of out-dated courtrooms.

Other Municipal Court expenditures remain relatively stable, consistent with prior year.



Key Fact

Court staff scheduled over 1,800 individuals for a court hearing on their active warrants for non-compliance with a court order in lieu of arrest via the Warrant Walk-In Program. The WWIP process is designed to resolve their outstanding court obligations before a judge without having to be arrested and booked into the Henderson Detention Center (significant cost and resource savings).

Performance Measures

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Annual clearance rate of cases	80%	78%	78%	80%
% of cases disposed resolved within 90 days	96%	95%	91%	93%
Average cost per case	$217.11	$215.90	$200.05	$205.00
% of Justice Facility patrons surveyed who report feeling “safe.”	93%	96%	93%	93%
Warrants issued vs. cleared	98%	102%	125%	125%

Parks and Recreation

Purpose Statement

To provide premier services and sustainable infrastructure to meet the existing and future needs of our community.

Core Services

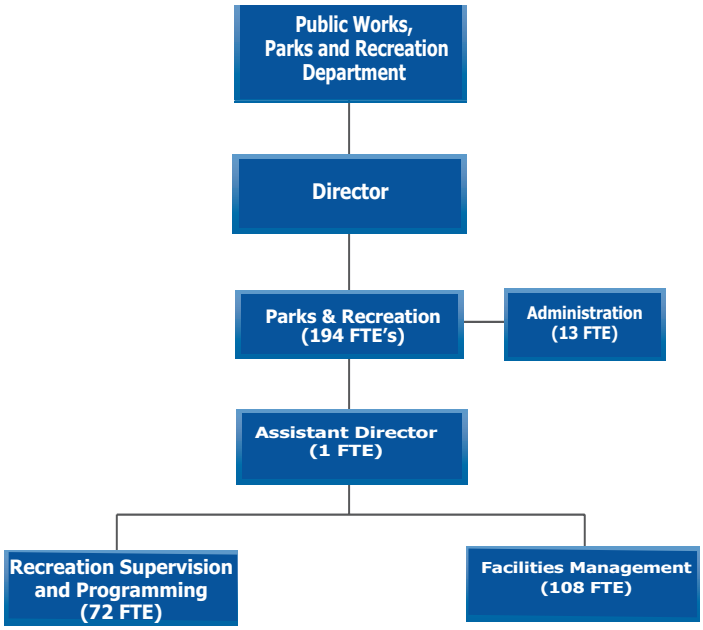
- Community Services
- Recreation Opportunities and Services
- Parks and Facilities Management
- Planning
- Strategic Support



Madeira Canyon Park

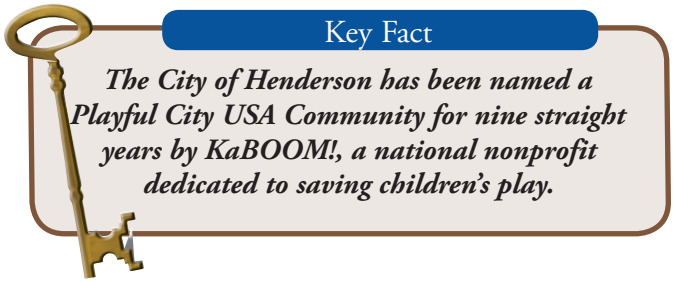
Community Services

Community Services provides programs that contribute to the overall development of individuals by enhancing their physical, mental and social well-being. This core service includes a variety of recreation programs focused on addressing the special needs of many Henderson residents. Residents ages 50+ are offered programs such as health screenings, outreach, tax assistance, volunteer opportunities and nutrition programs. For the population with disabilities, a number of adaptive and mainstreaming activities are offered. School-age residents benefit from programs such as Safekey, Kids Zone, Teen Zone, Teen Kamp and Teen Choice.



Key Services

- Senior Programs
  - Receive and manage over $500,000 in nutrition grant funding.
  - Prepare and serve over 300 meals daily in the largest senior dining room in Nevada.
  - Prepare and deliver over 300 meals daily to Henderson homebound seniors.
  - Assist senior patrons by providing over 12,000 referrals and information through the Senior Services area.
- Youth Enrichment
  - Safekey provides before- and after-school recreational enrichment for children at Henderson elementary school sites.
  - Safekey, through the APPLE Partnership provides structured time during normal operating hours for over 3,300 children to read 3.6 million minutes annually.
  - Provide opportunities at Safekey school sites for area children to participate in CATCH, the nation's #1 health promotion and obesity prevention program for kids.
  - Through the Youth Fitness Healthy Henderson Program the department helps participants learn to have fun while understanding the benefits of being fit.
  - Kids Zone follows the school district's break calendar and is an all-day program designed to entertain and enrich children with a variety of supervised interactive activities when school is not in session.
  - Safekey provides milk and healthy snacks by way of the USDA Special Milk Program through a grant from the Nevada Department of Education.
  - Operate the department's Summer Fun seasonal no-cost drop-in program for youth held within their neighborhoods that offers free breakfast and lunch (for children under age 19) along with activities that include arts and crafts, games, sports, and special events.
  - Transport children on field trips to movies, nature preserves and outdoor recreation activities when school is not in session.
  - Offer the free Teen Choice program which provides an opportunity for each person to explore and participate in hands-on activities and events while building leadership and self-esteem.
  - Hold Teen Kamp during summer break, offers mentoring and leadership activities tailored to meet teens' needs and interests.
- Therapeutic Recreation and Inclusion Services
  - Rec and Roll and on the Go hosts over 2,000 participations annually with an after-school recreation program for young adults with disabilities.
  - Integrate over 200 participants with disabilities annually into a wide range of mainstream recreation programs with staff assistance.



Recreation Opportunities and Services

Recreation Opportunities and Services is striving to provide residents with the most admired, value-driven recreation, aquatic, athletic, and special interest programs in Southern Nevada. General recreation programs such as fitness, drop-in classes, sports, aquatics, and special events are offered through the department's recreation centers, pools and special sports facilities. Services are available for all Henderson residents.

Key Services

- Offer eight safe, clean and community-based recreation centers offering programmed classes in fitness, sports, art, etc.
- Maintain safe, clean and industry-standard aquatic facilities at 13 locations, including four year-round pools and nine seasonal pools.
- Offer 31 aquatic certification classes annually to over 500 participants.

- Conduct over 3,000 American Red Cross certified Learn-to-Swim sessions with 10,000 participations annually.



Aquatic Center swimming lessons

- Offer multiple aquatic programs receiving an additional average of 118,000 participations annually.
- Provide a tourist destination with the Bird Viewing Preserve, a local conservation area.
- Conduct 18 outdoor recreation-oriented workshops to over 3,000 annual participants.
- Host more than 150 special events and tournaments annually.
- Maintain and schedule rentals for personal aquatic use, picnic reservations, and personal rentals at our eight recreation centers, plus tennis court reservations.
- Partner with the community, aquatic teams to include water polo, synchronized swimming and high schools, holding 56 swim meets for 15,000 participants annually.
- Offer five adult sport leagues and four youth sport leagues to over 3,800 annual participants where safety, fun, and skill development are emphasized.

Parks and Facilities Management

Parks and Facilities Management provides stewardship and asset management of parks and recreation facilities, landscaped municipal facilities, and open space areas with overall management and maintenance of over 2,965 acres of developed park land, open space, trails, and civic grounds. Henderson's park and facility inventory includes 64 parks, trailheads, and facilities including 13 swimming pools, six recreation centers, two senior facilities, and more than 120 linear miles of trails. There are a number of streetscapes also maintained as part of this core service area. There are over 100 lighted and non-lighted sports fields throughout the park system. Park sites offer the community opportunities for both active use such as sports leagues and passive use such as hiking and picnics.

Key Services

- Maintain over 2,500 acres of park land, open space, trails, civic grounds, and streetscapes.
- Prepare over 100 sports fields for practices, games, and tournaments.
- Maintain and repair aquatic equipment and test and regulate water quality at 13 swimming pools, 17 splash pads, and the Veterans Memorial fountain.
- Incorporate maintenance practices and programs that support sustainability of resources.



Planning

Planning for parks, trails and open spaces ensures quality development. Services include protection of open spaces; management of capital improvement program; and the oversight of parks, trails, and open space projects.

Key Services

- Coordinate the development and implementation of park plans from initial planning documents through the oversight of construction activities.
- Confer with the community, and other public and private sector representatives on park planning issues including project design and coordination.

- Develop master plans and construction documents for various park projects.
- Review project plans, designs, and specifications and ensure that plans adhere to standardized design guidelines and the intended design.
- Manage the Parks and Recreation Department's capital improvement program.
- Coordinate with other agencies on regional planning initiatives.



Paradise Pointe Park Installation

Strategic Support

Strategic Support includes marketing, resource development, and administrative support functions. This core service supports the strategic direction of the department through the comprehensive Master Plan, Five-Year Plan and annual Budget Performance programs in line with overall City strategic objectives. This core service also enables and maximizes delivery of the department's core services.

Key Services

- Process and distribute payroll for over 1,000 full- and part-time department employees bi-weekly.
- Plan, review and monitor the department's annual operating budget.
- Coordinate schedules and provide bus transportation services for recreational programs.
- Provide management and staff support to over 375 special events annually. Manage the department's software and hardware technical needs for computers, cell phones and other mobile devices.
- Prepare newly hired employees with departmental training prior to beginning assignments.
- Monitor almost 25,000 payment transactions totaling over $680,000 every month through a software system.
- Complete submission and ensure all standards are being met to obtain ongoing Commission for Accreditation of Park and Recreation Agencies (CAPRA) accreditation, which the City of Henderson has held since 2001.
- Designated as a Playful City USA for nine consecutive years.
- Designated as a Tree City USA community for the past 25 years.
- Submission of Gold Medal Award application to NRPA. The City of Henderson was a finalist in 1994, 1995, 2012, 2013, and won the award in 1999 and 2014.
- Create, review and distribute 369,000 printed copies of the City's Happenings program brochure annually.

Henderson Pavilion

The Henderson Pavilion is a state-of-the-art outdoor performance venue that is managed by CAT. City-produced events, as well as rentals for both public and private usage, are the main offerings of the facility. There has been a significant increase in ticket sales, from an estimated 9,000 per year in FY 2006 to more than 12,000 in FY 2016.

- Rental Services – The Pavilion offers rental coordination services for clients to host a variety of events and ceremonies. Rental services include venue rentals, equipment rentals, audio visual services and hospitality coordination.
- CAT Programmed Concerts and Events – The department self-produces up to 10 shows annually, as well as collaborating with media partners and promoters to co-produce several shows.
- Box Office Operations – The Pavilion Box Office includes the management of ticketing software. This area also coordinates a volunteer program that attracts approximately 20 volunteers per City-produced event.

- Audio Visual Technical Services – A combination of staff and contractors provide audio-visual technical services for all venue clients.
- Concessions – Concession services are available at the Pavilion. Per Nevada Statute, the concession is operated by the Nevada Services for the Blind. Rental clients may arrange their own food and beverage services if desired.
- Performer Services – Staff coordinates arrangement of transportation, hospitality, coordination of meet and greets, and general coordination of requirements mandated by the performance rider.
- Merchandising – For select performances, merchandising services are offered as an additional amenity in exchange for a percentage of gross receipts.



Emergency Kit Cook Off at the Henderson Events Plaza

Special Events

CAT hosts a wide variety of special events and cultural programming, including nearly a dozen signature events. The Henderson Events Plaza is also managed by the department. Attendance at existing special events is estimated to be more than 300,000 annually.

Key Services

- Special Event Development - Recruitment of new special events with an emphasis on driving out-of-market tourism activity.
- Special Event Production - This involves coordination of contracts/payments, food and commercial vendor participants, artist participant outreach, entertainment, event permits, risk management, barricade plans, public safety, event logistics and parade procession.

Past Accomplishments

- Opened the new 20 acre community park Aventura in the Inspirada community.
- Received the NRPS Program Excellence Award in Recreation Programming for Staff Development Be Kind initiative, the Homeschooler Hikes program and the Adult Basketball All-Star Game and 3-Point Challenge.
- 1st place award from SNWA for Commercial/ Institutional Design for Reunion Trails Park.
- Named a Tree City USA for the 25th year.
- Certificate of Excellence Award from TripAdvisor.com for the Bird Viewing Preserve.
- Received a $35,000 grant from NRPA/Walmart to enhance the summer food programs and provide nutrition education to the community.
- The annual Christmas Tree Recycle Program chipped 4,223 trees this year creating material that was used as tree mulch in City parks.

Cultural Arts

CAT provides high quality cultural arts programs including performing arts, arts education programs, and public arts. Collectively, more than 13,000 attendees participated in departmental cultural programs.

Key Services

- Performing Arts – Includes the entertainment programming at special events, and partnerships with the Henderson Symphony Orchestra, the Las Vegas Youth Orchestra and various theater groups.
- Public Art – Includes public art installations such as the mosaic at the Events Plaza and the St. Jude's heart sculptures.

Key Fact

The City of Henderson Public Works, Parks and Recreation Department was named winner of the prestigious national Gold Medal Award. Administered by the American Academy for Park and Recreation Administration, in partnership with the National Recreation and Park Association (NRPA), the Gold Medal honors communities across the nation demonstrating excellence in parks and recreation management.

Performance Objectives by Major Challenge Areas

Asset Infrastructure Management

- To increase from 4 to 6 the number of ADA Transition Plan assessments completed for Parks and Recreation facilities.
- To maintain at 95% the minimum score on monthly park facility inspection reports.
- To increase from 2 to 6 the number of Recreation facilities that had work completed as part of the Transition Plan.

Organizational Restructure

- To establish a new organizational chart reflecting a decrease in the number of department divisions from 10 to 5.
- To increase from 0 to 1 a strategic plan for the newly formed department.

Recreation Services and Funding Levels

- To increase from 0 to 1 the number of fee studies conducted.
- To increase from 8 to 10 the number of partnerships entered into to offset costs of services.
- To maintain at $524,000 the amount the City subsidizes for the Senior Nutrition program.
- To increase from 0 to 1 the number of mobile vending policies.
- To increase from 0 to 1 the number of program lifecycle standards established.
- To maintain at $50,000 the amount the City subsidizes for the Senior Transportation program.
- To increase from 0 to 1 the number of commercial facility use policies.

Henderson Pavilion

- To achieve $40,000 gross sales revenues.
- To achieve more than 20 percent facility utilization.
- To maintain patron satisfaction at greater than 80 percent with the facility and its events.
- To increase the level of patron satisfaction with the Pavilion's audio experience.

Events

- To increase event participation satisfaction levels at each event.

Performance Measures

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Total congregate and homebound meals served annually at senior facilities	208,258	184,497	192,229	193,500
Number of children participating in Safekey during the year	5,281	5,078	5,200	5,350
Excellent or good category rating in facility inspection reports	99%	99%	98%	95%
Annual number of patrons who visit facilities	2,400,921	1,879,020	1,832,546	1,876,527
Pavilion ticket sales revenue	$180,631	$113,276	$222,000	$250,000
Pavilion rental revenues	$93,555	$64,475	$52,000	$60,000

Parks and Recreation Expenditures by Category/Program

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Budget	Increase / (Decrease)	% Change
Category						
Salaries and Wages	$ 18,492,211	$ 18,097,984	$ 18,504,754	$ 19,070,299	$ 565,545	3%
Employee Benefits	6,145,665	6,354,911	6,994,235	7,800,600	806,365	12%
Services and Supplies	13,192,711	11,197,135	14,287,272	14,160,598	(126,674)	-1%
Capital Outlay	4,973,857	6,824,305	3,362,279	897,214	(2,465,065)	-73%
Total	$ 42,804,444	$ 42,474,335	$ 43,148,540	$ 41,928,711	$ (1,219,829)	-3%
Program						
General Fund						
Parks						
General	$ 3,023,354	$ 3,929,003	$ 6,310,310	$ 7,010,829	$ 700,519	11%
Planning/Resource Development	456,089	617,311	770,545	858,963	88,418	11%
SNPLMA	-	560	-	-	-	-
Maintenance General	4,570,461	9,537,439	10,782,598	11,379,466	596,868	6%
O & M Bond Funded	6,808,220	1,307,813	-	-	-	-
Admin/Attrition Adjustment	-	-	(600,000)	(1,000,000)	(400,000)	67%
Subtotal Parks	$ 14,858,124	$ 15,392,126	$ 17,263,453	$ 18,249,258	$ 985,805	6%
Recreation						
General	$ 1,270,641	$ 1,732,841	$ 1,924,765	$ 1,965,764	$ 40,999	2%
Communication	41,321	48,220	67,670	207,279	139,609	206%
Cultural Arts	-	6,311	4,819	6,757	1,938	40%
Bird Viewing Preserve	71,237	72,682	83,180	85,868	2,688	3%
Recreation-Inclusion	301,527	419,472	586,275	606,932	20,657	4%
Sports	687,723	941,500	1,047,785	1,065,215	17,430	2%
Technical Services	438,380	306,522	388,211	396,044	7,833	2%
Recreation Centers	5,169,853	6,184,127	6,766,163	6,989,802	223,639	3%
Adult Sr Services	1,387,324	1,595,590	1,806,287	1,938,961	132,674	7%
Swimming Pools	2,027,686	4,855,628	5,760,693	5,974,029	213,336	4%
O & M Bond Funded	6,606,145	1,302,787	-	-	-	-
Admin/Attrition Adjustment	-	-	(200,000)	(475,000)	(275,000)	138%
Subtotal Recreation	$ 18,001,837	$ 17,465,680	$ 18,235,848	$ 18,761,651	$ 525,803	3%
Subtotal General Fund	$ 32,859,961	$ 32,857,806	$ 35,499,301	$ 37,010,909	$ 1,511,608	4%
Special Recreation Fund	$ 2,398,361	$ 1,894,651	$ 3,444,424	$ 2,697,279	$ (747,145)	-22%
Cultural Arts Fund	$ -	$ -	$ 376,003	$ 1,570,523	$ 1,194,520	318%
Development Services Fund	$ 2,759	$ 7,541	$ -	$ -	$ -	-
Capital Replacement Fund	$ 88,797	$ 120,346	$ 2,147,715	$ 50,000	$ (2,097,715)	-98%
Grant Fund	$ 7,454,566	$ 7,593,991	$ 1,681,097	$ 600,000	$ (1,081,097)	-64%
Total	$ 42,804,444	$ 42,474,335	$ 43,148,540	$ 41,928,711	$ (1,219,829)	-3%
Full-Time Employees						
General Fund	189	187	185	186	1	1%
Cultural Arts Fund	-	-	-	8	8	100%
Total	189	187	185	194	9	5%

Financial Overview

The decrease in the FY 2017 Budget is primarily attributed to the completion of Southern Nevada Public Land Management Act (SNPLMA) grant funds as well as a reduction of non-recurring Capital expenditures. A staff of 8 in support of Cultural Arts and the Pavilion were moved into this department as part of the Cultural Arts & Tourism reorganization. An Administrative Assistant III was also included in the FY 2017 budget.

