

# Doug Selby

## Annual Performance Review

### August 2006

The past year has been one of significant accomplishments by the City of Las Vegas, and I am pleased as City Manager to have been able to promote, support, initiate and/or guide these activities none of which would have been possible without the dedication and talent of the almost 3000 City employees who work every day to support our mission of "providing residents, visitors, and the business community the highest quality municipal services in an efficient, courteous manner." These employees, my executive team of deputy city managers and department heads have worked hard and creatively to carry out this broad service oriented mission, address the City Council's priorities and meet the day to day needs of a city of over 575,000 residents. I am continually impressed with their achievements, and I'm convinced they are the best government workforce in Nevada.

Perhaps most important is the focus and leadership that the City Council has provided which supports an alignment of resources to tackle the "crisis of the day," as well as permitting us to set the stage to initiate longer term changes that improve service to our citizens. The trust and empowerment that comes from the City Council to staff motivates us to do more with an enthusiasm and optimism that is lacking in many other agencies.

In the following document, I have summarized some of the achievements of this past year that I think are most noteworthy. This list illustrates the broad scope of activities the City is engaged in, but it doesn't list the many and varied routine city administrative, operational and maintenance functions we carry out every day.

## **DEPARTMENT ACHIEVEMENTS**

### **MUNICIPAL COURT**

- ❖ Through extraordinary efforts of management and staff, the Court relocated to the RJC and became operational in just one weekend. The Court closed business at 6 p.m. on Friday evening (11/4/05) and opened for business the following Monday (11/7/05) with no disruption of service to the public. The move included the relocation of 6 Elected Officials, 185 staff and management and their work product, the transfer and installation of more than 200 computers and peripherals, and the entire archived records section. In addition, all employees went through training for the new Nortel Network telephone system (with symposium software), security procedures (including badges, keys) ingress and egress from the building, employee and customer parking instruction, vendor services coordination, and overall RJC operational processes.
- ❖ Ended the fiscal year \$1.6M under the projected expense budget. This was accomplished in the face of a \$1.2M or 9% increase in expenses due to our move to the RJC.
- ❖ Front Counter wait time was maintained at 8 minutes.
- ❖ Collected \$1.7M through the credit card by phone program for the payment of fines and fees, an 18% increase over the previous year.

### **HUMAN RESOURCES**

- ❖ Eliminated considerable time from the recruitment process by promoting the use of the training & experience testing method which allows required exams to be completed as a part of the application process.
- ❖ Secured membership, as of July 1, 2005, in the Nevada Hospital Purchasing Coalition, a purchasing group with 400,000 members and extremely aggressive contracts resulting in over \$500,000 in savings to the city.
- ❖ Had successful labor negotiations with the LVCEA and the IAFF. Negotiations were completed with both units without any intervention from outside mediators or arbitrators, and several of the negotiated provisions will provide long-term economic benefits to the city.

## **FINANCE AND BUSINESS SERVICES**

- ❖ Successfully obtained AA rating upgrade from S&P and a “positive outlook” from Moody’s.
- ❖ Facilitated the Value-Based Program Review of 12 programs resulting in 34 recommendations and related action plans.
- ❖ Initiated pilot program for performance based budgeting in Fire & Rescue, Detention & Enforcement, and Municipal Court emphasizing performance metrics related to budget resource allocations.
- ❖ The City of Las Vegas was nominated as “Company of the Year” by the Nevada Minority Business Council as a result of the focus group meetings hosted by Purchasing & Contracts for public works contractors and MWBE suppliers of goods and services.

## **DETENTION & ENFORCEMENT**

- ❖ Detention & Enforcement improved Detention Center operational efficiency by reducing mandatory overtime staff costs by 48%, compared to last year, despite an increase in inmate population.
- ❖ The Deputy City Marshal Unit significantly enhanced customer service and citizen safety by implementing cutting edge communications technology. The Computer Aided Dispatch system delivers the ability to prioritize and provide significantly faster response to citizen calls.
- ❖ Detention’s Training Unit participated in a City audit resulting in comprehensive and systematic policy and procedure reviews and enhancements.

## **OFFICE OF COMMUNICATIONS**

- ❖ The latest KCLV survey had some very encouraging numbers. Of those surveyed who say they watch Channel 2 at least occasionally, 90% said the programming is either “excellent, very good, or good.” This is up from two years ago when 87% of those who watch, at least occasionally, said the same thing.

- ❖ The Office of Communications worked with the Graphic Operations team to produce some publications of note. The first was the Centennial Yearbook. It highlighted the accomplishments of the city during the 2005 centennial year and illustrated how far the city has come in 100 years. We also reintroduced the City Team employee newsletter to city staff.

## **FIELD OPERATIONS**

- ❖ The City's Street Rehabilitation Section was recognized in NDOT's Nevada Milepost publication for its innovative approach to roadway maintenance. These methods extend the useful life of city roadways which can also be classified as improving efficiency of operation.
- ❖ The City's Alternative Fuel Program received the Michael T. Halbouty Award by the National Defense Council Foundation and the 2006 J. Robert Havlick Award for Innovation in Local Government by The Innovation Group.
- ❖ Received a rebate totaling over \$52,000 for conversion of natural turf with drought tolerant landscaping at several parks and facilities, which will also produce a water savings.
- ❖ Completed a wide assortment of construction and maintenance projects in City parks and facilities using City resources resulting in significant cost and time savings.