The General Fund has remained relatively flat between fiscal years.

Police

Purpose Statement

To enhance the quality of life by working in partnership with the public within the framework of the U.S. Constitution to enforce the laws, preserve the peace, and provide a safe community.

Core Services

- Operations
- Investigations
- Detention
- Support

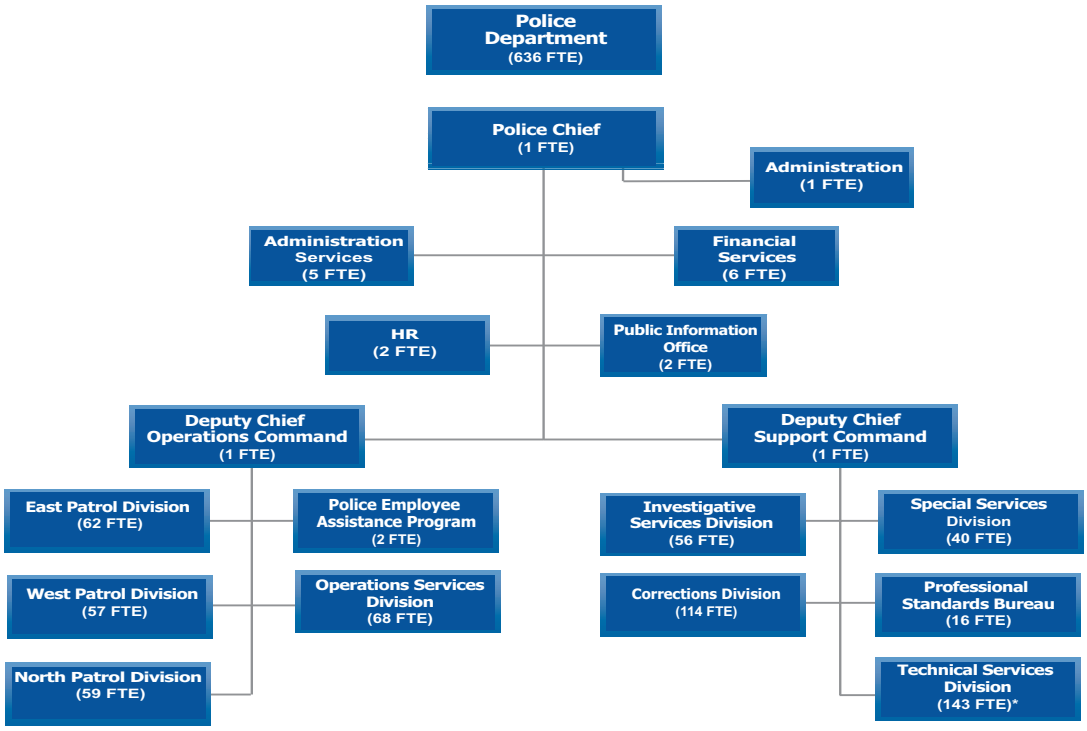


Foothill High students job shadowing

Operations

The Operations function enforces the laws and statutes of the State of Nevada and ordinances of the City of Henderson, protects life and property, and responds to the quality of life needs of the community and its nearly 280,000 residents.

Operations personnel are responsible for patrolling over 105 square miles of jurisdiction with personnel driving an estimated 2.68 million miles in 2015. Operations personnel responded to 151,937 calls for service in 2015 and documented over 28,280 incident reports, not including traffic reports.



* 24 Positions in the More Cops Sales Tax have been frozen pending further revenue increases in that fund.

Key Services

- Respond to calls for service – self-initiated and dispatched
- Conduct preliminary investigations
- Incident documentation
- Reinforce community partnerships



Investigations

The Investigations function investigates all major crimes, conducts follow-up on reported crimes, serves as liaison to the District Attorney's office and prepares for and testifies in court for state and federal cases and conducts forensic investigations.

Criminal deterrent activities are performed through the use of specialized task forces including SWIFT, VIPER, CATS, HIDTA, DEA and Tactical Diversion, the Narcotics Unit and intelligence gathering. The Investigations Units, including Death, Computer Crimes, Fraud, Property, Robbery, Sexual Victims Unit, Intelligence, Repeat Offenders Program and Narcotics uncover evidence needed to arrest offenders and bring them to justice while protecting the rights of the innocent.

Key Services

- Respond to and investigate major crimes
- Provide forensic examination of evidence

Detention

Detention is responsible for the care and custody of pre-trial and post-convicted misdemeanor and felony inmates housed in a 540-bed, 127,200-square-foot detention facility.

Key Services

- Facility Security - Ensure the safety of personnel, inmates and the public through appropriately designed security measures and in order to maintain, by procedure, a safe and secure Detention Center.
- Booking and Release -The combined intake and release of approximately 26,000 inmates per year.
- Classification - The system of identifying and addressing prisoners risk and individual housing, custodial management and program needs, based on objective and identifiable criteria. This ensures public, staff and prisoner safety and determines needs of prisoners in a fair and consistent manner.
- Transportation - The transportation of all inmates requiring access to off-site scheduled and emergency medical and dental services, court arraignment and hearings, and a cooperative multi-jurisdictional warrant pickup process.
- Inmate Services
  - Meal Service - Provide approximately 552,000 meals annually, including those for inmates with dietary and religious meal needs.
  - Medical Service - Provide medical screening of the approximately 13,000 inmates entering the Detention Center annually, including TB testing of all immigration inmates. Provide basic care and access to physicians, RNs, LPNs, dental and mental health professionals and appropriate pharmaceuticals.
  - Programs - Provide substance abuse, life skills courses, phone services, outdoor recreation, library and barbershop services.



Police Department Citizens Academy Graduation

Support

The function of Non-Enforcement Police Support (NEPS) is to support Patrol, Investigations, Detention, and Animal Control through the use of documents, programs, statistics, administrative duties, and other such support functions including crime statistics and trends as well.

In 2015, a total of 184,599 police and fire calls for service were received in the Communication Center while 6,301 report requests were received and 24,478 incidents were processed in Records. During the same year, the Training Bureau provided more than 30 free classes to employees and had 865 successful firearms qualifications.

The Support function includes bureaus and units in Communications, Records, Professional Standards, Planning & Analysis, Training, Fingerprinting, Risk Management, Volunteers and Crime Prevention.

Key Services

- Receive and process all police, fire and medical calls for service.
- Serve as custodians of record for the Police Department.
- Coordinate training for all Police Department employees and volunteers.
- Custodian of all Police Department policies and screen pre-hires for all positions.
- Conduct background and internal investigations.
- Secure all evidence and maintain and issue all department equipment.

Past Accomplishments

- For the fourth year in a row, Henderson was ranked among the top ten safest cities in America with a population over 200,000 in a report released by Law Street Media, a law and policy website. The Law Street Media's ranking is based on data contained in the 2014 Federal Bureau of Investigations Uniform Crime Report, which compiles statistics from police departments across the country.
- The Henderson Police Department's Communications Bureau was recently awarded the prestigious Accreditation Certification from the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) in Miami, FL. The Communications Bureau was awarded their initial Accreditation Certification on Saturday, November 21 after a hearing with Chief Moers and members of his staff was conducted by several CALEA Commissioners. The Henderson Police Communications Bureau is one of two agencies in Nevada and 85 nationwide that have met the strict guidelines and standards set by professionals from the Commission on Accreditation for Law Enforcement Agencies (CALEA). The Communications Bureau spent two years working towards achieving accreditation and is tasked with maintaining compliance with all 212 accreditation standards, some of which require multiple steps of compliance and verification. The final step in the accreditation process involved an independent assessor from CALEA, spending three days with members of the Communications Bureau, reviewing policy, procedures and proof of compliance with CALEA standards. Compliance verification and re-certification is on a four-year cycle. The Henderson Police Department has been accredited since 2002 and received the Gold Standard with Excellence Accreditation Award in 2014. CALEA has set standards, procedures and best practices that agencies are required to meet before receiving accreditation. Of the approximate 18,000 law enforcement agencies in the country, about one in every three are accredited. The Commission on Accreditation for Law Enforcement Agencies was created in 1979 as a credentialing authority through the joint efforts of law enforcement's major executive associations. CALEA accreditation serves as a management model and benchmark of standards for law enforcement agencies throughout the United States, Canada, Mexico and Barbados.
- The Henderson Police Department (HPD) has been accredited through the ANSI-ASQ National Accreditation Board (ANAB). The lab continues to work on over 100 quality and technical procedures we are developing to meet ISO 17025 standards. We anticipate submitting a request to ANAB in June 2016, asking them to schedule our formal accreditation assessment for the week of September 12th, 2016. Once the assessment is complete, we expect to take approximately 60 – 75 days to complete the action items provided by the assessors.

Past Accomplishments (Cont.)

- The Henderson Forensic Laboratory can complete blood alcohol and blood drug analysis in a matter of a few weeks. Our capability is unmatched in Nevada, however, our capacity is extremely limited due to lab space, multiple lab facility problems, and manpower limitations.
- The Henderson Forensic Toxicology lab can screen for, confirm, and quantitate 70 different drugs in blood including some synthetic cathinones (bath salts), and inhalants. Reportedly, the LVMPD lab has recently increased their capability to 15 drugs in blood, and the Washoe County Forensic Laboratory can test for 21. The Henderson Forensic Toxicology Lab has the unique capability to complete blood alcohol and blood drug evidence analysis/testing from DUIs in a time frame that allows law enforcement, prosecutors and defense attorneys to review results of analysis in a very short period of time (approximately 2 to 4 weeks as of May 2016). If blood alcohol concentration (BAC) analysis results are below .084 percent (Nevada's "illegal per se" law is .080), the Toxicology lab screens the blood for drugs. It conducts qualitative analysis to determine the presence or absence of specific drugs and quantitative analysis to determine the quantity of a drug present. In 98% of cases where a person was detained/arrested for suspected DUI and the BAC results are less than .084 percent, drugs were confirmed in the blood. In 95% of those confirmed cases, two or more drugs were identified. In contrast, in *LVMPD's forensic lab, 80% of the suspected DUI cases with less than illegal per se limits of alcohol currently [February 2016] tested positive for drugs. *LVMPD info: "Statistical Assessment of Toxicology Cases Submitted to the Las Vegas Metropolitan Police Department from 2000 through 2014", Stypa, M.; LVMPD forensic Lab presentation at the American Academy of Forensic Sciences 2016 Annual Meeting, Las Vegas, NV, February 2016.
- Ambien (Zolpidem), Methoxetamine (MXE), Ultram (tramadol) – Henderson's lab was the first in Nevada to develop the ability to screen for and confirm Ambien (Zolpidem) in blood, confirming its presence and quantity in the blood of a driver suspected of causing a fatal traffic collision, but who apparently did not exhibit obvious signs of impairment immediately after the crash. The lab recently became the first publicly funded forensic laboratory in Nevada to confirm the presence and quantity of Methoxetamine, a designer drug, in blood. The lab is also the first forensic lab in southern Nevada to develop the capability to confirm Ultram in blood.
- The HPD has expanded its Use-of-Force Training and Analysis position, creating a full unit that includes two police officers and a sergeant. By expanding this into a unit, the unit is responsible for the review and analysis of all use-of-force within the department. Due to the high level of training that the officers in this unit receive and the level of certifications achieved, officers of the unit are asked to lecture and instruct other jurisdictions nationwide (e.g., video analysis, force investigations, use-of-force, human factors) – including the FBI and Homeland Security. Due to the national recognition of the unit's work, The HPD has been invited to co-present at the IACP in October 2016 speaking on the implications of body-worn cameras and mobile audio-visual issues in policing today.
- In September 2015, the Clark County Commission approved an additional 0.05 percentage point increase in sales and use tax that will generate an additional $19 million annually for valley jurisdictions to hire and equip more street officers. For the City of Henderson, this translates to 15 new officers added to the Henderson Police Department. The sales and use tax took effect January 2016. The 15 newly-hired officers joined the February 2016 academy and will be ready to patrol Henderson streets in early 2017. Henderson Police Department's Officer-to-Citizen ratio is currently 1.15 (just over one officer for every 1,000 residents). Las Vegas Metropolitan Police Department's ratio is 1.70.

Performance Objectives by Major Challenge Areas

Contract Inmate Housing Program

- To maintain/increase contract inmate housing revenue levels to help offset operating costs at the City of Henderson Detention Center.

Community Outreach

- To increase the level of communication and strengthen partnership with citizens/public by hosting one community event per month.

Emergency Service Capability

- To reduce response time for officers from dispatch to arrival on the scene for emergency calls (priority 1 calls).

Forensic Laboratory Services

- To increase the levels of service provided by our forensic laboratory by eliminating or decreasing outsourcing.

Crime Laboratory

- To increase the capability and capacity of the forensic laboratory by removing operational deficiencies and reducing backlogs and downtime.

9-1-1 Call Center

- To maintain operational capabilities of the E-9-1-1 system.
- To increase system redundancy and reduce downtime by implanting newer technology solutions.
- To increase Valley-wide interoperability by moving from an analog platform to a digital P-25 platform.



Police Department Academy Graduation

Police Expenditures by Category/Program

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Budget	Increase / (Decrease)	% Change
Category						
Salaries and Wages	$ 52,437,594	$ 53,772,580	$ 55,383,725	$ 59,456,903	$ 4,073,178	7%
Employee Benefits	27,009,922	27,442,324	30,422,795	31,422,115	999,320	3%
Services and Supplies	10,415,848	11,608,750	13,971,753	13,774,874	(196,879)	-1%
Capital Outlay	595,698	419,052	364,534	-	(364,534)	-100%
Total	$ 90,459,062	$ 93,242,706	$ 100,142,807	$ 104,653,892	$ 4,511,085	5%
Program						
General Fund						
General	$ 3,011,181	$ 3,388,692	$ 4,060,487	$ 4,448,497	$ 388,010	10%
Support Services	2,008,737	2,078,785	2,764,026	3,179,053	415,027	15%
Animal Control	1,560,678	1,651,366	1,733,356	1,817,406	84,050	5%
Jail	17,500,186	17,914,309	18,870,308	20,362,701	1,492,393	8%
Crossing Guards	870,898	922,261	628,086	1,057,422	429,336	68%
Patrol-East Command	5,997,127	5,812,928	5,555,849	5,771,268	215,419	4%
Patrol-West Command	6,317,048	5,855,251	5,889,190	6,139,713	250,523	4%
Patrol-North Command	6,022,824	6,214,091	5,990,076	6,395,589	405,513	7%
K-9, Narc, Traffic	6,579,161	6,409,718	6,567,962	6,755,331	187,369	3%
Investigations	6,765,443	6,083,343	5,928,113	6,218,445	290,332	5%
Information Services	5,014,350	5,422,754	5,488,558	5,655,044	166,486	3%
Police Training	3,169,444	3,401,632	4,132,706	5,069,245	936,539	23%
Records	1,217,085	1,299,767	1,522,469	1,810,125	287,656	19%
Special Operations	1,790,131	1,680,735	1,806,628	1,945,880	139,252	8%
Crime Prevention	1,486,338	1,415,078	1,580,087	1,586,847	6,760	0%
Professional Standards	1,946,123	1,761,689	1,991,563	2,246,514	254,951	13%
Criminalistics	2,255,699	2,489,441	2,778,031	3,054,599	276,568	10%
Homeland Security	1,743	23	190,986	418,320	227,334	119%
Problem Solving Unit	1,659,792	2,899,187	2,738,281	2,724,094	(14,187)	-1%
Taskforce MOU	-	238,920	662,887	-	(662,887)	-100%
Patrol Central	169,011	151,583	180,707	176,324	(4,383)	-2%
Internal Affairs	588,125	517,504	536,282	618,459	82,177	15%
Special Services	955,779	1,083,495	1,196,004	1,217,135	21,131	2%
ROP/Intelligence	1,227,516	1,241,943	1,269,624	1,361,643	92,019	7%
Admin/Attrition Adjustment	-	-	(200,000)	(1,900,000)	(1,700,000)	850%
Total General Fund	$ 78,114,419	$ 79,934,495	$ 83,862,266	$ 88,129,654	$ 4,267,388	5%
Forfeited Assets Fund	$ 368,584	$ 552,696	$ 713,139	$ 49,000	$ (664,139)	-93%
Grant Fund	$ 936,775	$ 517,722	$ 492,528	$ 750,000	$ 257,472	52%
Capital Replacement Fund	$ 113,667	$ 128,666	$ 205,497	$ -	$ (205,497)	-100%
Commissary Fund	$ 84,338	$ 65,691	$ 75,000	$ 75,000	$ -	0%
Eldorado Valley Fund	$ -	$ 90,555	$ 110,003	$ 110,000	$ (3)	0%
Sales & Use Tax Fund	$ 10,841,279	$ 11,952,881	$ 14,684,374	$ 15,540,238	$ 855,864	6%
Total	$ 90,459,062	$ 93,242,706	$ 100,142,807	$ 104,653,892	$ 4,511,085	5%
Full-Time Employees						
General Fund	515	513	515	520	5	1%
Sales & Use Tax Fund	117	117	116	116	-	-
Total	632	630	631	636	5	1%

Financial Overview

The Clark County Commission approved a .05 cent increase in the Sales and Use Tax for the purpose of employing and equipping officers to be effective January 1, 2016 As a result, 13 positions previously frozen were funded for a partial year. Part of the increase in salaries and benefits in FY 2017 can be attributed to the full year funding of these positions.

In addition, five FTE's were added to the 2017 budget including two Law Enforcement Specialists, one Forensic Scientist, one Multimedia Specialist, and one Public Information Officer.

Key Fact

Talk Shop With Cops community discussions invite the public to attend and share their concerns with the Police Department. Meetings rotate through each division and command.

Performance Measures

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Response Time–Dispatch of officer to arrival on scene for emergency calls	6.48 min	6.65 min	6.79 min	6.91 min
Detention Center cost per meal	$1.27	$1.25	$1.14	$1.20
Inmate contract housing revenue	$9.9M	$12.4M	$12.5M	$10.7M
Latent Print Submissions and Requests Backlog	560	736	657	640
Blood alcohol kits backlog	24	0	0	0
Drug case backlog	123	75	48	67
Toxicology kits backlog	10	2	7	18



Police Department Crime Free Multihousing

Public Affairs

Purpose Statement

The Office of Public Affairs serves as the central source of contact for the city by providing counsel and strategic communications services through strong relationships with community leaders, elected officials, the media, residents and inter-departmental staff to promote and advance the strategic initiatives and goals of the city.

Core Services

- Communications
- Intergovernmental Relations
- Marketing

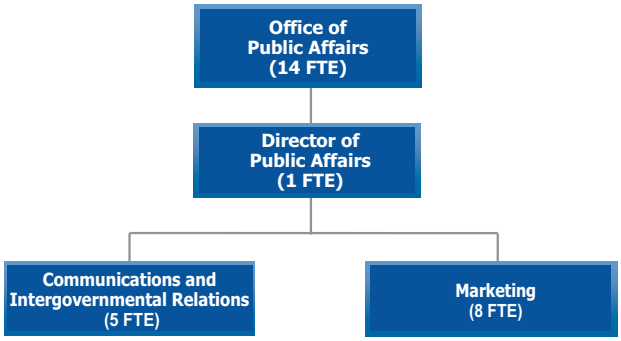


Communications

The Communications Division services departments citywide through the utilization of a variety of integrated communications platforms to effectively support core business goals. The division is responsible for fulfilling public information requests, managing media relations, crisis and emergency communications and enhancing the city's overall social media brand identity. The Communications Division seeks to inform both external and internal audiences and to serve as a source of timely, accurate information about the City of Henderson.

Key Services

- Generates positive media coverage through media outreach and dissemination of communication materials.
- Manages media requests for interviews and background information.
- Researches, writes and issues news releases and media advisories.
- Produces and disseminates print and online publications for external and internal audiences.
- Develops digital content on pages of cityofhenderson.com and other internet sites.
- Oversees digital media strategy and creates and distributes content through social media channels.
- Prepares and maintains the citywide emergency communications plan.
- Plans and executes press conferences and other media and public events.



- Writes speaking points and scripts for city officials.
- Responds to public records requests from media requiring in-depth analysis and coordination between departments.
- Tracks and analyzes news coverage and social media audience reach.



Intergovernmental Relations

The Intergovernmental Relations Division (IGR) serves as the principal linkage between the city and other governmental and non-governmental agencies at the local, regional, state and national levels. IGR identifies and assists in the implementation of beneficial community partnerships, public policies and organizational efforts.

The nature of local government requires cooperation and, at times, competition with special interest and other governmental entities for the best use of limited resources. Without proper representation at all levels of government, the city may experience reductions in overall revenues and increases in mandated services without funding sources that will limit the city's ability to maintain current service levels and quality of life.

Reductions in available funding at the state and federal levels will pose numerous challenges to the fundamental way that essential public services are delivered.

Key Services

- Lobbies local, state and federal elected officials and staff on city priorities and interests.
- Monitors legislation during biennial state legislative sessions that may have potential impact to the City of Henderson.
- Delivers an annual United States Congressional Briefing Book to the Nevada Congressional delegation.
- Protects, preserves, expands and enhances city statutory and regulatory authorities.
- Delivers a biennial Legislative Summary Report to the City Manager and City Council, which lists new state statutes to be reviewed and ultimately implemented by city departments.
- Prepares policy research, analysis, reports, white papers, testimony and talking points for the City Manager and City Council.
- Maintains and develops positive relationships with key professional networks, decision-makers, city council members, county commissioners, state officials and federal officials or their staff.

Marketing

The Marketing Division serves departments citywide through the development and execution of integrated communication and marketing strategies designed to effectively support core business goals. The division oversees the city's overall brand identity through the conceptualization, creation, production and strategic placement of a variety of assets including collateral, direct mail, advertising and online via social media. Marketing supports every city department to help them effectively pursue established visions, missions and goals.

Key Services

- Conducts market research, recommends and implements marketing strategy.
- Develops and executes targeted marketing plans for city departments, recreation centers, special event venues, citywide events, programs and initiatives.
- Manages the creative process, conceptualizes, designs and delivers graphic and multimedia assets that meet the marketing objectives.
- Develops and executes online strategy, image development, content and promotions for the city's social media channels, website and electronic campaigns.
- Plans, executes and monitors digital communication and media buying strategies in support of organizational brand across multiple channels including the web, organic/paid social media, mobile and electronic marketing.
- Develops and executes survey tools for programs, events and citywide initiatives and analyzes metrics and trends.

Past Accomplishments

- Attended the 29th Special Session of the Nevada Legislature to monitor hearings regarding the tax abatement and infrastructure development package for the Faraday Future plant at the Apex industrial park in North Las Vegas.
- Conducted analysis of bill language to identify any potential for City projects that qualify for the Faraday Future incentive package and prepared a final analysis of the bills passed in the special session.
- Completed the 2016 U.S. Congressional Briefing Book containing approximately $100 million in priority projects for federal Fiscal Year 2017 and delivered to the Nevada Congressional delegation.
- Authored and designed the 2015 City of Henderson Legislative Summary Report for the 78th Session of the Nevada Legislature. Conducted briefings with City elected officials and staff on key laws that were enacted during the session and provided strategic guidance on impacts to the City of Henderson, businesses and other entities under the City's jurisdiction, as well as residents of the community.
- Developed a community and legislative outreach program related to implementation of AB 394, the Nevada law requiring a reorganization of the Clark County School District into precincts. Conducted a series of community surveys and held an open house to gather feedback and share information about the law and the process for creation of the precinct plan. Worked with lawmakers to assess potential outcomes and to provide community-driven input. Provided support to Mayor Hafen in his role as a member of the AB 394 Technical Advisory Committee.
- Participated in the Southern Nevada Forum, a multi-month process that brought together Southern Nevada legislators, local government and community leaders to develop an agenda for the 2017 session of the Legislature. Attended multiple committee meetings on: transportation and infrastructure, economic and workforce development, K-12 education, higher education, healthcare and good governance.
- Organized the 2016 Henderson Charter Committee as mandated under state law. Coordinated with Henderson's City Clerk and City Attorney to develop a schedule for Committee meetings and facilitated participation by appointed membership. The Henderson Charter Committee was created during the 2013 session of the Nevada Legislature and is required to meet and carry out its business under rules set forth in the City of Henderson Charter.
- Staffed Mayor Andy Hafen in his role as Chairman of the National League of Cities' Finance, Administration and Intergovernmental Relations (FAIR) Committee. Analyzed policy issues presented for annual adoption by the FAIR Committee's membership and provided strategic guidance on conducting Committee business.
- Supported Councilwoman Debra March in her role as Vice-Chair of the National League of Cities' First Tier Suburbs Committee. Analyzed and provided background research and information on areas of Committee concern and brought resolutions before the membership.
- Supported Councilwoman Gerri Schroder in her role as Vice-Chair of the Western Municipal Association, which brings together elected officials from Nevada and other states in the Western U.S. to exchange information and to advocate for policies important to the communities they represent.
- Provided staffing to Councilwoman Schroder in her role as Vice-Chair of the of the National League of Cities' Community & Economic Development Committee. Assisted with analysis of Committee issues involving housing, community and economic development, land use, recreation and parks, historic preservation and international competitiveness.
- Designed first annual National City Council Meeting concept that brings together City Councils in Nevada and other states in a conversation about issues of shared concern. Created and distributed informational materials and developed an event webpage for participants. Worked with Nevada League of Cities and Municipalities and the National League of Cities to promote event and recruit cities. Recommended topics for discussion during National City Council Meeting and prepared resolutions for adoption by Henderson City Council.
- Awarded two Pinnacle awards from the Public Relations Society of America for the Direct Mail/ Direct Response Marketing campaign for the R5 concert and for the Media Relations campaign for the Zombie Run and Family Fun Walk.

Past Accomplishments (Cont.)

- Launched the Henderson Police Department Mobile App to enhance communication with residents and keep them informed about current issues affecting public safety.
- Developed the city's overall social media strategy and created several new social media channels to connect with specific audiences. The social media pages launched include Facebook and Twitter channels for Henderson Fire, Henderson Police, Henderson Happenings, Henderson Sports and Recreation and Henderson Pavilion.
- Provided marketing services for 682 city events and programs.
- Wrote more than 300 speeches, speaking points and scripts for city officials.
- Responded to nearly 1,320 media requests for general and background information.
- Responded to nearly 117 public records requests from media.
- Researched, wrote and issued approximately 288 media releases and advisories.
- Generated positive media coverage by coordinating 212 media interviews.
- Promoted and publicized 4,623 programs and event dates.

Performance Objectives by Major Challenge Areas

Lack of formal and properly structured policy formulation approach

- Develop a well-schooled policy-making approach involving visionary, data-driven components that represent the broad and best common interests of the Henderson community.
- Create a formal element of city management that provides systematic, formal management, policy and trend analysis outside of, but integrated with departmental interests.
- Create a formalized, permanent central forum or system for producing broad, long-term policy frameworks around precise analysis.

Marketing Outreach

- Maintain less than a two percent error rate on all communications and marketing materials by creating and distributing factual and error-free marketing collateral, advertisements, social media posts and web content.

Advertising Deadlines

- Maintain over 98% on-time rate for advertising deadlines by delivering accurate advertisements, built to required specifications, to the media.

Media and Public Information Response

- Maintain over 98% on-time rate for meeting deadlines by delivering timely, accurate information to the media and those requesting public information.

Case Revisions

- Maintain less than three revisions on graphics projects.

Client Services

- Enhance service levels for internal clients through two-way communication. Recommend and implement branding campaigns and marketing strategies to support business goals.

Performance Measures

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Maintain % on time for media deadlines	100%	98%	>98%	>98%
Maintain % on time for advertising deadlines	100%	100%	100%	100%
Deliver the annual U.S. Congressional Briefing Book to the Nevada Congressional delegation	Yes	Yes	Yes	Yes
Deliver the bi-annual Legislative Summary Report (legislative years only)	N/A	Yes	N/A	Yes

Public Affairs Expenditures by Category/Program

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Budget	Increase / (Decrease)	% Change
Category						
Salaries and Wages	$ 1,624,710	$ 1,899,126	$ 1,986,279	$ 1,093,377	$ (892,902)	-45%
Employee Benefits	668,479	760,647	870,298	520,750	(349,548)	-40%
Services and Supplies	921,260	898,231	1,222,978	821,785	(401,193)	-33%
Depreciation	92,091	63,526	-	-	-	-
Total	$ 3,306,540	$ 3,621,530	$ 4,079,555	$ 2,435,912	$ (1,643,643)	-40%
Program						
General Fund						
Administration	$ 437,074	$ 473,570	$ 399,591	$ 338,316	$ (61,275)	-15%
Council Support	2,324	-	-	-	-	-
Marketing*	846,523	1,056,582	1,257,340	535,365	(721,975)	-57%
Intergovernmental Relations	550,005	682,349	642,121	622,188	(19,933)	-3%
Graphics**	1,037,779	1,053,208	1,060,129	38,727	(1,021,402)	-96%
Communications	-	-	-	141,849	141,849	100%
Recreation - Public Aff & Mktg	765,458	720,246	783,493	848,197	64,704	8%
Admin/Attrition Adjustment	(725,802)	(757,704)	(598,204)	(444,958)	153,246	-26%
Subtotal General Fund	$ 2,913,361	$ 3,228,251	$ 3,544,470	$ 2,079,684	$ (1,464,786)	-41%
Cultural Arts & Tourism Fund	$ 393,179	$ 393,279	$ 535,085	$ 356,228	$ (178,857)	-33%
Total	$ 3,306,540	$ 3,621,530	$ 4,079,555	$ 2,435,912	$ (1,643,643)	-40%
Full-Time Employees						
General Fund	23	25	23	13	(10)	-43%
Cultural Arts & Tourism Fund	6	6	6	1	(5)	-83%
Total	29	31	29	14	(15)	-52%

Note: In Previous Years, this Department was referred to as Communications & Council Support.
* Formerly PIO and Marketing.
** Formerly Graphics/Print/Mail.

Financial Overview

A portion of Cultural Arts formerly reported in Public Affairs is now being reported in Economic Development & Tourism. The Print and Mail Center along with a portion of PIO was realigned with Mayor and Council Support and has been moved into that budget effective FY 2017.

Key Fact

The Public Affairs team collaborated on providing input and developing information to share with residents on Assembly Bill 394, requiring reorganization of the Clark County School District into precincts. Mayor Andy Hafen served on the Technical Advisory Committee that assisted lawmakers in developing the reorganization plan that is tentatively set to go into effect in the 2017-18 school year.



Public Works

Purpose Statement

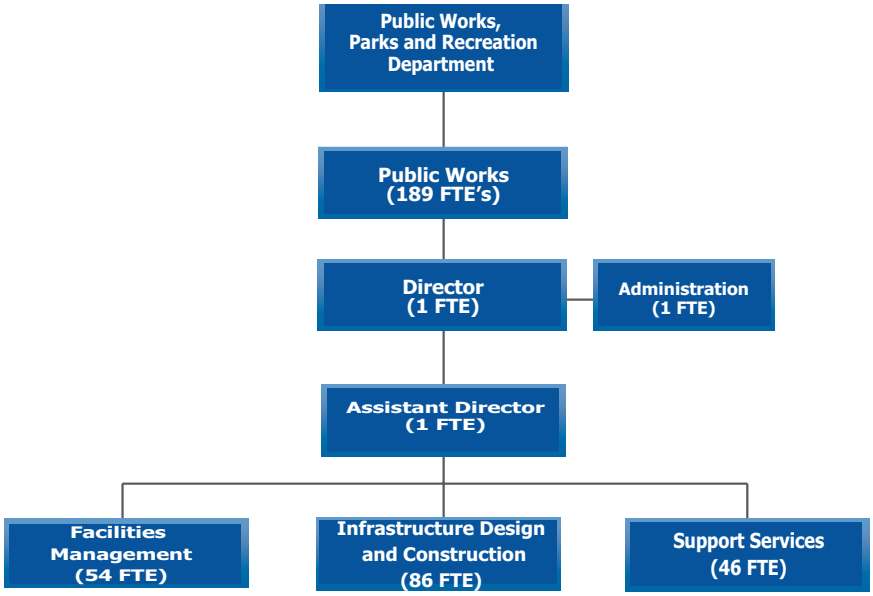
To provide premier services and sustainable infrastructure to meet the existing and future needs of our community.

Core Services

- Capital Improvement
- New Development
- Fleet Management
- Property Management
- Floodplain Management
- Street Management
- Traffic Management

Capital Improvement

The capital improvement area provides planning; right-of-way verification and acquisition; design; financial, project and construction management; and inspection and testing services for City-owned infrastructure projects. This includes the design and construction of streets, sewer and water facilities, sidewalks, flood control and storm drainage infrastructure, traffic control, parks, trails and City buildings. Over the past 4 years, over 80 percent of City infrastructure projects were built using external funding sources including federal, state and local grants, and regional transportation and flood control funds. Public Works is committed to providing sustainable buildings and infrastructure that use recycled materials and energy efficient technology, earning multiple awards for sustainable construction.



Key Services

- Survey/Right-of-Way - Obtains the property rights required to construct city infrastructure and provides technical survey support.
- Engineering Division - Plans and designs infrastructure to meet current and future service levels, managing projects from conception through construction bid process. The Bike Henderson initiative is also managed by this work group to promote recreational and commuter bicycle ridership.
- Traffic Engineering - Plans and designs traffic infrastructure improvements, such as traffic signals, intersection connectivity and lighting. Staff also addresses needed sidewalk and pathway improvements to maintain pedestrian safety and accessibility.
- Quality Control - Manages infrastructure construction projects designed by Engineering from award of construction bid through final project completion and acceptance by the City. Throughout the construction process, staff performs over 2,300 inspections per month and tests materials to ensure that new infrastructure conforms to plans and meets standards.
- Facility Management - Manages the design and construction of all City-owned buildings, planning for future growth, sustainability and energy efficiency, and ensuring construction conforms to plans and meets standards. Staff administers the city's prevailing wage audit program as required by Nevada Revised Statutes, ensuring contractors pay fair wages for all qualified projects.

New Development

New Development provides entitlement, plan review, mapping review, verification, dedication and vacation of rights-of-way, easement document reviews, construction inspection and materials testing, permitting and regulatory compliance services from project development through construction for both new and existing developer projects. Over the past several years, over 50 percent of City infrastructure was constructed through developer projects. Beginning in 2009, a downturn in the economy slowed construction of developer projects. With the Fiscal Year 2013 upturn in development, workloads and revenues increased for delinquent as well as new projects.

Key Services

- Engineering's New Development - provides review and approval services for developer projects, including hydrology studies, grading plans and off-site improvement plans. Staff reviews documents to validate conformance with current standards, effect on adjoining properties, and impact to existing infrastructure.
- Quality Control - Performs over 700 scheduled off-site inspections per month and tests construction materials, ensuring new infrastructure conforms to plans and meets or exceeds standards. Staff manages the City's construction surety program, currently valued at over $80 million and receives final as-built documents.
- Survey/Right-of-Way - Reviews developer documents, ensuring that donated public assets are constructed within public rights-of-way. They also validate that new developer projects do not encroach on surrounding properties.
- Traffic Engineering - Provides review and approval services for traffic studies, civil off-site traffic improvement plans, and temporary traffic control plans.