## **LEISURE SERVICES**

- ❖ Hosted the Tennis Channel Tournament at the Darling Tennis Center, an event that proved to be a landmark for mobilizing City resources to prepare for a national championship competition.
- ❖ A new 31,000 square foot facility (Mirabelli Community Center) was put into service on the site of the old Mirabelli park.
- ❖ Senior Citizens Law Project served 1,572 unduplicated clients, prepared 399 durable powers of attorney, 920 living wills, 370 advanced directives, and received in excess of \$294,726 in financial benefits and donations.
- ❖ Developed curriculum for disability awareness and sensitivity training used throughout the department.
- ❖ Department Director served as designated Project Manager for the very successful 2006 United States Conference of Mayors.

## **COMMUNITY & GOVERNMENT AFFAIRS**

- ❖ Expanded Government & Community Affairs legislative staff to more proactively address federal, state, and local legislative issues.
- ❖ Developed the first City of Las Vegas Diversity Committee newsletter.

## **ADMINISTRATIVE SERVICES**

- ❖ Conducted our first City-wide employee opinion survey and shared results with employees.
- ❖ Conducted FY06 Value-Based Program Review, developed final report and action plan.
- ❖ Implemented an expedited review process for SNPLMA projects, including arranging/attending workshops and following up on additional comments.

## **FIRE & RESCUE SERVICES**

- ❖ The Las Vegas Fire & Rescue Department has received accredited agency status with the Commission on Fire Accreditation International, Inc. (CFAI) for meeting the criteria established through the CFAI's voluntary self-assessment and accreditation program. Las Vegas Fire & Rescue is one of 114 agencies to achieve internationally accredited agency status with the CFAI and is only the eighth agency in the world to have an accreditation and an I.S.O. Class One rating.
- ❖ On October 10, 2005, Fire Station #8 opened. In conjunction with Fire Prevention Month, an Open House was held at every fire station on the evening of October 13. They also had a fire safety display at the Meadows Mall October 10–12, 2005, and firefighters went door-to-door distributing fire safety brochures and information in local neighborhoods.
- ❖ From May 6-10, the department hosted the 41<sup>st</sup> Annual Metropolitan Fire Chiefs Conference. Fire Chiefs from all over the United States and six foreign countries were in attendance to discuss current fire issues affecting major metropolitan fire departments.

## **BUILDING & SAFETY**

- ❖ Building & Safety became the first fully accredited Building Department in the United States. This serves directly to enhance customer service, gain positive recognition nationwide and improve efficiency.
- ❖ Provided services to facilitate \$1.96 billion in construction valuation.
- ❖ Completed expansion of our West Service Center which will enhance our ability to improve customer service. This project has also freed up much needed space at the Development Services Center.

## **PUBLIC WORKS**

- ❖ More than \$102.4 million in public projects were completed including a variety of roadwork, sewer system, storm drainage, paving, new traffic signals, a new park and other infrastructure improvements.
- ❖ A new \$41 million park and tennis facility (Darling Tennis Complex) located on 110 acres was completed.
- ❖ Over 22 acres of planned development parks were built.
- ❖ Improved plan check review process by increasing the number of plan reviews completed within 20 working days (100%).

## **PLANNING & DEVELOPMENT**

- ❖ Participated on a panel of big city planning directors at the invitation of the Lincoln Institute of Land Policy at Harvard University.
- ❖ Received national Apex awards for Pioneer Trail Marker Design, Northwest Open Space Plan and the American Society of Landscape Architects - NV Chapter, award of excellence for Northwest Open Space Plan.
- ❖ Created public access to case history and other parcel information through City's website.
- ❖ Improved GIS program for the front counter staff that allows instant access to all relevant plan documents for each parcel, improving response time and accuracy of information to applicants.
- ❖ Approval by Secretary of the U.S. Department of Interior for \$75 million in SNPLMA projects.

- ❖ Adopted Traditional Neighborhood Development Land Use category and Traditional Development Zoning classification.

## **INFORMATION TECHNOLOGIES**

- ❖ Deployed the new CLV Internet site. The site is uniquely friendly to the user in that visitors to the site navigate by the service they're looking for, not the department the service rests with. The site has received a lot of positive feedback and has gained the city some awards and national recognition.
- ❖ Implemented Hansen Citizen Relationship Management (CRM) Interactive application replacing CARS/CCTS --- Supplementing ADDR & ARCIMS to improve the tracking of citizen and council service requests.
- ❖ Developed technology support for "Neighborhood Indicators" to measure the current condition of a neighborhood and coordinate appropriate programs and resources to assist the neighborhood. The system is capable of generating maps and reports based on pre-identified geographic boundaries.