Fleet Management

Fleet Management provides procurement, preventive maintenance, repair, replacement and disposition services of the City's vehicles and equipment. The City fleet includes equipment used for emergency response, daily maintenance, inspection services and general government. Although this internal service is provided to other City staff, it is the public who benefits from staff getting where they need to be on a timely basis. The fleet contains nearly 1,400 pieces of equipment, including over 375 police patrol vehicles and 30 fire response vehicles stationed throughout the City's 105 square miles. Staff manages the City's fuel inventory and associated storage and pump stations.

Key Services

- Support Services - Provides a full-service vehicle program, from initial purchase to maintenance to final disposition, averaging over 550 work orders per month for repairs and preventive maintenance. They also manage the City's fueling tanks and stations, providing over 600,000 gallons of gasoline and diesel fuel annually.



City Shop staff maintaining City fire engines

Floodplain Management

Floodplain Management plans and maintains flood control facilities; provides street sweeping; ensures compliance with environmental permits, regulations, and standards; and provides emergency preparedness, response, recovery and mitigation services. In addition to responding to storm events, staff maintains over 90 miles of regional storm drainage channels, 19 detention basins and over 4,000 drop inlets. Cost of maintaining regional facilities is reimbursed by the Clark County Regional Flood Control District. As a preventive maintenance effort, streets within the city are swept at least monthly to minimize debris in the storm water collection system and meet Clark County Department of Air Quality requirements.

Key Services

- Engineering - Manages the City's storm water permit, coordinates system improvements with Clark County Regional Flood Control District (CCRFCD) and maintains Federal Emergency Management Agency (FEMA) floodplain maps. Staff also designs drainage improvements to prevent recurring flood and mitigate ground water problems. The City manages over 30 acres of flood zones containing over 370 buildings.
- Support Services - Provides storm response, removing standing flood water and debris. Staff inspects and maintains local and regional drainage facilities and sweeps public streets monthly. Over the past few years, the street sweepers have averaged over 7,000 miles per month covering the entire city.

Street Management

Street Management provides pavement management, assessment, maintenance and repair services for streets, medians, sidewalks, curbs and gutters. The City manages over 3,000 lane miles of publicly owned roadway and over 1,600 miles of appurtenances such as sidewalks, curbs and gutters.

Key Services

- Quality Control - Manages the scheduled periodic maintenance and replacement of streets and appurtenances program, performing condition assessments, and prioritizing projects.

- Support Services - Performs daily maintenance activities for streets and appurtenances, including sidewalks, curbs, gutters, and medians. Staff also responds to requests for barricading and removal of debris in the public right-of-way.



Traffic Management

Traffic Management provides planning, evaluation, operation, and maintenance of the City's traffic control network, including over 160 signalized intersections, over 40 school flasher systems, and over 200,000 traffic control signs. The city also operates and maintains public street light systems totaling over 26,000 poles and 29,000 lamps. The conversion of street lights to energy efficient fixtures during the past few years reduced electricity costs by over 45%. The City also provides a graffiti removal service for right-of-way and public infrastructure.

Key Services

- Traffic Engineering - Performs traffic studies to determine best solutions to traffic issues, collaborates with the Regional Transportation Commission (RTC) to implement valley-wide traffic improvements. During a year the staff can complete upwards of 140 work orders containing field data collections and analysis of traffic data in preparation to make adjustments to the traffic control network.
- Support Services - Performs preventive maintenance, repairs and replacement to street lighting and traffic infrastructure, such as traffic signals, signage, and markings. The graffiti removal service is provided to maintain aesthetics of public infrastructure and rights-of-way. Staff can complete over 3,700 repairs and maintenance work orders during a year covering issues such as graffiti, traffic signals, street lights, signs and markings and school flashers.

Facility and Property Management

Facility and Property Management provides the purchase, management, operation, maintenance and repair, lease and sale of City-owned real property and buildings. The City maintains over 65 buildings spread over 105 square miles. Staff manages over 20 key properties for sale or lease and rights-of-way for over 800 miles of public and 250 miles of private streets. Staff also manages over 600 vertical control benchmarks and 500 horizontal control primary Public Land Survey System (PLSS) monuments. Maintenance services include over 2.1 million square feet of buildings maintained and custodial services for several locations totaling over 700,000 square feet. The City's program to replace aging building support systems with energy efficient technology and equipment reduced building electricity costs the past several years by 18%. At some facilities, energy consumption was reduced by over 40%. Custodial Services maintains "green" cleaning standards, using 100% recycled paper goods and environmentally preferable cleaning products.

Key Services

- Facilities Management - Responsible for building logistics. Maintenance services include general building maintenance, heating and cooling, electrical and lighting, plumbing, locks and keys and contracted services for over 2.1 million square feet of buildings. Staff manages the energy efficiency upgrade and building recycling programs. Custodial services are performed at several locations throughout the City.
- Survey/Right-of-Way - Manages the City's land holdings, rental properties and vertical and horizontal control networks. Manages over 1,100 acres of City-owned property and over 2,700 acres of federal lands used by the City.



Past Accomplishments

- Fleet Management was awarded one of the Top 100 Fleets in North America. This is the third time in the last five years.
- Completed construction on two SNPLMA funded park and trail projects.
- Awarded 17 Capital Improvement Projects totaling over $38 million.
- Accepted over $30 million in infrastructure improvements from donated capital.
- Completed 19,892 quality control inspections.
- Installed audible pedestrian push-buttons at nearly all of the City's traffic signals.
- Processed 327 civil plans and revisions and 224 maps and studies with a 99% on time rating.

Performance Objectives by Major Challenge Areas

Organizational restructure

- To increase from 0 to 1 the number of new departmental Mission and Vision statements.
- To increase from 0 to 50% the implementation of Parks inspection scheduling and assignment through the Tyler planning, permitting and licensing system.
- To increase from 0 to 100% the completion of a merged Continuity of Operations Plan (COOP).
- Increase from 0 to 100% the existing administrative policies and procedures reviewed and standardized.

Public Works' standards, policies and procedures

- To increase from zero to one the number of comprehensive Public Works standards, policies and procedures.
- To increase from 0 to 50% the number of standardized training portfolios completed by position.
- To increase from zero to one the number of APWA self-assessments completed.

Asset Infrastructure Management

- To increase from 7 to 15 the number of asset classes with documented condition ratings.
- To increase from 0 to 1 the number of standardized key performance indicators for maintenance.
- To decrease from $13.2 million to $12 million the accrued deferred infrastructure asset maintenance deficit identified in FY 2014 for Public Works, Parks and Recreation.

Complete Streets Design Guidelines

- To increase from zero to one the number of City of Henderson Complete Streets Designs Guidelines.
- To increase from zero to three the number of guidelines for low maintenance, long life solutions to construct Complete Streets.
- To increase from zero to one the number of citizen surveys developed and administered to gauge public acceptance of Complete Streets designs.
- To increase from zero to one the number of evaluation tools developed and followed for Complete Streets.

Public Works Expenditures by Category/Program

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Budget	Increase / (Decrease)	% Change
Category						
Salaries and Wages	$ 10,660,152	$ 11,543,473	$ 12,454,658	$ 14,036,043	$ 1,581,385	13%
Employee Benefits	4,456,183	4,614,622	5,763,805	6,382,280	618,475	11%
Services and Supplies	15,009,679	16,951,252	22,512,397	20,184,704	(2,327,693)	-10%
Capital Outlay	3,358,414	8,254,023	10,059,242	1,950,000	(8,109,242)	-81%
Depreciation	3,543,650	2,848,963	2,972,907	3,300,000	327,093	11%
Total	$ 37,028,078	$ 44,212,333	$ 53,763,009	$ 45,853,027	$ (7,909,982)	-15%
Program						
General Fund						
Building Maintenance	$ 7,544,130	$ 7,972,008	$ 9,241,000	$ 8,705,877	$ (535,123)	-6%
Streets	1,003,601	1,184,509	1,691,532	1,792,180	100,648	6%
Traffic	2,810,774	2,773,027	3,244,723	3,471,588	226,865	7%
Support Services	2,582,063	2,823,999	3,720,805	4,303,622	582,817	16%
Subtotal General Fund	$ 13,940,568	$ 14,753,543	$ 17,898,060	$ 18,273,267	$ 375,207	2%
Engineering Fund						
Administration	$ 991,823	$ 1,154,774	$ 1,252,387	$ 1,402,101	$ 149,714	12%
Drafting/Design	1,631,074	1,924,793	2,120,405	2,203,660	83,255	4%
New Development	3,450	3,864	3,864	3,472	(392)	-10%
Quality Control	3,432,236	3,755,342	3,803,151	4,561,953	758,802	20%
Construction Mgmt	480,491	361,750	345,695	352,727	7,032	2%
Traffic Clerical	98,541	472,071	455,283	464,528	9,245	2%
Traffic Design	29,792	1,534	105,194	-	(105,194)	-100%
Subtotal Engineering Fund	$ 6,667,407	$ 7,674,128	$ 8,085,979	$ 8,988,441	$ 902,462	11%
Development Services Fund						
DSC -Traffic	$ 128,154	$ 236,299	$ 36,000	$ 36,000	$ -	0%
DSC -New Development	460,766	888,098	1,050,639	1,124,622	73,983	7%
DSC -Quality Control	1,926,746	2,410,890	2,402,804	2,720,333	317,529	13%
DSC -Flood Control	99,068	124,699	104,565	104,565	-	0%
Subtotal Dev Services Fund	$ 2,614,734	$ 3,659,986	$ 3,594,008	$ 3,985,520	$ 391,512	11%
City Shop Fund	$ 9,421,200	$ 8,260,575	$ 9,364,122	$ 10,655,799	$ 1,291,677	14%
Grant Fund	$ 1,999,590	$ 7,921,989	$ 1,516,549	$ 2,000,000	$ 483,451	32%
Capital Replacement Fund	$ 2,384,579	$ 1,942,112	$ 13,304,291	$ 1,950,000	$ (11,354,291)	-85%
Total	$ 37,028,078	$ 44,212,333	$ 53,763,009	$ 45,853,027	$ (7,909,982)	-15%
Full-Time Employees						
General Fund	105	104	108	110	2	2%
Land Fund	-	1	1	1	-	-
Engineering Fund	46	48	53	53	-	-
DSC-Public Works	3	3	5	5	-	-
City Shop Fund	19	19	20	20	-	-
Total	173	175	187	189	2	1%

Financial Overview

As the Henderson economy recovers, increased construction activity has required the addition of two new positions. New positions include a new Fire Safety Technician and Signs and Markings technician. These new positions support Traffic and Infrastructure demands, along with continued Inspection needs within the City.

Eleven new positions had been added during FY 2016. FY 2017 salaries and benefits include the full year impact of those positions plus funding for the two positions added above. Overall expenditures decreased as the City continues to focus on Energy reductions in Capital spending and projects have been completed.

Key Fact

Public Works staff maintains over 2.1 million square feet of public building space, 3,000 lane miles of roadway, 150 signalized intersections, over 30,000 street lights, nearly 1,400 vehicles and equipment, over 90 miles of regional flood control channels and over 4,000 drop inlets.

Performance Measures

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
% of projects advertised and constructed within the building schedule requirements	100%	100%	100%	100%
% of Block A plans/studies reviewed on time	97.0%	97.3%	99.2%	98.0%
% of Block D inspections reviewed on time	99.0%	99.6%	99.6%	98.0%
Percent of Fleet availability	94.9%	94.4%	94.7%	94.5%
Average % of street network swept	100%	100%	100%	100%
Number of fatal and injury traffic accidents per 1,000 citizens annually	1.74	1.93	<2.00	N/A



Street Maintenance and Fleet Employees

Redevelopment Agency

Purpose Statement

Redevelopment, a division of Public Works, Parks and Recreation Department, enhances the well-being of the community by providing methods for revitalizing deteriorating and blighted areas of the City and improving the economy via the attraction, retention and expansion of business.

Core Services

- Business Attraction, Expansion, and Retention
- Commercial & Residential Development
- Commercial Property Improvement
- Residential Property Improvement

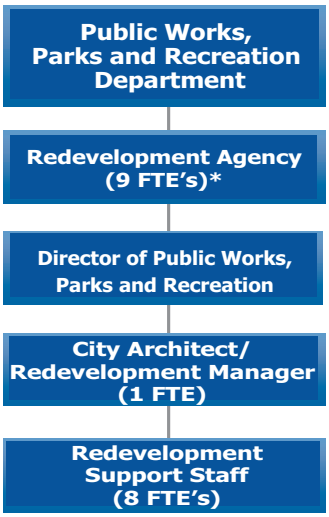


Sunset Pizza Downtown – First Urban Lounge in the Water Street District

Redevelopment Agency Core Service

The Redevelopment Agency (the Agency) looks for opportunities to re-energize and invigorate blighted communities through program assistance designed to improve existing homes and storefronts and to attract new businesses, residents, developers and investment to those communities. Currently, five redevelopment areas have been designated by the Agency: Cornerstone, Downtown, Eastside, Lakemoor and Tuscany, with combined annual tax increment finance funding of approximately $8.7 million and a combined fund balance of $27.2 million.

The Henderson Redevelopment Agency was established in 1995 under NRS 279 to provide a method for revitalizing deteriorating and blighted areas of the city. The Agency uses tax increment financing funds to construct improvements (provided no other means are available), acquire or lease land, repay bonds and provide assistance through various programs. In addition, the Agency assists with financing of facilities when it is determined that it is necessary for the economic feasibility of a development project.



*2 FTE's Remain Vacant

Revenues and expenditures for this core service are accounted for in the Redevelopment Agency Special Revenue Fund.

Key Services

- Business Recruitment, Expansion and Retention
  - Recruit, expand and retain businesses.
  - Monitor, evaluate and adapt to changing markets and opportunities for targeted select industries.
  - Coordinate with business associations and coalitions.
  - Create and promote opportunities for residential development in support of area employers.
  - Create jobs.
- Development
  - Negotiate redevelopment agreements with developers that address the goals of both parties.
  - Facilitate the development of vacant land within redevelopment areas.
- Outreach/Marketing
  - Coordinate with other City departments, residents and businesses to promote area events and opportunities.
  - Work closely with resident and business groups to improve neighborhoods and strengthen employment opportunities.
  - Develop and maintain strategic outreach and engagement opportunities and collateral material.
  - Maintain Internet and social media pages.
- Administration/Financial Management
  - Research and partner with other entities to assist in funding grants to be used for physical improvements.
  - Develop and maintain strategic financial and development partnerships.
  - Monitor general ledger accounts to maintain a sustainable five-year financial plan.
  - Research alternative sources of income and project financing.
  - Provide leadership and collaboration with redevelopment associations throughout the state.
  - Identify and respond to legislative issues that might impact redevelopment.



Home Finding Center - Cadence Master Plan - Eastside

Past Accomplishments

- Using various improvement program incentives, the Agency provided over $42,000 in grant awards to three business owners, which was added to the $52,000 in owner equity. The investment through these programs and incentives totaled more than $94,000 to the Downtown redevelopment area. All of the program participants relocated and/or expanded their operations to the Water Street District area, bringing an additional 65 employees with them.
- The Agency continues ongoing outreach, promotion, and marketing campaigns, including the development and implementation of a new marketing campaign to promote redevelopment opportunities in the Downtown Redevelopment area. The primary focus of the brand is "You Should Be Here. "In FY 2016 the Water Street District Facebook page reached 3,000 likes.
- Blue Skye Development broke ground on a mixed-use project called Southend on Water. Phase I of the project will be a 2-story, 6,500 sf commercial office building with retail space, including Makers & Finders Coffee shop on the first floor.
- A tilt-up celebration was held in September 2015 and construction continues on schedule for the 245,000 sf, 142-bed hospital, which will serve as the anchor to the Union Village Development Project located in the Eastside redevelopment area. The Henderson Hospital project is nearing completion and remains on schedule to open October 2016.
- The Agency negotiated and sold land at 130 Copper Street and provided a $16,500 project grant for the development of a 4-plex residential property.
- The Agency began negotiations with a new developer interested in developing a mixed-use project on approximately 2.80 acres of Site A. The new project will be constructed in four phases and encompass a total of 40,000 sf of retail space and 120 residential units.
- The Agency completed the sale of approximately 10,800 sf of Site A for the development of a 4,000 sf brew pub, Lovelady Brewery, and provided a project grant in the amount of $90,000 to the business owners. Lovelady Brewery completed construction and celebrated its grand opening on March 17, 2016.
- The Agency provided information, assistance, and incentives to 400 new and existing businesses and welcomed eight new businesses to the Water Street District. Staff facilitated 24 meetings of the Water Street District Business Association (WSDBA) and hosted the second annual Celebrate Water Street holiday event. The event included a nationally recognized small business consultant and a presentation to the City's executive team. Additionally, staff hosted the Water Street Rall-E. The quarterly Rall-E welcomed over 240 attendees and is intended to bring small business owners and entrepreneurs together to provide networking opportunities and information sharing, as well as exposure to the Water Street District.



Henderson Hospital – Eastside Area – Scheduled to open October 2016

Redevelopment Agency Performance Measures

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Response time standard to address program, business and/or development inquiries.	40 hrs	36 hrs	36 hrs	Within 38 hrs
Number of new business contacts generated and number of contacts made with existing businesses. (Quarterly)	24	32	240	> 100
Continue outreach efforts including the distribution of newsletters and collateral material, e-blasts and web updates. (Quarterly)	10	10	10	> 10
Response time standard regarding issues discussed at business or resident association meetings.	5 days	5 days	5 days	Within 5 days

Performance Objectives by Major Challenge Areas

Economic disparity between the more affluent and aging areas of the City

- To increase by a minimum of five the number of net new business starts in areas of historical disinvestment.
- To increase by a minimum of 2 percent the overall assessed value in City redevelopment areas.
- To increase by 5 percent the number of new construction permits in City redevelopment areas as compared to the entire city.

Water Street District

- To increase by three the number of businesses that will operate into the evening and on weekends in the Water Street District.
- To increase by ten the number of jobs in the Water Street District.

Prevailing wages

- To increase communication and participate in three meetings with Intergovernmental Relations (IGR) and the Redevelopment Association of Nevada.
- To increase the number of outreach efforts with legislators through IGR by four.

Financing

- To increase relationships with a minimum of two new bankers per year.
- To maintain the annual review, with the National Development Council (NDC), of potential funding sources for projects.



Lovelady Brewery – Downtown Water Street District

Redevelopment Expenditures by Category/Program

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Budget	Increase / (Decrease)	% Change
Category						
Salaries and Wages	$ 553,145	$ 580,483	$ 598,096	$ 630,648	$ 32,552	5%
Employee Benefits	226,673	221,359	259,957	285,358	25,401	10%
Services and Supplies	2,982,416	3,563,385	5,466,170	7,273,968	1,807,798	33%
Interest Expense	669,121	633,881	453,929	393,300	(60,629)	-13%
Principal Retirement	680,000	715,000	755,000	225,000	(530,000)	-70%
Impairment of Land held for Dev	-	3,711,071	-	-	-	-
Total	$ 5,111,355	$ 9,425,179	$ 7,533,152	$ 8,808,274	$ 1,275,122	17%
Program						
Redevelopment Agency Fund	$ 5,111,355	$ 9,425,179	$ 7,533,152	$ 8,808,274	$ 1,275,122	17%
Total	$ 5,111,355	$ 9,425,179	$ 7,533,152	$ 8,808,274	$ 1,275,122	17%
Full-Time Employees						
Redevelopment Agency	8	8	9	9	-	-
Total	8	8	9	9	-	-

Financial Overview

The Redevelopment Agency budget for FY 2017 shows a revenue increase over prior years, as several new projects will break ground or will be completed. In addition, the Agency extended the life of the Downtown area from 2025 to 2040. As a result, the Agency had the capacity to reissue existing bonds for an annual cash savings of $721,000 per year for the next 10 years.

For more information about the Redevelopment Agency, please refer to the Fund Overview section.



Cadence Master Plan Park Trail – Eastside Area

Utility Services

Purpose Statement

To provide vital water and wastewater services to our citizens while protecting the environment, health, and prosperity of our community.

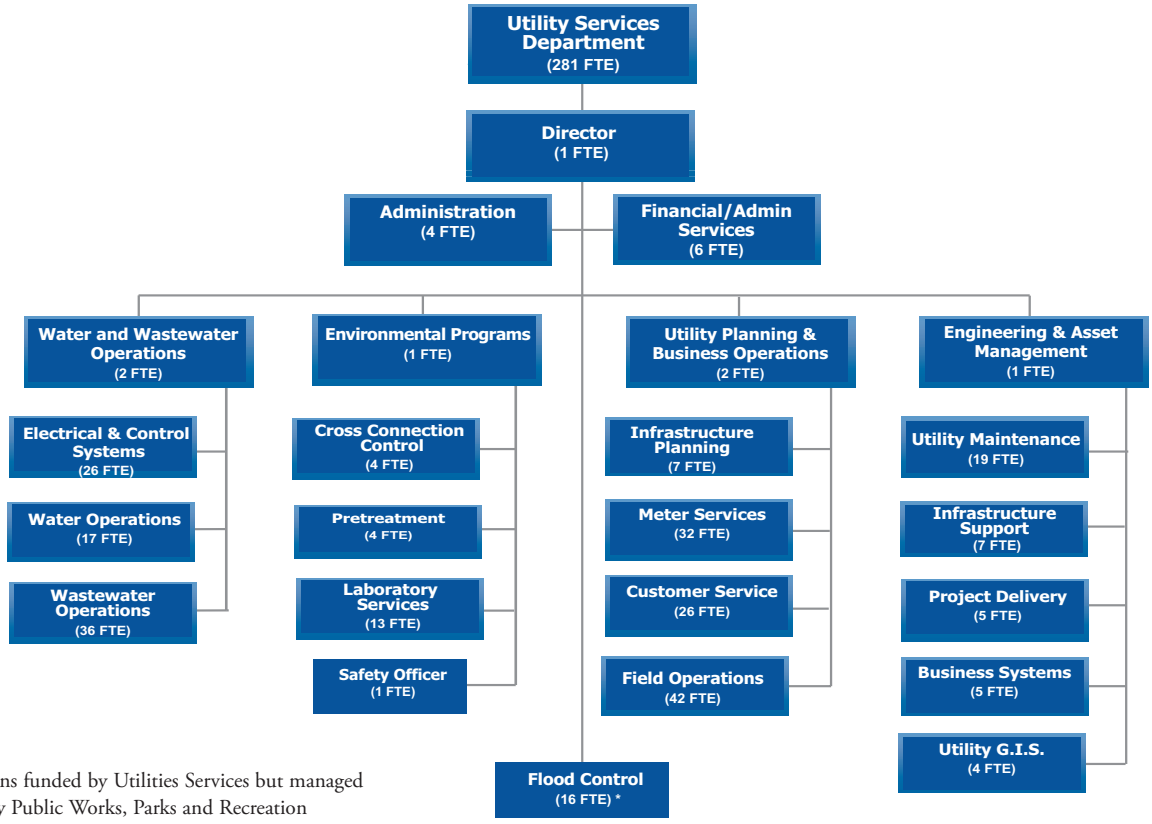
Core Services

- Community Water Supply
- Wastewater Treatment and Reclamation
- Financial Management and Utility Infrastructure Planning
- Utility Customer Service, Information and Support

The Department of Utility Services (DUS) is responsible for all facets of water, wastewater, and reclaimed water services. The DUS provides treatment and delivery of drinking water, collection and reclamation of wastewater, laboratory testing services, utility infrastructure planning and management, and customer and billing services. The DUS is responsible for planning and maintaining sufficient water supply and pressure throughout the distribution system to allow fire personnel to respond to fires and other emergencies.



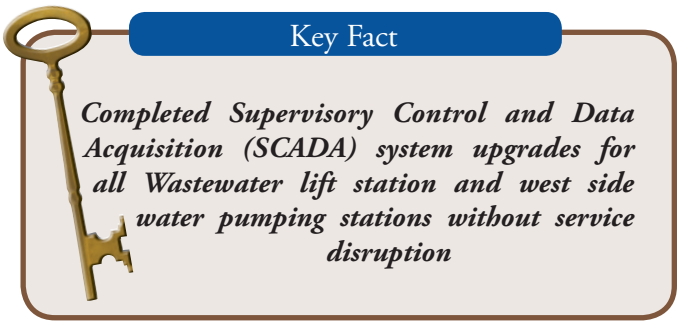
Taking water samples from the Las Vegas Wash



* Positions funded by Utilities Services but managed by Public Works, Parks and Recreation

The DUS is also responsible for maintaining stormwater infrastructure through a contract with the Public Works Department to help protect Southern Nevada's source water, reduce contaminants entering the Las Vegas Wash and Lake Mead, and comply with all applicable local, state, and federal water quality laws and regulations.

Equally important to the treatment and delivery of potable water and the treatment and delivery of reclaimed water is the responsible use of those essential resources. The DUS is responsible for developing and assisting in the development and implementation of water conservation policies and programs both at City facilities and in the community at large. These activities include coordinating our community closely with the Southern Nevada Water Authority (SNWA) to establish aggressive water conservation goals. In addition, the City of Henderson has established a comprehensive Asset Management program to strategically manage the lifecycle of critical infrastructure. By strategically managing assets, the DUS can reduce the number and severity of significant leaks and/or breaks in the distribution system thereby minimizing water loss and contributing to more effective use of water resources.



Community Water Supply

The DUS is responsible for treating and delivering potable water resources to the residents and businesses of Henderson.

Key Services

- Providing Henderson residents with safe, high-quality potable water is one of the core services performed by the DUS. The City operates a 15 million gallon per day (MGD) Water Treatment Plant that supplies approximately 15 percent of the community's drinking water. The remaining water is supplied by the Southern Nevada Water Authority (SNWA) and is delivered to customers by DUS. The City also conducts frequent water sampling and testing for a variety of potential contaminants in compliance with state and federal safe drinking water standards and requirements.
- The DUS is also responsible for the delivery of potable water from City and SNWA water treatment facilities through a series of transmission lines, distribution mains, turn-outs, pump stations, reservoirs, fire hydrants and associated appurtenances for approximately 91,000 water service connections. Operation of the water distribution system requires maintaining pressures within the system for both domestic uses as well as fire and emergency response which meet applicable state and local standards. In addition, DUS must also ensure water quality is maintained throughout the distribution system for delivery to customers, while also ensuring that by-products from the treatment and disinfection process do not accumulate. The Cross-Connection Control program is designed to prevent cross-contamination between the City's potable water and non-potable system.

Wastewater Treatment and Reclamation

Wastewater Treatment and Reclamation includes wastewater collection, wastewater treatment and reclaimed water delivery, laboratory services, regulatory involvement and compliance, and technical support.

Key Services

- The wastewater collection system consists of sanitary sewer mains, manholes and lift stations that collect and pump more than 9.2 billion gallons of wastewater to the Kurt R. Segler Water Reclamation Facility and the Southwest Water Reclamation Facility (SWRF). The wastewater collection and treatment function ensures compliance with the National Pollutant Discharge Elimination System (NPDES), as well as state groundwater discharge permit requirements and conducts regular sampling and analysis for more than 150 different pollutants and/or parameters. The DUS is also responsible for implementing and managing a comprehensive pretreatment program mandated by the U.S. Environmental Protection Agency (EPA). The pretreatment program monitors discharges to the sanitary sewer system by commercial and industrial customers to reduce, eliminate or alter pollutants and ensure discharges are compatible with the collection and wastewater treatment system.

- As a founding member of Reuse Nevada and the Nevada Section on Water Reuse, the DUS is a leader in the treatment and reuse of reclaimed water in Southern Nevada. Since 1982, the DUS has been delivering highly treated wastewater for the irrigation of golf courses and other landscaping within the City of Henderson and directly or indirectly recycles 100 percent of its treated wastewater. The reclaimed water system provides reclaimed water to nine golf courses, a cemetery and the medians along Boulder Highway.

Financial Management and Utility Infrastructure Planning

The long-term financial health and viability of the utility will be determined in large measure by how effectively DUS can deliver high quality and reliable water and wastewater service while managing the long-term operation and maintenance requirements of its critical assets. The Financial Planning and Utility Infrastructure Planning function provides financial oversight of utility operations and planning to ensure the financial stability of the utility while maintaining fair and reasonable water and wastewater rates. The DUS manages and maintains critical infrastructure using a comprehensive Asset Management Program that ensures the integrity of existing infrastructure and provides for the necessary planning and installation of required new system development.

Key Services

- The DUS provides budgeting and financial review and analysis for the utility, including development of the annual operating budget and Capital Improvement Program; financial projections for current and future operations; and timely, accurate and meaningful financial information to support management decision-making and fiscal accountability to the citizens of Henderson. The DUS also develops alternatives and recommendations for financing strategies and rate structures for consideration by senior management and the City Council.
- The DUS is responsible for the long-term operation and maintenance of approximately $1.5 billion in water and wastewater infrastructure ($2.4 billion replacement value). Failure to properly manage the utility's assets could result in reductions and/or interruptions in service levels leading to unplanned maintenance costs, unanticipated and volatile rate increases and reduced long-term financing opportunities and flexibility. The DUS also maintains and updates a Capital Improvements Plan that balances the need for new infrastructure with the need to manage and replace deteriorating infrastructure in the existing built environment. The DUS is responsible for effectively managing the lifecycle cost of critical assets to ensure the long-term financial and operational viability of the utility.

Customer Service, Information and Support

In support of its water and wastewater services, the DUS provides support to approximately 91,000 residential and commercial customer accounts. Customer Service, Information, and Support Services provide billing and collection services, meter services, and customer relations. Customer service functions include account management and billing, meter services (meter reading and maintenance), development services and the management of incoming customer correspondence and requests. The DUS also assists the development community in the coordination and review of land development plans and permits and related technical assistance related to water, sewer and reclaimed water service and infrastructure needs. Staff review land development improvement plans, parcel and final maps, entitlement applications, easement document review, track water allocations, ensure appropriate fees are assessed, ensure that compliance issues have been addressed prior to new meter installations and prevent illegal water use.



Field crews wear hazardous material personal protective equipment to replace a water valve on an asbestos pipe.

Past Accomplishments

- Provided water and wastewater services with 100% permit compliance.
- Delivered 25 billion gallons of potable water to City of Henderson customers.
- Treated more than 8 billion gallons of wastewater.
- Delivered approximately 0.5 billion gallons of secondary effluent to the Bird Viewing Preserve.
- Delivered more than 1 billion gallons of high quality reclaimed water for irrigation purposes.
- Discharged more than 5 billion gallons of high quality reclaimed water to the Las Vegas Wash.
- Completed Supervisory Control and Data Acquisition (SCADA) system upgrades for all Wastewater lift station and west side water pumping stations without service disruption.
- Rehabilitated four water reservoirs.
- Completed the first phase of Pump Station, Lift Station, and major utility structures condition assessments.
- Field Operations – Water Distribution and Wastewater Collection System Maintenance completed the following accomplishments:
  - -Replaced approximately 585 water service connections
  - -Jetted 710 miles of sewer
  - -Repaired 110 hydrants
  - -Operated 3,233 valves
  - -Replaced 24 valves
  - -Video inspected 103 miles of sewer
  - -Performed 57,000 “Call Before You Dig” utility line locates
- Maintained minimum reserve while ensuring debt service coverage ratio remained above 1.25 target.
- Ensured continued financial stability by leveraging minimal rate increases to address increasing operating, maintenance, and capital costs.
- Qualified for Platinum Peak Performance Award recognizing 12 years of consecutive permit compliance at the Kurt R. Segler Water Reclamation Facility by finishing 2015 with 100% compliance.
- Performed emergency repairs on 9 water main breaks.
- Water Treatment Plant received the 2014 CDC Fluoridation Award from the Advisory Committee on the State Program for Oral Health (AC4OH).
- Improved water quality by installing seven mixers in reservoirs and closely monitor Total Trihalomethane (TTHM) levels until the completion of SNWA’s Third Intake.
- Participated in regional watershed and water quality efforts including the Las Vegas Watershed Advisory Committee, Lake Mead Water Quality Forum, Las Vegas Wash Coordination Committee and the Sewage and Wastewater Advisory Committee to more effectively respond to challenges associated with water quality and regional watershed issues.
- Continued enforcement actions to bring industrial dischargers back into compliance with city permit requirements.
- Completed amendment to Water Delivery Contract which resulted in increased reliability and operational efficiency.
- Improved security of the system and emergency response capabilities by installing lock-down manhole lids in areas with high probability of vandalism, securing unobstructed vehicular access to collection system within the Pittman Wash, and expanding the valve exercising program.
- Resolved more than 24,000 Contact Henderson cases.
- Developed enhanced conservation proposals as part of the Regional Water Conservation Workgroup.
- Responded to 932 water waste complaints.
- Completed more than 1,300 Customer Counter Activities in the Development Services Center.
- Completed and implemented the Department’s Addendum No. 2 to the Uniform Design and Construction Standards for Potable Water Systems (UDACS) and Design and Construction Standards for Wastewater Collection Systems (DCSWCS).
- Completed the design and bidding for a pump station electrical upgrade to improve system reliability and provide redundant water delivery in the event of emergency conditions.
- Finalized scope and negotiating design services for water main replacements in the Pittman Neighborhood near Sunset and Moser (Pittman/ Boulder Hwy Water Line Replacement Project).
- Planning and phasing study underway to determine best approach to cast iron water main replacements in downtown area (TownsiteTown site Cast Iron Main Replacements Project).

Performance Objectives by Major Challenge Areas

Drought

- To maintain the ratio of unplanned service interruptions to the average number of customers (number of main breaks divided by the average number of customers) at 0.057 or less.
- To reduce the community's average gallons per capita per day (GPCD) to 199 by 2035.

Workforce development

- To increase the number of DUS employees who have at least five years of water utility experience with specialization in laboratory science, water and/or wastewater treatment, water and wastewater systems, or systems engineering.
- To maintain lost-time accidents at half the national average reported by the Bureau of Labor Statistics.

Aging infrastructure

- To increase by 10 percent the level of planned, scheduled (vs. unplanned) maintenance.

Financial sufficiency and stability

- To maintain a debt service coverage ratio of at least 1.25.
- To maintain a reserve fund balance equal to or greater than one year of debt service payments and six months' operating expenses.
- To maintain any required rate increases at regular and measured intervals sufficient to meet necessary revenue without creating hardship to customers.

Water quality

- To maintain at zero the number of water-borne health issues or contamination related to the City's water supply.
- To maintain 100 percent compliance with all safe drinking water permit standards.
- To maintain 100 percent compliance with all wastewater discharge permit standards.