## **NEIGHBORHOOD SERVICES**

- ❖ Improved community awareness and involvement by linking neighborhood associations with city programs targeting youth and seniors as appropriate. Several forums were held to educate seniors on the changes related to the Medicare Prescription Part D program.
- ❖ Created and implemented a Neighborhood Showcase Program to recognize and celebrate neighborhood successes.
- ❖ Promoted a proactive approach to enforcement of the municipal code in the community through education of neighborhood organizations in order to cut down on the number of complaint driven response activities.
- ❖ Developed a preliminary Community Land Trust (CLT) to be forwarded to council for approval. A final proposal with recommendations will be brought before the mayor and city council within the next few months (August, September or October, 2006).
- ❖ Acquired eleven properties in the Historic West Las Vegas area for affordable housing. This is part of our overall plan to revitalize the Historic West Las Vegas area in a holistic and comprehensive manner.
- ❖ Completed the rehabilitation of the Downtown Senior Services Center and successfully turned it over to Leisure Services to manage.

- ❖ Began implementation of the Ten Year Plan to End/Reduce Homelessness adopted by Council in 2005. Intergovernmental partnerships were created through the development of regional protocols to address homeless encampments. Continued homeless prevention through the EHAP program.
- ❖ Expanded Emergency Housing Assistance Program (EHAP) to assist families/individuals in avoiding homelessness. After success in its first two years of operation, the program was granted \$70,000 this year to expand service delivery for residents residing in city limits.
- ❖ Implemented the pilot phase of the Chronic Inebriate Intervention Program in partnership with Detention and Enforcement and Municipal Court. The program also provided services to HOPE participants.

## **OFFICE OF BUSINESS DEVELOPMENT**

- ❖ Almost \$20 billion in downtown redevelopment projects are now being tracked and worked on by OBD staff (\$14.7 billion in downtown and around \$5-6 billion on Union Park). Over \$1 billion is now under construction.
- ❖ More than 2500 residential units in construction downtown with 22,000 units entitled in some 60 high-rise and mid-rise mixed-use projects.
- ❖ City became the Union Park master developer with Newland Communities as our consultant. In Union Park, the Ruvo Alzheimers Center and Smith Performing Arts Center are in the design process, the World Jewelry Mart is under contract, and more projects are in negotiations.
- ❖ World Market Phase Two is nearing completion, and Phase Three consisting of an additional 2 million square feet is ready to start construction this fall.

## **CITY CLERK'S OFFICE**

- ❖ Phase One of the implementation of Alpha Agenda was completed. Alpha Agenda is a total agenda solution providing internal workflow enhancement and preparation management as well as 24/7 public access to indexed Internet video and audio council meetings and historic retrieval of past council meeting actions with complete back up materials.
- ❖ Opened the new City Records Center for long-term storage of city records. This center put the City of Las Vegas in a leadership position among local and state governments in securing and protecting public records required to be maintained by state law.

## **CITY MANAGER**

- ❖ To improve my value to the City, I attended the three week Kennedy School of Government program for senior executives in State and Local Government where I worked with other senior appointed and elected officials on refining my skills in leadership, negotiation, collaboration and public relations.
- ❖ I became a Credentialed Manager through the International City/County Management Association. This is the only program for certifying that city managers meet national experience and educational standards.
- ❖ I created the City's first Diversity Committee composed of representatives from all City departments. The committee's goal is to enhance our programs to recruit and support a diverse workforce and to better engage our diverse citizen and business communities in the activities of the City.
- ❖ We are launching our third Citizen Leadership Academy this fall. This very successful program gives 25 citizens a first hand look at the internal workings of city government. Through this program, past graduates have become actively engaged in supporting the City through participation and leadership in volunteer programs, joining City boards and commissions and sharing their experience with other citizens helping to spread a more positive message of local government than typically shared by the local media.
- ❖ This past year I also devoted special attention to establishing improved working relationships with the leadership of our City bargaining units. This is an effort that I will continue in the coming year.

## **Goals for FY 2006/2007**

1. Refine performance-based budgeting using lessons learned from this year's pilot programs in Municipal Court, Fire and Rescue, and Detention and Enforcement and expand this new system to other City departments in FY 2007/2008.
2. Evaluate our employee wellness initiative to determine its effectiveness and assess options for enhancements or changes to keep our workforce healthy.
3. Continue to prepare for a possible avian flu pandemic by exercising the contingency operations plan we developed this past year.
4. As Executive Director of the Redevelopment Agency, continue to maintain active involvement in high profile projects like Union Park, World Market Center and others. Additionally, refine our long term RDA tax increment funded capital

projects plan to focus on projects and programs that will further enhance the redevelopment area.

5. Develop final building and financing plans for construction of a new City Hall and identify a site and builder for the project.
6. Continue succession planning through development of existing employees to prepare them to be promoted to executive levels at the City.
7. Ramp up our diversity program through training of committee members and others, workforce surveys, outreach initiatives, improved communication and positive, measurable actions.
8. Continue to seek and support process and technology innovations to streamline City operations and improve customer service.
9. Remain actively engaged in major City projects and initiatives to ensure allocation of adequate resources and timely progress.