Replacing a fire hydrant

Water Fund Expenditures by Category/Program

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Budget	Increase / (Decrease)	% Change
Category						
Salaries and Wages	$ 10,505,683	$ 11,368,001	$ 11,926,880	$ 12,363,102	$ 436,222	4%
Employee Benefits	4,515,804	4,424,726	5,498,571	5,534,240	35,669	1%
Services and Supplies	40,181,808	41,106,921	46,762,102	45,648,066	(1,114,036)	-2%
Depreciation	26,177,882	16,912,897	13,244,859	11,929,476	(1,315,383)	-10%
Interest Expense	916,156	421,399	683,499	575,323	(108,176)	-16%
Bond Issuance Charges	-	78,397	-	-	-	-
Loss on Disposition of Asset	76,920	-	-	-	-	-
Total	$ 82,374,253	$ 74,312,341	$ 78,115,911	$ 76,050,207	$ (2,065,704)	-3%
Program						
Administration	$ 35,925,908	$ 26,721,521	$ 24,504,516	$ 22,956,721	$ (1,547,795)	-6%
Business Systems	1,548,878	1,673,760	2,146,654	2,053,991	(92,663)	-4%
Customer Service	2,140,456	2,278,661	2,734,005	2,831,868	97,863	4%
Electrical Services	1,677,781	1,730,158	2,245,318	2,227,669	(17,649)	-1%
Field Operations	3,932,203	4,072,393	5,666,947	4,359,256	(1,307,691)	-23%
GIS	-	-	406,948	418,551	11,603	3%
Infrastructure Support	-	-	664,330	493,360	(170,970)	-26%
Laboratory Services	10,244	10,016	12,000	12,000	-	0%
Maintenance Mgmt	1,880,404	1,817,988	2,095,945	2,510,358	414,413	20%
Meter Services	4,127,007	4,078,280	4,731,443	5,075,287	343,844	7%
Regulatory Programs	939,090	804,842	1,077,750	1,211,675	133,925	12%
Safety Division	106,293	133,539	127,469	141,241	13,772	11%
Tech Services	1,227,294	1,423,165	1,350,601	1,427,627	77,026	6%
Turf Removal	18,262	11,039	-	-	-	-
Water Capital Projects	598,195	269,335	341,986	-	(341,986)	-100%
Water Operations	28,242,238	29,287,644	30,009,999	30,330,603	320,604	1%
Total	$ 82,374,253	$ 74,312,341	$ 78,115,911	$ 76,050,207	$ (2,065,704)	-3%
Full-Time Employees						
Water Fund	143	145	148	150	2	1%
Total	143	145	148	150	2	1%

Performance Measures

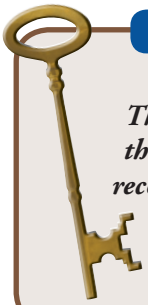
	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Planned maintenance cost ratio	52%	43%	45%	≥60%
Lost Time Accidents (LTA) vs. national average	0.58	0.47	0.60	≤ 0.60
Water distribution system integrity (ratio of # of main breaks divided by the total miles of distribution pipeline)	1.30	1.22	1.12	≤ 1.25
Community conservation rate (community gallons per capita per day)	239	238	230	≤230
Debt service coverage ratio	1.47	1.83	1.67	≥1.25
Customer responsiveness (Contact Henderson response time (days))	1.30	0.78	0.77	≤ 1.00
Unplanned service interruptions (# of main breaks divided by average # of customer accounts)	.010	.016	.019	≤ .057

Sewer Fund Expenditures by Category/Program

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Budget	Increase / (Decrease)	% Change
Category						
Salaries and Wages	$ 9,115,173	$ 9,774,012	$ 10,373,419	$ 10,653,329	$ 279,910	3%
Employee Benefits	3,881,807	3,856,758	4,816,050	4,792,554	(23,496)	0%
Services and Supplies	15,386,750	15,170,970	18,063,148	18,430,811	367,663	2%
Depreciation	24,372,917	13,148,168	12,379,428	12,337,863	(41,565)	0%
Interest Expense	4,826,789	4,431,003	4,507,084	4,372,519	(134,565)	-3%
Bond Issuance Charges	-	117,595	-	-	-	-
Loss on Disposition of Asset	-	-	-	-	-	-
Total	$ 57,583,436	$ 46,498,506	$ 50,139,129	$ 50,587,076	$ 447,947	1%
Program						
Administration	$ 35,481,419	$ 24,532,933	$ 24,072,510	$ 24,066,196	$ (6,314)	0%
Business Systems	583,541	586,455	882,803	779,744	(103,059)	-12%
Customer Service	1,481,032	1,534,521	1,634,256	1,760,926	126,670	8%
Electrical Services	1,631,904	1,578,455	2,258,618	2,399,698	141,080	6%
Field Operations	2,259,438	2,295,057	2,575,590	2,406,119	(169,471)	-7%
Flood Control - General	742,843	748,922	985,065	971,234	(13,831)	-1%
Flood Control - Street	1,318,735	1,317,801	1,192,944	1,191,452	(1,492)	0%
GIS	-	-	258,798	275,349	16,551	6%
Infrastructure Support	-	-	802,023	813,655	11,632	1%
Laboratory Services	1,626,224	1,776,624	1,780,163	1,823,836	43,673	2%
Maintenance Mgmt	1,759,304	811,495	1,376,636	1,483,941	107,305	8%
Regulatory Programs	361,913	351,277	507,492	444,201	(63,291)	-12%
Sewer Capital Projects	162,781	70,663	77,837	-	(77,837)	-100%
Tech Services	737,830	1,163,257	1,121,210	1,212,032	90,822	8%
Wastewater Operations	9,436,472	9,731,046	10,613,184	10,958,693	345,509	3%
Total	$ 57,583,436	$ 46,498,506	$ 50,139,129	$ 50,587,076	$ 447,947	1%
Full-Time Employees						
Sewer Fund	126	126	130	131	1	1%
Total	126	126	130	131	1	1%

Financial Overview

The Water and Sewer funds operate as a business enterprise providing water, wastewater and reclaimed water services to Utility customers. As such, the Utility funds face annual increases to operating expenditures, the same as any other business with an expectation for a 2 to 3% increase annually. During FY 2015, water and wastewater facilities transferred electrical service to the Colorado River Commission (CRC) from NV Energy which has lowered power consumption costs for FY 2017. During FY 2016 the Utility completed an amendment to the Water Delivery Contract which will result in increased reliability and operational efficiency. For FY 2017, salaries and wages increased slightly due to the addition of three new positions to handle increasing workload demands (a Utility Services Engineer, an HVAC Technician, and a Public Works Maintenance person in support of the Stormwater operations). Interest expense on Debt Service has also declined in FY 2017 due to the maturing nature of bonds and a recent bond refunding targeted to reduce overall interest expense on remaining debt.



Key Fact

The Utilities Department qualified for the Platinum Peak Performance Award recognizing 12 years of consecutive permit compliance at the Kurt R. Segler Water Reclamation Facility.


THE CITY OF
HENDERSON
A Place To Call Home

Schedules & Summaries Overview

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Staff Complement Changes

Department	Full-time Employees
General Fund	
Alternative Sentencing	1
City Manager	4
Finance	-3
Fire	6
Human Resources	1
Information Technology	1
Mayor and Council Support	-2
Parks & Recreation	1
Police	5
Public Works	2
General Fund Total	**16**

Fund/Department	Full-time Employees
Proprietary Funds	
Cultural Arts & Tourism	-10
DSC-Building & Fire Safety	3
Water	2
Sewer	1
Proprietary Funds Total	**-4**
Other Funds	
Grants-Community Development	-7
Other Funds Total	**-7**
Total Fiscal Year 2017 Staff Complement Changes	**5**

Staffing Summary

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Budget	Increase/ (Decrease)	% Change
General Fund						
Alternative Sentencing	15	13	13	14	1	8%
City Attorney	51	49	50	50	-	-
City Clerk	19	19	21	21	-	-
City Manager	5	5	6	10	4	67%
Community Development	47	47	48	48	-	-
Economic Development	4	4	4	4	-	-
Finance	55	55	56	53	(3)	-5%
Fire	219	233	235	241	6	3%
Human Resources	22	20	21	22	1	5%
Information Technology	64	64	65	66	1	2%
Mayor and Council	8	8	8	8	-	-
Mayor and Council Support *	-	-	-	8	8	100%
Municipal Court	60	59	59	59	-	-
Parks & Recreation	189	187	185	186	1	1%
Police	515	513	515	520	5	1%
Public Affairs *	23	25	23	13	(10)	-43%
Public Works	105	104	108	110	2	2%
Total General Fund	**1,401**	**1,405**	**1,417**	**1,433**	**16**	**1%**

* In Fiscal Year 2017 a reorganization of Public Affairs left some positions in Public Affairs and moved several to Mayor and Council Support.

Staffing Summary (Cont)

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Budget	Increase/ (Decrease)	% Change
Proprietary Funds						
Cultural Arts & Tourism	31	31	29	19	(10)	-34%
Sewer	126	126	130	131	1	1%
Water	143	145	148	150	2	1%
DSC						
Community Development	48	55	57	60	3	5%
City Clerk	4	4	4	4	-	-
Information Technology	1	1	1	1	-	-
Public Works	3	3	5	5	-	-
Subtotal DSC	56	63	67	70	3	4%
Workers' Comp	10	10	11	11	-	-
Self-funded Insurance	4	4	4	4	-	-
Health Insurance	1	1	1	1	-	-
Engineering	46	48	53	53	-	-
Citywide	3	4	4	4	-	-
City Shop	19	19	20	20	-	-
Total Proprietary Funds	**439**	**451**	**467**	**463**	**(4)**	**-1%**
Other						
Sales and Use Tax	117	117	116	116	-	-
Grant Funded	16	16	14	7	(7)	-50%
Land Fund	-	2	2	2	-	-
Municipal Court Special Revenue	1	2	2	2	-	-
Redevelopment Agency	8	8	9	9	-	-
Capital Replacement	1	-	-	-	-	-
Total Other Funds	**143**	**145**	**143**	**136**	**(7)**	**-5%**
Total Full-Time Employees	**1,983**	**2,001**	**2,027**	**2,032**	**5**	**<1%**



Henderson City Employees Lazy Man Triathlon participants

Staffing Detail

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Budget	Increase/ (Decrease)	% Change
Alternative Sentencing						
Alternative Sentencing	15	13	13	14	1	8%
Department Total	15	13	13	14	1	8%
General Fund	15	13	13	14	1	8%
Sub Total	15	13	13	14	1	8%
City Attorney						
Civil	19	18	18	18	-	-
Criminal	28	27	27	27	-	-
Victim Advocate	2	2	2	2	-	-
Internal Audit	2	2	3	3	-	-
Land Fund Management	-	1	1	1	-	-
Risk Management	1	1	1	1	-	-
Department Total	52	51	52	52	-	-
General Fund	51	49	50	50	-	-
Land Fund	-	1	1	1	-	-
Self Insurance Fund	1	1	1	1	-	-
Sub Total	52	51	52	52	-	-
City Clerk						
General Administration	19	19	21	21	-	-
DSC - Clerk Administration	4	4	4	4	-	-
Department Total	23	23	25	25	-	-
General Fund	19	19	21	21	-	-
DSC Fund	4	4	4	4	-	-
Sub Total	23	23	25	25	-	-
City Manager						
General Administration	5	5	6	7	1	17%
Business Management		-	-	3	3	100%
Department Total	5	5	6	10	4	67%
General Fund	5	5	6	10	4	67%
Sub Total	5	5	6	10	4	67%

Staffing Detail

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Budget	Increase/ (Decrease)	% Change
Community Development						
General Administration	8	8	9	9	-	-
Current Planning	9	10	11	10	(1)	-9%
Long-Range Planning	10	9	9	9	-	-
Code Enforcement	9	9	9	9	-	-
Business License Inspector	1	1	1	1	-	-
Fire Safety - Plans Exam	2	2	2	2	-	-
Fire Safety - Inspections	2	2	2	2	-	-
Neighborhood Services	6	6	5	6	1	20%
Code Enforcement-Grants	1	-	-	-	-	-
Neighborhood Services-Grants	6	6	5	4	(1)	-20%
CDBG-Grants	2	3	2	2	-	-
Neighborhood Services-Lead Grants	1	1	1	1	-	-
Long Range Planning-Grants	6	6	6	-	(6)	-100%
DSC - Comm Dev General	4	4	4	4	-	-
DSC - Bldg Administration	7	7	7	7	-	-
DSC - Plans Check	6	7	7	7	-	-
DSC - Building Inspection	16	20	21	23	2	10%
DSC - Permitting	6	6	6	7	1	17%
DSC - Fire Plans Exam	3	3	3	3	-	-
DSC - Fire Inspections	6	8	9	9	-	-
Department Total	111	118	119	115	(4)	-3%
General Fund	47	47	48	48	-	-
DSC Fund	48	55	57	60	3	5%
Grant Fund	16	16	14	7	(7)	-50%
Sub Total	111	118	119	115	(4)	-3%
Economic Development & Tourism						
General Administration	4	4	4	4	-	-
Convention Center	4	4	4	3	(1)	-25%
Visitor's Bureau	1	1	1	-	(1)	-100%
CAT - Tourism	-	-	-	2	2	100%
Cultural Arts & Special Events	4	3	6	-	(6)	-100%
Facilities	8	8	6	5	(1)	-17%
Pavilion-CAT	-	-	6	-	(6)	-100%
Facilities-GF	4	4	-	-	-	-
Pavilion	2	-	-	-	-	-
Pavilion-GF	2	5	-	-	-	-
Department Total	29	29	27	14	(13)	-48%
General Fund	4	4	4	4	-	-
Cultural Arts & Tourism Fund	25	25	23	10	(13)	-57%
Sub Total	29	29	27	14	(13)	-48%

Staffing Detail

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Budget	Increase/ (Decrease)	% Change
Finance						
Accounting and Administration	30	30	4	4	-	-
Business Operations	14	14	14	11	(3)	-21%
Improvement Districts	1	1	1	1	-	-
Finance - Accounts Receivable	-	-	5	5	-	-
Budget	6	6	6	6	-	-
Accounts Payable	-	-	4	4	-	-
Purchasing	4	4	4	4	-	-
Cash Receipts	-	-	6	6	-	-
Payroll	-	-	5	5	-	-
Financial Management	-	-	7	7	-	-
Department Total	55	55	56	53	(3)	-5%
General Fund	55	55	56	53	(3)	-5%
Sub Total	55	55	56	53	(3)	-5%
Fire						
Administration & Payroll	5	5	5	5	-	-
EMS	6	6	7	7	-	-
Fire Rescue Operations	196	210	211	217	6	3%
Training	3	3	3	3	-	-
Investigations	2	2	2	2	-	-
Special Operations	4	4	4	4	-	-
Logistics	3	3	3	3	-	-
Emergency Management	7	7	8	8	-	-
Department Total	226	240	243	249	6	2%
General Fund	219	233	235	241	6	3%
Workers' Comp Fund	7	7	8	8	-	-
Sub Total	226	240	243	249	6	2%
Human Resources						
General Administration	3	14	15	16	1	7%
Employment & Compensation	6	-	-	-	-	-
Training & Org Dev	4	4	4	4	-	-
Union Liaison Program	2	2	2	2	-	-
Comp & Admin	7	-	-	-	-	-
Self-Fund Workers' Comp	3	3	3	3	-	-
Self-Insurance	3	3	3	3	-	-
Health Insurance	1	1	1	1	-	-
Department Total	29	27	28	29	1	4%
General Fund	22	20	21	22	1	5%
Health Insurance Fund	1	1	1	1	-	-
Self Insurance Fund	3	3	3	3	-	-
Workers' Comp Fund	3	3	3	3	-	-
Sub Total	29	27	28	29	1	4%

Staffing Detail

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Budget	Increase/ (Decrease)	% Change
Information Technology						
General Administration	6	6	6	6	-	-
Information Security	2	2	2	2	-	-
Project Management Office	3	5	5	6	1	20%
Relationship Management	2	-	-	-	-	-
Project Management	1	-	-	-	-	-
Infrastructure	3	2	3	3	-	-
Network	5	4	4	4	-	-
Data Center	4	6	8	8	-	-
Service Center	3	2	2	2	-	-
Computer Services	7	8	5	5	-	-
Helpdesk	3	4	4	4	-	-
App Support & Training	5	-	-	-	-	-
Information Systems	4	4	4	4	-	-
Software & Web Development	6	-	-	-	-	-
GIS	2	3	3	3	-	-
Enterprise Services	5	16	17	17	-	-
Database Services	3	2	2	2	-	-
Data Center	1	-	-	-	-	-
Telecom	3	3	3	3	-	-
DOIT - Computer Services	-	1	1	1	-	-
DSC- Software Support	1	-	-	-	-	-
DSC-Enterprise Applications	-	1	1	1	-	-
Department Total	69	69	70	71	1	1%
General Fund	64	64	65	66	1	2%
Capital Replacement/Help Desk	1	-	-	-	-	-
Citywide Fund	3	4	4	4	-	-
DSC	1	1	1	1	-	-
Sub Total	69	69	70	71	1	1%
Mayor and Council						
General Administration	3	3	3	3	-	-
Elected	5	5	5	5	-	-
Department Total	8	8	8	8	-	-
General Fund	8	8	8	8	-	-
Sub Total	8	8	8	8	-	-
Mayor and Council Support *						
Council Support - Admin		-	-	3	3	100%
Council Support - Print/Mail		-	-	5	5	100%
Department Total	-	-	-	8	8	100%
General Fund	-	-	-	8	8	100%
Sub Total	-	-	-	8	8	100%

* In Fiscal Year 2017 a reorganization of Public Affairs left some positions in Public Affairs and moved several to Mayor and Council Support.

Staffing Detail

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Budget	Increase/ (Decrease)	% Change
Municipal Court						
General Administration	57	59	59	59	-	-
General - Elected	3	-	-	-	-	-
Muni-Court Administration	1	2	2	2	-	-
Department Total	61	61	61	61	-	-
General Fund	60	59	59	59	-	-
Special Revenue Fund	1	2	2	2	-	-
Sub Total	61	61	61	61	-	-
Parks & Recreation						
Parks - General	2	3	4	4	-	-
Parks - Planning	3	6	6	6	-	-
Parks - Maintenance General	41	103	100	98	(2)	-2%
Parks - O & M Bond Funded	67	-	-	-	-	-
Recreation - Administration	5	10	10	10	-	-
Recreation - Communication & Mktg	-	-	-	1	1	100%
Recreation - Inclusion	-	2	2	2	-	-
Recreation - Sports	1	4	4	4	-	-
Recreation - Technical Svcs	-	2	2	3	1	50%
Recreation - Technical Services	1	-	-	-	-	-
Recreation - Administration	2	7	7	8	1	14%
Recreation - Centers	15	28	28	28	-	-
Recreation - Adult Sr. Services	2	9	9	9	-	-
Recreation - Swimming Pools	3	13	13	13	-	-
Recreation - O & M Bond Funded	47	-	-	-	-	-
Recreation - Cultural Arts		-	-	4	4	100%
Recreation - Special Events		-	-	2	2	100%
Recreation - Admin.		-	-	-	-	-
Recreation - Public Affairs Mktg.		-	-	2	2	100%
Department Total	189	187	185	194	9	5%
General Fund	189	187	185	186	1	1%
Cultural Arts & Tourism Fund **	-	-	-	8	8	100%
Sub Total	189	187	185	194	9	5%
Police						
General Administration	9	8	9	13	4	44%
Support Services	11	11	11	11	-	-
Animal Control	15	15	15	15	-	-
Jail	113	112	113	113	-	-
Crossing Guard Admin	1	-	-	-	-	-
Investigations	40	36	33	34	1	3%
Information Services	45	45	44	45	1	2%

** In Fiscal Year 2017 a reorganization of Cultural Arts & Tourism shifted 8 positions to Parks and Recreation.

Staffing Detail

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Budget	Increase/ (Decrease)	% Change
Police Training	21	34	33	30	(3)	-9%
Records Division	12	13	15	15	-	-
Special Operations	11	10	17	18	1	6%
Community Relations	10	9	1	1	-	-
Patrol - East Command	41	38	36	36	-	-
Patrol - West Command	41	38	38	36	(2)	-5%
Professional Standards	14	13	14	14	-	-
Criminalistics	20	21	22	22	-	-
Homeland Security	-	-	2	4	2	100%
Problem Solving Unit-East	5	6	6	6	-	-
Problem Solving Unit-North	5	6	5	6	1	20%
Problem Solving Unit-West	5	6	4	6	2	50%
Patrol - North	41	38	40	38	(2)	-5%
K-9	6	6	6	6	-	-
Narcotics	8	8	8	8	-	-
Traffic	25	24	23	23	-	-
Internal Affairs	3	3	3	3	-	-
Special Services	6	6	6	6	-	-
ROP / Intel	7	7	7	7	-	-
Operations Supp Div	-	-	4	4	-	-
Forensics-Grant Funded	-	-	-	-	-	-
Patrol East - Tax Initiative	21	20	27	29	2	7%
Patrol West - Tax Initiative	18	21	24	21	(3)	-13%
Training - Tax Initiative	61	59	45	44	(1)	-2%
Patrol North - Tax Initiative	17	17	20	22	2	10%
Department Total	632	630	631	636	5	1%
General Fund	515	513	515	520	5	1%
Tax Initiative	117	117	116	116	-	-
Grant Funded	-	-	-	-	-	-
Sub Total	632	630	631	636	5	1%
Public Affairs *						
Administration	2	2	1	2	1	100%
Intergovernmental Relations	3	4	4	2	(2)	-50%
Marketing	6	7	6	5	(1)	-17%
Graphics	8	8	8	-	(8)	-100%
Communications	-	-	-	1	1	100%
PIO & Marketing (Recreation)	4	4	4	3	(1)	-25%
PIO & Marketing (CAT)	6	6	6	1	(5)	-83%
Department Total	29	31	29	14	(15)	-52%
General Fund	23	25	23	13	(10)	-43%
Cultural Arts & Tourism Fund	6	6	6	1	(5)	-83%
Sub Total	29	31	29	14	(15)	-52%

* In Fiscal Year 2017 a reorganization of Public Affairs left some positions in Public Affairs and moved several to Mayor and Council Support.

Staffing Detail

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Budget	Increase/ (Decrease)	% Change
Public Works						
Building Maintenance	28	35	38	38	-	-
Custodial Services	24	24	23	23	-	-
Building Maintenance-Parks Bond Fund	6	-	-	-	-	-
Streets	12	12	12	12	-	-
Traffic - Maintenance	6	6	7	8	1	14%
Traffic - Design	4	2	2	2	-	-
Traffic - Street Lighting	2	2	2	2	-	-
Traffic - Graffiti Removal	1	1	1	1	-	-
Traffic - Barricades	1	1	1	1	-	-
Traffic - Neighborhood Enhancement	1	1	1	1	-	-
Public Works - Administration	5	6	5	5	-	-
Public Works - Right of Way	5	4	4	4	-	-
Public Works - Survey	4	4	4	4	-	-
Public Works - Support Srv Admin	3	3	5	6	1	20%
Public Works - CIP Program	3	3	3	3	-	-
DSC - New Development	3	3	5	5	-	-
Eng - Drafting/Design	14	13	15	15	-	-
Eng - Quality Control	28	29	33	32	(1)	-3%
Eng - Construction Management	3	2	2	3	1	50%
Traffic - Clerical	-	3	3	3	-	-
Traffic - Design	1	1	-	-	-	-
Public Works - Land Fund Admin	-	1	1	1	-	-
City Shop - Fund	19	19	20	20	-	-
Department Total	173	175	187	189	2	1%
General Fund	105	104	108	110	2	2%
Land Fund	-	1	1	1	-	-
Engineering Fund	46	48	53	53	-	-
DSC Fund	3	3	5	5	-	-
City Shop Fund	19	19	20	20	-	-
Sub Total	173	175	187	189	2	1%
Redevelopment Agency						
Redevelopment	8	8	9	9	-	-
Department Total	8	8	9	9	-	-
Redevelopment Fund	8	8	9	9	-	-
Sub Total	8	8	9	9	-	-

Staffing Detail

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Budget	Increase/ (Decrease)	% Change
Sewer Department						
General Administration	4	4	3	3	-	-
Field Operations	15	15	14	14	-	-
Quality	40	39	39	38	(1)	-3%
Customer Services	10	10	10	10	-	-
Laboratory Section	13	13	13	13	-	-
Technical Services	9	8	8	8	-	-
Electrical Unit	10	12	13	13	-	-
Compliance	3	3	3	4	1	33%
Maintenance Mgmt	9	9	6	6	-	-
GIS	-	-	2	2	-	-
Infrastructure Support	-	-	4	4	-	-
Flood Control - General	6	6	14	9	(5)	-36%
Flood Control - Street Sweeping	7	7	1	7	6	600%
Department Total	126	126	130	131	1	1%
Sewer Fund	126	126	130	131	1	1%
Sub Total	126	126	130	131	1	1%
Water Department						
Administration	7	7	9	9	-	-
Field Operations	27	27	28	28	-	-
Quality Control	18	18	17	17	-	-
Customer Services	17	17	17	16	(1)	-6%
Technical Services	8	8	6	6	-	-
Meter Services	33	32	31	32	1	3%
Electrical	13	13	13	13	-	-
Compliance	5	5	5	5	-	-
Business Systems	5	5	5	5	-	-
Maintenance Management	9	12	12	13	1	8%
GIS	-	-	2	2	-	-
Infrastructure Support	-	-	2	3	1	50%
Safety Division	1	1	1	1	-	-
Department Total	143	145	148	150	2	1%
Water Fund	143	145	148	150	2	1%
Sub Total	143	145	148	150	2	1%
						-
Total Staffing - By Department	**1,983**	**2,001**	**2,027**	**2,032**	**5**	**0%**

Staffing Detail

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Budget	Increase/ (Decrease)	% Change
Total Staffing - Fund Totals						
DSC	56	63	67	70	3	4%
General Fund	1,401	1,405	1,417	1,433	16	1%
Sales and Use Tax	117	117	116	116	-	-
Land Fund	-	2	2	2	-	-
Water	143	145	148	150	2	1%
Sewer	126	126	130	131	1	1%
Grant	16	16	14	7	(7)	-50%
Cultural Arts & Tourism	31	31	29	19	(10)	-34%
Engineering	46	48	53	53	-	-
City Shop	19	19	20	20	-	-
Workers' Compensation	10	10	11	11	-	-
Health Insurance	1	1	1	1	-	-
Capital Replacement	1	-	-	-	-	-
Self-Funded Insurance	4	4	4	4	-	-
Citywide	3	4	4	4	-	-
Municipal Court Special Revenue	1	2	2	2	-	-
Redevelopment Agency	8	8	9	9	-	-
Staffing by Fund	**1,983**	**2,001**	**2,027**	**2,032**	**5**	**<1%**



Committee for Henderson Cares Employees Volunteer Program

General Fund - 6 Year Trend

	FY 2012 Actuals	FY 2013 Actuals	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Estimate	FY 2017 Budget	% Change
Beginning Fund Balances	$ 16,495,371	$ 16,851,962	$ 17,328,221	$ 18,250,450	$ 22,740,756	$ 22,370,702	-1.6%
Revenues							
Property & Other Taxes	47,973,841	55,642,041	54,993,388	56,905,962	58,553,424	60,014,122	2.5%
Franchise Fees	30,372,912	30,011,869	31,481,739	32,677,892	33,150,000	34,250,000	3.3%
Licenses and Permits	7,462,017	8,063,081	8,079,773	9,469,188	9,090,500	9,340,200	2.7%
Intergovernmental Resources	81,868,241	83,942,115	91,584,835	97,812,733	101,838,868	106,246,638	4.3%
Charges for Services	25,122,078	25,128,181	23,064,070	28,365,652	28,357,633	28,500,661	0.5%
Developer Contributions	-	-	-	27,035	100,000	100,000	0.0%
Fines and Forfeits	5,620,408	5,078,530	4,353,572	4,308,262	3,777,765	4,292,409	13.6%
Special Assessments	-	-	-	-	-	-	-
Miscellaneous	1,570,996	603,809	678,957	1,507,502	1,511,462	1,533,457	1.5%
Total Revenues	$ 199,990,493	$ 208,469,626	$ 214,236,334	$ 231,074,226	$ 236,379,652	$ 244,277,487	3.3%
Capital Contributions	-	-	-	-	-	-	-
Land Sales	-	-	-	-	-	-	-
Proceeds of Long-Term Debt	-	-	-	-	-	-	-
Other Financing Sources							
Operating Transfers In	14,967,744	7,800,000	-	150,000	-	-	-
Total Revenue/Other Sources	$ 214,958,237	$ 216,269,626	$ 214,236,334	$ 231,224,226	$ 236,379,652	$ 244,277,487	3.3%
Total Resources	$ 231,453,608	$ 233,121,588	$ 231,564,555	$ 249,474,676	$ 259,120,408	$ 266,648,189	2.9%
Expenditures by Function							
General Government	41,558,631	41,591,200	37,202,718	39,096,148	45,337,318	45,649,665	0.7%
Judicial	10,638,919	11,225,522	11,290,399	11,461,622	12,294,947	12,977,745	5.6%
Public Safety	114,192,308	115,990,891	118,681,510	122,536,522	130,390,301	136,129,203	4.4%
Public Works	7,181,356	6,676,259	6,396,438	6,781,537	8,657,060	9,567,390	10.5%
Culture & Recreation	32,040,478	33,723,767	33,625,419	33,578,052	36,282,794	37,859,106	4.3%
Community Support	1,785,234	1,781,027	1,512,649	1,770,944	1,684,317	1,686,384	0.1%
Utility Enterprises	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Total Expenditures	$ 207,396,926	$ 210,988,666	$ 208,709,133	$ 215,224,825	$ 234,646,737	$ 243,869,493	3.9%
Operating Transfers Out	7,204,720	4,804,701	4,604,972	11,509,095	2,102,969	1,050,000	-50.1%
Total Expenditures/Other Uses	$ 214,601,646	$ 215,793,367	$ 213,314,105	$ 226,733,920	$ 236,749,706	$ 244,919,493	3.5%
Ending Fund Balance	$ 16,851,962	$ 17,328,221	$ 18,250,450	$ 22,740,756	$ 22,370,702	$ 21,728,696	-2.9%
Total Applications	$ 231,453,608	$ 233,121,588	$ 231,564,555	$ 249,474,676	$ 259,120,408	$ 266,648,189	2.9%
Fund Balance Change	2.2%	2.8%	5.3%	24.6%	-1.6%	-2.9%	

Total All City Funds - 6 Year Trend

	FY 2012 Actuals	FY 2013 Actuals	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Estimate	FY 2017 Budget	% Change
Beginning Fund Balances	**$ 274,208,633**	**$ 234,701,719**	**$ 206,070,051**	**$ 175,998,809**	**$ 186,539,926**	**$ 129,774,610**	**-30.4%**
Beginning Net Position *	**$ 1,130,553,773**	**$ 1,108,101,049**	**$ 1,086,577,440**	**$ 1,075,235,848**	**$ 1,085,237,573**	**$ 1,072,858,319**	**-1.1%**
Revenues							
Property & Other Taxes	68,114,615	64,294,513	65,177,296	67,776,713	70,141,207	72,370,307	3.2%
Franchise Fees	30,372,912	30,011,869	31,481,739	32,677,892	33,150,000	34,250,000	3.3%
Licenses and Permits	10,779,579	11,927,738	11,857,703	14,439,128	14,573,281	14,439,067	-0.9%
Intergovernmental Resources	181,129,167	136,117,111	129,091,549	139,222,126	131,316,015	136,255,799	3.8%
Charges for Services	161,020,003	168,849,425	175,659,529	191,990,647	203,129,831	204,012,857	0.4%
Developer Contributions	434,822	767,836	3,865,035	4,457,044	5,995,756	100,000	-98.3%
Fines and Forfeits	7,515,637	6,511,577	5,658,992	5,550,637	4,619,537	4,970,230	7.6%
Special Assessments	130,380	146,928	130,820	130,274	81,365	83,672	2.8%
Miscellaneous	17,707,615	3,023,191	10,554,025	11,195,286	10,240,339	8,908,310	-13.0%
Total Revenues	**$ 477,204,730**	**$ 421,650,188**	**$ 433,476,688**	**$ 467,439,747**	**$ 473,247,331**	**$ 475,390,242**	**0.5%**
Capital Contributions	18,860,093	17,793,910	20,319,198	16,585,675	10,286,000	7,400,000	-28.1%
Land Sales	572,981	1,827,493	3,444,629	1,118,024	-	5,000,000	100.0%
Proceeds of Long-Term Debt	36,087,537	71,805,658	-	27,513,334	-	-	-
Other Financing Sources							
Operating Transfers In	31,406,292	19,923,007	10,783,839	19,089,539	7,154,735	5,034,114	-29.6%
Total Revenue/Other Sources	**$ 564,131,633**	**$ 533,000,256**	**$ 468,024,354**	**$ 531,746,319**	**$ 490,688,066**	**$ 492,824,356**	**0.4%**
Total Resources	**$ 1,968,894,039**	**$ 1,875,803,024**	**$ 1,760,671,845**	**$ 1,782,980,976**	**$ 1,762,465,565**	**$ 1,695,457,285**	**-3.8%**
Expenditures by Function							
General Government	70,919,696	73,498,293	67,668,625	73,044,489	93,444,247	90,286,665	-3.4%
Judicial	11,614,816	12,372,479	12,058,955	12,325,268	13,635,862	13,926,293	2.1%
Public Safety	136,001,561	139,590,078	142,151,101	150,831,690	163,366,463	170,410,998	4.3%
Public Works	63,055,156	45,348,958	69,136,699	39,467,385	86,077,321	44,462,688	-48.3%
Culture & Recreation	121,775,909	71,589,514	51,871,868	54,943,660	53,044,375	49,559,254	-6.6%
Community Support	6,411,155	5,152,419	7,604,154	4,720,684	4,755,222	4,104,049	-13.7%
Utility Enterprises	129,820,883	127,943,995	134,214,744	115,762,453	123,064,457	121,689,441	-1.1%
Debt Service	55,085,803	85,734,230	13,947,203	40,470,064	15,289,954	14,996,047	-1.9%
Total Expenditures	**$ 594,684,979**	**$ 561,229,966**	**$ 498,653,349**	**$ 491,565,693**	**$ 552,677,901**	**$ 509,435,435**	**-7.8%**
Operating Transfers Out	31,406,292	21,925,567	10,783,839	19,441,792	7,154,735	5,034,114	-29.6%
Total Expenditures/Other Uses	**$ 626,091,271**	**$ 583,155,533**	**$ 509,437,188**	**$ 511,203,477**	**$ 559,832,636**	**$ 514,469,549**	**-8.1%**
Ending Fund Balance **	**$ 234,701,719**	**$ 206,070,051**	**$ 175,998,809**	**$ 186,539,926**	**$ 129,774,610**	**$ 119,944,699**	**-7.6%**
Ending Net Position *	**$ 1,108,101,049**	**$ 1,086,577,440**	**$ 1,075,235,848**	**$ 1,085,237,573**	**$ 1,072,858,319**	**$ 1,061,043,037**	**-1.1%**
Total Applications	**$ 1,968,894,039**	**$ 1,875,803,024**	**$ 1,760,671,845**	**$ 1,782,980,976**	**$ 1,762,465,565**	**$ 1,695,457,285**	**-3.8%**

Appendix Overview

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Abbreviations & Acronyms

A

ABC	Assistance in Breaking the Cycle
ACA	Affordable Care Act
ADA	Americans with a Disabilities Act
ADR	Average Daily Rate
AFIS	Automated Fingerprint Identification System
AICP	American Institute of Certified Planners
AICPA	American Institute of Certified Public Accountants
AIDR	Agenda Information Development Report
ALS	Advanced Life Support
AMWA	Association of Metropolitan Water Agencies
APPLE	All People Promoting Literacy Efforts
APWA	American Public Works Association
ARRA	American Recovery and Reinvestment Act
ASD	Alternative Sentencing Division
AV	Assessed Value
AWCPD	Average Warrants Cleared Per Day

B

B & FS	Building and Fire Safety Division
BCCRT	Basic City-County Relief Tax
BLM	Bureau of Land Management
BOMA	Building Owners and Managers Association
BRT	Bus Rapid Transit

C

CAAS	Commission on Accreditation of Ambulance Service
CABR	Comprehensive Annual Budget Report
CAFR	Comprehensive Annual Financial Report
CALEA	Commission of Accreditation for Law Enforcement Act
CAPRA	Commission for Accreditation of Park and Recreation Agencies
CAS	Community Assessment Surveys
CASS	Commission on Accreditation of Ambulance Services
CAT(S)	Criminal Apprehension Team(s)
CBER	Center for Business & Economic Research
CCI	Consumer Confidence Index
CCRFCD	Clark County Regional Flood Control District
CCSD	Clark County School District
CDBG	Community Development Block Grant
CFAI	Commission on Fire Accreditation International
CFO	Chief Financial Officer

C (Continued)

CIP	Capital Improvement Project
CJIS	Criminal Justice Information System
CLE	Continuing Legal Education
CMMS	Computerized Maintenance Management System
CMO	City Manager's Office
COLA	Cost of Living Allowance
CPI	Consumer Price Index (Financial Related)
CPI	Continuous Process Improvement
CPTED	Crime Prevention through Environmental Design
CRM	Customer Relationship Management
CSN	College of Southern Nevada
CWC	Clean Water Coalition

D

DARE	Drug Abuse Resistance Education
DART	Drug and Alcohol Random Testing
DDR	Data Disaster Recovery plan
DEA	Drug Enforcement Administration
DETR	Department of Employment, Training & Rehabilitation
DHCP	Dynamic Host Configuration Program
DHS/OIP	Department of Homeland Security/Office of Infrastructure Protection
DORS	Desk Officer Reporting System
DOT	Department of Transportation
DREAMS	Decisions Responsibility Education Achievement Motivation Self-Esteem
DSC	Development Services Center
DTIS	Downtown Investment Strategy
DUI	Driving Under the Influence

E

EBI	Effective Buying Income
EDMS	Electronic Document Management System
EDU	Equivalent Dwelling Unit
EECBG	Energy Efficiency and Conservation Block Grant
EMAP	Emergency Management Accreditation Program
EMC	Emergency Management Coordinator
EMD	Emergency Medical Dispatch
EMS	Emergency Medical Service
EMT	Emergency Medical Technician
EOC	Emergency Operations Center
ePCR	Electronic Patient Care Reporting System

E (Continued)

ERMS	Electronic Records Management System
ERU	Equivalent Residential Unit
ESF	Engineering Service Fund
ESF	Emergency Services Facility
ESIS	Eastside Investment Strategy
EUDL	Enforcing Underage Drinking Laws
EVOC	Emergency Vehicle Operation Course

F

FEMA	Federal Emergency Management Administration
FFE	Furniture, Fixtures, & Equipment
FICA	Federal Insurance Contributions Act
FLSA	Fair Labor Standards Act
FOMC	Federal Open Market Committee
FRB	Federal Reserve Board
F/T	Full-Time
FTE	Full-Time Equivalent
FY	Fiscal Year

G

GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GDP	Gross Domestic Product
GFOA	Government Finance Officers Association
GIR	General Information Report
GIS	Geographic Information Systems
GO	General Obligation
GPCD	Gallons per Capita per Day

H

HACA	Henderson Allied Community Advocates
HAZMAT	Hazardous Materials
HBR	Home Builders Research
HC2	Henderson Campus for Healthcare Collaboration
HIDTA	High Intensity Drug Trafficking
HIPAA	Health Insurance Privacy & Accountability Act
HIRE	Henderson Information on Recruitment and Employment
HMC	Henderson Municipal Code
HMI	Human Machine Interface
HMO	Health Maintenance Organization
HPD	Henderson Police Department
HPOA	Henderson Police Officers' Association
HQI	Henderson Quality Initiative
HQM	Henderson Quality Management
HR	Human Resources
HRBP	Human Resources Business Partnerships

H (Continued)

HRIS	Human Resources Information System
HUD	Housing and Urban Development
HVAC	Heating, Ventilation, and Air Conditioning

I

IAEM	International Association of Emergency Managers
IAFC	International Association of Fire Chiefs
IAFF	International Association of Fire Fighters
IAS	International Accreditation Service
IBC	International Building Code
ICMA	International City/County Management Association
IEC	Industrial Emergency Council
IEMS	Integrated Emergency Management System
ISF	Internal Service Fund
ISP	Internet Service Provider
IT	Information Technology
ITIL	Information Technology Infrastructure Library
IVR	Integrated Voice Response

L

LEED	Leadership in Energy and Environmental Design
LID	Local Improvement District
LIHTC	Low Income Housing Tax Credit
LRMS	Law Records Management System
LTA	Limited Transition Area
LVCVA	Las Vegas Convention & Visitors Authority
LVGEA	Las Vegas Global Economic Alliance

M

MBR	Membrane Bioreactor
MGD	Million Gallons per Day
MSHCP	Multiple Species Habitat Conservation Plan
MVFT	Motor Vehicle Fuel Tax

N

N/A	Not available or not applicable
NACWA	National Association of Clean Water Agencies
NAIOP	National Association for Industrial and Office Parks
NATJA	North American Travel Journalists Association
NCIC	National Crime Information Center
NDC	National Development Council
NDEM	Nevada Division of Emergency Management
NDEP	Nevada Department of Environmental Protection

N (Continued)

NDOT	Nevada Department of Transportation
NEPS	Non-Enforcement Police Support
NFPA	National Fire Protection Association
NIMS	National Incident Management System
NPDES	National Pollutant Discharge Elimination System
NRPA,	National Recreation and Parks Association
NRPS	Nevada Recreation and Parks Society
NRS	Nevada Revised Statutes
NSP(3)	Neighborhood Stabilization Program

O

O&M	Operating and Maintenance
OHS	Office of Health & Safety
OOPS	Office of Professional Standards
OSHA	Occupational Safety and Health Administration

P

PARC	Police Action Review Committee
PCI	Payment Card Industry
PERS	Public Employees Retirement System
PIO	Public Information Office
PMC	Property Maintenance Code
PMO	Product Management Office
PPI	Producer Price Index
PT	Part Time
PVM	Product and Value Management
PW	Public Works

Q

QC	Quality Control
QI	Quality Improvement

R

R&R	Rehabilitation and Replacement Funds
RCT	Residential Construction Tax
RDA	Redevelopment Agency
RDBMS	Relational Database Management System
REEE	Renewable Energy & Energy Efficiency
ROW	Right of Way
RPTT	Real Property Transfer Tax
RTC	Regional Transportation Commission of Southern Nevada

S

SBAHC	Special Ad Hoc Budget Committee
SCADA	Supervisory Control & Data Acquisition
SCBA	Self-Contained Breathing Apparatus

S (Continued)

SCCRT	Supplemental City-County Relief Tax
SCOP	System Conveyance and Operating Program
SCRAM	Secure Continuous Remote Alcohol Monitors
SDC	System Development Charge
SIEM	Security Information and Event Management (System)
SIRE	Steward, Index, Retrieve, and Exchange (of data)
SNACC	So. Nevada Area Communications Council
SNPLMA	So. Nevada Public Land Management Act
SNRPC	Southern Nevada Regional Planning Commission
SNWA	So. Nevada Water Authority
SOS	Strategic Operations Support
SRT	Special Response Team
SSSA	Senior Systems Support Analyst
STAR	Sustainability Tools for Assessing and Rating (Communities)
SWIFT	Southern Western Identity Theft and Fraud Task Force
SWOT	Strengths, Weaknesses, Opportunities, and Threats
SWRF	Southwest Water Reclamation Facility

T

TAP	Technology Adoption Program
TIFF	Tagged Image File Format
TRIMS	Truth in Millage Notification

U

UBC	Uniform Building Code
UCR	Uniform Crime Reports
UMS	Utilities Management Services
USGBC	U.S. Green Building Council

V

VIPER	Vehicle Investigations Project for Enforcement and Recovery Task Force
VOIP	Voice-Over Internet Protocol

W

WIPL	Work in Progress Liability
WRF	Water Reclamation Facility
WSD	Water Street District
WSDBA	Water Street District Business Association
WTP	Water Treatment Plant
WWIP	Warrant Walk in Program
WWTP	Wastewater Treatment Plant

Y

YTD	Year to Date

Glossary

A

Account A separate financial reporting unit. All budgetary transactions are recorded in accounts.

Accrual Basis A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

Actuarial A person or methodology that makes determinations or required contributions to achieve future funding levels that address risk and time.

Ad Valorem Tax A tax levied on the assessed value of real estate and personal property. This tax is also known as property tax.

Adopted Budget The proposed budget as formally approved by the City Council.

Appropriation An authorization made by the City Council, which permits the City to incur obligations to make expenditures for specific purposes.

Assessed Valuation A value that is established for real and personal property for use as a basis for levying property taxes.

Asset Resources owned or held by a government that have monetary value.

Available (Undesignated) Fund Balance Refers to the funds remaining from the prior year that are available for appropriation and expenditure in the current year.

B

Balanced Budget A budget in which planned funds or revenues available are equal to planned fund expenditures.

Bond A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation, revenue bonds, and special improvement district bonds. These are most frequently used to finance capital projects.

Bond Rating The City of Henderson uses both of the Nation's primary bond rating services - Moody's Investors Service and Standard & Poor's. These rating services perform credit analysis to determine the probability of an issuer of debt defaulting partially or fully.

Bond Refinancing The payoff and re issuance of bonds to obtain better interest rates and/or bond conditions.

Budget A plan of financial operation for a specified period of time (fiscal year). The Annual Budget authorizes and provides the basis for control of financial operations during the fiscal year.

Budget Adjustment A procedure to revise a budget appropriation either by City Council approval through the adoption of a supplemental appropriation ordinance for any interdepartmental or inter-fund adjustments or by City Manager authorization to adjust appropriations within a departmental budget.

Budget Calendar The schedule of key dates or milestones that the City follows in the preparation, adoption, and administration of the budget.

Budget Document The instrument used by the budget-making authority to present a comprehensive financial program to the City Council.

Budget Team A fun group of hard-working employees responsible for budget preparation, benchmarking, forecasting, and financial analysis.

Budget Message The opening section of the budget that provides the City Council and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and recommendations regarding the financial policy for the upcoming period.

Budgetary Basis This refers to the form of accounting used throughout the budget process. These generally take one of three forms: GAAP, cash, modified accrual, or some type of statutory form.

Budgetary Control The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of authorized appropriations and available revenues.

C

Capital Assets Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

Capital Budget The appropriation of bonds or operating revenue for improvements to facilities and other infrastructure.

Capital Improvements Expenditures related to the acquisition, expansion, or rehabilitation of an element of the government's physical plant, sometimes referred to as infrastructure.

Capital Improvements Plan A plan for capital expenditures to provide long-lasting physical improvements to be incurred over a fixed period of several future years. The City of Henderson's City Charter requires annual submission of a five-year capital program for City Council acceptance.

Capital Outlay Expenditures that result in the acquisition of, or addition to, fixed assets.

Cash Basis A basis of accounting in which transactions are recognized only when cash is increased or decreased.

Contingency A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Core Service A principal service or product delivered by a program or department that is necessary to the successful operation of the city.

D

Debt Service The amount of interest and principal that a City must pay each year on net direct long-term debt plus the interest it must pay on direct short-term debt.

Deficit The excess of an entity's liabilities over its assets or the excess of expenditures over revenues during a single accounting period.

Department A major administrative unit of the City that indicates overall management responsibility for an operation or a group of related operations within a functional area. Departments are comprised of divisions, programs, and/or sections.

Depreciation Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, or obsolescence.

Division A functional unit within a department.

E

Encumbrance The legal commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a future expenditure.

Estimated Revenue The amount of projected revenue to be collected during the fiscal year.

Expenditure/Expense This term refers to the outflow of funds paid for an asset obtained or goods and services obtained.

F

Financial Reserves An unappropriated source of funding that can be utilized to meet unexpected budgetary needs.

Fiscal Year The time period designated by the City signifying the beginning and ending period for recording financial transactions. The City of Henderson has specified July 1 to June 30 as its fiscal year.

Forfeiture The automatic loss of property, including cash, as a penalty for breaking the law, or as compensation for losses resulting from illegal activities. Once property has been forfeited, the City may claim it, resulting in confiscation of the property.

Full Faith and Credit A pledge of a government's taxing power to repay debt obligations.

Full-Time Employee A full-time employee working 38-40 hours per week and receiving benefits.

Fund A set of inter-related accounts to record revenues and expenditures associated with a specific purpose. Fund structure presented below:

Governmental Funds

Capital Projects Fund Capital Projects Funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by Proprietary Funds and Trust Funds).

Debt Service Fund Debt Service Funds are set up to receive dedicated revenues used to make principal and interest payments on City debt. They are used to account for the accumulation of resources for, and the payment of, general obligation and special assessment debt principal, interest and related costs, except the debt service accounted for in the Special Revenue Funds and Enterprise Funds.

General Fund The General Fund is the general operating fund of the City. It is used to account for all activities of the City not accounted for in another fund.

Special Revenue Fund Special Revenue Funds are set up as accounts for Federal or State grants legally restricted to expenditures for specific purposes.

Proprietary Funds

Enterprise Funds Enterprise Funds are used to account for operations including debt service (a) that are financed and operated in a manner similar to private businesses – where the intent of the government body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis is financed or recovered primarily through user charges; or (b) where the governing body has determined that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control accountability, or other purposes.

Internal Service Funds Internal Service Funds are established to account for an entity that provides goods and services to other City entities and charges those entities for the goods and services provided.

Fund Balance The difference between revenues and expenditures. The beginning fund balance represents the residual funds brought forward from the previous year (ending balance).

G

Generally Accepted Accounting Principles (GAAP) Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

General Governmental Revenue The revenues of a government other than those derived from and retained in an Enterprise Fund. General Governmental revenues include those from the General, Debt Service, and Special Revenue Funds.

General Obligation Bonds Bonds that finance a variety of public projects such as streets, buildings, and improvements; the repayment of these bonds is usually made from secondary property taxes, and these bonds are backed by the full faith and credit of the issuing government.

Goal A statement of direction based on identified strategic priorities. Should be measurable and able to be achieved in 3 to 5 years.

Grant A contribution by the State or Federal government or other organization to support a particular function. Grants may be classified as either categorical or block depending upon the amount of discretion allowed the grantee.

I

Indirect Cost A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned, such as administrative support, facility maintenance or custodial services.

Inflation A rise in price levels caused by an increase in available funds beyond the proportion of available goods.

Infrastructure Public domain fixed assets including roads, curbs, gutters, sidewalks, drainage systems, lighting systems, and other items that have value only to the City.

Interest Income Revenue associated with the city cash management activities of investing fund balances.

Intergovernmental Resources Funds received from federal, state, and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

Inter-fund Transfer The movement of monies between funds of the same governmental entity.

Inter-local Agreement A contractual agreement between two or more governmental entities.

Internal Services Charges The charges to user departments for internal services provided by another government agency, such as data processing, equipment maintenance and communications.

L

Levy To impose taxes for the support of government activities.

Long-Term Debt Debt with a maturity of more than one year after the date of issuance.

M

Major Fund Funds whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental or enterprise funds and at least 5 percent of the aggregate amount for all governmental and enterprise funds. These represent the City's most important funds and include the General Fund.

Mandate A requirement from a higher level of government that a lower level of government perform a task in a particular way or standard.

Mission Statement The statement that identifies the particular purpose and function of an entity.

Modified Accrual Basis The basis of accounting under which revenues are recognized when measurable and available to pay liabilities. Expenditures are recognized when the liability is incurred except for interest on long-term debt which is recognized when due, and the noncurrent portion of accrued vacation and sick leave, which is recorded in general long-term debt.

Municipal Code A collection of laws, rules, and regulations that apply to the City and its citizens.

N

Neighborhood Services A program developed to promote and strengthen the stability, development, revitalization, and preservation of neighborhoods through community-based problem solving.

Net Position Governmental financial statement reporting for proprietary funds where assets plus deferred outflows of resources, less liabilities, less deferred inflows of resources, equals net position program.

O

Objective A specific measurable and observable result of an organization's activity, which advances the organization toward its goal.

Ombudsman One that investigates reported complaints, reports findings, and helps to achieve equitable settlements.

Operating Budget The portion of the budget that pertains to daily operations that provide basic governmental services. The operating budget contains appropriations for expenditures such as personnel, supplies, utilities, materials, travel, and fuel.

Operating Expenses The cost for personnel, materials, and equipment required for a department to function.

Operating Revenue Funds that the government receives as income to pay for ongoing operations, including such items as taxes, user fees, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

P

Pay-As-You-Go Financing A term used to describe a financial policy by which the capital program is financed from current revenues rather than through borrowing.

Per Capita A measurement of the proportion of some statistic to an individual resident determined by dividing the statistic by the current population.

Performance Budget A budget that focuses upon departmental goals and objectives rather than line items, programs, or funds. Workload and unit cost data are collected in order to assess the effectiveness and efficiency of services. Typical measures collected might include average emergency response time for fire.

Performance Measure Data collected to determine how effective and/or efficient a program is in achieving its objectives.

Policy A plan, course of action or guiding principle designed to set parameters for decisions and actions.

Prior Year Encumbrances Obligations from previous years in the form of purchase orders or contracts that are chargeable to an appropriation, and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

Potable Water Water that is fit to drink.

Program Group activity, operations, or organizational units directed to attaining specific objectives and achievements and budgeted as sub-units of a department.

Program Budget A budget that allocates money to the functions or activities of a government rather than to specific items of cost or to specific departments.

Property Tax A levy upon the assessed valuation of the property within the City of Henderson upon each $100 of assessment.

R

Retained Earnings An equity account reflecting the accumulated earnings of an enterprise or internal service fund.

Revenue Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues, and interest income.

Revenue Bonds Bonds usually sold for constructing a project that will produce revenue for the government. That revenue is pledged to pay the principal and interest of the bond.

Reserve An account used to indicate that a portion of a fund's assets are legally restricted for a specific purpose and is, therefore, not available for general appropriation.

Resolution A special or temporary order of a legislative body requiring less legal formality than an ordinance or statute.

Resources Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.

Risk Management An organized attempt to protect a government's assets against accidental loss in the most economical method.

S

Sales Tax Tax imposed on the taxable sales of all final goods.

Source of Revenue Revenues are classified according to their source or point of origin.

Special Assessment A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

Special Budget Ad Hoc Committee On June 11, 2013, the City Council commissioned the Special Budget Ad Hoc Committee (SBAHC), a community-based group, to review the City's budget and operations. The SBAHC was charged with providing both short- and long-term recommendations to address the annual structural deficit in infrastructure needs, as well as an operating shortfall.

Strategic Plan A document outlining long-term goals, critical issues, and action plans that will increase the organization's effectiveness in attaining its vision, priorities, mission, goals and objectives.

System Development Charge That portion of the connection charge that is determined to be the

customer's proportionate share of the cost of providing transmission, pumping, and storage facilities required to serve the various distribution areas or zones within the system.

T

Tax Levy The resultant product when the tax rate per $100 is multiplied by the tax base.

Taxes Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

Transfers In/Out Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

U

Undesignated Fund Balance The portion of a fund's balance that is not legally restricted for a specific purpose and is available for general appropriation.

Unencumbered Balance The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.

Unreserved Fund Balance The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

Useful Life The period of time that a fixed asset is able to be used. This can refer to a budget period of time for an equipment class or the actual amount of time for a particular item.

User Charges The payment of a fee for direct receipt of a public service by the party who benefits from the service.

W

Workload Indicator A unit of work to be done (e.g., number of permit applications received).

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THE CITY OF HENDERSON

A Place To Call Home

Andy Hafen
Mayor

Sam Bateman
Councilman

Debra March
Councilwoman

John F. Marz
Councilman

Gerri Schroder
Councilwoman

Robert A. Murnane
City Manager

Richard A. Derrick
Chief Financial Officer

Jill R. Lynch
Budget Manager

CITY OF HENDERSON
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